



CABINET

7.30 pm	Wednesday 10 May 2017	Council Chamber - Town Hall
----------------	----------------------------------	--

Members 9: Quorum 5

Councillor Roger Ramsey (Leader of the Council), Chairman

Cabinet Member responsibility:

Councillor Damian White	Housing
Councillor Robert Benham	Children & Learning
Councillor Wendy Brice-Thompson	Adult Social Services and Health
Councillor Osman Dervish	Environment, Regulatory Services and Community Safety
Councillor Melvin Wallace	Culture and Community Engagement
Councillor Clarence Barrett	Financial Management, ICT (Client) and Transformation
Councillor Ron Ower	Housing Company Development and OneSource Management
Councillor Joshua Chapman	Deputy Cabinet Member assisting Cabinet Member for Housing
Councillor Jason Frost	Deputy Cabinet Member assisting Cabinet Member for Environment, Regulatory Services & Community Safety

Andrew Beesley
Head of Democratic Services



**Please note that this meeting will be webcast.
Members of the public who do not wish to appear
in the webcast will be able to sit in the balcony,
which is not in camera range.**

Cabinet, 10 May 2017

**For information about the meeting please contact:
Debra Marlow tel: 01708 433091
e-mail: debra.marlow@onesource.co.uk**

Protocol for members of the public wishing to report on meetings of the London Borough of Havering

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

AGENDA

1 ANNOUNCEMENTS

On behalf of the Chairman, there will be an announcement about the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

2 APOLOGIES FOR ABSENCE

(if any) - receive

3 DISCLOSURES OF INTEREST

Members are invited to disclose any interests in any of the items on the agenda at this point of the meeting. Members may still disclose an interest in an item at any time prior to the consideration of the matter.

4 MINUTES (Pages 1 - 6)

To approve as a correct record the minutes of the meeting held on 12th April, 2017, and to authorise the Chairman to sign them.

5 AUTHORITY TO SUBMIT FUNDING APPLICATION TO VEOLIA HAVERING RIVERSIDE MAINTENANCE TRUST AND DEVELOPMENT OF MECHANISM FOR FUTURE FUNDING OF MAINTENANCE AND MANAGEMENT OF RAINHAM LANDFILL AFTERCARE (Pages 7 - 18)

6 THE CORPORATE PLAN 2017/18 (Pages 19 - 30)



MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 12 April 2017
(7.30 - 8.00 pm)

Present:

Councillor Roger Ramsey (Leader of the Council), Chairman

	Cabinet Member responsibility:
Councillor Damian White	Housing
Councillor Robert Benham	Children & Learning
Councillor Wendy Brice-Thompson	Adult Social Services and Health
Councillor Osman Dervish	Environment, Regulatory Services and Community Safety
Councillor Clarence Barrett	Financial Management, ICT (Client) and Transformation
Councillor Ron Ower	Housing Company Development and OneSource Management
Councillor Joshua Chapman	Deputy Cabinet Member assisting Cabinet Member for Housing

Apologies were received for the absence of Councillors Melvin Wallace and Jason Frost.

97 DISCLOSURES OF INTEREST

There were no declarations of interest.

98 MINUTES

The minutes of the meeting held on 8th February, 2017 were agreed as a correct record and signed by the Chairman.

99 QUARTER 3 CORPORATE PERFORMANCE REPORT

Councillor Clarence Barrett presented the report of Pippa Brent-Isherwood, Assistant Director of Policy Performance and Community, to Cabinet, setting out the Quarter 3 Performance against each of the Council's Corporate Strategic Goals: Clean, Safe and Proud.

Cllr Barrett indicated that a total of 58 Corporate Performance Indicators (CPI's) had been included in the report. 35 of these are either statutory or reported to MOPAC and 23 are local performance indicators. 55 have been given a RAG (red, amber, green) status and a summary of these appears at paragraph 6 of the report. 73% have a green status and 27% have red or amber which represents a slight improvement on Quarter 2.

It was noted that the levels of performance must be interpreted in the context of increasing demand on services across the Council and this is illustrated in the Demand Pressure Dashboard at appendix 2 of the report.

The way that performance indicators are dealt with is set to change with a more outcomes focused approach being developed. In line with the new Vision for Havering Council, the new CPI's will be closely aligned to transformation plans and strategies. In addition, from 2017/18, Corporate Performance Reports are to be reported only to the Overview and Scrutiny Board (on a quarterly basis) and Cabinet. The reports will be made available simultaneously to the Members of the Overview and Scrutiny Sub Committees. Target tolerances and the RAG status will be removed from the reports.

Councillor Barrett detailed the highlights of the report against each of the Council's priorities, in particular;

CLEAN

- the number of days to remove fly tips which has improved now being within the target tolerance
- The number of volunteers participating in community clean ups; and
- The percentage of Planning Appeals allowed which is better than this time next year.

Consideration was also given to areas needing improvement;

- The percentage of major applications processed within 13 weeks is below target; and
- The provisional levy waste tonnage in the latest data available, demonstrates that this will be above target and will therefore have a financial implication for the Council. Notwithstanding this a number of campaigns are ongoing to help reduce this figure.

SAFE

Highlights:

- The rate of delayed transfers of care attributable to Adult Social Care is below target (where smaller is better);
- 100% of carers are receiving their support through self-direction via direct payment. This represents 1,775 service users with an increase of 23% on the same time last year
- The percentage of adults in contact with secondary mental health services who are living independently is significantly above target.

Areas needing improvement:

- The percentage of LAC placed in LBH foster care is below target and this year so far only 4 new in house foster carers have been recruited. This is being addressed by a recruitment campaign
- The number of Total Notifiable Offences recorded for this financial year has increased.
- The rate of permanent admissions to residential and nursing care homes is above target.

PROUD

Highlights:

- Out of 8,784, only 70 properties were identified at a non-decent standard. This is above target and performing better than last year;
- The amount of Early Years providers judged “Good” or “Outstanding” has increased and is better than both last quarter and this time last year;
- The percentage of adults in contact with secondary mental health services in paid employment is better than target;
- The number of volunteers helping to run the library service continues to grow and is above target this quarter.

In need of improvement:

- Housing repairs completed on time are below target;
- Start-up businesses accessing advice through the Business Start-up Programme is below target
- The current average sickness absence rate across the Council is 9.8FTE days per employee. This represents the lowest sickness rate in two years but it is still worse than target. A 24/7 Absence Line pilot scheme was launched in October 2016 for Employment and Catering Services and this has been successful in reducing sickness absence.

There then followed a period of discussion. Councillor David Durant noted the increased costs of waste disposal and asked the Council to look at other means disposal in order to bring costs down. The Leader stated that the Council is currently locked into a contract with ELWA and that plans will be made to ensure this is as cost effective as possible. This issue will be passed on to the local MP in an effort to shape government policy.

For the reasons set out in the report **Cabinet:**

1. **Reviewed** the performance set out in Appendix 1 of the report and the corrective action that has been and continues to be taken.
2. **Noted** the content of the Demand Pressures Dashboard presented in the report at Appendix 2
3. **Approved** an amended approach to performance reporting from 2017/18, which will see target tolerances (and therefore RAG ratings) removed from the reports.

There were no other options considered as an alternative to Cabinet considering the Quarter 3 Performance Report as this is considered to be the only way that the London Borough of Havering can ensure that Cabinet Members are kept totally up to date with the Council's Performance for each of the Strategic Goals.

100 **CORPORATE PERFORMANCE INDICATORS**

Cabinet considered the report of Pippa Brent-Isherwood, Assistant Director of Policy, Performance and Community, setting out the proposed Cabinet Performance Indicators 2017/18 which have been aligned to the Councils' new vision and Strategic Priorities.

The Council's new vision for the Borough was approved as part of the Council's Budget at the Cabinet meeting on 8th February, 2017. As a result of the new vision for Havering a new set of performance indicators have been developed which set out how the Council will measure progress in delivering the strategic outcomes. These will be reported on a quarterly basis and through an annual performance report at the end of the year.

The new Vision for the Borough: Havering – Making a Greater London has four cross cutting strategic priorities:

- Communities making Havering
- Places making Havering
- Opportunities making Havering
- Connections making Havering.

Underpinning each of these priorities is a set of strategic outcomes and delivery statements which explain how each outcome will be achieved. The new Corporate Performance Indicators have been designed to measure success in achieving and implementing delivery and outcomes.

Cllr Barrett referred to Appendix 1 of the report which details the full set of Corporate Performance Indicators for 2017/18. These represent indicators which are in the control of the council together with others. Increasingly, the Council is becoming co-dependent, establishing a role of partnership and influence.

In some areas this is a new way of working and there is a strong need for an outcome focused approach coupled with a need to set robust targets.

The timetable of Corporate Performance Reporting was noted at page 49 of the agenda. Chairs of the OSSC will still be able to request information and indicators will be discussed at other forums and will be scrutinised by OFSTED for example.

The new performance indicators will reassure members that performance will continue to be monitored and shared.

Comments will be brought back to Cabinet in June after the matter is discussed and considered at the Overview and Scrutiny Board on 3rd May, 2017.

For the reasons set out in the report, Cabinet:

1. **Approved in principle** the new list of Corporate Performance Indicators for 2017/18, subject to the consideration of comments made by the Overview and Scrutiny Board at its meeting on 3rd May, 2017.
2. **Delegated** authority to the Lead Member for Adult Services and Health to sign off the final Corporate Performance Indicators relating to:
 - Reablement / rehabilitation;
 - Reported outcomes for residents delivered by commissioned voluntary and community sector services, and
 - Residents reporting good outcomes from their community (home care) service.
3. **Delegated** authority to the Lead Member for the Environment to sign off the survey / engagement Performance Indicators for Environment Services.
4. **Agreed** that Corporate Performance Reports be presented on a quarterly basis only to the Overview and Scrutiny Board and Cabinet, and be made available simultaneously to members of the Overview and Scrutiny Sub-Committees.

Other options were considered in that the existing set of CPI's could be retained but this would result in indicators not fully aligned with the Council's overarching vision, strategic outcomes and priorities. As a result that option was not recommended and was excluded.

Chairman

This page is intentionally left blank



CABINET

10 May 2017

Subject Heading:

To seek authority to submit funding applications to Veolia Havering Riverside Maintenance Trust.

To plan investigate and establish appropriate options to secure future funding to ensure ongoing management and maintenance of Rainham Landfill site post restoration.

Cabinet Member:

Councillor Osman Dervish

CMT Lead:

Steve Moore, Director of Neighbourhoods

Report Author and contact details:

Robert Flindall, 01708 432892
bob.flindall@ahavering.gov.uk

Policy context:

London Plan
 Havering Local Development Framework
 All London Green Grid Supplementary Planning Document 2012
 Wildspace Business Plan Study May 2011

Financial summary:

Funding applications that meet the Veolia Havering Riverside Maintenance Trust's (the "Trust") objectives and the Council's objectives would be made for various individual projects. These projects would either already be in the Council's capital programme or will be developed to be proposed for inclusion in the 2018/2019 capital programme.

The Council will also consider options to plan for the future aftercare management and maintenance of the restored landfill site. These options may include the Council taking responsibility for its management and upkeep and /or making financial provision with a third party.

Is this a Key Decision?

Yes

(a) Expenditure or saving (including anticipated income) of a total of £500,000 or more

(c) Significant effect on two or more Wards

When should this matter be reviewed?

June 2018

Reviewing OSC:

Towns and Communities OSC

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

SUMMARY

- 1.1 This report first sets the background by summarising the wider framework of the Rainham Wildspace regeneration programme (Rainham Wildspace) of which the Veolia landfill site, operated by Veolia UK, forms part.
- 1.2. It is anticipated that Rainham Wildspace overall will provide local, accessible and quality open space for new and existing communities in London Riverside and, ultimately, a regional visitor destination. The Council has worked in partnership with several key organisations to deliver Rainham Wildspace since 2002, including Veolia UK and the RSPB.
- 1.3. The completed restoration of the Veolia landfill site is key to the success of the project because it will add 177 hectares of landscaped open space alongside the River Thames. A planning s106 agreement, dated July 2016, associated with a second planning permission for Veolia UK to use the site as a landfill includes opportunities to establish future uses such as a visitor centre, car parking, water borne recreation and proposes restoration work to enable open public access. Additionally the s106 agreement enables the Council an opportunity to secure a 'pie-crust' lease of the restored site post landfill operations and restoration, to manage the site itself or employ a third party organisation to do so.

- 1.4. Until recently, the Veolia Havering Riverside Maintenance Trust (a local Landfill Communities Fund Trust) had been seeking to secure sufficient funding from the Landfill Communities Fund as an endowment to enable management and maintenance of the restored landfill in perpetuity. The Trust currently has approximately £5million of funds set aside for this purpose but this money now needs to be spent much earlier because of legislative changes.
- 1.5. Consequently this prior funding source is no longer available and new resources will need to be found. Trustees of the Veolia Havering Riverside Maintenance Trust (the “Trust”) have approached the Council inviting it to apply to use Trust funds to deliver projects that meet the objects of the Trust, and to consider developing alternative methods to fund the completed landfill as open space once post restoration by Veolia UK.

RECOMMENDATIONS

That Members:

- 2.1 Agree that the Council prepares and submits funding applications to the Veolia Havering Riverside Maintenance Trust (the “Trust”) that meet the Trust objects and that the Chief Executive after consultation with the Leader shall have delegated authority to identify those projects and make the applications.
- 2.2 Agree that the Council consider the various options, to facilitate funding for the annual maintenance of and public access to the restored landfill site. Options to consider include the provision of financial support directly, via a trust or through a third party.
- 2.3 Delegate authority to the Chief Executive after consultation with Director of Legal and Governance and the section 151 officer, to develop options and implement a solution to secure the management and maintenance of the completed landfill site including the facilitation of required funding streams. These options may include the Council taking responsibility for its management and upkeep and/or making financial provision with a third party (e.g. RSPB or Land Trust).

REPORT DETAIL

Rainham Wildspace Background

- 3.1 Rainham Wildspace is a planned regional visitor destination area comprising the Inner Thames Marshes Site of Special Scientific Interest (SSSI) and the adjacent Veolia landfill. The SSSI is now managed as a nature reserve by the RSPB and, partly, by the Council. The Veolia Havering Riverside Maintenance Trust was originally established to secure funding for the future aftercare of the restored landfill post operation as a landfill and consequential ongoing management as public open space as part of Rainham Wildspace.
- 3.2 Rainham Wildspace is a project that evolved from the 2002 Urban Strategy for London Riverside that was the plan for the London Riverside Single Regeneration Budget initiative involving Havering, Ford Motor Co. and LB Barking and Dagenham. The Rainham Marshes are to be developed as a regional visitor destination to provide local, quality and accessible open space for new and existing communities located in London Riverside. Rainham Wildspace remains at the centre of the Council's subsequent (2009) Rainham Compass regeneration programme and forms an important part of the green infrastructure that will support the sustainable development of the GLA funded Rainham and Beam Park Housing Zone.
- 3.3 The concept of the Rainham Wildspace was established in partnership with the London Thames Gateway Development Corporation (LTGDC) to deliver this initiative from 2004. Havering's partners included RSPB, Thurrock, LTGDC, Port of London Authority, Veolia Havering Riverside Trust, Environment Agency, Natural England, GLA, LDA and TfL. Between 2004 and 2012 Havering invested c£8.5m of grant (from LTGDC, VHRT, GLA, LDA, TfL, ERDF, ODPM and Thames Gateway Parklands) in the Rainham Wildspace project. In that time the project has successfully delivered:
- Funding for Wildspace totalling c£30m
 - The establishment of the RSPB Rainham Marshes Nature Reserve
 - The Purfleet RSPB Environment and Education Centre
 - Rainham to Purfleet Path (10km of accessible cycle and walking paths)
 - The Council's Rainham Marshes Local Nature Reserve
 - Rainham to the River – access improvements to the River and associated marshes (largest Thames Gateway Parklands project in London)
 - Rainham Trackway
 - Mardyke Bridge
 - Three Crowns Open Space
 - Business and transport plans

- National Nature Improvement Area status
- 3.4 In 2012 the Council planned to establish a stronger decision-making governance structure for Rainham Wildspace, chaired by the then Leader of the Council together with senior representatives from the RSPB and Veolia ES plc. However, this plan coincided with the submission of a planning application by Veolia UK to enable a longer period of landfill operations on the Veolia landfill/ Rainham Marshes site. The subsequent planning s106 agreement (S106), dated July 2016 includes measures to enable the restored Veolia landfill to contribute to the development of Rainham Wildspace, including the opportunity for the Council to obtain a pie-crust lease to manage the site by or before the end of October 2031.

Landfill Communities Fund Trust

- 3.5 Throughout the same period the Council has enjoyed close links with the two associated local Landfill Communities Fund Trust charities, being;
- Cleanaway Havering Riverside Trust (CHRT) that, most recently, became the Veolia North Thames Trust (VNTT); and
 - Veolia Havering Riverside Maintenance Trust (the “Trust”).

These two trusts are funded through Veolia UK under the Landfill Tax Relief provisions but are separate entities to the business landfill operations of Veolia UK.

- 3.6 **Veolia North Thames Trust (VNTT)**, is the grant giving organisation that has successfully funded many environmental projects in Havering, including for Wildspace, and more recently in the North Thames area, extending across Thurrock, Castle Point and Basildon. However the VNTT is in the process of being wound up with the funding proposed to be directed to a national body, Veolia Environmental Trust. It seems less likely local organisations, including the Council, will benefit from the national body as much as they have done from the local Trust.
- 3.7 **Veolia Havering Riverside Maintenance Trust (the Trust)** was established to provide an endowment to enable long term funding to ensure aftercare of the restored Rainham landfill as public open space, as part of Rainham Wildspace. Unfortunately, changes by central government within Department of Communities and Local Government and ENTRUST (the regulatory body for the two Trusts) and plans to abolish the Landfill Communities Fund by the end of 2020, mean that future funding will not be available from the two Trusts for the long term care of the restored landfill.
- 3.8 With effect from April 2015, there have been changes to the Landfill Tax of significance for the operation of the Trusts; there are amendments to the conditions by which the Trusts obtain approval for the purposes of Landfill Tax credits by the regulatory body, ENTRUST. The amendments require the funding from contributions to be applied for approved purposes within

the context of specific identified projects themselves approved in advance by ENTRUST. Those approved projects are to have a relatively short anticipated end-date, typically, no more than two to three years from the date of the contribution. Accordingly there is no scope for funding to be applied for an initial project with a further sum set aside for onward maintenance of the project, such as anticipated with the landfill site.

3.9 Consequently the Trust has approached the Council requesting that the Council consider;

- Applying to the Trust for funds currently held by the Trust, c£5m, to spend on Council projects that meet the objects of the Trust to deliver environmental regeneration.
- Alternative mechanisms to provide for the aftercare of the landfill. The mechanism may be to provide financial support directly, via a trust or through a third party

3.10 It is recommended that the Council apply to the Veolia Havering Riverside Maintenance Trust for funds to support a number of existing or future capital projects that meet the objects of the Trust.

3.11 The objects for which the Trust is established are for the benefit of the public in the area of benefit within the minimum prescribed timetable (being the two to three year time period referred to above in paragraph 3.8) through the:

- *Protection or conservation of the natural environment by restoring or reclaiming land which cannot otherwise be used for economic, social or environmental purposes by reason of pollution damage caused by an activity previously carried out on the land.*
- *The protection and preservation of the environment for the public benefit by:*
- *preventing or reducing any potential causes of pollution in relation to any land which has suffered or may suffer pollution as a result of an activity previously carried out on the land; and*
- *remedying or mitigating the effects of any pollution in relation to land which has suffered or may suffer pollution as a result of an activity previously carried out on the land.*
- *The protection and preservation of the environment for the public benefit by:*
- *educating the public in the benefits to the environment of sustainable waste management practices; and*

- *conducting research into sustainable waste management and disseminating the useful results of that research (in this Article, “sustainable waste management practices” shall mean waste minimisation, minimisation of pollution and harmful waste, re-use of waste, waste recovery activities and clearance of pollutants from contaminated land).*
- *The protection and preservation of the environment for the public benefit by:*
- *the provision, maintenance or improvement of a public park, recreation ground or open space; or*
- *the provision of some other public amenity in the vicinity of a landfill site PROVIDED THAT any public park, recreation ground, open space or public amenity provided, maintained, or improved by virtue of this Article shall not be operated for profit.”*

3.12 It is a matter, of course, for the Trust to determine, but it is nevertheless important that the Council recognises these limitations on the Trust. Accordingly in making each application it will be for the Council to address how each proposed scheme fulfils the objects of the Trust.

3.13 Further the Trust must satisfy central government’s Landfill Tax Credit scheme and to do so such funding must satisfy Object D – Provision, Maintenance of a Public Park or other Public Amenity of Entrust objectives. Public amenity is a very wide object and could include facilities such as libraries and sports facilities. However, the Trust must spend or distribute the funds in accordance with their own objects. In this case the Trusts own objectives appear to be somewhat narrower than central government’s Object D, being restricted to more environmental benefits. Consequently, it needs to be recognised that funding from the Trust for any proposed project will need to be consistent with the Trust objects outlined above.

3.14 The restored landfill is an essential component of the Council’s regeneration aspirations for Rainham Wildspace to be developed as a regional visitor destination and for communities local to London Riverside. This intent is reflected in the London Plan and associated 2011 All London Green Grid SPD and the Havering Local Development Framework. It is anticipated that Rainham Wildspace will benefit the local community because it will:

- support economic and social regeneration
- improve public health
- improve educational outcomes
- reduce crime and antisocial behaviour
- help the community adapt to climate change; and
- improve quality of life across an entire area

- 3.15 The July 2016 s106 agreement requires Veolia UK to complete restoration of the landfill in accordance an agreed landscape restoration masterplan and an aftercare programme till the end of 2031. The Trust was also seen as essential to the success of Rainham Wildspace at the completion of the Veolia UK landfill operations and subsequent restoration, but that ongoing maintenance funding will now be lost.
- 3.16 Additionally on or before 31st October 2031 the Council has the option through the July 2016 s106 agreement, to secure a pie-crust lease of the former landfill in order to enable its management as open space as part of Rainham Wildspace. The absence of funding for the maintenance of the landfill site would be a significant consideration for the Council in deciding whether to exercise this option.
- 3.17 Therefore, it is considered that now is an appropriate time to review the options to secure the future of the restored landfill site. Options to consider include the Council taking responsibility for the former landfill management and upkeep and/or making financial provision with a third party (e.g. RSPB or Land Trust) to invest equivalent funds to meet the maintenance requirements in the future.
- 3.18 The Trust has requested that the Council give consideration to the future options for funding the maintenance of the site within the time frame set in relation to the spend of the current Trust funds.
- 3.19 It is important to note that the on-going cost of maintaining the engineering of the landfill cap (subsoil, bentonite wall, the capping and restoration layers), gas extraction systems and leachate and other potential pollution and settlement issues will always remain with the landfill operator, Veolia UK, under its Waste Management Licence arrangement with the Environment Agency.
- 3.20 It is recommended that the Council agree to consider the various future options, such as providing financial support directly, via a trust or through a third party, for the annual maintenance of and public access to the former landfill site . An agreed option would deliver funding for the management and maintenance of the landfill once tipping operations cease, the landscape and restoration masterplan is fully completed by the landfill operator (Veolia UK) and at the end of the 5 year aftercare period, currently expected to be 2031.

REASONS AND OPTIONS

Reasons for the decision:

- 4.1 This decision is required for the Council to apply for funds held by the Trust for the purposes of Council projects which fall within the Trust's objects. The funds were held by the Trust to fund the future management and maintenance of the Rainham landfill site. The availability of these funds is threatened by a Government decision to abolish the Landfill Communities Fund and a DCLG and ENTRUST decision that compels the Trust to spend the funding within the two to three year period rather than at the closure of the fully restored landfill by 2031.
- 4.2 The Council has also been asked by the Trust to consider establishing a mechanism, such as providing financial support directly, via a trust or through a third party to restore the funding gap left by this process.

Other options considered:

- 5.1 Alternative options considered include:

No application for trust funding be made and the Council funds those projects from its own resources.

The future funding of the maintenance of the restored landfill site could be considered at a later stage, for example when the Council needs to take a decision about securing pie crust lease and nearer to the time when the landfill will be completed. This option is rejected because there would be no forward planning for the aftercare of the site.

IMPLICATIONS AND RISKS

Financial implications and risks:

- 6.1 Funding applications to the Trust will be made in respect of either projects that are currently included within the approved capital programme or are in development to be proposed for inclusion in the 2018-2019 capital programme. All projects will be subject to the production of a robust Business Case.
- 6.2 In developing options to secure the future maintenance of the closed landfill site the Council's financial commitments will be subject to

compliance with the governance and approval procedures within the Havering Constitution.

Legal implications and risks:

- 7.1 This report recommends that the Council submit funding applications to the Veolia Havering Riverside Maintenance Trust, for various Council projects and that it consider options for establishing a mechanism to enable funding for the aftercare of the restored landfill site.
- 7.2 Firstly, it is open to the Council to apply for funding from the Trust for projects, which fall within the Trusts objects and which are pre-approved by the Regulator ENTRUST.
- 7.3 Approval for grant applications of over 0.5 million is a function of cabinet under the Council Constitution. Members are recommended to delegate the authority to decide the projects to be the subject of the applications and to make those applications to the Chief Executive, after consultation with the Leader. The Council has legal powers to apply for such funds under s111 of the Local Government Act 1972, namely powers incidental to any primary powers or duties concerning particular projects.
- 7.4 Under the July 2016 s106 agreement Veolia has legal responsibility for restoration and aftercare of the landfill site until 2031. At that point the Council has an option to acquire a pie crust lease. In view of the changes in the provisions for the use of the landfill taxes the funding which would have been available will not be now and it is open to the Council to consider alternative means of providing the maintenance of the site post 2031 should the Council wish to do so.
- 7.5 There are a range of legal powers available to participate in the provision of maintenance of the landfill site and powers incidental to those functions under s111 of the Local Government Act 1972 which enable partnership working and financial contributions. Additionally the Localism Act 2011 provides the Council with wide powers which can be relied on to arrange for the maintenance of the landfill site. Specific advice will be provided during the course of considering the various options.
- 7.6 It has not been possible in the timescales available to evaluate the options for the maintenance of the site and make any final recommendations and accordingly it is recommended that Members delegate authority to the Chief Executive to explore the options available to secure the management and maintenance of the completed landfill site, including the facilitation of required funding streams.

Human Resources implications and risks:

- 8.1 There are no current human resource implications identified as arising from the recommendations of this report

Equalities implications and risks:

- 9.1 Equality Impact Assessments will be undertaken for each of the projects submitted to the Trust for funding and as appropriate.
- 9.2 Rainham Wildspace is an important regeneration programme that has continued to benefit the local community since its inception in 2002 because it has supported economic and social regeneration and sought to improve public health, improve educational outcomes, reduce crime and antisocial behaviour, help the community adapt to climate change and improve quality of life across a wide area.
- 9.3 The significance of the project was reported to and appropriate recommendations agreed by Cabinet in 2009 and significant progress further reported in 2014.
- 9.4 The Rainham Wildspace project has had a positive impact on people from all protected characteristics, with children and young people (and their parents and/or carers), older adults, disabled people and those from disadvantaged backgrounds being amongst the groups that have benefited the most. It is envisaged that the project will continue to deliver increased social inclusion and improve community cohesion in the borough.
- 9.5 The Rainham Wildspace programme will continue to align to the Rainham Compass Equality Analysis report 2012-15. Any potential/likely negative impact is identified and addressed as part of individual projects management and monitoring arrangements. Should Members agree that consideration be given to the establishment of a new trust or other mechanism to enable the aftercare of the landfill site as part of Rainham Wildspace once it has been completed, most likely to be in 2031, an Equality Impact Analysis will be carried out as part of that process so as to ensure any potential negative impact is identified and minimised/eliminated and positive equality outcomes and opportunities are enhanced.

BACKGROUND PAPERS

None

This page is intentionally left blank

CABINET

10 May 2017

Subject Heading:

Corporate Plan 2017/18

Cabinet Member:

Councillor Barrett

SLT Lead:

Sarah Homer, Interim Chief Operating Officer

Report Author and contact details:

Pippa Brent-Isherwood, Assistant Director of Policy, Performance and Community
phillipa.brent-isherwood@havering.gov.uk
 01708 431950

Policy context:

The Corporate Plan sets out the Council's Vision and strategic priorities that will be delivered over the forthcoming year.

Financial summary:

There are no specific financial issues. It is expected that the Corporate Plan will be delivered within approved budgets.

Is this a Key Decision?

Yes

Is this a Strategic Decision?

Yes

When should this matter be reviewed?

March 2018

Reviewing OSC:

Overview & Scrutiny Board

The subject matter of this report deals with the following Council Objectives

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

SUMMARY

This report presents a draft Corporate Plan for 2017/18 which has been aligned to the new vision and the corporate priorities of Communities, Places, Opportunities and Connections. The new Vision was approved as part of the Council's Budget 2017/18 at the Cabinet meeting on 8th February.

RECOMMENDATIONS

The Cabinet is asked to approve the Corporate Plan 2017/18, subject to any changes to the proposed Corporate Performance Indicators to be agreed at the June Cabinet meeting.

REPORT DETAIL

The Corporate Plan sets out the Council's vision 'Havering; making a Greater London', and how the vision will be achieved through delivery of the four corporate priorities of Communities, Places, Opportunities and Connections. A "plan on a page" for each priority sets out the target outcomes in each area and what the Council will do to achieve these, as well as how progress and success will be measured. Please note that the measures currently set out in the Corporate Plan align with the Corporate Performance Indicator set that was approved in principal by the Cabinet on 12th April and is due to be ratified by Cabinet in June, following consideration of any comments made by the Overview and Scrutiny Board at its meeting in May. The individual measures therefore remain subject to change at this stage.

The four "plans on a page" taken together form the proposed Corporate Plan for 2017/18.

Cabinet is asked to note that much of the content of the corporate plan is cross – cutting. Many of the actions and achievement of the Corporate Performance Indicators are not solely the responsibility one service, but a number of services. This will be

Cabinet 10 May 2017

reflected through the quarterly corporate performance reports and monitoring of the corporate and service plans throughout 2017/18.

The draft Corporate Plan is attached as **Appendix 1**.

REASONS AND OPTIONS

Reasons for the decision: To provide the Council with a Corporate Plan for the forthcoming year based on the new vision and strategic priorities.

Other options considered: N/A

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no direct financial implications or risks from this report. It is expected that the Corporate Plan will be delivered within the Council's Budget 2017/18 as approved at Cabinet meeting on 8 February. Any budgetary issues arising from delivery of the plan in year will be raised through the appropriate channels as the needs arise.

Human Resources implications and risks:

There are no direct HR implications or risks from this report. Any HR issues which occur as part of any change processes will be managed in accordance with both statutory requirements and the Council's Managing Organisational Change & Redundancy Policy and associated guidance.

Legal implications and risks:

There are no direct legal implications or risks from this report. The corporate and service planning processes will need to take account of new and existing statutory duties and responsibilities that are imposed on the Council by the Government even if there are inadequate or no commensurate increases in Government funding to finance them. Failure to do so will put the Council at risk of legal challenge by affected residents or businesses.

Equalities implications and risks:

The Equality Act 2010 requires public authorities to have due regard to the three aims of the Public Sector Equality Duty when exercising public functions (e.g. planning, delivering and re-designing services). The three aims of the Public Sector Equality Duty are to:

Cabinet 10 May 2017

- Eliminate unlawful discrimination, harassment and victimisation;
- Advance equality of opportunity, and
- Foster good community relations between people who share any protected characteristics and those who do not.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce.

Currently there are nine protected characteristics (previously known as “equality groups” or “equality strands”) covered under the Equality Act 2010. These are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

Detailed equality implications of individual proposals and activities will be assessed as necessary as part of the corporate and service planning processes. Equality impact assessments are systematically carried out for any services, projects or other schemes that have the potential to impact on communities and / or staff on the grounds of particular protected characteristics or socio-economic disadvantage.

BACKGROUND PAPERS

None.



	What will we do?	How will we measure this?
<p>Healthy and Active Lives</p> <ul style="list-style-type: none"> - We will help residents to make good lifestyle choices so that they are less likely to experience poor health requiring help from public services. - We will work with health and community partners to tackle health inequalities including obesity and smoking; and the harm caused by drug and alcohol abuse 	<ul style="list-style-type: none"> -Work in partnership with Health and other key partners to deliver improved services that are ‘person centred’ and provide better value for money. Where possible this will include co-locating services. -Encourage vulnerable people to make the most of the support and services available in the community, keeping them active and healthier for as long as possible and reducing demand on services. -Work with NHS staff, teachers and other health and community partners, to tackle domestic abuse, substance misuse and mental health problems. Staff will learn how to support families and help them prevent situations from escalating into potential safeguarding issues. 	<ul style="list-style-type: none"> - The number of people who die from preventable causes like deprivation, accidents, and air quality – but not related to clinical care, per 100,000 population - Rates of reoffending for those individual offenders completing drug and alcohol treatment referrals (measured through a follow up 6 months after completion) - % of people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services (to be revised in the next 2 – 4 months)
<p>A good start for every child to reach their full potential</p> <ul style="list-style-type: none"> - We will ensure that every child has access to a great education. We will support our primary and secondary schools to develop a strong strategy to achieve the best outcomes for Havering’s children. - We will help families that need support to provide children with a consistent and stable family environment, giving them the best start in life and a happy childhood. 	<ul style="list-style-type: none"> -Establish a Secondary Schools Improvement Board and plan of action working in partnership with Head Teachers, governing bodies of secondary schools and the Regional Schools Commissioner, to secure rapid improvement in outcomes for secondary pupils. -Improve the smooth transition of pupils from primary to secondary schools to ensure that the rates of progress achieved in Years 5 and 6 are maintained and accelerated in Year 7. -Continue to create more school places to meet demand, in the right places throughout the borough, over the next decade. -Redesign our approach to children’s social care which will maximise the efficiency and effectiveness of time spent with families and keep families together, wherever possible. -Re-launch our children’s centres within the community through events and marketing materials to promote the early years and universal services on offer. 	<ul style="list-style-type: none"> - School readiness - % of children achieving a good or better level of development at age 5 (EYFSP) - % of parents receiving an offer of their first choice school - % of children in good or outstanding schools - Pupil progress in 8 subjects, from the end of primary school to the end of secondary school (“Progress 8” score) - % of children in care placed permanently (through a Special Guardianship Order, adoption or long term fostering)
<p>Families and communities look after themselves and each other</p> <ul style="list-style-type: none"> - We will work with communities to develop resilient and inclusive neighbourhoods. This will be achieved through engaging with communities about issues that matter to them. 	<ul style="list-style-type: none"> -Develop and implement strategies to improve community cohesion and communications with full involvement from residents in a pilot project in the Union Road, Romford estate. - Work with the Havering Volunteer Centre to encourage residents to play an active part in their communities through volunteering. -Devise and deliver a coordinated programme of courses and training for the local voluntary and community sector. -Engage quarterly with residents on key regeneration estates, providing an opportunity for residents to shape any proposals that will affect their homes. 	<ul style="list-style-type: none"> - Number of volunteers supporting Council services - Social Isolation - Number of people reporting improved quality of life following intervention - Placeholder: Reported outcomes for residents delivered by the community and voluntary sector - Carers receiving a needs assessment or review and a specific carer's service, or advice and information
<p>Supporting vulnerable residents in our communities</p> <ul style="list-style-type: none"> - We will continue to work with partners to provide the most vulnerable people in our communities with the most efficient and effective social care services. - We will ensure that children and young people in, or leaving our care enjoy stability and are supported to succeed in all areas of their lives. - We will offer adults in care the choice and control they need to work towards more independent and stable lives. 	<ul style="list-style-type: none"> -Work with the Metropolitan Police to produce a more joined up model of protecting vulnerable people. -Deliver a more integrated care model, improving and streamlining the pathway from hospital to community settings. -Launch a new strategy setting out how the Council will meet the needs of Children and Young People with special educational needs and disabilities (SEND). -Through the innovation funding awarded by the DfE, enhance our resources and work with our children and young people in care and leaving care to design a service that truly meets their needs. -Focus on keeping children out of care wherever possible, enabling them to stay with their families if it is safe to do so. Ensure that children that do need care will receive it in a stable, meaningful and sustainable way. -Young people leaving care are provided with a carefully planned programme of support for their transition into adulthood, making sure they have life skills and giving them the very best life chances in education and employment. -Ensure services are ‘person centred’ and ‘enabling’, to help people remain independent in their own homes for as long as is feasible. -Ensuring the right safeguards, risk assessment and support plans are in place when someone lacks capacity to consent to their care and treatment in order to keep them safe from harm. 	<ul style="list-style-type: none"> - Number of families assisted in finding their own housing solution/prevented from becoming homeless per month - The proportion of repeat victims of domestic abuse - % of care leavers in both suitable education, employment or training and suitable accommodation - Number of adults and older people who can choose how their support is provided to meet agreed health and social care outcomes in the year (self-directed support) - The number of instances where an adult patient is ready leave hospital for home or move to a less acute stage of care but is prevented from doing so, per 100,000 population (delayed transfers of care) - Placeholder: Residents reporting good outcomes from their community service (home care service) - Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)



	What will we do?	How will we measure this?
<p>A digitally-enabled borough</p> <ul style="list-style-type: none"> - We will work with businesses and partners to improve Broadband and Wi-Fi connectivity across the borough, benefiting those who live, work and visit Havering. - We will be more connected to our residents and businesses through an accessible and easy-to-use new website and will support residents to become more confident in accessing council services online. 	<ul style="list-style-type: none"> -Provide broadband and Wi-Fi connectivity in Romford, Hornchurch and Upminster Town Centres to support businesses to thrive; enable contactless payments and improve the experience of visitors to the borough. -Continue to review the Council website, streamlining online processes to improve our customer’s experience, making online the preferred way to access council services. -Support our vulnerable customers to trust and confidently use online services where possible. 	<ul style="list-style-type: none"> - Improved Socitm¹ score for the www.havering.gov.uk website - Avoidable customer contact for Customer Services
<p>Capitalising on our location and connectivity</p> <ul style="list-style-type: none"> - We will promote Havering’s key connections to central London, as well as its national and international links. - We will enable residents to capitalise on Havering’s location with the opening of the borough’s three Crossrail stations by 2019 and Beam Park station by 2020. 	<ul style="list-style-type: none"> -Promote better transport infrastructure connections to support the Romford and Beam Park Housing Zones. -Develop an updated webpage that provides information and advice about transport connectivity and important transport projects in Havering. -Improve the immediate areas around the new Crossrail projects at Gidea Park, Harold Wood and Romford which will enhance the immediate surroundings of the stations, ensuring they are accessible, high quality and easy to use for interchanges. -Complete the design, feasibility, budget and costs for Beam Park Station. 	<ul style="list-style-type: none"> - Delivery of public realm improvements at the borough’s three Crossrail stations by March 2018 - Completion of Governance for Railway Investment Projects (GRIP) stage 3 at Beam Park station by November 2017
<p>Fast and accessible transport links</p> <ul style="list-style-type: none"> - We will enhance our transport network to ease congestion within the borough. - We will continue to negotiate for improved transport infrastructure to support regeneration and creating public spaces that promote health, happiness, and well-being. 	<ul style="list-style-type: none"> -Bid for funding through the TfL ‘Liveable Neighbourhoods’ programme which aims to improve the connection for pedestrians and cyclists connectivity to the Romford Ring Road encouraging sustainable travel and improved air quality. -Highlight the Air Quality publicity campaign which raises awareness of air quality issues and explains to residents about what they can do to reduce the harmful impacts. -Working with partners, including TfL and Crossrail, start studies to support important projects such as a north to south link by light rail or tram and redesign Gallows Corner junction to improve transport links in the borough. 	<ul style="list-style-type: none"> - Improve air quality in the borough by reducing the level of NO²
<p>Access to jobs and opportunities</p> <ul style="list-style-type: none"> - We will ensure that residents are able to access employment and training opportunities locally. - Through investment in business development and the improving transport network, we will ensure that the borough maximises employment, high quality skills and career opportunities 	<ul style="list-style-type: none"> - Match employment opportunities to skill needs by developing a pilot employer brokerage service, using European funding. -Start a new Employment and Skills Plan for 2017 to 2020 which will help residents into work and support businesses with a better skills and employment offer. -Use software to monitor individual and business travel plans in the borough to encourage the move away from cars as a method of transport. 	<ul style="list-style-type: none"> - Proportion of adults with learning disabilities in paid employment - Proportion of adults in contact with secondary mental health services in paid employment

¹ Society of IT Managers

This page is intentionally left blank



	What will we do?	How will we measure this?
<p>First class business opportunities</p> <ul style="list-style-type: none"> - We will provide first-class business opportunities by supporting commercial development. - We will facilitate the expansion of the Centre for Engineering and Manufacturing Excellence (CEME) and capitalise on the London Riverside Opportunity Area. - We will continue to attract inward investment and actively support the Government's target to spend a third of its budget on small businesses by 2020. 	<ul style="list-style-type: none"> -Improve the economic and development opportunities in London Riverside. -Deliver the Centre for Engineering and Manufacturing Excellence (CEME) launch-pad programme to encourage and increase the number of manufacturing, engineering and technological businesses in the borough. -Continue to support local businesses, including through the Start-Up Business Support Programme. 	<ul style="list-style-type: none"> - Total number of planning applications approved for new or extended commercial floorspace, providing at least or greater than 100sq of floorspace. - Number of jobs created and safeguarded through Economic Development's London Riverside Programmes - Number of investment enquiries to the Borough converted into a new business or expansion
<p>High-quality skills and careers</p> <ul style="list-style-type: none"> - We will continue to set an example for businesses by developing the skills of our workforce through traineeships, apprenticeships and graduate programmes. - We will work with businesses to secure high-quality skills and careers through the investment of the new Apprenticeship Levy. 	<ul style="list-style-type: none"> -Further develop the successful apprenticeship scheme through the use of the Apprenticeship levy, which will work towards the government's target of apprenticeships representing 2.3% of the workforce by 2020. -Improve staff skills in the areas of social care, planning, engineering and digital skills and other areas that may be identified. -Continue the successful Council graduate and internship schemes and continue to provide traineeships working with local residents, education partners and providers. -Look at how we can provide further opportunities for looked-after children, people not in education, employment or training, the long term unemployed and disabled people in the borough. -Provide and coordinate training and upskilling opportunities for local residents through the European Social Fund (ESF) project 'Routes to Employment' and other ESF provision, and utilize relationships with businesses to establish sector specific initiatives leading to local employment. -Develop better approaches to support the development of high level skills and progression. 	<ul style="list-style-type: none"> - % of 16-18 year olds who are known not to be in education, employment or training - Number of apprentices (aged 16-18) recruited in the borough - Number of apprentices (aged 19-24) recruited in the borough
<p>Dynamic development and infrastructure</p> <ul style="list-style-type: none"> - We will attract more investment, businesses and visitors to the borough, by delivering a number of key development projects, such as the new Romford Leisure Centre. 	<ul style="list-style-type: none"> -Complete the construction of the new Romford Leisure Centre, ready to open by Spring 2018. -Progress the new Hornchurch Leisure Centre to planning stage. -Complete the second stage (feasibility and design) of the A1306 Beam Parkway Major scheme that will connect the wider area with Beam Park and Rainham Village. 	<ul style="list-style-type: none"> - New Romford Leisure Centre opened by Spring 2018 - New Hornchurch Sports Centre planning application approved and contract given to build the new centre
<p>A thriving local economy</p> <ul style="list-style-type: none"> - We will work with employers, investors and partners to ensure sustainable economic growth that generates local wealth and opportunities. 	<ul style="list-style-type: none"> -Create a new Economic Development Strategy for Havering to deliver employment growth. -Build relationships with the largest business sectors represented in the borough, and understand their growth plans and challenges. 	<ul style="list-style-type: none"> - Proportion of businesses showing employment growth - Developments approved with an obligation requiring a Skills and Training Plan (<i>stems from the work underway on the Planning Advice Note on Employment, Skills and Training</i>) - (Following the Havering Vision launch) The number of businesses expressing an interest to relocate to the Borough with a turnover of £10m+ or international recognition.

This page is intentionally left blank



	What will we do?	How will we measure this?
<p>A clean, safe environment for all</p> <ul style="list-style-type: none"> - We will work with enforcement agencies and local residents to make sure people feel safe and are safe. - We will work with partners to provide a high-quality environment for residents, businesses and visitors. - The borough will have streets, neighbourhoods and public spaces that are clean and well-maintained. 	<ul style="list-style-type: none"> -Work with the newly combined Havering, Barking and Dagenham and Redbridge Police Command Unit to reduce crime and disorder in Havering. The new unit will see an improved response to crime that crosses borough boundaries and maximized funding spent on frontline policing. -Work with partners to reduce the harm and risk of reoffending posed by known offenders residing in Havering and work with neighbouring boroughs to minimise the impact of offenders travelling into Havering. -Work with partners to further develop a programme to reduce the number of young people becoming involved in gang activity throughout the borough. -Work with Neighbourhood Policing Teams to reduce repeat victimisation amongst our most vulnerable residents, including the installation of phones in vulnerable people's properties that block scam callers. -Approve a new Local Plan which balances attractive development of homes, businesses and infrastructure with protection of the green belt and finalise the associated policies. -Improve public access and safety throughout the borough through schemes such as the Romford Public Space Protection Order (PSPO) which will be implemented in Romford Town Centre in 2017. -Review our street cleansing and grounds maintenance operations to make sure they continue to deliver high quality, good value services which are ready to meet the challenges of an increasing population and changing borough. 	<ul style="list-style-type: none"> - The level of waste per head of population presented to East London Waste Authority (ELWA) - Local plan progressed and successfully adopted in accordance with the timeframe set out in the Local Development Scheme - The number of Burglary offences - The number of non-domestic violence with injury offences - The number of anti-social behaviour (ASB) offences - Making Safeguarding Personal: % of cases where desired outcomes were expressed and these were either partially or fully met
<p>High-quality homes</p> <ul style="list-style-type: none"> - High-quality, suitable and affordable homes will be delivered to meet the needs of the growing population and support economic growth. - We will continue to invest in our housing stock, ensuring decent, safe and high standard properties are provided for our residents. 	<ul style="list-style-type: none"> -Deliver the Council's regeneration programme in line with the needs identified in the new Local Plan, in particular the HRA regeneration programme and the Housing Zones in Romford and Rainham. -Ensure the Housing Service complies with the new Homelessness Reduction Bill that will see further measures put in place to prevent homelessness and provide housing solutions for vulnerable people. -Maximise the number of Council homes classed as 'decent', through an effective maintenance and repairs programme. -Increase the health and well-being of older people through a range of solutions, including Older Persons Villages, community hubs and extra care accommodation. 	<ul style="list-style-type: none"> - Delivery partner selected for the HRA regeneration programme by March 2018 - % of council homes that meet the decent homes standard which ensures standards of fitness, structure, energy efficiency and facilities in council properties.
<p>Award-winning parks and open spaces</p> <ul style="list-style-type: none"> - We will continue to work with residents to improve our award-winning parks and open spaces - Our parks and open spaces will provide opportunities for sport, entertainment and healthy recreation, encouraging our residents to be fit and active. 	<ul style="list-style-type: none"> -Secure 13 Green Flags for our parks. -Maintain 'gold' award-winning Parks under the London in Bloom Awards scheme and improve our award ratings for other parks around the borough. -Deliver key projects and events in the borough's parks to increase the number of people visiting and using our parks and open spaces, not only for recreation but also for larger scale commercial events that will increase usage and generate revenue. -Produce a plan for the regeneration and improvement of Bretons Park. -Continue to work with Friends of Parks groups to maintain and improve the borough's parks and open spaces. -Investigate feasibility of establishing football hubs with high quality 3G football pitches within some of our Parks. 	<ul style="list-style-type: none"> - % of parks supported by a "Friends" group - Number of Green Flag Awards
<p>A vibrant cultural and leisure destination</p> <ul style="list-style-type: none"> - Our residents will have access to vibrant culture and leisure facilities wherever they live. - Working with our partners we will continue to invest in our town centres to provide a distinct offer that will attract businesses, new residents and visitors. 	<ul style="list-style-type: none"> -Refurbish and extend Central Park Leisure Centre and refurbish Chafford Sports Complex. -Complete the Visitor Centre at Upminster Windmill and continue the restoration of the Windmill itself. -Open the new Highfield Community Centre in Collier Row. -Support Havering's District Centres to maintain their vitality and viability, with improved self-sufficiency through Town Centre Partnerships and the formation of a Business Improvement District in Romford. -Launch the new Romford Vision and Masterplan and work to deliver the Romford regeneration programme. 	<ul style="list-style-type: none"> - Commence construction of a new Market House in Romford, and deliver the transformation support programme for 2017/18.

This page is intentionally left blank