



CABINET

7.30 pm	Tuesday 13 November 2018	Council Chamber - Town Hall
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Members 9: Quorum 3

Councillor Damian White (Leader of the Council), Chairman

Cabinet Member responsibility:

Councillor Robert Benham

Cabinet Member for Education, Children & Families

Councillor Osman Dervish

Cabinet Member for Environment

Councillor Joshua Chapman

Cabinet Member for Housing

Councillor Jason Frost

Cabinet Member for Health & Adult Care Services

Councillor Roger Ramsey

Cabinet Member for Finance & Property

Councillor Viddy Persaud

Cabinet Member for Public Protection and Safety

Andrew Beesley
Head of Democratic Services

For information about the meeting please contact:

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Webcast

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which is not in camera range.**

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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.

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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 - 12)

To approve as a correct record the minutes of the meeting held on 10 October, 2018 and to authorise the Chairman to sign them.

5 UPHELD CALL-IN REFERRED FROM THE OVERVIEW AND SCRUTINY BOARD - UPMINSTER BRIDGE CPZ -RESULTS OF INFORMAL CONSULTATION (Pages 13 - 40)

6 LOCAL IMPLEMENTATION PLAN SUBMISSION TO TRANSPORT FOR LONDON (Pages 41 - 210)

7 EXCLUSION OF THE PRESS AND PUBLIC

To consider whether the press and public should now be excluded from the remainder of the meeting on the grounds that it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the press and public were present during those items there would be disclosure to them of exempt information within the meaning of paragraph 1 of Schedule 12A to the Local Government Act 1972; and, if it is decided to exclude the public on those grounds, the Committee to resolve accordingly on the motion of the Chairman.

8 HAVERING COLLEGES PROPOSED MERGER - LOCAL GOVERNMENT PENSION SCHEME (LGPS) CONSIDERATIONS (Pages 211 - 236)



MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 10 October 2018
(7.30 - 8.45 pm)

Present:

Councillor Damian White (Leader of the Council), Chairman

Cabinet Member responsibility:

Councillor Robert Benham

Cabinet Member for Education,
Children & Families

Councillor Joshua Chapman

Cabinet Member for Housing

Councillor Jason Frost

Cabinet Member for Health & Adult
Care Services

Councillor Roger Ramsey

Cabinet Member for Finance &
Property

Councillor Viddy Persaud

Cabinet Member for Public
Protection and Safety

Apologies were received for the absence of Councillors .

1 APOLOGIES FOR ABSENCE

There were no apologies for absence.

2 DISCLOSURES OF INTEREST

9. Bid to the Greater London Authority for a funding programme under the 'Building Council Homes for Londoners' Programme..

Councillor Joshua Chapman, Non Pecuniary, Interest declared given employment with Transport for London (tfl). Councillor Champman absented himself from the meeting and did not participate in the discussion on the matter.

3 MINUTES

The minutes of the meetings held on 25 July, 2018 and 8 August, 2018 were both agreed and signed by the Chair as a correct record.

4 **ONE HAVERING: COMMUNITY COHESION STRATEGY 2018 - 2022**

Vernal Scott, Corporate Diversity Adviser, was asked to outline the report to Cabinet which sought Cabinet's approval of the "One Havering: Community Cohesion Strategy" and its adoption across services.

The document is Havering's first Community Cohesion Strategy which, in line with the Equality Act, 2010, aims to foster good community relations and a complementary union between the Council's stated values and the Borough's evolving diversity profile. The Strategy deliberately focuses on the many common experiences, aspirations and values that unite local people as one community, as One Havering. It seeks to make a very clear policy statement about how the Council will go about nurturing and promoting "a cohesive, healthy and optimistic Borough, underpinned by modern British values; where everyone experiences dignity and equal life chances, and neighbours, colleagues and different community groups interact with, respect and value each other, regardless of age, colour, disability, education, ethnicity, gender, health status, marital status, nationality, political perspective, religion, sexuality or socio-economic status".

Havering is determined to be fair to all and is committed to embracing diversity.

The vision is framed around four themes:

- **Building** – Enabling new interactions and relationship building between different community groups;
- **Sharing** – Promoting common aspirations and experiences between different people;
- **Protecting** – Activities that promote crime prevention and community safety, and
- **Healthier** – Activities and projects that promote health and wellbeing

The proposed strategy also sets out four overarching cohesion priorities:

- We will engage with all communities in the further development of this Community Cohesion Strategy via the soon to be established Community Engagement and Cohesion Forum;
- Our residents will safe and protected in their homes and neighbourhoods;
- To ensure our economic and physical regeneration activity supports the creation of safe, strong, cohesive communities, and
- We will reduce inequalities in health and wellbeing across communities in Havering. People who use our services will have a healthy life expectancy and an improving quality of life.

Finally, the proposed strategy has four overarching equality objectives running throughout it:

- Understanding the needs of Havering's diverse communities;

- Improving life chances for all, particularly for the most vulnerable members of the community;
- Removing barriers to accessing the Council, and
- Promoting community relations and civic pride.

There is a crucial practical element which involves the roll out of a series of projects which are community facing, designed to encourage all community groups to interact and get to know each other. Havering is a special place and everyone must feel included.

A recent Ipsos MORI report supports the case for this work. Residents reported that parts of the Borough are working well together but in some areas it has been noted, it could work better.

The Borough is changing rapidly, ten years ago the population was 93% white Caucasian and now this is at 83% and it will continue to reduce. The change will take place and the work undertaken in this policy will help promote understanding between community groups.

Another component of this work is hate crime. This needs to be tackled and understood. It will include Islamophobia which has developed generally in the capital. The Equality Act 2010 focuses on eliminating discrimination of all kinds.

Unlike other strategies it is project based to enable different community groups to get together and break down the silos. Modern British values are at the heart of the community. 60% of Council staff live in the Borough and this is a very strong thread running through Havering and it is an overarching value to nurture.

Appendix B sets out the “Next Steps” which present as a series of “ideas” to be taken forward. Some are already happening and there may be other ideas to be added as the strategy becomes embedded. A number of events are already in place including the Day of the Disabled taking place on 3 December at the Salvation Army in Romford. It is hoped that this event will help to identify barriers faced by disabled people in Havering. It is hoped that incidents of hate crime will reduce and there will be increased evidence of community cohesion.

Anyone in a public facing role has a part to play in this process. The work is already being done and the Strategy is just a next chapter in the process. The definition of modern British values can vary but it is hoped that diverse and different opinions will become tolerated, inclusive and modern in outlook working together to celebrate similarities.

Cabinet:

1. **Approved** the One Havering: Community Cohesion Strategy (set out in **Appendix A**);
2. **Agreed** to the establishment of the Community Engagement and Cohesion Forum and the proposed Terms of Reference (attached at

Appendix E) with the addition that Councillor Viddy Persaud, Cabinet Member for Public Protection and Safety, be added to the table of membership on page 62 of the agenda, and

3. **Agreed** that monitoring of the Strategy will be undertaken by the Community Engagement and Cohesion Forum with advice from the Corporate Diversity Advisor.

5 **PERSONAL BUDGET POLICY WITH GUIDANCE FOR PARENTS AND DIRECT PAYMENTS POLICY**

Councillor Robert Benham, Cabinet lead Member for Education, Children and Families presented the report to Cabinet.

Under the SEND reforms in the Children and Families Act 2014 Education, Health and Care Plans (EHC Plan) replaced Statements of Special Educational Needs. Where a child or young person has been assessed as requiring an EHC Plan, the child's parent/s or the young person has a right to request a Personal Budget, when the local authority has completed an EHC needs assessment and confirmed that it will prepare an EHC plan.

The key principles of the Code of Practice require 'greater choice and control for young people and parents over support'. Personal Budgets are one means by which that control can be delivered.

The Code of Practice also states that '*Local authorities must ensure that children, young people and parents are provided with the information, advice and support necessary to enable them to participate in discussions and decisions about their support. This should include information on their rights and entitlements.* This is a statutory obligation on the Local Authority.

Both policies have undergone an initial consultation with stakeholders, this includes parents and carers. It is proposed that the draft documents will be subject to further consultation before the final decision. This consultation will include the following groups:

- children and young people with special educational needs and the parents of children with special educational needs;
- children and young people with a disability, and the parents of children with a disability;
- the governing bodies of maintained schools and maintained nursery schools;
- the proprietors of Academies 1;

- the governing bodies, proprietors or principals of post-16 institutions; the governing bodies of non-maintained special schools;
- the management committees of pupil referral units;
- the advisory boards of children's centres;
- the providers of relevant early years education;
- the youth offending teams that the authority thinks have functions in relation to children or young people for whom it is responsible;
- voluntary sector organisations

The consultation will run from October, 2018 until December 2018. Following the consultation process it is expected that the policies will be implemented from January, 2019.

There are over 1000 children in the Borough with EHC Plans, last year 181 of those children had a personal budget. This year the number has increased to 196. 50% use direct payments.

Safeguarding issues need to be reviewed and Havering have recently had a peer review from L B Greenwich. The Borough is currently working with a group of parents to improve the quality and accessibility of the website. There will be an electronic hub for families which will incorporate helpful links to assist in the process.

Cabinet:

1. **Approved** the draft policies for further parent and stakeholder consultation.
2. **Delegated** the decision in respect the final policy to the Director of Children's Services following consultation with the Deputy Leader, and Cabinet Member for Education, Children and Families.

6 CORPORATE PERFORMANCE REPORT QUARTER 1

The Leader of the Council, Councillor Damien White presented the report to Cabinet for noting.

Members had the opportunity to consider and scrutinise the performance at each of the Overview and Scrutiny Committees for each service area in accordance with the priorities of the Council.

Detailed assessment was contained in the report.

Cabinet:

1. **Reviewed** the performance set out in **Appendix 1** of the report and the corrective action that is being taken.
2. **Noted** the content of the Demand Pressures Dashboard attached at **Appendix 2** of the report.

7 AUTHORITY TO PROCEED TO PROCUREMENT FOR THE PROVISION OF 35 RESIDENTIAL PLACEMENTS FOR LOOKED AFTER CHILDREN (LAC) ACROSS 8 NORTHEAST LONDON AUTHORITIES,

Councillor Robert Benham, Cabinet Lead Member for Education, Children and Families, presented the report to Cabinet detailing proposals to procure for the block provision of 35 residential placements for Looked After Children (LAC), across 8 North East London Authorities.

The Department of Education's (DfE) Children's Social Care Innovation Programme has awarded the East London Health & Care Partnership (formerly the North East London Sustainability and Transformation Partnership) (the "Partnership") £782,750 (with a further £53,000 dependent upon satisfactory evaluation of the project).

The award is over a period of three years to jointly commission up to 35 Looked After Children (LAC) residential placements within the geographical footprint of Northeast London.

The Partnership brings together 8 Local Authorities and 12 NHS organisations in the areas within:

- The London Borough of Havering
- The London Borough Barking and Dagenham
- The London Borough of Tower Hamlets
- The London Borough of Newham
- The London Borough of Waltham Forest
- The London Borough of Redbridge
- The Corporation of the City of London
- The London Borough of Hackney

Havering is the lead authority and will be responsible for contract procurement, management and monitoring functions.

The report before Cabinet proposes that each of the Local Authorities in the Partnership, with the exception of City (because they currently have no residential LAC placements) allocate up to, £650,000 per year over eight years to jointly commission up to 35 residential placements within the footprint of the Partnership.

Placements will not be at 100% occupancy from the outset of the contract. The local authorities in the partnership will identify how many LAC they can transfer into the new placements and the expected timescales they can move towards 100% occupancy. The contract will allow the Partnership only to pay for the used beds during the scale up to 100%. At full occupancy Individual Local Authority savings of £241,433 per year will be achieved.

Placing children and young people nearer to their home communities will also have improved life experience and outcomes for children in residential care.

The partnership is stipulating a number of outcomes successful providers must deliver, including:

- Improved placement stability measured by the Stability Index and number of placement breakdowns
- Improved placement suitability measured by in-placement interviews with young people and the number of unplanned placement moves
- An increase in the number of young people placed through this programme in Education Employment or Training
- Increase in young people staying put in residential placements until the age of 21
- Increase in the number of LAC 'stepping down' out of residential care.
- Decrease in unauthorised absence from placement and missing episodes
- Decreased risk of sexual exploitation; and
- Decrease in the number of engagements with the criminal justice system

Members agreed this was a very good proposal and one that demonstrated how Local Authorities can work very well together.

The estimated value of the 8 year contract across all partners is c. £36.8M giving rise to potential savings of £13.5M. The Havering element of this is £5.3M and £1.9m respectively.

As the process moves on further detail will be available. The procurement will allow greater control over the quality of provision and it is proposed that authorities will work more collaboratively with providers.

Cabinet:

1. **Granted authority** to proceed to the procurement of block residential provision.
2. **Agreed** the decision to allocate funds for each of the following seven years is delegated to the Director of Children's Services, following consultation with the Lead Member of Children's Services and the Chief Operating Officer.

8 BID TO THE GREATER LONDON AUTHORITY FOR A FUNDING PROGRAMME UNDER THE 'BUILDING COUNCIL HOMES FOR LONDONERS' PROGRAMME.

The Leader of the Council, Councillor Damian White presented the report to Cabinet and Cabinet also agreed to accept the supplementary agenda outlining changes to the bid to accommodate a request from the GLA.

In May 2018, the Mayor of London published the 'Building Council Homes for Londoners' grant funding prospectus to encourage London Councils to develop new, affordable homes to respond to the London Housing shortage. All homes funded by this grant must achieve a start on site by March 2022.

In addition to this, in July 2018, the GLA published an addendum to this prospectus which granted London Councils with the opportunity to increase their Housing Revenue Account (HRA) headroom for the purposes of developing new homes. A total of £500m has been made available for London Councils.

Both funding regimes present an opportunity for the Council to fund its housing aspiration of 11,700 new homes by 2025, as presented in the Draft Local Plan 2017 and set by the London Plan.

A bid for up to £122.6m of Affordable Housing Grant has been prepared, together with a strategy to use Right to Buy receipts to fund the delivery of affordable housing around the Borough. In addition to this, the Council has also prepared a bid to increase the HRA headroom by up to £155m in order to accelerate its housing development aspirations and increase housing supply to better respond to housing demand. This would contribute to responding to the General Fund pressures associated with increased homelessness demand. Generally, nationally the HRA borrowing cap will be lifted.

This will enable Havering to continue with ambitious housing delivery providing affordable homes for local people.

The model in Havering is to work with Joint Ventures (JV) to maximise capacity and utilise the skills of JV partners

The bid is now subject to the detail and has a programmed approach providing details of indicative sites. The outcome of the bidding process is expected in the autumn of 2018.

Cabinet:

Agreed to accept the supplementary agenda and the documents therein which included the revised Cabinet report and;

1. Approved the submission of the following bids to the GLA "Building Council Homes for Londoners" programme of : -

- Up to £122.6 million Affordable Housing Grant in line with the draft bid set out at Appendix 1.
- Up to £65.1 million HRA headroom in line with the draft bid set out at Appendix 2 of the report.

2. Noted that if successful in the bid(s):

- The Council will need to sign funding agreements with the GLA for which further Cabinet approval will be sought. A report seeking these approvals is likely to be submitted Spring/Summer 2019.
 - The Council will develop a housing delivery programme relating to the bid programme
 - In addition the Council will continue to explore other external funding opportunities to complement the above programmes.
3. **Delegated** authority to Section 151 Officer, after consultation with the Director of Neighbourhoods to enter into the Right to Buy ring-fence agreement with the GLA.

9 **EXCLUSION OF THE PRESS AND PUBLIC**

10 **RAINHAM AND BEAM PARK, LAND ACQUISITION STRATEGY, MAKING OF CPO(S)**

Councillor Damian White, Leader of the Council introduced the report to Cabinet. Neil Stubbings, Director of Regeneration Programmes presented the detail.

At the Cabinet of the 13th December 2017 the Council agreed to appoint Notting Hill Housing Trust (now known as Notting Hill Genesis – “NHG”) as the development partner to implement the first phases of housing delivery in the Rainham and Beam Park Housing Zone. Consequently, Cabinet gave approval to the Council entering into a joint venture Limited Liability Partnership (to be known as Rainham and Beam Park Regeneration LLP – “RBPR”) with Notting Hill Commercial Properties (a subsidiary of NHG) in which the Council became a Member on 29th March 2018.

Cabinet also noted that the Council and NHG would be responsible for the land acquisition process on behalf of RBPR where necessary, supported by CPO powers, to enable the acquisition of the land interests required for the housing development schemes and infrastructure which cannot be acquired by private treaty. Members noted that authority to make the CPO was delegated by Cabinet on 10th February 2016. This paper is brought to cabinet with further detail consequent to the original decision and provides additional details on;

- the proposed CPO(s) within the Red Line Plan; and
- requests that Cabinet approves the making of a CPO(s) and related powers in respect of the land, interests and rights to obtain vacant possession, where necessary to enable the delivery of the regeneration of the A1306 (New Road) in Rainham where it has not been possible to acquire the land. Interest and rights by agreement. The scheme, which is shown on the CPO Red Line Plan at Appendix

1 of the report being the provision of new build housing to the north and south of the A1306 (New Road).

CPO action can only take place as a last resort at the end of a significant period of negotiation. There will be significant regeneration in Rainham which will focus around the station. More affordable homes and infrastructure is needed.

Cabinet:

1. **Agreed** to the Council making Compulsory Purchase Order(s) (CPO(s)) pursuant to the statutory powers contained in section 226(1)(a) of the Town and Country Planning Act 1990 (as amended), and section 13 of the Local Government (Misc. Provisions) Act 1976 and all other necessary action to acquire all property and other proprietary interests on the land, including where appropriate new rights, located within the outline on the CPO Red Line Plan at Appendix 1 of the report, for the purpose of securing the regeneration of the Rainham and Beam Park Housing Zone in accordance with the decision to adopt the Masterplan and Planning Framework taken on 10th February 2016.
2. **Agreed** that the Director of Regeneration Programmes after consultation with the Leader of the Council and Deputy Director Legal and Governance be authorised to;
 - a. Make the CPO or multiple CPOs to enable the acquisition of land, interest and rights within the CPO Red Line Plan as attached to the report at Appendix 1;
 - b. Appoint surveyors, barristers and any other professionals required to promote the CPO(s) and to facilitate the vacant possession of interests located within the CPO Red Line Plan;
 - c. Settle the final form and content of the CPO(s) and associated documentation to include the draft;
 - CPO Red Line Plan; Appendix 1;
 - Draft Compulsory Purchase Order; Appendix 2;
 - Draft Schedule Freehold and Leasehold Interests Appendix 3;
 - Draft Statement of Reasons Appendix 4;
 - Draft Equalities Impact Assessment Appendix 5
 - Consultation Report Appendix 6
 - d. Take all necessary steps to secure the making, confirmation and implementation of the CPO(s) including publication and service of notices and presentation of the Councils case at Public Inquiry, or Court should such representation be necessary;
 - e. Take such actions so as to facilitate Notting Hill Genesis (on behalf of Rainham and Beam Park LLP) acquiring properties and proprietary interests

within the CPO Red Line Plan by agreement, such actions to include; the relocation of businesses, residents and statutory undertakers apparatus or Communication Code Operators; and any other interests and setting out the terms for the withdrawal of objections to the CPO(s); and

f. Amend the number of properties and leasehold acquisitions with the CPO Red Line Plan at Appendix 3, should such amendment be required to deliver the overall Rainham and Beam Park Housing Zone strategy.

3. Agreed that the Director of Regeneration Programmes after consultation with the Leader of the Council and Deputy Director Legal and Governance be authorised following the confirmation of the CPO(s) by the Secretary of State to secure vacant possession of all properties and proprietary interests located within the confirmed CPO Red Line land to include:

- a. to take all necessary actions to secure the making and confirmation of a General Vesting Declaration (GVD) or multiple GVD's under the Compulsory Purchase and (Vesting Declarations) Act 1981 and /or to serve Notices to Treat and Entry (if required); and
- b. to appropriate to planning / or housing purposes any parcel of land within the CPO Red Line Plan; and
- c. to transfer all properties and proprietary interests acquired pursuant to the CPO(s) to the relevant development partner in accordance with the Members Agreement and the Strategic Land Agreement dated 29 March 2018; and
- d. if necessary make representation of the Councils case such as at the Upper Tribunal (Lands Chamber) or court should such representation be necessary.

4. Agreed following Cabinet approval of resolutions 2 and 3 above, and upon the Deputy Director Legal and Governance being satisfied that further information and all the Equalities Impact Assessment outcomes are satisfactory and to not require reference back to Cabinet, that the Deputy Director Legal and Governance be authorised to affix the common Seal of the Council to the CPO(s), GVD(s), maps and elsewhere and to take all necessary steps as necessary, such as to issue notices and sign certificates to attain the resolutions above.

Chairman

CABINET

13 November 2018

Subject Heading:

**CALL-IN OF A NON-KEY EXECUTIVE
DECISION 18/53 TPC 864 UPMINSTER
BRIDGE CPZ – RESULTS OF
INFORMAL CONSULTATION**

Cabinet Member:

Councillor Osman Dervish

SLT Lead:

Daniel Fenwick – Director of Legal & Governance

Report Author and contact details:

**Richard Cursons, Democratic
Services Officer**

Policy context:

**Havering Local Development
Framework (2008)**

Financial summary:

**The estimated cost of implementation
is £0.015m and will be met from the
LIP allocation 2018/19 – A2904**

Is this a Key Decision?

No

When should this matter be reviewed?

N/A

Reviewing OSC:

Environment OSSC

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

Communities making Havering
Places making Havering
Opportunities making Havering
Connections making Havering

[x]
[x]
[]
[]

SUMMARY

At its meeting on 9 October 2018, the Overview & Scrutiny Board resolved to uphold a requisition of a Non-key Executive Decision concerning the Upminster Bridge CPZ – Results of informal consultation. The matter is now referred back to Cabinet for its consideration.

RECOMMENDATIONS

That Cabinet Agrees:

- 1) To Implement the decision as set out in the Non-key Executive Decision for the Upminster Bridge CPZ – Results of informal consultation; or
- 2) Not to implement the decision as set out in the Non-key Executive Decision for the Upminster Bridge CPZ – Results of informal consultation.

REPORT DETAIL

On 9 October 2018, the O&S Board convened to consider a requisition of a Non-Key Executive Decision, signed by the Cabinet Member for Environment concerning the Upminster Bridge CPZ – Results of informal consultation (draft minutes of the meeting are attached as Appendix A).

In accordance with the Overview & Scrutiny Procedure Rules, the O&S Board resolved to refer the decision back to Cabinet for its re-consideration.

In reaching its decision, the O&S Board made the following recommendations for Cabinet to consider:

- Members expressed concerns that there had been a lack of consultation and that there were a number of responses that had been returned with no identifiable home address.
- Members also felt that the original scheme was flawed and out of date and that a new round of informal consultation should take place as the existing proposals did not meet with ward councillor's agreement.

Taking into consideration the recommendations of the O&S Board, Cabinet must now decide whether or not to implement the Non-key Executive Decision signed by the Cabinet Member.

REASONS AND OPTIONS

Reasons for the decision:

Cabinet is required to provide reasons regarding its decision on whether or not proceed with the implementation of the Upminster Bridge CPZ – Results of informal consultation Executive Decision.

Other options considered:

Cabinet has two options:

- 1) To Implement the decision as set out in the Non-key Executive Decision for Upminster Bridge CPZ – Results of informal consultation; or
- 2) Not to implement the decision as set out in the Non-key Executive Decision for Upminster Bridge CPZ – Results of informal consultation.

IMPLICATIONS AND RISKS

Financial implications and risks:

As set out in Part B of the Executive Decision

Legal implications and risks:

As set out in Part B of the Executive Decision

Human Resources implications and risks:

As set out in Part B of the Executive Decision

Equalities implications and risks:

As set out in Part B of the Executive Decision

APPENDICES

Draft minute of the Overview & Scrutiny Board dated 9 October 2018
Non-key Executive Decision 18/53 TPC864 Upminster Bridge CPZ – Results of informal consultation.
Highways Advisory Committee Report dated 4 July 2017.

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**MINUTES OF A MEETING OF THE
OVERVIEW & SCRUTINY BOARD
Havering Town Hall, Main Road, Romford
9 October 2018 (7.00 - 8.45 pm)**

Present:

COUNCILLORS

Conservative Group	+Michael Deon Burton, +John Crowder, Philippa Crowder, Robby Misir, John Mylod, Nisha Patel, Melvin Wallace and Michael White
Residents' Group	Ray Morgon and Barry Mugglestone
Upminster & Cranham Residents' Group'	Clarence Barrett and +Linda Hawthorn
Independent Residents' Group	Natasha Summers and Graham Williamson
Labour Group	Keith Darvill (Vice-Chair)
North Havering Residents' Group	Darren Wise (Chairman)

Apologies were received for the absence of Councillors Ray Best, Judith Holt, Bob Perry and Gillian Ford.

+Substitute Members: Councillor John Crowder (for Ray Best), Councillor Melvin Wallace (for Judith Holt), Councillor Burton (for Bob Perry) and Councillor Linda Hawthorn (for Gillian Ford).

Councillors Damian White, Osman Dervish, Christine Vickery, Paul Middleton and Gerry O' Sullivan were also present.

Unless shown all decisions were taken with no votes against.

The Chairman reminded Members of the action to be taken in an emergency.

6 DISCLOSURE OF INTERESTS

There were no disclosures of interest.

7 CALL-IN OF A KEY DECISION 18/51 - HIGHWAYS CAPITAL FOOTWAY AND CARRIAGEWAY RESURFACING PROGRAMME 2018/19

The report before Members detailed the call-in of a Key Executive Decision relating to the Highways Capital Programme 2018/19.

A requisition signed by Councillors Ray Morgan and Clarence Barrett had called-in the Executive Decision dated 17 September 2018.

The reasons for the call-in were as follows:

1. There was a lack of detail in respect of the business case for each intended works.
2. There was a lack of data to provide evidence to back up the “worst first” business case. (There were no figures on the number of repair requests received for works to be done in each road over the past 3 years, details of input from the ALO’s and results of UKPMS surveys).
3. There was a lack of detail on how the Horizon system created the “worst first” list.
4. Lack of detail on the £1.7 million not now required on other schemes.

Members were addressed by the Cabinet Member for Environment who explained the rationale for the decision taken.

Members were advised as a point of clarification that the Balmoral Road referred to in the decision should have read Squirrels Heath ward rather than Hacton ward.

During the debate Members asked for and received several points of clarification which were provided by the Council’s Highways officers.

Several Members commented that they had concerns regarding the roads that had been chosen for repairs as they did not feel that those roads were in the worst state of disrepair.

Officers advised that the footways and carriageways were the most in need of repair following the United Kingdom Pavement Management System (UKPMS) surveys.

Members were advised that the Horizons software identified and prioritised highway maintenance schemes and determined the cost implications of various treatments.

Condition surveys would continue on an annual basis which would allow for future modelling of the highway asset in the future.

Officers extended an invitation to Members to visit the Highways office to see the Horizons software in action.

Members noted that the additional £1.2m of funding for the programme had been met by an underspend in capital budgets.

The vote for the decision as to whether to uphold or dismiss the call-in was carried by 9 votes to 7.

Members voted to dismiss the call-in.

It was **RESOLVED** that the call-in of the Executive Decision dated 17 September 2018 be dismissed.

8 **CALL-IN OF A KEY DECISION 18/52 - UPDATE TO CORPORATE COMPLAINTS POLICY AND PROCEDURE**

The report before Members detailed the call-in of an Executive Decision relating to the Update to the Corporate Complaints Policy & Procedure.

A requisition signed by Councillors Ray Morgon and Clarence Barrett had called-in the Executive Decision dated 27 September 2018.

The reasons for the requisition were as follows:

- 1 .There was a lack of detail and evidence in changes to performance and complexity of cases justifying changes in target timings.
2. There was a lack of evidence in how Member involvement at stage 3 helped with cases before potential referral to the Ombudsman.
3. There was a lack of detail and evidence as to why the quality of investigations at stage 1 had reduced, together with actions taken to remedy this.
4. There was a lack of detail on how customer service was improved by complainants waiting longer for a reply at stage 2

Members were advised that in April 2015, Cabinet agreed a revised Corporate Complaints procedure. This was to aid and improve performance in both timescale and quality.

The timescales for resolving complaints were publicised as 3 days for an acknowledgement and 15 days for a full response at Stage 1; 20 days for Stage 2 and a calendar month for Stage 3.

Performance for dealing with complaints was reported quarterly to the Adjudication and Review Committee. Improvements were clearly evidenced in the first two years of the life of the procedure, in both quality and timescales.

Recent changes to performance and complexity of some complaints had prompted consideration of the complaint timings and the need to bring the policy up to date.

Performance had improved a great deal since April 2015. However, there had been a noticeable change in the quality of investigations undertaken at Stage 1 of the process, causing an impact on the depth and complexity of Stage 2 complaints.

Generally speaking, Stage 1 complaints were still meeting the prescribed timescale for 95% completion within 15 days, but this did not reflect the quality of the investigation.

It was proposed that the following changes were made to timescales for the Corporate Complaint Policy and Procedure.

- Stage 1 to be amended to 10 working days
- Stage 2 to increase to 25 working days, to allow for increased pressure caused by more complex investigations
- Stage 3 to be brought in line with working day reporting and to allow a little additional time for Members to make themselves available for a Member Review Panel
- It was proposed to keep the performance indicator targets at the same level.

The current Customer Relationship Management (CRM) system would soon become obsolete. Scoping work was being undertaken to determine the requirements for a new viable system. The introduction of a new system would provide an opportunity for all staff to be trained, or re-trained on both the use of a new complaint management system and the requirements of the Council's Complaint Policy and Procedure. A full training programme would be rolled-out across the authority, and would include mandatory online training on the complaints process.

Members were also advised that senior officers would be attending Adjudication & Review meetings in future if performance issues were of concern to Members

The vote for the decision as to whether to uphold or dismiss the call-in was carried by 4 votes to 10 with 2 abstentions.

Councillors Morgon, Mugglestone, Williamson and Summers voted to uphold the voted to uphold the call-in

Councillors J. Crowder, P. Crowder, Wallace, Misir, Mylod, Patel, Burton, White, Wise and Darvill voted to dismiss the call-in.

Councillors Barrett and Hawthorn abstained from voting.

It was **RESOLVED** that the call-in of the Executive Decision dated 27 September 2018 be dismissed

9 CALL-IN OF A NON-KEY EXECUTIVE DECISION 18/53 TPC864-UPMINSTER BRIDGE CPZ- RESULTS OF INFORMAL CONSULTATION

The report before Members detailed a Non-key Executive Decision that had sought to possibly introduce a Controlled Parking Zone in the Upminster Bridge area.

An informal questionnaire had been sent out to all residents of the area and the results had been reported back to the Highways Advisory Committee in July 2018.

At the July meeting Members had agreed that a Residents Parking Zone be designed and formally consulted on with residents.

A requisition signed by Councillors Gerry O'Sullivan and Clarence Barrett had called-in the Executive Decision taken on 21 September 2018.

The reasons for the requisition were as follows:

1 The consultation that originally went out to residents in 2017 did not give a range of options the residents could choose from. The Highways Advisory Committee had recently agreed with the Highways Department for a fuller set of options to be offered to residents and this was due to go out to the residents in August. This had not yet happened

2 The response from the residents to the 2017 consultation was not conclusive and Members felt the residents were not fully engaged in such a major change.

3 A one size fits all approach was not likely to work. More work needed to be done in order to achieve the required result without causing major disruption.

4 After due consideration the scheme could have a major impact on surrounding roads not only in the St Andrews Ward but also in Upminster, Emerson Park & Hacton wards.

It was felt that such a major change needed further work before it progressed from an informal to a formal consultation.

During the debate Members asked for and received several points of clarification which were provided by the Council's Highways officers.

Members expressed concerns that there had been a lack of consultation and that there was a number of responses that had been returned with no identifiable home address.

Members also felt that the original scheme was flawed and out of date and that a new round of informal consultation should take place as the existing proposals did not meet with ward councillor's agreement.

The vote for the decision as to whether to uphold or dismiss the call-in was carried by 8 votes to 7 with 1 abstention.

Councillors Hawthorn, Barrett, Morgon, Mugglestone, Summers, Williamson, Darvill and Mylod voted to uphold the call-in.

Councillors P Crowder, J Crowder, Wallace, Misir, Patel, Burton and White voted to dismiss the call-in.

Councillor Wise abstained from voting.

It was **RESOLVED** that the call-in of the Executive Decision dated 21 September 2018 be upheld and referred to Cabinet for its consideration.

Chairman



Overview & Scrutiny Board

9 October 2018

REPORT

Subject Heading:

Call-in of a Non-Key Executive Decision relating to Upminster Bridge CPZ – Results of informal consultation
Daniel Fenwick – Director of Legal & Governance

SLT Lead:

Report Author and contact details:

Richard Cursons – Democratic Services Officer
richard.cursons@onesource.co.uk

Policy context:

Havering Local Development Framework (2008)

Financial summary:

The estimated cost of implementation is £0.015m and will be met from the LIP allocation 2018/2019 – A2904

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

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

SUMMARY

In accordance with paragraph 17 of the Overview & Scrutiny Committee Rules, a requisition signed by two Members representing more than one Group (Councillors Gerry O'Sullivan and Clarence Barrett) have called-in the Non-Key Executive Decision dated 21 September 2018.

RECOMMENDATION

That the Board considers the requisition of the call-in of the Executive Decision and determines whether to uphold it.

REPORT DETAIL

As per Appendix A

Appendix A – Non-Key Executive Decision



Notice of Non-key Executive Decision

Subject Heading:	TPC864 – Upminster Bridge CPZ – Results of informal consultation
Ward:	St Andrews
Cabinet Member:	Cllr Osman Dervish
SLT Lead:	Dipti Patel
Report Author and contact details:	Dean R Martin Technical Support Assistant Dean.r.martin@havering.gov.uk 01708 432998
Policy context:	Havering Local Development Framework (2008) Havering Local Implementation Plan 2018/19 Delivery Plan
Financial summary:	The estimated cost of implementation is £0.015m and will be met from the LIP allocation 2018/2019 - A2904
Relevant OSC:	Environment
Is this decision exempt from being called-in?	No

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]

Part A – Report seeking decision

DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

Following requests from residents, Ward Councillors and officers, this item was agreed by the Highways Advisory Committee to consult on a possible introduction of a Controlled Parking Zone in the Upminster Bridge Area.

An informal questionnaire was sent out to all of the residents in the area and the results were reported back to the Highways Advisory Committee at its meeting on 4th July 2017. At this meeting Members agreed that a Residents Parking Zone operational Monday to Friday 8am-6.30pm inclusive, along with the associated 'At any time' waiting restrictions should be designed and residents of the area be formally consulted on a designed scheme.

All three Ward Councillors are in agreement that these proposals should be publicly advertised.

The proposals are to introduce a new Residents Parking Zone operational Monday to Friday 8am-6.30pm inclusive, along with the associated 'At any time' waiting restrictions in the Upminster Bridge Area. A plan showing the extents of the proposals is appended to this report as Appendix A.

AUTHORITY UNDER WHICH DECISION IS MADE

Head of Environment Delegated Powers 3.8.3

Part 3, section 2.5, paragraph S, to consider recommendations of the Highways Advisory Committee, relating to highways and traffic and to make decisions relating to them.

STATEMENT OF THE REASONS FOR THE DECISION

These proposals are designed to introduce a Residents Parking Zone in these roads, along with the associated 'At any time' waiting restrictions. The restrictions have been proposed; due to the increasing level of long term non-residential parking that has 'road safety' implications as well as implications for general accessibility and the impact on existing parking provision.

OTHER OPTIONS CONSIDERED AND REJECTED

None

RECOMMENDED ACTION

That the Head of Environment agrees to the undertaking of statutory consultation for the proposal shown in Appendix 'A' as provided for within section 6, 45, 46 and, 49 of the Road Traffic Regulation Act 1984 for the provision of new waiting restrictions, (1) outside of CPZ and (2) within CPZs. And subject to no material objections being received, to the making of Traffic Management Orders and the subsequent installation of waiting restrictions.

NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER

Name: Dean R Martin

Designation: Technical Support Assistant

Signature: 

Date: 21/09/18

NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER

Name: Dipti Patel

Designation: Assistant Director of Environment

Signature: 

Date: 21/09/18

Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS

The procedure to be followed by the Council in making Traffic Orders under Section 6 is set out in Schedule 9, Part III of the Road Traffic Regulation Act 1984 and the Local Authorities, Traffic Orders (Procedure) (England and Wales) Regulations 1996. This sets out, inter alia, a requirement to advertise the proposed Order in a local newspaper and if the Council considers it is desirable, to also display notices describing the proposed Order in the streets concerned.

FINANCIAL IMPLICATIONS AND RISKS

The estimated cost of implementing the proposals, including physical measures, advertising and making the Traffic Management Orders costs is £0.015m. These costs will be funded from the LIP allocation 2018/2019 - A2904.

The costs shown are an estimate of the full costs of the scheme, should it be implemented. A final decision would be made by the Lead Member – as regards to actual implementation and scheme detail. Therefore, final costs are subject to change.

This is a standard project for Street management and there is no expectation that the works cannot be contained within the cost estimate. There is an element of contingency built into the financial estimate. In the unlikely event of an overspend, the balance would need to be contained within the Street management overall Minor Parking Schemes revenue budget.

HUMAN RESOURCES IMPLICATIONS AND RISKS (AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)

The proposal can be delivered within the standard resourcing within Street management, and has no specific impact on staffing/HR issues.

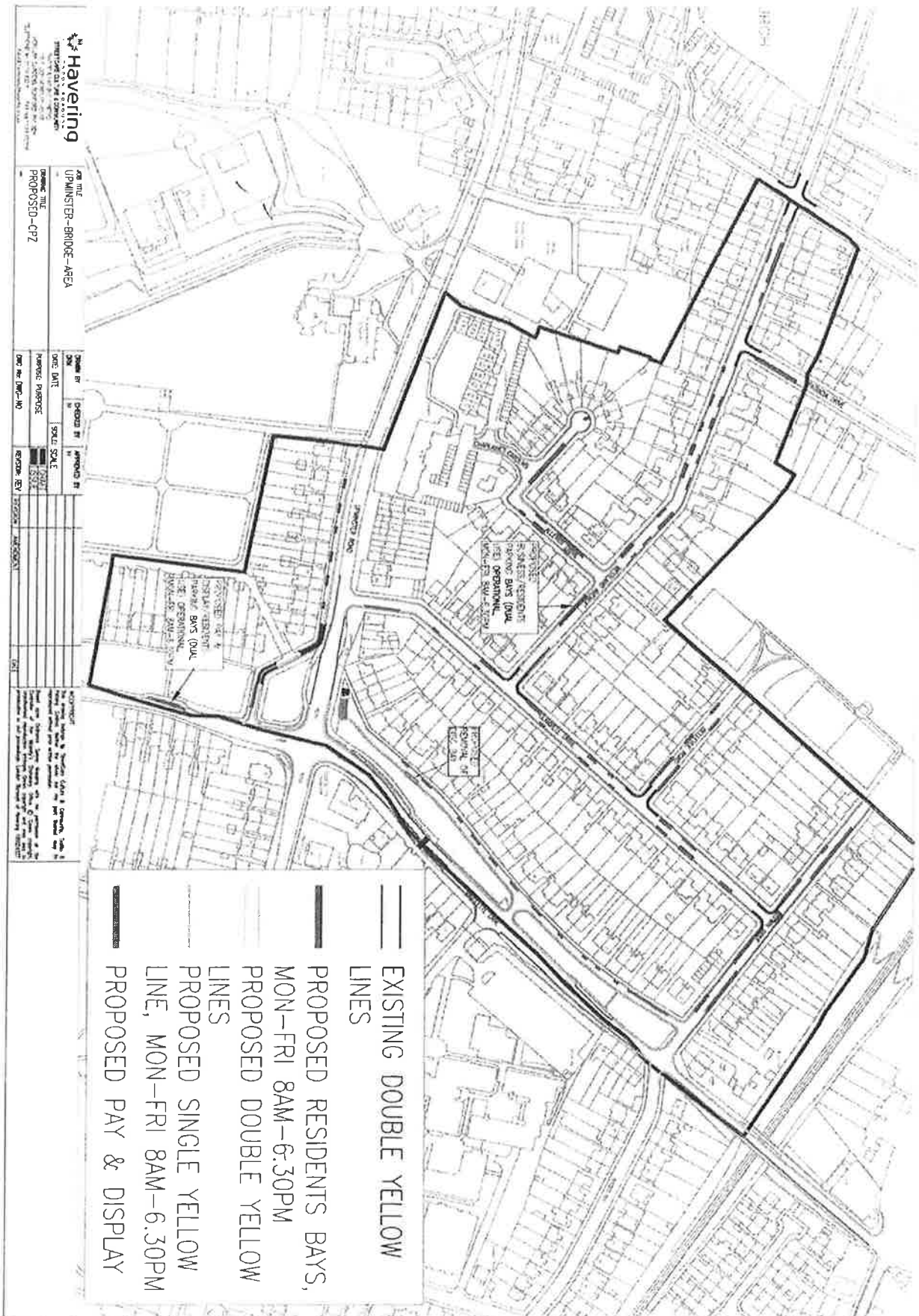
EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

The proposals provide measures to improve safety and accessibility for all road users.

BACKGROUND PAPERS

Site plans are attached

Appendix A



Part C – Record of decision

I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

Decision

To publicly advertise the Residents Parking Zone operational Monday to Friday 8am-6.30pm inclusive, along with the associated 'At any time' waiting restrictions in the Upminster Bridge Area.

Details of decision maker

Signed



Name: CABINET MEMBER FOR ENVIRONMENT

Cabinet Portfolio held:	Councillor Osman Dervish
CMT Member title:	Dipti Patel
Head of Service title	Ollie Miller
Other manager title:	Gurch Durhailay
Date:	

Date: 21/09/18

Lodging this notice

The signed decision notice must be delivered to the proper officer, Debra Marlow, Principal Democratic Services Officer in Democratic Services, in the Town Hall.

For use by Committee Administration

This notice was lodged with me on 26/9/2018

Signed



HIGHWAYS ADVISORY COMMITTEE

4 July 2017

Subject Heading:	Upminster Bridge (St Andrews Ward) TPC864 – Results of informal consultation
CMT Lead:	Dipti Patel
Report Author and contact details:	Dean R Martin Technical Support Assistant schemes@havering.gov.uk
Policy context:	Traffic & Parking Control
Financial summary:	The estimated cost of implementation is £15,000 and will be met by the 2017/18 Parking Strategy Investment.

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

Havering will be clean and its environment will be cared for	[x]
People will be safe, in their homes and in the community	[x]
Residents will be proud to live in Havering	[x]

SUMMARY

St Andrews Ward

This report outlines the responses received to the informal consultation undertaken with the residents of the Upminster Bridge Area and recommends a further course of action.

RECOMMENDATIONS

1. That the Highways Advisory Committee having considered this report and the representations made recommends to the Cabinet Member for Environment Regulatory Services and Community Safety that;
 - a) The proposals to introduce a residents parking scheme for the Upminster Bridge Area, operational Monday to Friday 8am to 6.30pm inclusive, (as shown on the plan in Appendix E) be designed and publicly advertised;
 - b) The proposals to introduce 5 Pay & Display operational Mon to Fri 8am to 6.30pm inclusive (as shown on the plan in Appendix E) be designed and publicly advertised;
2. That it be noted that the estimated cost of this scheme is £15,000 which will be funded from the 2017/18 Parking Strategy Investment.

REPORT DETAIL

1.0 Background

- 1.1 At its meeting in March 2016, The Highways Advisory Committee (HAC) agreed in principle, to consult on a possible introduction of a Controlled Parking Zone in Upminster Bridge Area. This is due to increasing complaints about the level of commuter parking in the area.
- 1.2 The review area is identified on the plan in Appendix A.
- 1.3 An informal questionnaire was sent out to the residents of the area and copies of the letter and questionnaire are appended to this report in Appendices B and C.
- 1.4 On Friday 20th January 2017, 338 residents that were perceived to be affected by the proposals were sent letters and questionnaires, with a return date of 6th March 2017. The responses to the questionnaire are outlined in the table appended to this report in Appendix D.

2.0 Results of informal consultation

From the 338 letters sent out there were 156 responses received, representing a 46% return. 112 respondents answered YES and 44 respondents answered NO to question 1, that they felt there was a problem in the road. 111 respondents answered YES and 1 respondent answered NO to question 2 that they were in favour of restrictions. In relation to the preferred operational days for the restrictions 37 respondents favoured Monday to Saturday, while 76 respondents favoured Monday to Friday. In relation to operational hours for the restrictions 87 respondents favoured 8am to 6.30pm, while 25 respondents favoured 10.30am to 11.30am. In relation to the form of restrictions 83 respondents favoured the introduction of a Residents Parking Scheme while 30 respondent's favoured the introduction of yellow line waiting restrictions. Given the results of the consultation implementation of the most popular all round option:: Residents Parking Scheme, operational from Monday to Friday 8am to 6.30 pm inclusive.

3.0 Design Principles

- 3.1 The proposed residents parking bays in the Unnamed Service Road leading from Hacton Lane, which runs parallel with Upminster Road, will be placed partly on the footway. The footway and carriageway of the unnamed road are limited in width. It is recognised that the installation of the parking bays will leave a sub-standard width footway, however there is a main footway line on the opposite side of the service road that is wide enough and will remain free for pedestrian flow. Whilst not ideal, leaving a narrower footway than usual will ensure that emergency services can gain access to the very end of the road without being obstructed.
- 3.2 The formal design shown on the plan in Appendix E.

3.0 Staff comments

- 3.1 It is clear from the responses to the consultations that were undertaken that there is longer term non-residential parking taking place in the area, due to its close proximity to the amenities of Hornchurch Town Centre and Upminster Bridge Station.
- 3.2 The proposed residents parking provision will limit the longer term non residential parking and will give residents and their visitor's priority to park during the restricted period. The proposed Pay and Display parking provisions will turn over parking during the day and will be a further benefit to the Town Centre.

IMPLICATIONS AND RISKS

Financial implications and risks:

This report is asking HAC to recommend to the Cabinet Member the launch of consultation relating to the above scheme

The estimated cost of implementing the proposals, including physical measures, advertising and making the Traffic Management Orders costs is £15,000. These costs will be funded from the 2017/18 Parking Strategy Investment.

The costs shown are an estimate of the full costs of the scheme, should it be implemented. A final decision would be made by the Lead Member – as regards to actual implementation and scheme detail. Therefore, final costs are subject to change.

This is a typical project for Street management and there is no expectation that the works cannot be contained within the cost estimate. There is an element of contingency built into the financial estimate. In the unlikely event of an overspend, the balance would need to be contained within the Street management overall Minor Parking Schemes revenue budget.

Related costs to the Permit Parking areas

Resident & Business permits charges	
Residents permit per year	1st permit £35.00, 2nd permit £60.00, 3rd permit and any thereafter £85.00
Business permit per year	Maximum of 2 permits per business £200 each
Visitors permits	£1.25 per permit for up to 4 hours (sold in £12.50 books of 10 permits)

Legal implications and risks:

The Council's power to make an order creating a controlled parking zone is set out in Part IV of the Road Traffic Regulation Act 1984 ("RTRA 1984").

The Council's power to make an order for charging for parking on highways is set out in Part IV of the RTRA 1984.

Before an Order is made, the Council should ensure that the statutory procedures set out in the Local Authorities Traffic Orders (Procedure)(England & Wales) Regulations 1996 (SI 1996/2489) are complied with. The Traffic Signs Regulations and General Directions 2002 govern road traffic signs and road markings.

Section 122 RTRA 1984 imposes a general duty on local authorities when exercising functions under the RTRA. It provides, insofar as is material, to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway. This statutory duty must be balanced with any concerns received over the implementation of the proposals.

In considering any responses received during consultation, the Council must ensure that full consideration of all representations is given including those which

do not accord with the officers' recommendation. The Council must be satisfied that any objections to the proposals were taken into account. In considering any consultation responses, the Council must balance the concerns of any objectors with the statutory duty under section 122 RTRA 1984.

Human Resources implications and risks

It is anticipated that the enforcement activities required for these proposals can be met from within current staff resources

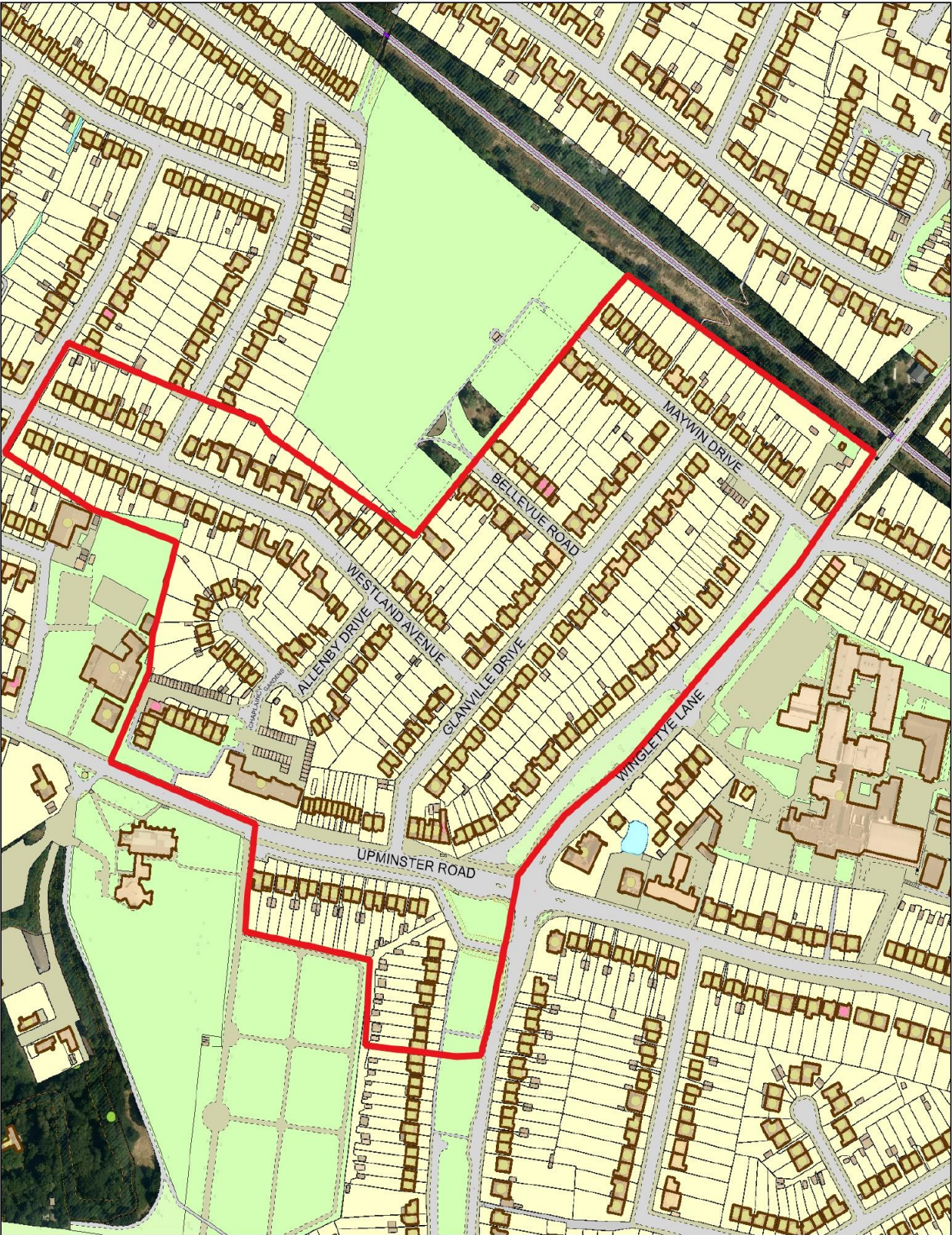
Equalities implications and risks



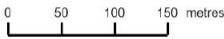
Parking restrictions have the potential to displace parking to adjacent areas, which may be detrimental to others. However, the Council has a general duty under the Equality Act 2010 to ensure that its highway network is accessible to all. Where infrastructure is provided or substantially upgraded, reasonable adjustments should be made to improve access. In considering the impacts and making improvements for people with protected characteristics (mainly, but not limited to disabled people, children, young people and older people), this will assist the Council in meeting its duty under the act.

There will be some physical and visual impact from the required signing and lining works.

BACKGROUND PAPERS

- Appendix A – Review Area**
- Appendix B – Consultation Letter**
- Appendix C – Questionnaire**
- Appendix D – Responses**
- Appendix E - Formal Design**



Review Area	
	Scale: 1:2200 Date: 18 January 2017 



The Resident/Occupier

**Street Management
Schemes**

London Borough of Havering
Town Hall,
Main Road
Romford RM1 3BB

Email: schemes@haverling.gov.uk

IMPORTANT PARKING CONSULTATION

Date: Friday 20th January 2017

Dear Sir/ Madam

UPMINSTER BRIDGE ST ANDREWS PARKING REVIEW

I am writing to advise you that the Council are proposing a review of the parking situation in Glanville Drive, Bellevue Road, Westland Avenue, Maywin Drive, Wingletye Lane Service Road, Upminster Road, Upminster Road Service Road, Allenby Drive and Chaplaincy Gardens. The extent of the review area is shown on the attached plan.

The aim of this review is to look at the parking situation in the area, with a view to addressing the long-term non-residential parking issues and giving residents the option of having a residents parking scheme, should it be felt necessary.

I have attached a questionnaire that you are requested to complete and return to us by **Friday 10th February 2017**.

Please note we are unable to answer individual points raised at this stage. However, your comments will be noted and will be taken into consideration when presenting the final report to the Council Highways Advisory Committee. This committee will decide if a further course of action is required and any issues raised by residents will be addressed at that time. All comments received are open to public inspection.

Yours faithfully,

**Dean R Martin
Technical Support Assistant
Schemes Team**



PARKING REVIEW QUESTIONNAIRE

Upminster Bridge St Andrews

Street Management Schemes

Town Hall
Main Road
Romford
RM1 3BB

Name:

Please call: Street Management

Address:

Telephone: 01708 431056 or 01708 433464

Email: schemes@haverling.gov.uk

Date: Friday 20th January 2017

All responses received will provide the council with the appropriate information to determine whether we take a parking scheme forward to the design and formal consultation stage.

Only one signed and dated questionnaire per address will be considered. Please return to us by Friday 10th February 2017.

1. In your view, is there currently a parking problem in **your** road to justify action being taken by the Council
- ☐ Yes
☐ No

If your answer is YES to the above question above, please proceed to the questions below:

2. Are you in favour of your road having parking restriction placed upon it to limit long term non-residential parking?
- ☐ Yes
☐ No
3. If Yes - over what days of the week would you like any restrictions to operate?
- ☐ Mon- Fri
☐ Mon - Sat
4. If yes - over what hours of the day would you like any restrictions to operate? These hours are in keeping with the existing restrictions in the area.
- ☐ 10:30am to 11:30am
☐ 8:00am to 6:30pm
5. If yes - what type of restriction would you prefer?
- ☐ Yellow Lines
☐ Residents Parking

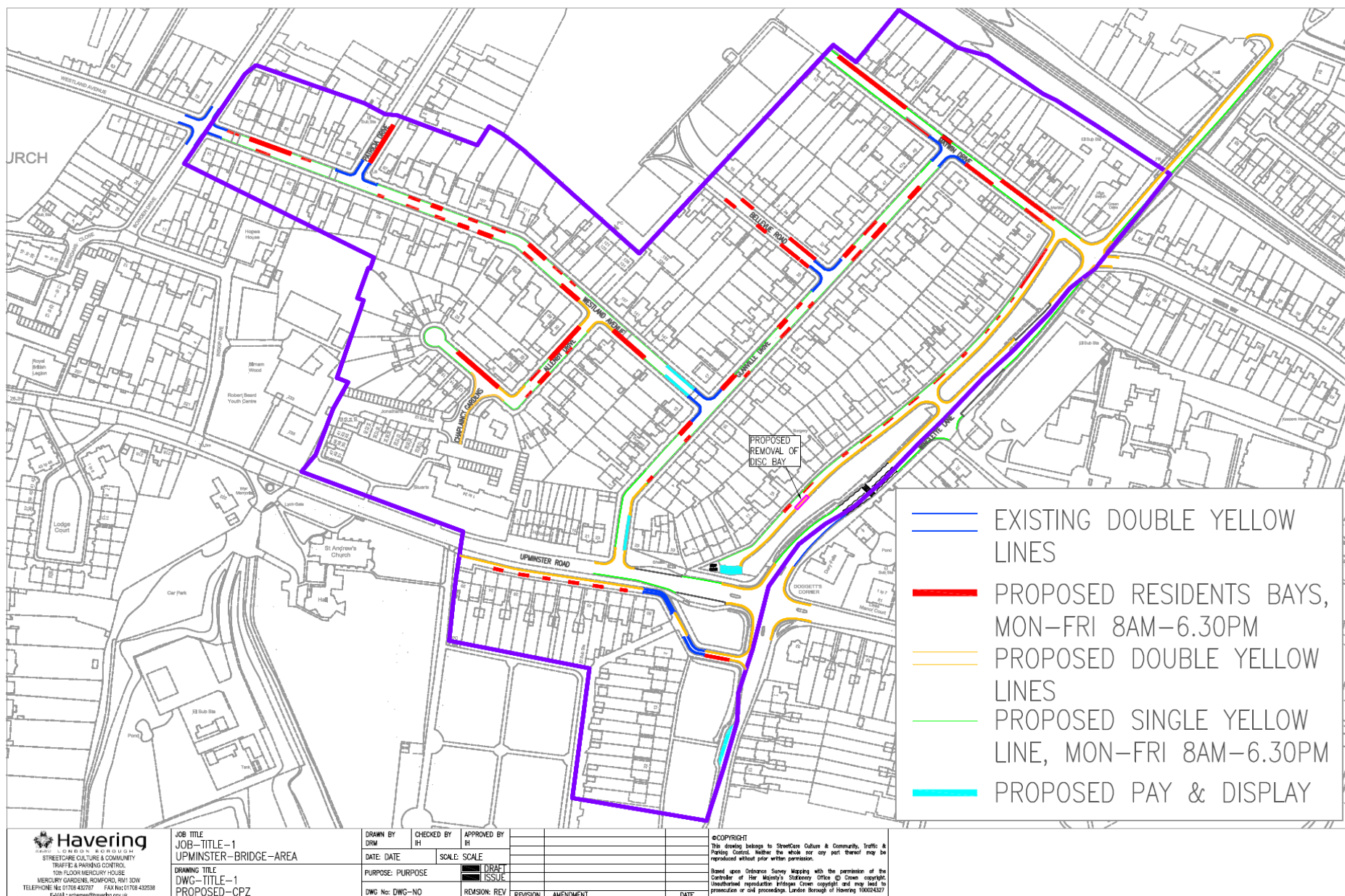
For your information:

Yellow lines would prevent residents from parking on the lines in the same way as they would non-residents.

Residents Parking scheme will permit residents and their visitor to park in the allocated areas, with a valid permit for the area

UPMINSTER BRIDGE - ST ANDREWS 'In-Principle' Parking Consultation

Road Name	Address	% Returns	Returns	Q1. In your view, is there currently a parking problem in your road to justify action being taken by the council?		Q2. In favour of parking restrictions		Q3. Over what days would you like the restrictions to operate?		Q4. Over what hours of the day would you like any restrictions to operate?		Q5. What type of restriction would you prefer?	
				Yes	No	Yes	No	Mon-Fri	Mon-Sat	10.30-11.30am	8am-6.30pm	Yellow Lines	Residents Parking
Page 39			total										
Allenby Drive	27	44%	12	9	3	8	1	6	3	0	8	0	8
Bellevue Road	11	36%	4	2	2	2	0	1	1	1	1	1	1
Chaplaincy Gardens	57	11%	6	2	4	2	0	0	2	0	2	0	2
Glanville Drive	56	46%	26	18	8	18	0	16	3	8	11	6	13
Hacton Lane	10	30%	3	2	1	2	0	0	2	0	2	0	2
Maywin Drive	42	29%	12	8	4	8	0	5	3	1	7	2	6
Upminster Road	34	38%	13	10	3	10	0	6	4	3	7	1	9
Westland Avenue	59	56%	33	24	9	24	0	12	12	7	17	9	15
Wingletye Lane	42	43%	18	17	1	17	0	17	0	0	17	3	14
No Adress Given			29	20	9	20	0	13	7	5	15	8	13
Total	338	46%	156	112	44	111	1	76	37	25	87	30	83



CABINET

13th November 2018

Subject Heading:

Local Implementation Plan Submission to Transport for London

Cabinet Member:

Councillor Damian White – Leader of the Council

SLT Lead:

Steve Moore- Director of Neighbourhoods

Report Author and contact details:

Daniel Douglas
Transport Planning Team Leader
01708 433220
daniel.douglas@havering.gov.uk

Policy context:

Draft London Plan (2017)
Mayor's Transport Strategy (2018),
Havering Local Plan Proposed Submission (2018)

Financial summary:

The report indicates that due to the reduction in Central Government revenue grant funding to the Mayor of London for Transport for London (TfL), it is not certain at this stage what level of funding Havering will receive from TfL. The report outlines an indicative funding allocation expected to be received from Transport for London should the plan be implemented (c£1.9m per annum over a three period).

Is this a Key Decision?

Yes

When should this matter be reviewed?

January 2020

Reviewing OSC

Environment

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

A Local Implementation Plan (LIP) is a statutory document prepared under Section 145 of the GLA Act. The Purpose of the LIP is to set out to Transport for London how the London Borough of Havering intends to deliver the Mayor of London's Transport Strategy (MTS). As such, it represents a borough's own transport strategy reviewed on an annual basis.

This is the third LIP prepared by Havering and it aligns with the MTS published in March 2018 for the period up to 2041. The draft LIP takes account of the transport elements of the draft London Plan and other relevant Mayoral strategies and applies these to reflect the strategy set out in Havering's own plans and strategies particularly the Havering Local Plan submitted in March 2018. A copy of the recommended draft Havering Local Implementation Plan ('LIP3') is attached as Appendix 1.

The over-arching aim of the Mayor's transport strategy is for more trips in London to be made by walking, cycling or public transport. Specifically, the Mayor of London wants 80% of all trips to be made by these modes by 2041.

Additionally, the MTS sets out three themes for action by Transport for London (TfL), and other partners including London Boroughs. These are:

- Healthy streets and healthy people;
- A good public transport experience; and
- New homes and jobs.

The recommended draft Havering LIP3 outlines how the Council will work with TfL to deliver the overarching aim, outcomes, policies and proposals of the MTS with a programme of projects and initiatives that are well suited to Havering and reflect Havering priorities.

The draft LIP3 includes:

- Borough Transport Objectives for Havering;
- A Delivery Plan to show how Havering will deliver its objectives over both the short and long term; and
- Targets to support the delivery of the Mayor's outcomes indicators.

The report highlights the continued dependency of the Council on funding from Transport for London to deliver the projects and programmes in the draft LIP3.

The Council is required to explore other alternative funding sources to assist in the LIP delivery and the report makes clear that in challenging economic times these are unlikely to be secured.

In the event that funding from Transport for London is further reduced, and no alternatives are available, then the delivery of the LIP programme will need to be reviewed.

Subject to Cabinet approval, Havering's draft LIP3 must be submitted for consultation with TfL and other stakeholders.

Havering must submit its final LIP3 for Mayoral approval in February 2019 and the Mayor intends for all LIP3s to be in place by April 2019.

RECOMMENDATIONS

1. To approve the draft Havering Local Implementation Plan for public consultation following its submission to Transport for London
2. To delegate to the Assistant Director of Planning approval to make amendments to the Havering Local Implementation Plan that arise as a result of the submission to Transport for London and public consultation
3. To delegate the final approval of the Havering Local Implementation Plan to the Leader as lead member for strategic planning matters.
4. To agree to the adoption of the Havering Local Implementation Plan by the Lead Member for strategic planning matters.

REPORT DETAIL

Background

- 1 In March 2018, the Mayor published a new Mayor's Transport Strategy (MTS) to replace the 2010 strategy. It complements the Mayor's other key strategies such as the draft London Plan and his Environment and Economic Development Strategies and sets out how the Mayor of London wants transport issues addressed across London.
- 2 Members will be aware that the Council submitted extensive comments on the draft MTS in autumn 2017, in the light of concerns that many elements of it did not properly recognise that it was inappropriate for the Mayor to seek uniform approaches to transport across the whole of London. This is because the travel and transport characteristics of Outer London are very different to those in Central and Inner London.

What is a Local Implementation Plan (LIP)?

- 3 All London boroughs must prepare a Local Implementation Plan (LIP) under the Greater London Authority Act 1999. A LIP is required to show a borough will implement the Mayor's Transport Strategy (MTS) and, as such, it forms the borough's transport strategy. Havering has prepared LIP strategies in 2005/06 and 2010/11. This third LIP will set out Havering's approach to transport and it will also form the basis of the Council's future funding submissions to Transport for London.
- 4 The new LIP will set out Havering's strategy for implementing various transport initiatives in the borough from 2019/20 onwards.

The main elements of a Local Implementation Plan

- 5 The Havering LIP must include:
 - Borough transport objectives to contribute to achieving the Mayor's mode share aim and nine specified outcomes; and
 - A Delivery Plan to set out how Havering will deliver these transport objectives over the short and longer terms (through funded programmes and long term interventions, respectively) together with targets to support delivery of the Mayor's outcome indicators through the lifetime of the LIP.

The policy context for Local Implementation Plans

- 6 The Greater London Authority (GLA) Act requires each borough to prepare a LIP containing its proposals for the implementation of the Mayor's Transport Strategy in its area.

- 7 The Mayor requires LIPs to be firmly grounded in evidence and an analysis of local challenges and issues within the broader context afforded by his own strategies including the draft London Plan and his Transport Strategy.
- 8 The Mayor's Transport Strategy was published in March 2018. It interprets the Mayor's London Plan transport vision and details how the Mayor and his partners will deliver transport in London up to 2041.
- 9 The MTS is a key part of the Mayor's strategic policy framework to support and shape London's social and economic development. It sits alongside other key Mayoral documents such as the Economic Development Strategy and Housing Strategy.
- 10 Havering's LIP objectives have been designed to align with principles in the MTS, in particular with the Mayor's Healthy Streets and Good Growth agendas. The 'Healthy streets' approach provides the framework for putting human health and experience at the heart of planning transport in London. It is an evidence based approach to improve health and reduce health inequalities designed to help Londoners use the car less, and walk, cycle and use public transport more. By applying the Healthy Streets Approach to planning transport for both, the Mayor has identified a series of Good Growth principles which are designed to help London grow in a way that works for all Londoners.
- 11 The preparation of Havering's draft LIP3 reflects and takes account of the wider strategy in Havering's Local Plan Proposed Submission. The Local Plan sets out the Council's ambitious vision and strategy for future growth and sustainable development over the next 15 years up to 2033.

The programme for preparing Local Implementation Plans

- 12 Subsequent to the submission of its draft LIP3 to TfL it must be the subject of public consultation with specified consultees. The final LIP3 will be submitted to the Mayor in February 2019. Subject to Mayoral approval, Havering's LIP 3 will be effective in 2019 / 2020 and thereafter.

The draft Havering Local Implementation Plan

- 13 A copy of the recommended draft Havering Local Implementation Plan (LIP) is attached as Appendix 1. It follows the template in TfL's 'model' LIP document and has been prepared in accordance with TfL's formal guidance as well as informal advice from TfL officers. It sets out an approach to transport policy in Havering for the period to 2041 which it is considered will have a full regard to both (1) local circumstances, priorities and resources and (2) meeting the Mayoral requirements. It will provide a robust context for the promotion of the Council's transport planning objectives particularly the need to secure significant improvements in north – south connectivity and to realise the opportunities that may follow from that.

14 A copy of the recommended draft Havering LIP3 has been placed in the Members' Resource Room.

15 The key elements of Havering's draft LIP are:

(A) Borough Transport Objectives

16 The draft LIP3 sets out an evidence-based identification of the Borough Transport Objectives and how these will contribute to achieving the Mayor's overarching modal share aim and each of the nine outcomes in the MTS along with sub-regional and local priorities. The Objectives have been shaped to cover both the three year period 2019/20 – 2021/22 but also the long term life of the MTS of up to 2041.

17 In summary, it is recommended that Havering's Borough Transport Objectives focus on:

- Continuing to maintain infrastructure assets (for example, transport facilities) to a high standard;
- Improving north south connectivity;
- Better transport 'connectivity' to, and between, the Romford and Rainham and Beam Park Strategic development areas;
- Collaborative working with neighbouring authorities to support growth;
- Delivering the Mayor's 'Vision Zero' road safety initiative in Havering;
- Improving transport access for all users;
- Improving air quality and supporting the adopted Havering Air Quality Action Plan;
- Improvements to public realm to support Healthy Streets; and
- Making travel safer and reducing concerns about crime when people travel.

18 Borough Transport Objectives reflecting these matters are set out in Chapter 2 of Havering's draft LIP3 (in Appendix 1).

(B) A Delivery Plan

19 The recommended Delivery Plan comprises the following core elements:

- LIP3 Annual Spending Submission 2019/20 (short term funded programme);
- Three Year Programme of Investment (POI) 2019/20 - 2021/22 (broader programme);
- Long Term Interventions to 2041; and
- Borough Transport Targets.

20 The Delivery Plan provides an outline of the allocated projects and programmes, to be implemented across both the short and long term periods, put forward to contribute to the delivery of both the MTS and the LIP3 Borough Transport Objectives.

The LIP3 Annual Spending Submission 2019/20

- 21 The recommended LIP3 Annual Spending Submission for 2019/20 provides a detailed and costed programme of schemes and initiatives for the first year of the plan, with the programme to be updated in subsequent years.
- 22 The submission requirements for 2019/20 broadly reflect those of last year, although there are a number of areas that boroughs are advised to give particular consideration to including:
- Road safety (in line with the Mayor's 'Vision zero' initiative);
 - Promoting active travel choices (in line with the MTS theme *healthy streets and healthy people*);
 - Tackling air quality;
 - Public transport accessibility and reliability (in line with the MTS theme *a good public transport experience*);
 - Measures that will complement new developments and growth areas (in line with the MTS theme *providing new homes and jobs*);
 - Schemes that are being delivered across two financial years; and
 - Schemes to support the Crossrail programme.
- 23 Where boroughs are bidding for complimentary funding outside of the LIP programme, boroughs are expected to supplement this with LIP funding contributions to these transport areas.
- 24 Most importantly, projects must conform to the Mayor's overarching aim and nine outcomes contained in the MTS. These include:
- London's streets will be healthy and more Londoners will travel actively
 - London's streets will be safe and secure
 - London's streets will be used more efficiently and have less traffic on them
 - London's streets will be clean and green
 - The public transport network will meet the needs of a growing London
 - Public transport will be safe, affordable and accessible to all
 - Journeys by public transport will be pleasant, fast and reliable
 - Active, efficient and sustainable travel will be the best option in new developments
 - Transport investment will unlock the delivery of new homes and jobs
- 25 The Submission must also reflect the Council's own priorities and strategies including those of its new Havering Local Plan.
- 26 The submission provides the Council with the opportunity to continue to deliver key transport initiatives across the borough. This includes delivering phase 2 of the school Public Space Protection Order (PSPO) programme to

prevent illegal parking when dropping off and picking up children and to improve pupil safety outside Havering's schools.

- 27 Officers consider that Havering's Submission for 2019/20 has considerable potential to address existing Council priorities, help deliver established regeneration priorities and respond to the views of the community. The recommended submission has been prepared on this basis.

Havering's indicative funding allocation

- 28 Last year TfL published its five year Business Plan which was prepared against a backdrop of some very challenging economic circumstances. In particular, from 2018/19 onwards, TfL will be losing on average £700m a year in revenue grant from central Government. As a result, London is the only major city in the world to operate public transport and road networks without government funding.
- 29 As a result, Havering's indicative allocation for 2019/20 is likely to be in the region of £1.9m but this is not expected to be confirmed until early 2019 when TfL has completed its business planning for 2019/20.
- 30 In addition to this, Havering is expected to receive additional funding under the Major Schemes and 'Liveable Neighbourhoods' programme areas to carry out further work developing the Beam Parkway and Romford Liveable Neighbourhoods projects.

The scope for additional funding

- 31 To supplement and augment its TfL LIP funding, other possible funding streams such as contributions from developers, GLA, and DfT/CLG funding opportunities will also be pursued as appropriate. This is in line with TfL's requirement that boroughs should not rely exclusively for their funding on TfL and should develop alternative complementary funding sources accordingly. It is likely, however, that in difficult and uncertain economic circumstances, it may be challenging to secure significant additional funding.

The three Year Programme of Investment 2019/20 – 2021/22

- 32 This element of the Delivery Plan provides a costed and funded high-level indicative Programme of Investment (POI) that covers, by year, the three-year period 2019/20 to 2021/22. It identifies the proposed spend allocated to the packages of measures, based on the MTS priority areas, overarching aim and nine outcomes, while demonstrating how it will comply with the Borough Transport Objectives.
- 33 The Programme of Investment has been devised to meet Havering's local priorities as well as Mayoral requirements. It seeks to reflect the aspirations of the Council's 'Vision' and Local Plan Proposed Submission. Similarly, it

seeks to complement, and help deliver existing, and future, regeneration initiatives, particularly supporting the emerging Housing Zones of Romford and Rainham and Beam Park.

- 34 At the end of this three-year period, the boroughs will need to prepare a new Delivery Plan in 2021 for the next three-year period, 2022/23 to 2024/25.
- 35 Whilst TfL have not yet announced indicative levels of funding for 2020/21 and 2021/22, Havering's Programme of Investment allocations have been based on the indicative allocation Havering has been advised of for 2019/20. Clarification on allocations for the three year programme is expected in early 2019.

Long Term Interventions up to 2041

- 36 Boroughs are required to set out high level ambitions for investment up until 2041, together with a short explanation of the reasons for their inclusion in the Delivery Plan.
- 37 The schemes reflect the borough's high-level ambitions for investment and improvements in its transport network. It draws from the most significant and ambitious schemes outlined in Policy 23 of Havering's Local Plan Proposed Submission and Havering's Infrastructure Delivery Plan, highlighting both short term schemes (expected to be delivered by 2021) as well as long term schemes (projected up to 2041).

Borough Transport Targets

- 38 Boroughs are required to monitor progress against the Mayor's Transport Strategy outcomes. TfL have derived a series of MTS Outcome Indicators that boroughs have to work towards achieving through the lifetime of LIP3. These outcomes relate to the Mayor's MTS priorities including, walking, cycling and public transport modal share, car ownership, traffic reduction, improvements in air quality, public transport journey times, and casualty rates.
- 39 Borough specific targets have been set, to monitor progress in achieving these outcomes across the lifetime of the MTS. Monitoring of local targets along the trajectory of planned change will contribute to understanding progress in delivering the MTS, and will indicate the speed and success of progress in contributing to the achievement of the aims and outcomes of the MTS.

Additional Requirements

- 40 In addition to the above items, boroughs must prepare a Strategic Environment Assessment (SEA) for their LIP and are recommended to consider undertaking an Equalities Impact Assessment (EQIA).

41 A copy of the SEA Report will be made available on the Local Implementation Plan consultation page of the Havering website once the formal consultation period is launched. The initial stages of an EQIA have been drafted, however it has been agreed with the Corporate Diversity Advisor that the full EQIA will only be completed following a review of all consultation comments received.

42 In total there are 24 mandatory requirements that a boroughs LIP has to take into account. If it does not, there is a risk that the Mayor could fail a boroughs LIP, and have one imposed upon it.

Next Steps

43 Subject to Member approval, and after its submission to TfL, the Council must undertake public consultation on the draft LIP with specified stakeholders. These will include the Police, Transport for London, organisations representing disabled people, other authorities and other parties as directed by the Mayor. Additionally, TfL's Guidance says that boroughs may wish to consult with local interests, other public sector representatives, transport operators, the business community and crime and safety partnerships.

44 The Mayor of London will determine whether to approve the Havering LIP3 following advice from TfL as the strategic transport authority in Greater London and as a statutory consultee under s145 (2).

REASONS AND OPTIONS

Reasons for the decision:

45 The requirement that Havering prepares and submits a Local Implementation Plan is a statutory obligation.

46 TfL considers the LIP process to be a vital tool for supporting jobs and growth, whilst delivering a better quality of life for those living and working in the Capital.

47 A Local Implementation Plan is required if the Council is to receive funding from TfL. This financial support will allow the borough to implement schemes to improve the transport networks in line with MTS objectives. The Three Year POI (2019/20 – 2021/22) is a statutory requirement for the borough.

48 Preparation of the LIP3 allows Havering to take ownership of its own programmes and flexibility to reflect local borough circumstances, and will

provide better enabling transport to be integrated with wider health, economic, social and environmental objectives at a local level.

Other options considered:

- 49 There are no alternatives if the Council wishes TfL to confirm its LIP3 funding award to Havering for 2019/20 and meet the Statutory LIP requirements.

IMPLICATIONS AND RISKS

Financial implications and risks:

- 50 There are no financial implications arising from the approval of the submission of the Draft Local Implementation Plan which sets out the Council's vision for Transport links within the borough. Implementation of the plan will have significant financial implications (c£1.9m per annum over a three period). These implications will become clearer as detailed projects are developed and will be fully assessed as part of the decision making process for individual projects.
- 51 The funding that the Council obtains from TfL through the LIP process is the main source of capital funding for transportation projects and initiatives in the borough.
- 52 Due to the uncertainty around funding at Transport for London, no firm commitment with regards to Havering's allocation has been received. Havering has been advised on an indicative level of funding to base its 2019/20 and three year Programme of Investment upon.
- 53 The 2019/20 Annual Spending Submission and Three Year Programme of Investment (POI) will reflect Council priorities. Additionally, every opportunity will be taken to secure funding from other sources and programme areas, including Section 106/CIL contributions, to supplement this in line with TfL's requirement that boroughs should reduce their dependency on TfL funding.
- 54 The need to minimise as far as practicable ongoing maintenance costs will be taken into account in all schemes that are awarded funding. New schemes have the potential to reduce or increase maintenance requirements; the net effect will need to be contained within existing budgets.

Legal implications and risks:

- 55 It is a statutory requirement for London local authorities to ensure the implementation of a transport strategy that is in alignment with the Mayor of London's Transport Strategy (MTS). Section 145 of the Greater London Authority Act (1999) requires all London borough councils to develop Local Implementation Plans setting out how they intend to implement the Mayor of London's Transport Strategy. Councils are then required to implement such transport strategy proposals that are included within their Local Implementation Plan. The funding proposal included within the report is aligned to the Havering Local Implementation Plan and accordingly includes projects such as streetscape, accessibility requirements and public realm. It is intended the allocation of funding from TfL goes towards assisting the Council to meet this legal obligation.
- 56 Under sections 147 and 153 of the Greater London Authority Act 1999 the Mayor of London has the power to issue directions to any London Borough Council as to the manner in which it is to implement the Local Implementation Plan (transport strategy). If the Mayor of London considers that a Council has failed or is likely to fail to implement the proposals, the Mayor of London may exercise on behalf of the Council the powers that the Council has in connection with implementing the proposals, and recover from the Council as a civil debt any reasonable expenses which he has incurred by exercising these powers.
- 57 The Traffic Management Act 2004 was introduced by central government to tackle congestion and disruption to the road network. The Act places a duty on local authorities to ensure traffic moves freely and quickly on their roads. It is intended the allocation of funding from TfL goes towards assisting the Council to meet this legal obligation.
- 58 There are no other specific legal implications or risks that arise directly from the request within this report. Although further legal resources will need to be committed to bring into effect the measures for which funding is eventually sought.

Human Resources implications and risks:

- 59 It is anticipated that the programmes and projects in the LIP will be delivered mainly by Council officers, with occasional input and support from the Council's term contractors Project Centre and/or consultants engaged specifically to manage projects (such as Major Schemes in the priority regeneration areas).
- 60 Once schemes are selected, a subsequent review will take place to consider the impact on existing resources and/or any subsequent or associated cost. Where any direct effect on staff resources is identified following this

review, Council management will ensure that all necessary actions to be taken in such situations are carried out in accordance with the Council's relevant policies, procedures and agreed processes.

- 61 There are possible IR35 implications when recruiting extra resources and/or consultants to manage specific projects.

Equalities implications and risks:

EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

- 62 The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

- (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

- 63 The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants. An EqHIA is currently being developed in consultation with the Corporate Diversity Advisor.

BACKGROUND PAPERS

None

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London Borough of Havering Local Implementation Plan

November 2018

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Executive summary

This is the third LIP for the London Borough of Havering, which sets out Havering's strategy for implementing the Mayor's Transport Strategy (MTS) at a local level.

The MTS interprets the Mayor's London Plan transport vision and details how he and his partnerships will deliver transport in London up to 2041. The MTS is a key part of the Mayor's strategic policy framework to support and shape London's social and economic development.

The MTS sets out three themes for action by Transport for London (TfL), the London Boroughs and other delivery partners. These are healthy streets and healthy people, a good public transport experience, and new homes and jobs. Under these three priority areas are a set of nine outcomes and associated outcome indicators and targets, alongside the overarching aim of the strategy – for 80 per cent of all trips in London to be made on foot, by cycle or using public transport by 2041. The LIP outlines how the Council will work with TfL to assist with delivering the outcomes, overarching aim, policies and proposals of the MTS.

The Healthy streets approach provides the framework for putting human health and experience at the heart of planning transport in London. It is an evidence based approach to improve health and reduce health inequalities designed to help Londoners use the car less, and walk, cycle and use public transport more. By applying the Healthy Streets Approach to planning transport for both, the Mayor has identified a series of Good Growth principles which are designed to help London grow in a way that works for all Londoners.

The LIP includes a set of borough transport objectives which contribute to achieving the Mayor's mode share aim and the nine Mayor's Transport Strategy outcomes. It also contains a Delivery Plan which sets out how the borough will deliver on these transport objectives both over the short term (funded programmes) and long term (aspirations) together with targets that support delivery of the Mayor's outcome indicators, which will to be worked towards through the lifetime of the LIP.

The LIP Annual Spending Submission (ASS) provides a detailed and costed programme of schemes and initiatives for the first year of the plan, with the programme to be updated in subsequent years.

The Programme of Investment (POI) provides a costed and funded high-level indicative plan that covers, by year, the three-year period 2019/20 to 2021/22. It identifies the proposed spend allocated to the packages of measures, based on the MTS priority areas, overarching aim and nine outcomes, while demonstrating how it will be comply with the borough transport objectives.

Havering's draft Local Implementation Plan has been heavily influenced by Havering's Local Plan. The Local Plan sets out the Council's ambitious vision and strategy for future growth and sustainable development over the next 15 years up to 2031. Havering's LIP has been developed taking into account the strategic objectives of the Local Plan (as set out in Chapter 3 of the Local Plan) and Policy 23 *Connections*. It has also taken into account other strategic documents including the Havering Prevention of Obesity Strategy and Air Quality Action Plan.

Going forwards, the financial support received from TfL through the LIP process will be used as the basis for future funding submissions, and will allow the borough to implement schemes to improve the transport networks in line with MTS objectives. The preparation of the LIP will allow Havering to take ownership of its own programmes and flexibility to reflect local borough circumstances, and will provide better enabling transport to be integrated with wider health, economic, social and environmental objectives at a local level.

Document structure

The LIP document follows the proposed structure for the Third Local Implementation Plan (LIP3), in line with the model template produced by TfL. The key sections and sub-sections are detailed below as follows:

1. Introduction and preparing a LIP - this section details the following areas:

1.1 Introduction – sets out the context of the following section with regards to TfL’s mandatory requirements as set out in each of the sub-sections

1.2 Background – provides an explanation of the statutory background of the LIP process

1.3 Local approval process – outlines the democratic processes to be undertaken for approval of the LIP submission at a borough level

1.4 Statutory consultation – outlines the consultation process to be undertaken for the LIP document during the formal consultation period

1.5 Statutory duties – details how LIP3 impacts have been assessed, with regard to the boroughs statutory duties and other relevant matters

1.6 LIP3 approval – details the approval process following the submission of the LIP3 document

2. Borough transport objectives - this section details the following areas:

2.1 Introduction – sets out the context of the following section with regards to TfL’s mandatory requirements as set out in each of the sub-sections

2.2 Local context – provides a local context of the borough with regards to the geographical, demographic and other distinctive characteristics

2.3 Changing the transport mix – identifies key challenges and opportunities for achieving modal shift in the borough, as set out in the MTS

2.4 Mayor’s Transport Strategy outcomes – identifies local issues, challenges and opportunities for achieving the nine strategy outcomes in the borough, as set out in the MTS

2.5 Other Mayoral strategies – provides details of wider corporate priorities to be considered, as set out in other relevant plans and policies

2.6 Borough transport objectives – outlines the LIP borough transport objectives and how strongly they align with the overarching aim, nine strategy outcomes and good growth principles in the MTS and other relevant Mayoral and local strategies

3. The Delivery Plan - this section details the following areas:

3.1 Introduction – sets out the context of the following section with regards to TfL’s mandatory requirements as set out in each of the sub-sections

3.2 Annual programme 2019/20 – provides a detailed and costed programme of schemes and initiatives for the first year of the plan and how they contribute to the

delivery of the MTS, with supporting commentary and risk assessment

3.3 Three-year indicative Programme of Investment – provides a costed and funded high-level indicative Programme of Investment that covers, by year, the three-year period 2019/20 to 2021/22, with supporting commentary and risk assessment

3.4 Sources of funding – identifies all interventions that are intended to be wholly or partly funded using LIP funding in the borough's Programme of Investment

3.5 Long-term interventions to 2041 – provides a list of potential schemes up until 2041, alongside reasons for their inclusion in the Delivery Plan

3.6 Monitoring the delivery of the outcomes of the MTS – details the targets set against the overarching mode share aim and the nine outcomes using their respective outcome delivery indicators

3.7 TfL Business Plan – considers the key schemes and areas of investment set out in the TfL Business Plan, that may impact on the borough

This approach has been adopted for Havering's LIP3 to ensure the document clearly demonstrates where TfL's mandatory requirements have been met, and to provide consistency and clarity between the requirements set by TfL and the information presented within the document. Footnotes are provided throughout the document, which refer to the relevant mandatory requirements, identifying where these have been addressed in the relevant sections. TfL have encouraged boroughs to reference and "signpost" supporting material within the document. Where possible links have been provided to direct readers to other resource material, for example other online documents such as the Local Plan and supporting TfL strategies.

1. Introduction and preparing a LIP¹

1.1. Introduction

- 1.1.1. This section outlines the recommended process used in preparing the borough's LIP. It includes an explanation of the statutory background of the LIP process and the democratic processes that will be undertaken to approve the submission of the LIP at a borough level.
- 1.1.2. An outline of the intended public consultation process to be undertaken is provided, and how the views of the statutory consultees and any other organisations/groups will be taken into account as part of the engagement process during the formal statutory consultation period.
- 1.1.3. The statutory duties and processes undertaken in line with the preparation of the LIP are detailed, which include an outline of the Strategic Environmental Assessment and Equalities Impact Assessment undertaken (which addresses the borough's Public Sector Equality Duty).
- 1.1.4. Timescales for preparing and submitting and approval of the LIP, alongside key milestones are also provided, as set out in the guidance provided by TfL.
- 1.1.5. In summary, the main features detailed within this section as part of the introduction and preparation of the LIP include:
 - Background information regarding the LIP process
 - The local approval process
 - The statutory consultation process
 - The statutory duties undertaken
 - The LIP3 approval process

1.2. Background²

- 1.2.1. The Local Implementation Plan (LIP) is a statutory document prepared under Section 145 of the [Greater London Authority](#) (GLA) Act and sets out how the [London Borough of Havering](#) (referred to as Havering for the remainder of the document) proposes to deliver the [Mayor's Transport Strategy](#) (MTS) in its area, as well as contributing to other local and sub-regional goals. It has been developed in accordance with this Revised

¹ Requirement R1: No response required in LIP submission. It is a requirement for the borough to provide a response to every Mandatory Requirement.

² Requirement R2: Boroughs are required to include in their LIP an explanation of the statutory background of the LIP process.

Guidance for Borough Officers on Developing the Third Local Implementation Plan (LIP3).

1.2.2. The final MTS was published in March 2018. Boroughs must submit their LIPs to [Transport for London](#) (TfL) as soon as reasonably practicable after the Mayor has published his final MTS.

1.2.3. This is the third LIP for Havering. The previous documents were prepared for 2005/06 to 2010/11 and 2011 to 2031.

1.2.4. This LIP covers the same period as the MTS (up to 2041) and it also takes account of the transport elements of the draft London Plan (2017), and other relevant Mayoral and local policies particularly the Local Plan Proposed Submission which was submitted in March 2018 to the Planning Inspectorate. The Local Plan is currently the subject of an Examination.

1.2.5. The LIP document sets out:

- Long term goals and transport objectives for Havering for the next 20+ years
- A three-year Programme of Investment (POI) starting in 2019/20 and the targets and outcomes it is seeking to achieve
- A more detailed delivery plan is provided for the financial year 2019/20, known as the LIP3 Annual Spending Submission (ASS)

1.2.6. LIP3 identifies how will work towards achieving the MTS goals of:

- Healthy Streets and Healthy People
- A good public transport experience
- New homes and jobs

1.2.7. The overarching aim of the MTS is for 80 per cent of all trips in London to be made on foot, by cycle or using public transport by 2041, compared to 63 per cent today, and there are different targets set for central, inner and outer London. Havering's target is 65% by 2041.

1.2.8. The Council set out why achieving such a modal shift for an outer London Borough such as Havering will be very challenging as part of its [response](#) to the draft MTS submitted to the Mayor in autumn 2017. Nevertheless, LIP3 outlines how Havering will set local priorities and targets in order to assist with working towards delivering this aim.

1.2.9. Contained within the MTS are nine outcomes and associated outcome indicators. This document outlines how Havering will work with TfL to assist with delivering the outcomes, policies and proposals of the MTS.

1.2.10. In preparing LIP3, Havering has taken into account key statutory and non- statutory planning and regeneration strategies including Havering's Vision and the Havering [Local Plan Proposed Submission](#),

the [London Riverside Opportunity Area Planning Framework](#), the [Rainham and Beam Park Planning Framework](#), the [Romford Town Centre Development Framework](#), the [Havering Air Quality Action Plan](#) and the [Havering Prevention of Obesity Strategy](#).

1.3. Local approval process³

- 1.3.1. Throughout the development of LIP3, officers have sought the views of elected Members. This has included consultation with the Council's Leader and his Cabinet on all aspects of developing the LIP, and in particular the setting of Borough Transport Objectives, Havering's Delivery Plan and target setting.
- 1.3.2. The production of LIP3 has involved engagement with officers from a wide range of Council departments including; Planning Policy, Environment, Street Management, Public Protection, Public Health and Economic Development.
- 1.3.3. LIP3 has been developed through a series of internal workshops which have involved the above departments, on each specific section of LIP3. Internal consultation has taken place with these departments as each section has been drafted to ensure that the LIP3 conforms with existing Council policies (in particular the Local Plan Proposed Submission).
- 1.3.4. To ensure that LIP3 takes account of the Mayor's priorities and aspirations as set out in his Transport Strategy, informal consultation has also taken place with TfL as the LIP3 has been developed. This has included meetings and workshops to discuss proposed targets and objectives.
- 1.3.5. Draft LIP3 was approved by the Council's Cabinet on 13th November 2018.

³ Requirement R3: The boroughs are required to outline the democratic processes taken to approve the submission of the LIP at a borough level.

1.4. Statutory consultation⁴

Statement of intent

1.4.1. The GLA Act 1999 places a duty on boroughs, when preparing a LIP, to consult with the following organisations:

- The relevant Commissioner or Commissioners of Police for the City of London and the Metropolis
- TfL
- Such organisations representing disabled people as the boroughs consider appropriate
- Other London boroughs whose area is, in the opinion of the council preparing the LIP, likely to be affected by the plan
- Any other body or person required to be consulted by the direction of the Mayor

1.4.2. Submission of draft LIP3 to TfL following Cabinet commences the beginning of the statutory consultation process.

1.4.3. The consultation will be published on Havering's website and will be distributed to a number of publicly accessible Council premises including the Public Advice and Service Centre in Romford Shopping Centre, and all Havering libraries. Section 145 of the GLA Act 1999 places a duty on boroughs to consult with a number of different bodies and organisations.

1.4.4. As well as the statutory consultees, other organisations will also be consulted as part of local engagement work..

1.4.5. All consultation responses will be reviewed and where considered appropriate, adjustments will be made to LIP3 prior to being formally submitted to the Mayor for approval in February 2019.

1.4.6. This section of the document will be updated ahead of the final LIP3 being submitted to the Mayor for consideration. It will include a detailed analysis and summary. Borough responses to individual points raised will be set out in a consultation response document which will be available on the Local Implementation Plan page of the Council's website.

⁴ Requirement R4: Boroughs are required to provide evidence to show that all statutory consultees and any other organisations/groups have been engaged with during the formal statutory consultation period. They must also demonstrate how the views of their consultees have been taken into account.

1.5. Statutory duties⁵

1.5.1. The borough has met its statutory duty and is conducting a Strategic Environmental Assessment (SEA). The Council has its appointed framework contractors [Project Centre](#) to deliver the SEA Report. The SEA is being developed in three stages:

- An Environmental Impacts Assessment (EIA) Scoping Report – Boroughs are required to set the context, develop a series of SEA objectives and set out the scope of the report. This has been developed during the preparation of the LIP3 and was submitted to English Heritage, Natural England and Environment Agency to comply with the EIA directive
- EIA Report – prepared and submitted to TfL as part of the consultation process
- Post Adoption Statement - Boroughs are required to publish a Post adoption statement which contains information on the plan and how environmental consideration and consultation reports are accounted for. This will be prepared following the consultation period and submitted to the Mayor as part of the LIP3 documentation

1.5.2. The completed SEA Report, including a non-technical summary, will be available on the Council's website during the consultation period.

1.5.3. Havering's Equalities Officer has been involved in the development of LIP3. As part of the statutory consultation process, an Equality Impact Assessment (EQIA) will be carried out on the proposals contained in LIP3. Havering uses a formal template for preparing EQIA's. An EQIA was drafted ahead of the LIP3 being launched for public consultation. However, the final EQIA will be informed by the responses are received from stakeholders as part of the consultation process. The EQIA will be incorporated into the final LIP3 that is submitted to the Mayor for approval in February 2019.

⁵ Requirement R5: There is a requirement to undertake a Strategic Environmental Assessment and it is recommended that an Equalities Impact Assessment is also done (which addresses the borough's Public Sector Equality Duty). The boroughs are required to consider whether it is appropriate for the LIP to be assessed against other matters, for example crime and disorder, health, economic and business issues, air quality and climate change.

1.6. LIP3 approval⁶

1.6.1. The Draft LIP3 was submitted to the Mayor (following approval by the Council's Cabinet on 13th November), as part of the statutory consultation process. Comments are expected to be received from TfL by 7th December 2018. Following consideration of these comments, along with comments from all other stakeholders, it is anticipated that LIP3 including any amendments following consultation will be signed off by the appropriate Lead Member in early February 2019 before being submitted to the Mayor. It is anticipated that the Mayor will approve the LIP by March 2019. All Local Implementation Plans are expected to become effective from by April 2019.

⁶ Requirement R6: Boroughs must meet all of the following requirements for the submission of their LIP set out below under the following headings: a. Name of document b. Submitting the document to TfL c. Submission milestones.

2. Borough transport objectives

2.1. Introduction

- 2.1.1. This section outlines the requirements and considerations in preparing the local transport objectives of the LIP within the framework of the Mayor's Transport Strategy priorities and outcomes.
- 2.1.2. As a starting point, the local context of the borough has been set out, providing information on the geographical, demographic and other distinctive characteristics of Havering, alongside the local policy context as appropriate. It provides details of the borough at a spatial level, and identifies the local policies and proposals which will help deliver the MTS.
- 2.1.3. Building on this background context, significant local issues, challenges and opportunities experienced within the borough have been identified, within the framework of the overarching mode share aim, the nine outcomes and other relevant policies and proposals from the MTS. Havering's plans for delivery of the relevant policies schemes and programmes are then identified, to contribute to achieving the overarching aim and nine outcomes from the MTS.
- 2.1.4. Consideration has also been given to the link between LIP3 and other key frameworks against which LIP3 develops plans and delivers local services. These include Havering's Local Plan which was submitted to the Planning Inspectorate in March 2018 and has recently undergone an Examination in Public, Havering's Adopted Air Quality Action Plan (AQAP) (2018) and Havering's Prevention of Obesity Strategy (2016).
- 2.1.5. Havering's transport objectives provide a set of locally specific LIP objectives, and have strong links with the Council's local policies, together with the Mayor's overarching ambitious aim to secure modal shift and the nine outcomes specified in the MTS. These links have been assessed in weighted matrices, which illustrate how strongly the boroughs LIP3 transport objectives support the overarching aim and nine strategy outcomes as outlined in the MTS and other relevant Mayoral and local strategies (shown in [Table 5](#)) and good growth principles as outlined in the MTS (shown in [Table 6](#)).
- 2.1.6. As explained above, this section is informed by evidence and analysis of local needs, issues and related policies, and has been shaped by the wider context of the MTS vision, the MTS's Healthy Streets Approach and the MTS policies, proposals and outcomes.
- 2.1.7. In summary, the main features detailed within this section include:
 - The local context of the borough

- The local issues, challenges and opportunities with achieving modal shift in Havering, as outlined in the MTS
- The local issues, challenges and opportunities with achieving the nine strategy outcomes in Havering, as outlined in the MTS
- Linkages to other Mayoral strategies with regards to delivering the MTS
- The boroughs transport objectives and how strongly they align with the overarching aim, nine strategy outcomes and good growth principles in the MTS and other relevant Mayoral and local strategies.

2.2. Local context⁷

Havering's 'Vision'

- 2.2.1. Havering has a '*Vision*' for the borough that seeks to position Havering to take advantage of new and emerging opportunities for residents and business. The '*Vision*' places Havering as a forward looking, exciting place to work live and invest, well suited to meeting the London Mayor's agenda for good growth.
- 2.2.2. The '*Vision*' has four linked themes: communities, places, opportunities and connections.
- 2.2.3. Havering has been greatly encouraged by the strong reception to its '*Vision*' within and beyond the borough The Council has welcomed the positive response from the London Mayor and it is using the '*Vision*' as a strong tool in discussions with stakeholders to secure the additional investment in infrastructure improvements that is needed to deliver it.

Havering's places

- 2.2.4. Havering is located on the north eastern boundary of Greater London and is the third largest London Borough (43 square miles). Most of Havering is within the M25 with part of the east of the borough outside the M25 (Figure 1).

⁷ Requirement No R7: Boroughs are required to set out the local context including the geographical, demographic and other characteristics of their boroughs, cross-referencing existing policy and context documents as appropriate. Alternatively, please provide web-link(s) to a borough document that contains this information and reference the section and page numbers where this information can be found.

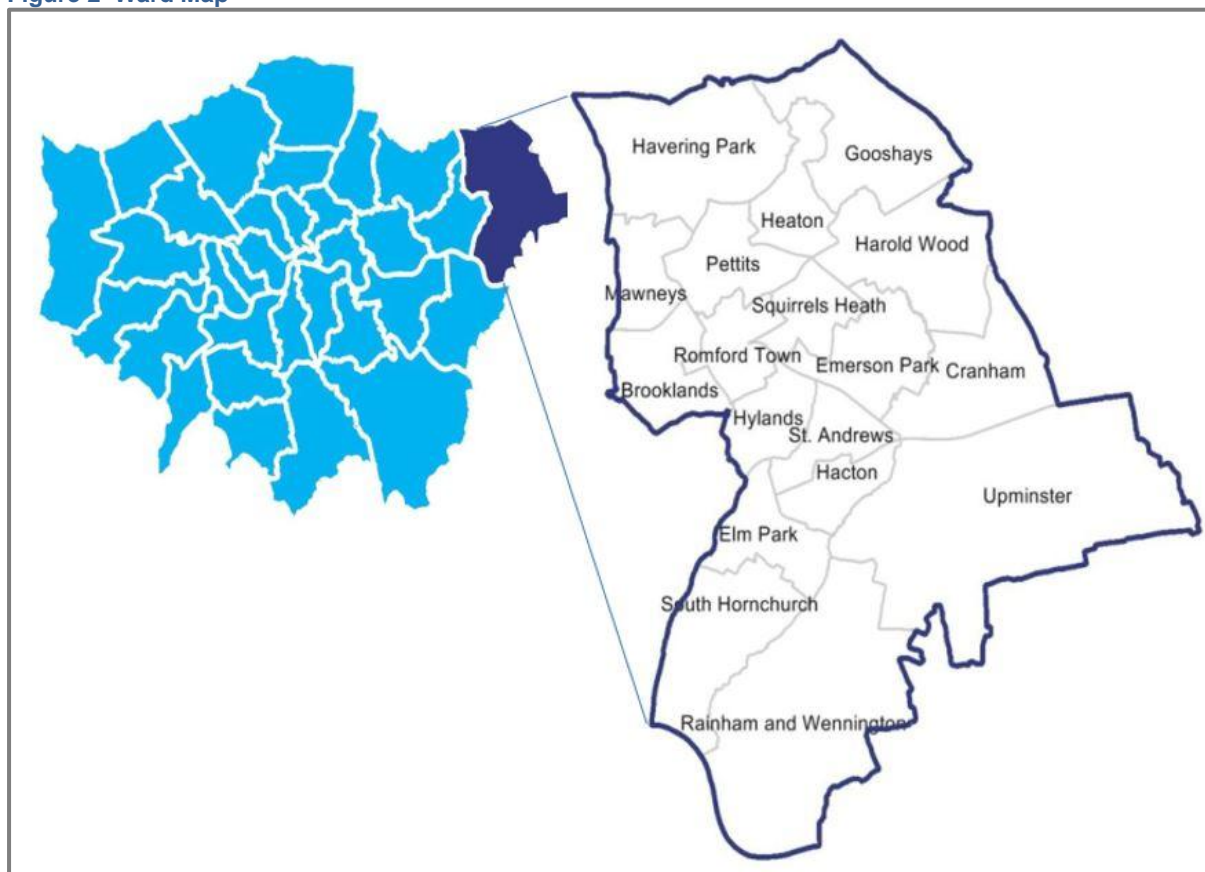
Figure 1 Local Context Map



Source: Approved Local Implementation Plan 2010

2.2.5. Havering has 19 electoral wards (Figure 2). It is mainly characterised by suburban development. Green Belt forms half of the borough.

Figure 2 Ward Map

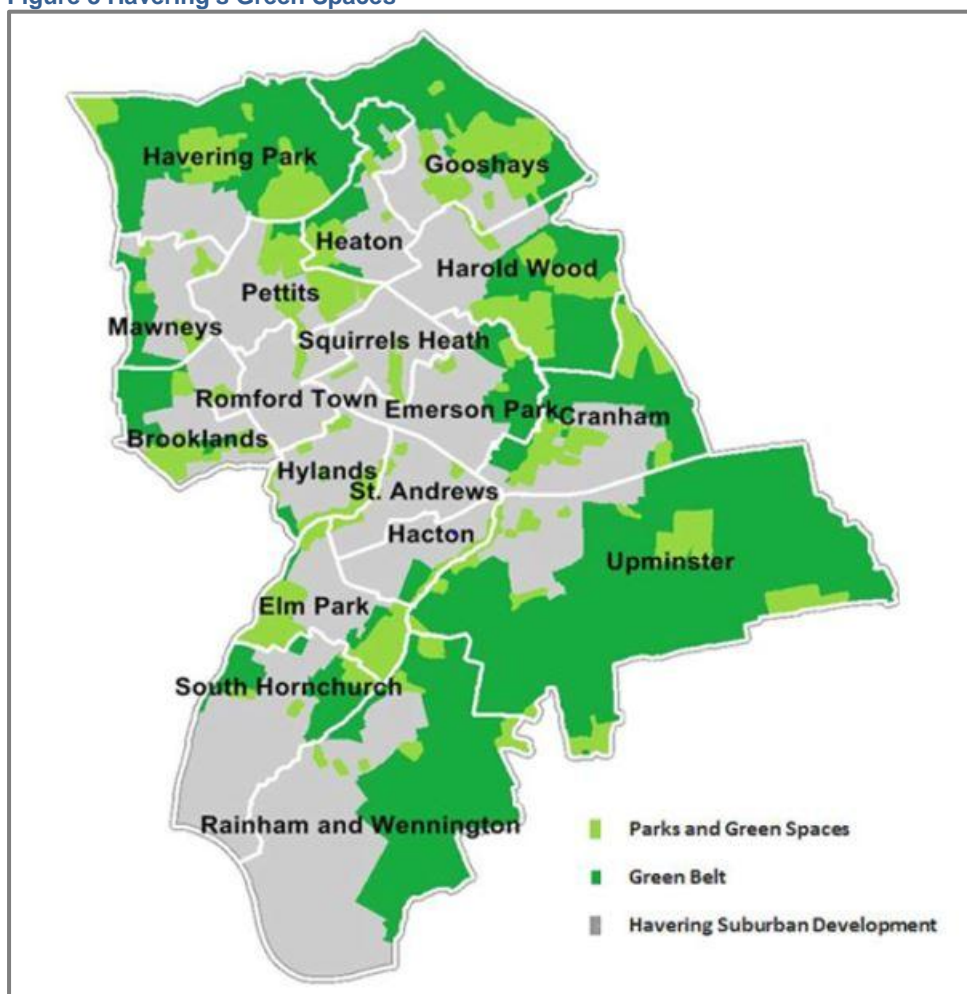


Source: Office for National Statistics (ONS); Produced by Public Health Intelligence

- 2.2.6. Romford is Havering's principal town and is identified as a Metropolitan Centre in the London Plan. Romford is identified as an Opportunity Area in the draft London Plan (2017).
- 2.2.7. The Local Plan Proposed Submission identifies Romford and, Rainham and Beam Park as the key areas for growth over the period of the Local Plan (2016-2031). The Local Plan recognizes this through the designation of two Strategic Development Areas (SDA).
- 2.2.8. The Romford SDA will accommodate a significant level of housing and economic growth alongside new and enhanced supporting infrastructure. Over the Local Plan Proposed Submission Plan period, the Council will support the delivery of 5,300 new high quality homes in well managed residential and mixed use schemes that provide attractive places to live and which are well integrated with the existing community.
- 2.2.9. The Rainham and Beam Park SDA provides the opportunity to establish an existing new residential neighbourhood linked to the delivery of a new railway station on the Essex Thameside Line at Beam Park. Further information on the Romford and Rainham and Beam Park SDAs can be found in Chapters 5 and 6 of the Local Plan Proposed Submission.

- 2.2.10. Parts of the south of Havering are included within the London Riverside Opportunity Area (OA) and will be an area of increasing development and population change over the next two decades. OAs are London's major source of brownfield land which have significant capacity for development – such as housing or commercial use - and existing or potentially improved public transport access.
- 2.2.11. The London Riverside Opportunity Area Planning Framework (OAPF) (2015) identifies that the area has the capacity to provide 26,500 new homes and 16,000 new jobs across Havering and Barking and Dagenham. In Havering the focus will be on the intensification of industrial land in the Rainham Employment Area and the creation of new residential communities at Rainham and Beam Park. The scope for this comes as a result of the provision of a new rail station at Beam Park and the opportunity to provide space for essential local services. Rainham and Beam Park was granted Housing Zone status by the Mayor of London in 2015 which will help accelerate residential development in the area.
- 2.2.12. The south of the borough also includes the Rainham, Wennington and Aveley Marshes which are the largest remaining expanse of wetland bordering the upper reaches of the Thames Estuary and a Site of Special Scientific Interest (SSSI) with a rich mix of wildlife habitats and species. Towards the south of the borough is the River Thames.
- 2.2.13. Much of Havering's built up area is suburban housing and includes neighbourhoods with their own distinctive characteristics. These contribute to Havering being a popular and attractive place to live. Havering has extensive areas and buildings of historic and heritage importance.
- 2.2.14. Havering's countryside provides many informal recreation and leisure opportunities such as walking, cycling, horse riding and bird watching. Havering has an extensive green infrastructure network comprising of many natural and semi-natural spaces, parks and gardens, woodland, rivers and their corridors (Figure 3). Such facilities provide opportunities for residents to engage in regular exercise and are promoted through Havering's [Prevention of Obesity Strategy](#).

Figure 3 Havering's Green Spaces



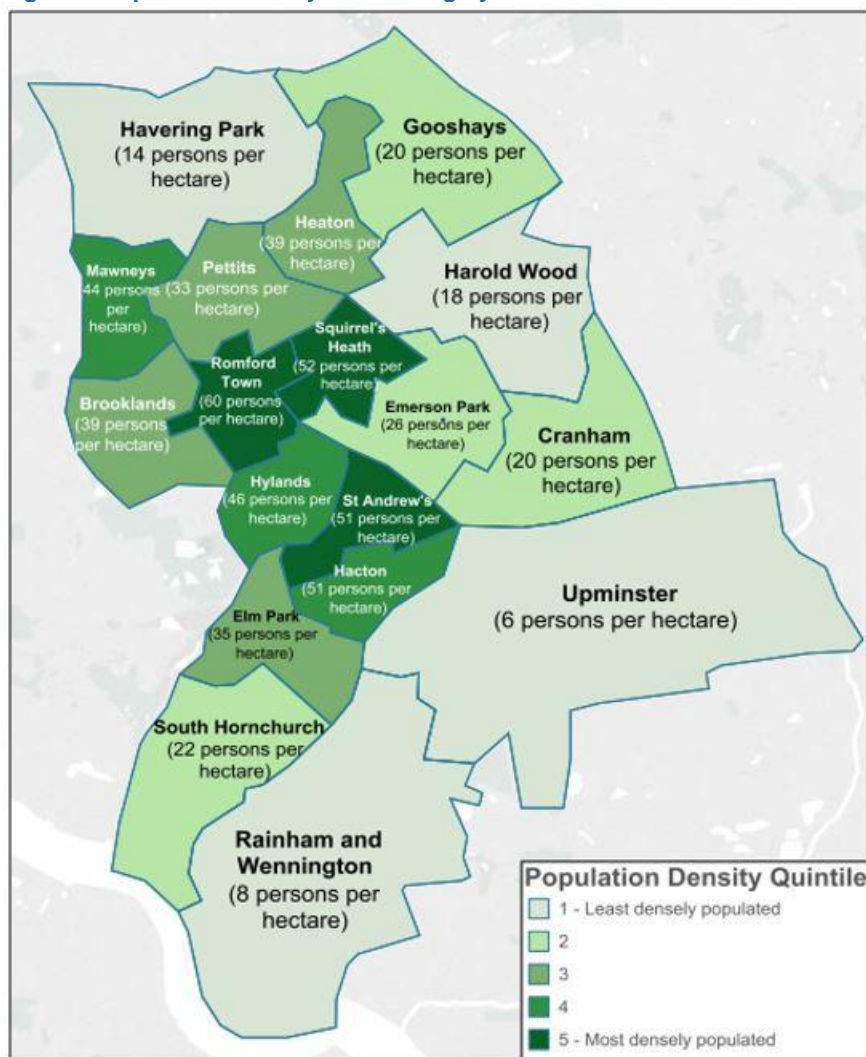
Source: Joint Strategic Needs Assessment

People in Havering

2.2.15. Havering's Joint Strategic Needs Assessment (JSNA) provides a detailed shared evidence base for commissioners of services impacting on health and wellbeing. The LIP3 has been heavily informed by the JSNA.

2.2.16. The JSNA sets out details on the demographics of Havering. This includes current population density by ward (Figure 4). Havering has an estimated population over 257,000.

Figure 4 Population Density in Havering by Ward



Source: Joint Strategic Needs Assessment

2.2.17. According to the latest GLA's population projections Havering's population will increase by 14% by 2028 and 18% by 2033 to 294,000 and 303,000, respectively. The largest increases are expected to occur in children (0 – 17 years) and older people (65 years and above). Table 1 (below) sets out projected percentage population change by age group from 2018 to 2033.

Table 1 Projected Percentage Population Change by Age Group from 2018 to 2033

Age Group	2023	2028	2033
0-4	6%	9%	5%
5-10	12%	20%	19%
11-17	21%	37%	43%
18-24	1%	12%	22%
25-64	6%	10%	10%
65-84	7%	18%	26%
85+	11%	22%	54%

Source: GLA 2016-based Demographic Projections – Local Authority population Projection Housing-led Model; Greater London Authority (GLA); Produced by Public Health Intelligence

2.2.18. The populations in the Romford Town, Brooklands and South Hornchurch wards are expected to increase the most over the next 15 years reflecting residential development planned in the Romford and Rainham areas over the borough over that time period.

2.2.19. Key points about Havering's population identified in the JSNA include:

- Havering has the oldest population in London with the median age approximately 40 years
- Since 2002 the population has increased year on year with a 12.3% increase from 2002 – 2006
- Havering has experienced the largest net inflow of children across all London Boroughs (4580 children) in a 6 year period (2011- 2016)
- Life expectancy at birth is 80.1 years for males and 84.2 years for females. Life expectancy in for both males and females has been mostly higher than the England average but similar to London
- Havering is one of the most ethnically homogenous places in London with 83% of its residents recorded as White British which higher than both London and England
- Religion varies across Havering .In the 2011 census, 65% of residents considered themselves Christian with the second highest proportion of residents considered themselves as having no religion (22%.)
- The latest Office for National Statistics Annual Population Survey (January 2015 – December 2015) identifies that, 19% of working age people disclosed that they have a disability or long term illness which is a similar proportion to England (20%)
- Havering is below the national average in terms of the percentage of children that are in low income families with 19% recorded as such in 2014 compared to the national average of England being 23%

Homes in Havering

2.2.20. The 2016 London Plan sets a minimum housing target for Havering of 11,701 new homes to be delivered over the period 2015-2025. It further states that the annual average increase (1,170) should be rolled forward for the remainder of the plan period. Havering's Local Plan envisages almost 12,000 new homes delivered in the first ten years of the Local Plan in addition to bringing 234 vacant units back into use.

2.2.21. A significant proportion of the new housing development will be delivered in the two SDAs for Romford and Rainham and Beam Park.

2.2.22. The recently published draft London Plan states that London will be expected to deliver at least 66,000 new homes every year to meet its growing needs. Havering's new housing target in the draft London Plan (2017) is 18,750 new homes over a ten year period which equates to a minimum annual target of 1,875 units. This is a significant increase upon its current annual minimum target and the Council commented on this in its response to the draft London Plan in early 2018.

2.2.23. The Council is planning to build a significant number of new homes in one of the most ambitious local authority home building programmes in the country by means of its twelve estates regeneration programme. The initial programme will deliver over 2,000 new homes.

2.2.24. Key points about households in Havering in the JSNA include:

- The Council Tax list (March 2018) identifies 105,691 households in Havering
- Approximately 70% of the population are home owners which is one of the highest proportions in London
- 32% of the population aged 65 years and above live in one-person households (13,349 persons)
- Almost half of one person households are occupied by persons aged 65 years and over which is the highest proportion in London
- Havering's housing is mainly Victorian and Edwardian and is generally large with an average of 2.8 bedrooms per household (higher than both London and England)

Havering's economy

2.2.25. Romford is designated as a Metropolitan Centre in the London Plan and Hornchurch, Upminster, Elm Park, Collier Row, Rainham and Harold Hill are designated as District Centres.

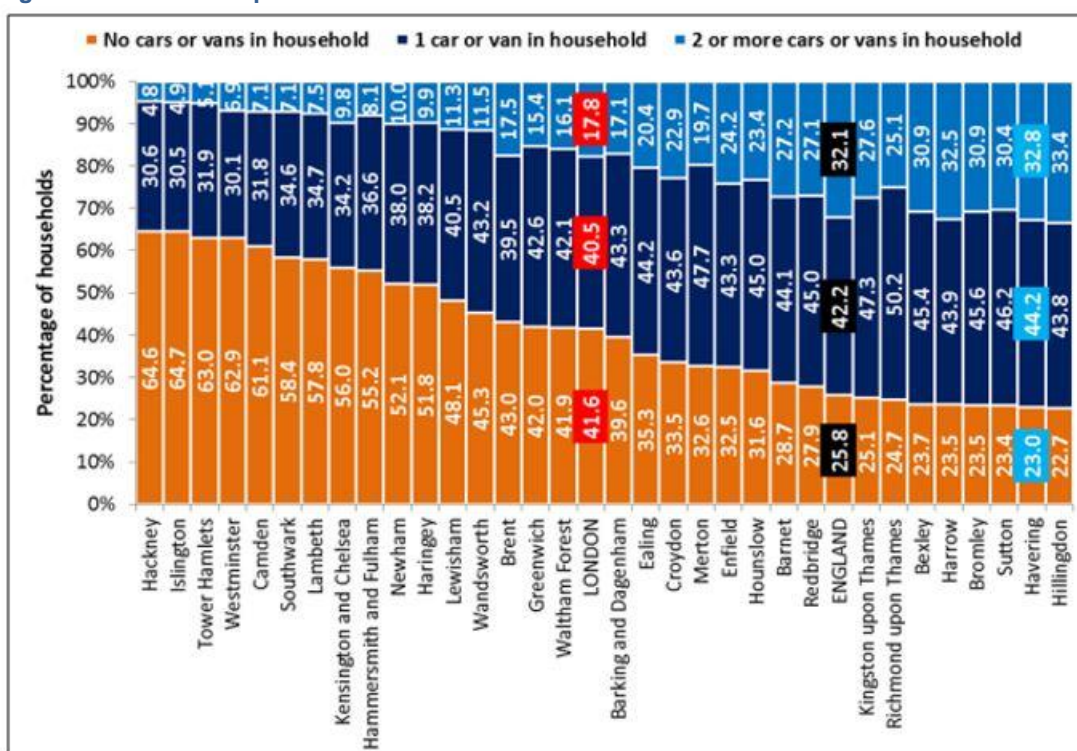
2.2.26. There are also a network of local centres, shopping parades, and corner shops which serve their surrounding populations.

2.2.27. Romford is Havering's main commercial entertainment centre with a dynamic night time economy of eating and drinking venues, cinemas and clubs. Hornchurch has the Queens Theatre and Fairtykes Arts Centre and is Havering's cultural centre with a sub-regional importance. Leisure and tourism are also important to Havering's economy. Romford is the main centre for shopping and has had significant competition from centres such as Lakeside, Bluewater and Westfield Stratford shopping centres in the past ten years.

2.2.28. The average gross income per household in Havering is £44,430 (2012/13) which is lower than the London average (£51,770) and slightly higher than the England average (£39,557).

2.2.29. 77% of households in Havering have at least one car. Havering has the second highest proportion of households (32.8%) in London with 2 or more cars (Figure 5).

Figure 5 Car Ownership Levels across London



Source: Joint Strategic Needs Assessment

2.2.30. Almost 80% of working age residents in Havering were in employment between October 2016 – September 2017 which is more than London (73.7%) and England (74.5%). Working age residents in Havering claiming out-of-work benefits (6.6%) is significantly lower than England (8.4%).

2.2.31. Havering's Local Plan includes a borough wide strategy for growth which includes:

- Regeneration of Romford Town Centre to provide a more diverse and higher quality retail, leisure, cultural and employment offer
- Directing an appropriate scale of retail, culture, service industries and office development to Havering's network of town centres and local centres including a new local centre at Beam Park
- Protecting Havering's Strategic Industrial Locations (SILs) in Harold Hill, Romford and Rainham for continued industrial use
- Protecting Havering's Locally Significant Industrial Sites (LSISs) for continued industrial and employment use

[Havering's transport geography](#)

Transport connections

2.2.32. Havering has good access to the rest of London, Essex, Kent, and the rest of the South East via its strategic transport connections and routes.

2.2.33. Different organisations are responsible for assessing challenges, generating options, funding and identifying investment priorities in Havering and the wider sub region including:

- The Government (responsible for national transport policy) and its agencies such as Highways England and Network Rail for national and international networks and infrastructure
- TfL for London-wide and certain regional networks
- Havering at the local level and sub – regional level

2.2.34. Further information on transport infrastructure responsibilities within Havering can be found in the [Transport Position Statement Evidence Base](#) for the Local Plan.

National and international links

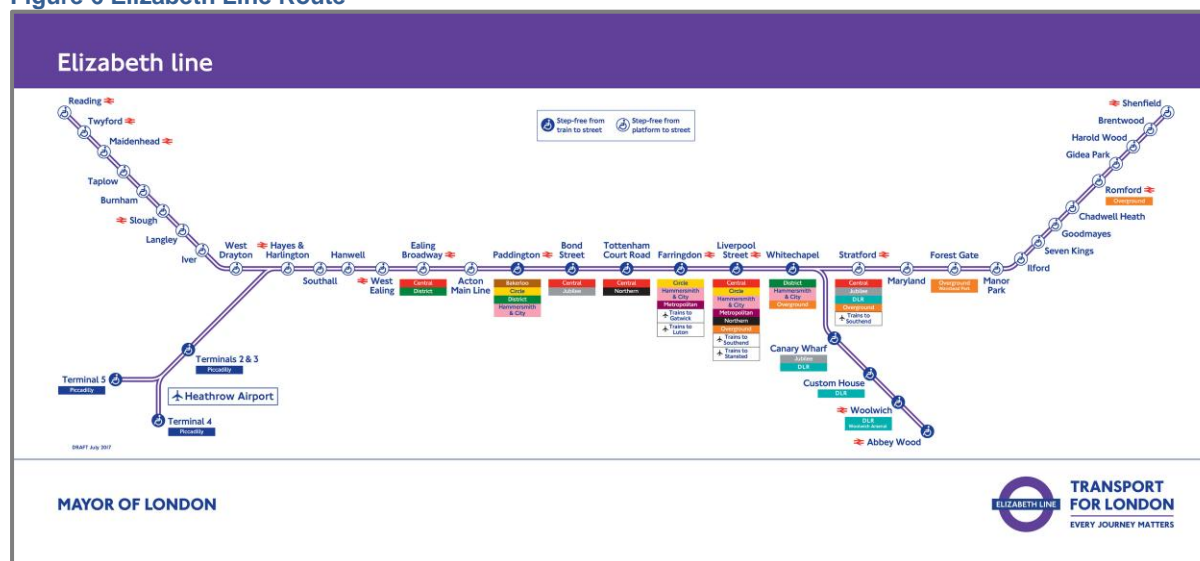
2.2.35. Havering has good road links to Kent and the Channel ports via the M25 and the Dartford Crossing and to the major ports of Felixstowe and Harwich which provide further links to Europe and beyond. The A13 provides access to the DP World London Gateway Port as well as Tilbury Docks.

2.2.36. There is good access by air to Europe and beyond through the airports at London City, London Southend and London Stansted. The extension of the Docklands Light Railway (DLR) to London City from existing DLR stations has improved the connections for Havering residents.

Sub-regional and regional links

- 2.2.37. The M25 is part of the national strategic network and provides London-wide and regional links for Havering's residents and businesses. It is managed by Highways England (HE).
- 2.2.38. Further road access is provided by the A12, A13 and A127 roads which are part of the Transport for London Road Network (TLRN). TLRN routes facilitate access to Havering's business, education and residential areas from other areas of London, Essex, and Kent.
- 2.2.39. Outside London, the A12 is the responsibility of HE. The operation and maintenance of the A127 is the responsibility of Essex County Council and Southend Borough Council. Outside London, HE, Essex County Council (ECC), and also Southend and Thurrock Borough Councils (as respective unitary authorities) are responsible for specific sections of the A13.
- 2.2.40. Havering has mainline railway services on the Great Eastern Mainline (London Liverpool Street - Norwich) and the Essex Thameside Line (London Fenchurch Street – Shoeburyness).
- 2.2.41. Crossrail (Elizabeth line) is a new regional east-west railway line scheduled to open fully in 2019 (Figure 6). It will connect Heathrow, Reading and Maidenhead with Essex and South London by means of tunnels beneath Central London. The eastern branch (north of River Thames) will run from Shenfield in Essex through Havering's Harold Wood, Gidea Park, and Romford stations to London Liverpool Street and beyond. The other eastern branch (south of River Thames) will run from Abbey Wood via Canary Wharf and the City on from here.

Figure 6 Elizabeth Line Route



Source: TfL Website

Local links

Roads

- 2.2.42. Havering's public highway network comprises principal roads (36km), classified roads (126km) and unclassified roads (581km).
- 2.2.43. There are approximately 1,070km of footways, 21,000 street lights, over 100 bridges and structures, 25,000 road gullies and 21,000 street trees. All these roads and facilities are managed and maintained by the Council.
- 2.2.44. A number of Havering's District Centres are connected by Havering's Strategic Road Network (SRN). These are effectively the "A" roads within the borough that are not part of the TLRN.

Rail

- 2.2.45. London Overground provides a "push and pull" service between Romford and Upminster via Emerson Park and is the only separate section of the London Overground network. A 'push and pull' service involves trains which are able to be driven from either end of the train, allowing for quick arrival and departure from "end of the line" stations. It enables passengers to travel on the London Underground District line or on National Rail on the Essex Thameside line from Upminster Station.
- 2.2.46. Access to local surface level train services is provided by stations at Romford, Harold Wood, Gidea Park, Emerson Park, Upminster and Rainham. There is access to Underground services (District Line) at Hornchurch, Upminster Bridge, Elm Park and Upminster providing access into central London.

Freight

- 2.2.47. The road network provides the primary freight network in Havering although freight traffic also operates on both the Great Eastern Mainline and Essex Thameside line. The latter enables freight movements to/from the DP London Gateway port.
- 2.2.48. There are no major road freight terminals within Havering although there are container depots in Thurrock and Dagenham located on the A13 trunk road.
- 2.2.49. Havering has two riverside wharves on the river Thames (Phoenix Wharf and Halfway Wharf). These are currently safeguarded. In spring 2018, the Mayor published a review on the safeguarding of wharves for public consultation.
- 2.2.50. It recommended that Halfway Wharf be released from safeguarding because there is surplus capacity elsewhere in the North East sub region, its use is less favourable than other wharves because of fixed flood defence walls and a lack of jetty infrastructure.
- 2.2.51. The review recommended that the Phoenix Wharf safeguarding be retained because its cargo handling infrastructure remains in place. It recognised the potential for cargo that currently is delivered by road (such as on the A13) to be delivered by the river if the Wharf became “active”. Taking freight off strategic roads and onto the River is an important target in the MTS.
- 2.2.52. Havering’s Local Plan recognises the importance of maintaining safeguarding at both these wharves. The Council’s consultation response reflected this.
- 2.2.53. Most freight traffic in Havering comprises deliveries or collections linked to the main employment areas in Romford and at London Riverside. Servicing for shops (particularly for Romford) also generates a considerable number of deliveries.

Bus

- 2.2.54. Rail services in Havering are complemented by bus services to the various residential, employment, education and leisure activities and key destinations.
- 2.2.55. Havering is served by more than 30 bus routes including several dedicated school bus routes.
- 2.2.56. Romford is the major destination for buses. Most routes provide good links to its [railway station](#) to enable direct rail access into London Liverpool Street and central London, with subsequent connections to regional and national destinations beyond.

2.2.57. Buses also stop at Newbury Park (in the London Borough of Redbridge) to enable passengers to transfer onto the London Underground Central Line and to [Upminster Station](#) where passengers can interchange and travel onto the District line into central London or the Essex Thameside railway line.

2.2.58. Bus services to/from the [Rainham area](#) and [Beam Park area](#) are not as extensive as in the Strategic Development Area of [Romford](#), with the main routes being the 103, 165, 174, 287, 365, and 372.

[Taxicard, Freedom Pass and Dial a Ride](#)

2.2.59. Havering supports the Freedom Pass scheme to enable older people to make use of bus and train services free of charge at specified times and on specified routes.

2.2.60. Havering also supports the London-wide 'Taxi-card' scheme to enable people with severe mobility problems to use taxis for a specified number of trips each year and the 'Dial a Ride' scheme to assist people with less mobility. Dial a Ride is operated by TfL whilst Taxicard is administered by London Councils on the behalf of London Boroughs and TfL.

[River crossings](#)

2.2.61. Havering supports in principle additional river crossings across east London. It is committed to working with neighboring boroughs (including London Borough Bexley) to ensure Havering is well placed to benefit from further east London Crossing proposals.

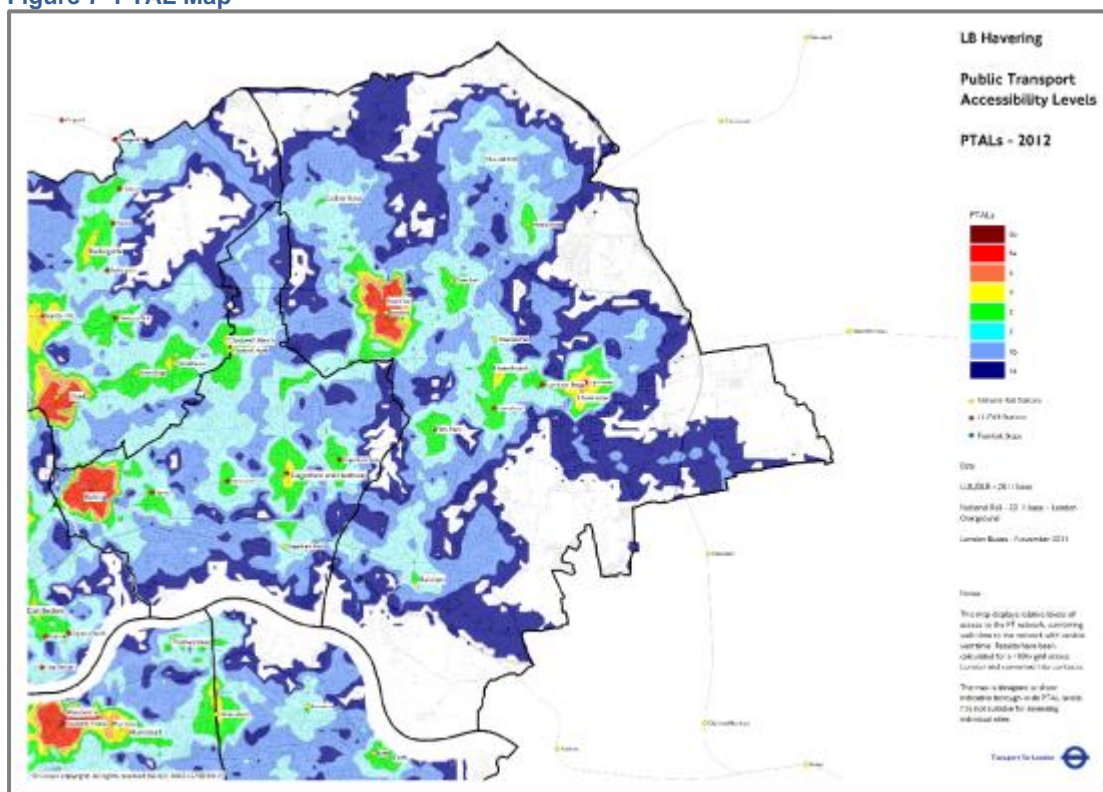
2.2.62. Havering is working closely with HE and other partners following the announcement from HE on its preferred option and route for a new Lower Thames Crossing. HE launched its statutory consultation in October 2018. Havering will wish to ensure that any adverse impacts from the preferred route (such as any increased congestion in parts of Havering's transport network) are suitably mitigated against, that residential amenity is maintained and any adverse visual impact is minimised.

[Access to Public Transport in Havering](#)

2.2.63. Transport for London has developed a 'tool' to assess access to public transport. A map shows [Public Transport Accessibility Levels \(PTAL\) for Havering](#). The map is supported by TfL's Transport Connectivity Assessment Guide <http://content.tfl.gov.uk/connectivity-assessment-guide.pdf>. It explains that a PTAL measurement rates a selected place based on how well connected it is to public transport. The

Transport Connectivity Assessment Guide lists a number of factors that are considered when measuring PTAL including, waiting times at stations, proximity to major rail stations, and frequency of services. PTAL measures do not however cover trips by car. As shown in Figure 7, areas of the borough with the highest PTAL ratings include Romford (PTAL 6A/A) and Upminster (PTALS's 3 4).

Figure 7 PTAL Map



Source: TfL

2.2.64. Figure 7 identifies Romford to have the highest PTAL rating. Hornchurch and Upminster have strong PTAL ratings by reason of being served by the District Line. Upminster benefits from C2C services operating on the Essex Thameside line and a London Overground connection to Romford. Parts of Havering with the lowest PTAL ratings currently include Collier Row, Harold Hill and Rainham. TfL has also produced [PTAL forecasts](#) for 2021 and 2031 respectively which can be found on the [WebCAT website](#). Improved public transport provision for example in Rainham through the new Beam Park Station is expected to result in an improved PTAL rating for this area.

2.2.65. The PTAL approach does not adequately recognise that away from the areas adjoining rail stations there is generally poor public transport connectivity within the borough. This is reflected in the choices that Havering residents make for commuting within the local area. It

shows as relatively few public transport journeys and some of the key strategic local destinations that people use frequently being reached by private car. This includes for example, major destinations such as the Queens Hospital in Romford.

2.3. Changing the transport mix

- 2.3.1. The Mayor of London's MTS has an overarching modal share target for 80% of trips to be made by active, efficient and sustainable modes (public transport, walking and cycling) by 2041 compared to 63% today. This target is broken down into specific targets for individual boroughs. For Havering the mode share target by 2041 is 65% (compared to 45% today).
- 2.3.2. The MTS sets out a 'Healthy Streets' approach framework which puts human health and experience at the heart of planning. It uses evidenced based indicators (Figure 8) to assess the experience of using London's streets. A good performance against each indicator shows that individual streets are appealing places to walk, cycle and spend time. The Mayor says that improvements against all the indicators across London's streets will radically transform the day-to-day experience of living in London and help to fulfil the overall aim in the MTS of creating a better city for more people to live and work in.

Figure 8 Mayor's Healthy Streets Approach Indicators



Source: TfL

- 2.3.3. Meeting the modal shift target for Havering will be very challenging because of the transport circumstances prevalent in the borough and the level of housing growth expected to be delivered over the next 15 to 20 years.
- 2.3.4. The MTS also sets out a series of principles for delivering “Good Growth”. In the context of the MTS, Good Growth is seen as ensuring that people living in new housing in central, inner and outer London have options other than to drive to the shops, to school or to work. The transport principles of good growth can be aligned with many of the objectives set out in this strategy document as can be seen in [Table 6](#) of this strategy.
- 2.3.5. Havering has a number of strategic transport aspirations that will support good growth and the Mayor’s overarching modal shift ambitions. Further information on these can be found in the *Long term interventions up to 2041* section below.

Challenges and opportunities⁸

North-south connectivity

- 2.3.6. Havering has good east-west connectivity across the borough (and into central London), but limited public transport links between the north and south of the borough, particularly for buses. Improved transport connections between Rainham, and Romford are needed to support the two emerging GLA supported Housing Zones, but also to improve access to the Elizabeth Line and the new station to be built at Beam Park (due to be operational by 2021). In addition, improving connections further north in Havering up to Collier Row and Harold Hill is important due to their relatively modest PTAL levels and in order to improve access to Elizabeth Line services for residents in the north of the borough. In addition, Harold Hill is one the most deprived parts of Havering.
- 2.3.7. The Centre of Engineering and Manufacturing Excellence (CEME) is located just south of the A1306 in Rainham. CEME is a regeneration charity established in 2003 which supports economic growth within east London and the wider Thames Gateway region. CEME provides office, training and workshop facilities for companies looking to grow. It is currently very poorly served by public transport with only one bus service (174 Harold Hill – CEME) serving the centre, and many customers left with little alternatives than to travel by car.
- 2.3.8. Havering College operates the Rainham Construction Centre next to A1306. The College has recently received planning permission to expand its existing facilities to develop a Construction and Infrastructure Skills and Innovations Centre. Expansion of the campus will increase the numbers of students using the college many of whom will rely on public transport as a method of travel.
- 2.3.9. New transport links between the north and south of the borough are required to support the level of growth expected in the Romford and Rainham Strategic development areas. Establishing better connections will support the Romford and Rainham and Beam Park Housing Zones attracting residents and employees to the area.
- 2.3.10. The Council is currently undertaking feasibility work looking to develop a route option for a tram/light rail link linking Rainham, Hornchurch, Romford, Collier Row and Harold Hill.

⁸ Requirement R8: Boroughs are required to identify key opportunities for shifting trips and journey stages to walking, cycling and public transport to contribute to achieving the overarching aim for 80 per cent of trips to be made by active, efficient and sustainable modes by 2041.

- 2.3.11. Improving access from the north of the borough will also make a big difference to the ability of residents to gain jobs in London Riverside. In reverse, better links will mean that residents in the south of the borough will be better able to enjoy the facilities and attractions in Romford which is the main retail and entertainment centre in the borough.

Improving bus services

- 2.3.12. Responsibility for operation and management of the bus network is under the jurisdiction of TfL and, the Council works closely with TfL on all bus related matters. This includes the delivery of improved bus infrastructure, new routes, and increased capacity/frequency of routes.
- 2.3.13. In recent years, the Council has been working closely with the Barking, Havering and Redbridge University Hospital NHS Trust (BHURT) as well as TfL London Buses to improve access by bus to key trip generators. Since the Queens Hospital opened in 2007, the number of bus routes serving it has increased from 4 to 9 improving access to Queens from Brentwood in Essex, as well as neighbouring boroughs.

Behaviour change measures

- 2.3.14. Havering invests significant levels of funding through its LIP on physical infrastructure measures to encourage modal shift. A substantial element of LIP funding is also spent on measures focussed on securing behaviour change and presenting alternative travel choices for journeys.
- 2.3.15. These measures often encompass educational initiatives delivered in schools, to businesses and other community groups to encourage people to consider making choices involving smarter travel and road safety education initiatives. The aim of these is to encourage people to walk, cycle or use public transport to/from their destination and ultimately see a reduction in journeys by private vehicle.
- 2.3.16. Every Havering school has access to 'Bikeability' training to provide the confidence and skills necessary for safe cycling. Havering has had very high Bikeability training numbers for many years now, especially in the school community. The number of cyclists trained annually is around 3,500. Havering has established four successful cycling 'hubs' spread across the borough that offer training and maintenance classes throughout the school summer holidays, More than 500 people were trained at these hubs last summer.

Travel planning

- 2.3.17. The Education and Inspections Act 2006 places a duty on local authorities to promote sustainable travel for journeys to/from and between schools and educational institutions.
- 2.3.18. This duty can be met through a borough's School Travel Plan (STP) programme and STARS (Sustainable Travel, Active, Responsible, Safe) accreditation scheme.
- 2.3.19. A School Travel Plan (STP) is a package of measures aimed at reducing car use and improving safety on the journey to / from school. TfL encourage boroughs to promote and support these initiatives through their annual LIP programmes. Through the LIP ASS, and 2019/20 – 2021/22 Programme of Investment (POI), the Council will continue to invest LIP Funding in initiatives and campaigns that encourage sustainable travel to/from school. The Council will also continue to invest LIP funding to deliver improvements to the Highway (such as safe crossing points to encourage pupils to walk) that schools have identified as issues that are hindering modal shift, through their STPs.
- 2.3.20. 54 schools have an accredited travel plan under the STARS scheme to show how they encourage active, safe and sustainable travel to the school community.
- 2.3.21. In 2009, before STPs were fully embedded in Havering, the percentage of journeys to school by car in Havering was 39%. As a result of Havering's STP programme, this had reduced to 21% by 2018. Every school in Havering has an approved School Travel Plan and many of them (60) are actively using them to encourage active, safe, and sustainable travel. An active STP means that a particular school has or is working towards achieving an accreditation level within the STARS programme. Table 2 shows that two thirds of the schools in Havering are accredited at Bronze, Silver or Gold. A total of 34 are at the highest (Gold) accreditation level.

Table 2 School Travel Planning and STARS accreditation history in Havering

Year	Number of schools			Total Schools Accredited	Special Awards
	Bronze	Silver	Gold		
2017/18	17	3	34	54	- School of the Region – The Champion
2016/17	16	5	34	55	- School of the Region – La Salette Primary School
2015/16	20	4	31	55	- School of Excellence Award – Cycling – Emerson Park Academy & Engayne Primary School
2014/15	23	2	26	51	- Schools of Excellence Award - Cycling - The Coopers' Company and Coborn School - School Travel Plan Champion of the Region – Mary Norman, St Ursula's RC Junior School
2013/14	27	6	24	57	- School of Excellence Award - Partnership - The Coopers' Company and Coborn School
2012/13	34	9	14	57	- School of Excellence Award - Walking - St Ursula's RC Junior School - School of Excellence Award - Scooting – Nelmes Primary - School of Excellence Award - Pupil Led project – Ravensbourne School - School Travel Plan Champion of the Region – Mr L Hanford, The Coopers' Company and Coborn School - Secondary School of the Region – The Coopers' Company and Coborn School
2011/12	37	11	8	56	- Cycle Beacon Awards - The Coopers' Company and Coborn School

Year	Number of schools			Total Schools Accredited	Special Awards
	Bronze	Silver	Gold		
					- Cycle Beacon Awards - Brady Primary School
2010/11	23	6	1	30	
2009/10	21	3	1	25	
2008/09	29	1	0	30	
2007/08	27	1	0	28	
2006/07	3	0	0	3	

- 2.3.22. Depending on the scale of a development, through the planning application process, developers are required to produce a Travel Plan Statement or Full Travel Plan. The Council uses this to seek early engagement with prospective developers prior to planning applications being submitted to ensure that new developments include active travel opportunities for residents such as walking and cycling, and that promote alternative choices to the car.

Business engagement

- 2.3.23. LIP funding is also used to engage with local businesses, contributing to the Council's business growth agenda.
- 2.3.24. The Council engages with local businesses who wish to explore how they can improve air quality, reduce the financial impacts of travel for their business and improve the health of their staff and the environment. Businesses can now apply for a grant from the Council using TfL LIP funding which can be used to deliver initiatives to encourage staff to travel to and from work more sustainably.
- 2.3.25. 2015 saw Havering launch its [Business Packs](#). The aim of these is to raise awareness of Smarter Travel initiatives available to businesses. They provide the Council with an opportunity to engage with those businesses who wish to discuss and explore further any smarter travel opportunities. A variety of information is included within the business packs including sustainable travel advice for business, electric vehicle charging points, waste and recycling, cycling, ultralow emission vehicles.
- 2.3.26. The Business Packs were launched at a Leader of the Council event in 2015 and then distributed in particular throughout the London Riverside BID in the south of the Borough. The pack is due to be re-launched this year, with a series of new inserts offering advice to businesses on more topics such as new requirements for vehicles under the Ultra-Low Emissions Zone (ULEZ), workplace grants, energy matters, and walking.
- 2.3.27. The Council offers small grants to local businesses to promote and facilitate active travel by their staff and visitors to their sites. This has included the Council working with one of the borough's biggest employers, Queens Hospital who were awarded a workplace grant last year to purchase pool bikes for staff use. This supports the workplace travel plan that the Hospital has produced to encourage staff to travel to/from the Hospital sustainably.

2.4. Mayor's Transport Strategy outcomes^{9 10}

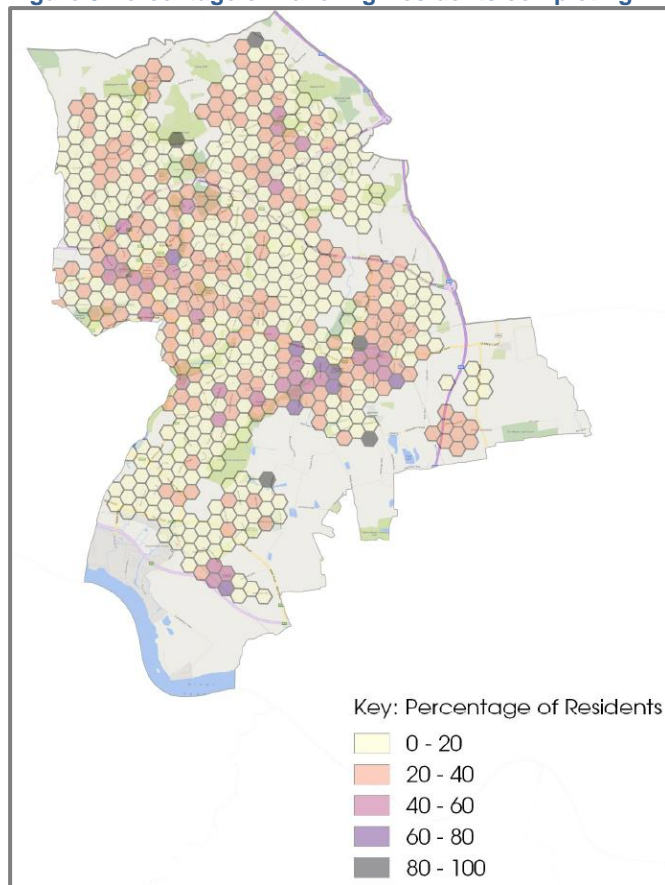
Outcome 1: London's streets will be healthy and more Londoners will travel actively

- 2.4.1. The MTS sets out proposals for increasing levels of walking and cycling and ensuring that all Londoners are able to travel actively and achieve the associated health benefits by improving the environment for walking and cycling (including the delivery of the strategic cycle network), making walking and cycling easier and promoting walking and cycling.
- 2.4.2. The Mayor has set an ambitious target for modal shift with 80 per cent of Londoners to be walking, cycling or using public transport by 2041. Recognising that each borough is different, TfL have also set borough specific targets for modal shift with a 2041 target for Havering of 65%. In addition, the Mayor aims to have all Londoners doing at least 20 minutes of active travel per day by 2041.
- 2.4.3. TfL have produced a tool known as City Planner. Cityplanner provides information on the percentage of residents completing two x 10 minutes of active travel per day. [Figure 9](#) below shows the extent of the challenge such an aim is for an outer London borough such as Havering. Significant pockets of the borough have less than 20 per cent of its residents not completing two x 10 minutes of active travel per day. The areas with the highest percentages can be found around Romford and Upminster. This may be due to commuters walking to and from stations. The areas with the lowest percentages can be found in more remote areas away from Havering's larger roads and rail stations. This may be due to these residents opting for private car use.

⁹ Requirement R9: Boroughs are required to set out local issues, challenges and opportunities within the context of contributing towards the achievement of the nine Mayor's Transport Strategy outcomes and the relevant policies and proposals.

¹⁰ Requirement R11: Boroughs are required to identify a set of locally specific LIP objectives that contribute to achieving the nine outcomes of the Mayor's Transport Strategy, and the relevant policies and proposals.

Figure 9 Percentage of Havering Residents completing 2 x 10 Minutes of Active Travel per Day



Source: TfL Cityplanner

2.4.4. To encourage mode shift away from the car, boroughs should set out how they will make the alternatives, walking, cycling and public transport, more attractive by improving infrastructure, enhancing wayfinding and delivering measures to support people to change their travel habits.

Challenges and opportunities

Ageing population

2.4.5. As explained in the *Local context* section, Havering's population is expected to increase to over 300,000 by 2033 (an 18 per cent increase from 2018). Havering's Joint Strategic Needs Assessment (JSNA) explains that the largest percentage population change (by age group) from 2018 to 2033 is expected to be residents in the 85+ age group which is expected to increase by 54 per cent.

2.4.6. Havering's population will present, social, economic, and health implications. There will also be the challenge of maintaining and

delivering a transport infrastructure that is accessible for older residents and visitors.

2.4.7. An ageing population is less likely to walk or cycle for shorter journeys and promoting the benefits of walking is just as important as providing the infrastructure to accommodate it.

2.4.8. The Council will continue to work closely with Havering's Over 50's Forum. This is an organisation where people over the age of 50 can find information and raise issues which are of concern to them. The Council has recently engaged with this group to promote the benefits of both walking and cycling and have recently introduced 'led rides' to the group which provide a guide with organised group cycle sessions.

Obesity

2.4.9. Havering's Prevention of Obesity Strategy identifies that currently, 1 in 10 children are obese when they start primary school, and this rises to one in five by age 11. This is an issue because childhood obesity harms both mental and physical health. If unchecked, obesity may result in future generations having a lower life expectancy than their parents.

2.4.10. Obesity threatens the health of current and future generations and has the potential to jeopardise the continued financial viability of health and social care services as they are currently provided. A high number of Havering residents, (both adults and children) are obese and could improve their health by losing weight, being more active or by eating more healthily. The harm caused by obesity, sedentary behaviour and poor diet is significant and will only increase unless effective action is taken now by individuals, the wider community and other stakeholders.

2.4.11. There is an opportunity to ensure that future generations do not encounter obese related issues. Between now and 2033 there will be a 67 per cent increase of 0 – 17 year olds. If this age group can be targeted it can help prevent problems linked to obesity for these people later on in life.

2.4.12. Children burn the most energy when they are walking, cycling and playing outdoors. This also has the added benefit of greater concentration at school and supports physiological development. While children need much more activity than adults, walking and cycling can make an important regular contribution to their daily activity levels.

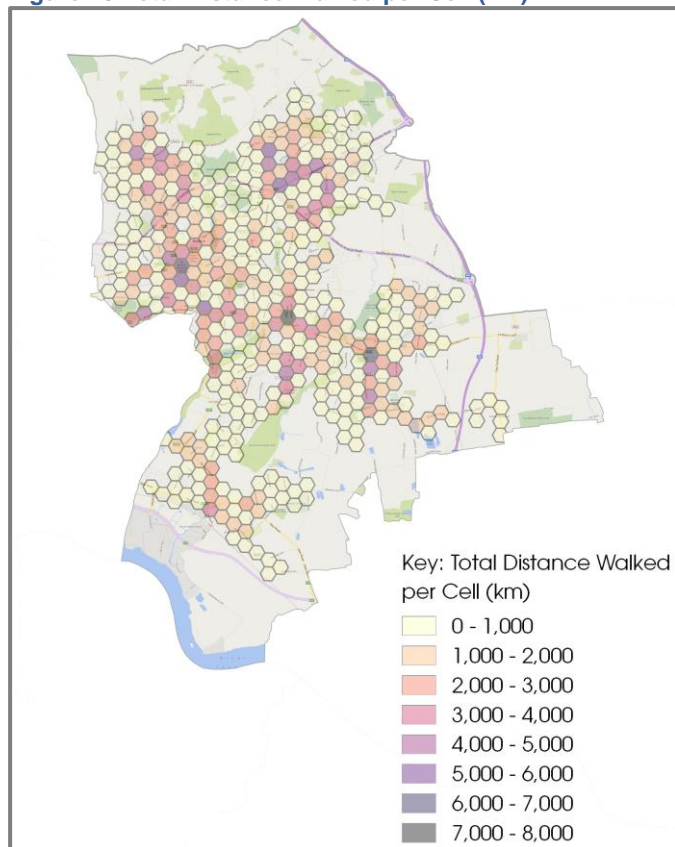
2.4.13. This is another important reason why the boroughs STPs and STARs programme (as mentioned previously in the *Travel planning* section) and Bikeability programme are so important in schools today.

Healthy Streets approach

2.4.14. As previously discussed in the *Changing the transport mix* section, when schemes are assessed against the healthy streets indicators, good performance against these means that streets are appealing places to walk, cycle and spend time in. The Healthy Streets Approach set out in the MTS suggests that improvements against all the indicators will radically transform the day to day experience of living in London.

2.4.15. The MTS estimates whilst many Londoners already choose to travel actively with 6.5 million trips made solely on foot and around 600,000 trips made solely by cycle. It is estimated that almost 5 million journeys per day that could be walked or cycled that are currently made by car. Figure 10 shows potential switchable trips to walking and cycling in Havering. The map shows that the areas with the highest distances walked are concentrated around the borough's rail stations and town centres. This may be due to higher population densities in these areas which is likely to increase particularly around Romford Town Centre. In contrast, the areas with the fewest distances walked can be found towards the south of the borough which are less densely populated as a result of lower levels of development. The planned development in Beam Park and Rainham may result in greater distances being walked especially if developments are at a higher density and/ or car free.

Figure 10 Total Distance Walked per Cell (km)



Source: TfL Cityplanner

- 2.4.16. Walking and cycling are important for disabled people, who – with the help of improved walking and cycling environments, consideration for wheelchair use and adapted cycles and more accessible public transport – can realise the all-round health benefits active travel can provide. Within its Programme of Investment, Havering has included proposals to review access arrangements into all parks and open spaces with a view to delivering improvements to ensure they are accessible for all users.
- 2.4.17. The Hornchurch Town Centre Major Scheme is an example of a TfL funded scheme that has been delivered in Havering to support a number of the healthy streets indicators. The scheme provides for a section of Hornchurch High Street in Hornchurch Town Centre becoming more pedestrian friendly with traffic speeds reduced, improved paving and lighting as well as informal crossing points to make the area easier to navigate.
- 2.4.18. Additionally, in recent years the Council has introduced Heritage walks in Romford, Havering-atte-bower and Rainham which take

residents and visitors through 'places of interest' in Havering. The Council has introduced similar cycle routes which allow cyclists to explore the heritage of Gidea Park and the Ingrebourne Valley.

Outcome 2: London's streets will be safe and secure

2.4.19. Outcome 2 of the MTS falls within the 'healthy streets and healthy people' priority area for action, and proposes 'Vision Zero' – whereby deaths and serious injuries from all road collisions are to be eliminated from London's streets by 2041.

2.4.20. A series of intermediate outcome indicators have been set by TfL to monitor progress over the long term period, and ensure Vision Zero can be achieved by 2041. These are:

- Short term - a 65 per cent reduction in the number of KSIs on London's streets by 2022 (against 2005-09 levels)
- Medium term - a 70 per cent reduction in the number of KSIs on London's streets by 2030 (against 2010-14 levels)
- Long term - zero deaths and injuries from road collisions by 2041

2.4.21. The Mayor says that the approach to achieving these milestone targets and end goal of Vision Zero will focus on reducing road danger alongside the reduction and eventual elimination of road casualties. This will be implemented through providing safer streets where people feel safe walking, cycling and using public transport. Issues such as speeding, unsafe behaviour (from vehicles and infrastructure), and providing improved security (through reduced crime and fear of crime) will be addressed. Behaviour change will be an equally important part of implementing the Vision Zero approach. It will be vital to engage with key road users groups in working to reduce road danger on London's streets.

2.4.22. Road safety related measures feature prominently in Havering's proposed 2019/20 ASS and POI. These include a casualty reduction programme specifically to tackle KSI rates at locations across Havering, Road Safety Education and Training and Publicity programmes alongside measures to improve safety outside schools through STP engineering measures. Havering's [Local Plan](#) and Infrastructure Delivery Plan both identify schemes for the medium to long term which will support the delivery of outcome 2 in the MTS. Further information can be found in *The Delivery Plan* section of this document.

Challenges and opportunities

Road Safety Education and Training and Publicity programmes

- 2.4.23. The Road Safety Education programme will deliver a series of educational and awareness raising initiatives to minimise road collisions and reduce the number of people killed and injured on Havering's roads.
- 2.4.24. This is provided through ongoing LIP funding from TfL, specifically targeting vulnerable road users such as pedestrians (with particular risk to children aged 11 – 13 years) and young drivers aged 17 – 25 years (identified as 7 per cent of licence holders but 18 per cent of reported collisions).
- 2.4.25. Havering's POI includes £90,000 allocated per annum to deliver a variety of road safety educational messages across Havering, both in schools and to the wider general public. Measures include 'In Car' safety seat checks, the Junior Road Safety Officer scheme, Junior Travel Ambassador scheme, Theatre in Education productions, and the annual Safe Drive Stay Alive event.
- 2.4.26. The 2017/18 Road Safety Education and Training and Publicity programmes delivered a total of 137 Theatre in Education productions to over 13,000 pupils. The Safe Drive Stay Alive event was delivered to all 18 secondary schools and almost 3,000 pupils.

School Public Space Protection Orders (PSPO)

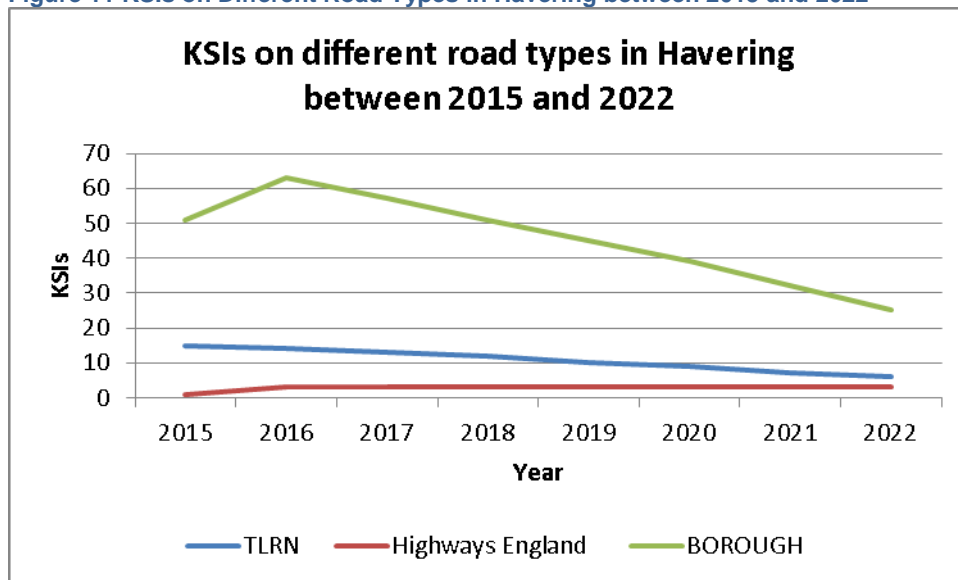
- 2.4.27. Havering has introduced Public Space Protection Orders (PSPOs) around four local primary and infant schools in recent years to prevent illegal parking when dropping-off and picking-up children. To date, Havering has issued 483 Fixed Penalty Notices' around the schools that are currently in the PSPO programme.
- 2.4.28. This has been implemented to help keep children safe during their journey to and from school, and to encourage people to park responsibly and put the safety of children first. This is enforced during the peak period for children arriving to or leaving schools between 8:00am to 09.30am and 2.30pm to 4:00pm. CCTV cameras and automatic number plate recognition software is also in use during these hours.

Tackling collision rates in

2.4.29. Analysis with regards to the location of KSI incidents across Havering identifies only a relatively small proportion occur on non-borough roads, as shown in Figure 11 below.

2.4.30. The graph shows that even in combination, Highways England and TLRN roads account for 21 – 26 per cent of all KSIs incidents across Havering between 2015 and 2022 (as projected for future years). In comparison, borough roads account for over 75 per cent of all KSIs incidents on average, across this analysis period.

Figure 11 KSIs on Different Road Types in Havering between 2015 and 2022



Source: LBH Street Managent

2.4.31. In Havering's 2019/20 ASS, over £700,000 has been allocated specifically to deliver measures to support Vision Zero. This equates to 37 per cent of Havering's indicative LIP3 allocation for 2019/20. Vision Zero is a significant challenge for Havering and substantial investment will be needed to achieve this target, through the provision of preventative measures and long term safety solutions.

Havering's Casualty Reduction programme

2.4.32. Havering will continue to deliver schemes aimed at reducing KSI's through its LIP funding. The aim of the Casualty Reduction programme is to deliver a package of casualty reduction measures at

collision ‘hotspots’ (areas experiencing the highest level of KSI incidents) across Havering to improve overall road safety.

2.4.33. The POI will include a rolling Casualty Reduction programme so that particular ‘hotspots’ with the highest KSI rates can continue to be tackled across Havering, with a focus around schools and in built up locations.

2.4.34. Feasibility work is initially carried out at the ‘hotspot’ locations identified, to determine the nature of the incidents and the mitigation measures required. These range from improved street lighting, pedestrian crossing points, and traffic calming measures.

2.4.35. The benefits of delivering casualty reduction programmes can be seen in TfL’s Traffic Accident Diary System (TADS) data which shows KSI levels before and after a scheme has been implemented. [Table 3](#) below shows, schemes which have been delivered through Havering’s LIP programme. They have shown significant benefits (across a 36 month comparison period) with regard to the safety of the road network, and they have resulted in a notable reduction in KSI incidents. The reduction in collisions following implementation of the Hornchurch Major Scheme is a significant outcome.

Table 3 Previous LIP scheme details in Havering

Location	Scheme Measures	Date	Cols Before	Cols After	% Change
South Havering (Rainham Road)	-Pedestrian facilities -Lighting -Signs & road markings	2012	10	3	-70%
Collier Row (Mawney Road and White Hart Lane)	-Parking restrictions -Traffic calming -Carriageway resurfacing	2012	13	3	-77%
Hornchurch (Wingletye Lane)	-Pedestrian facilities -Lighting -Signs & road markings -Vehicle channelisation	2013	5	1	-80%
Hornchurch (Hornchurch Road)	-Pedestrian facilities -Signs & road markings -Vehicle channelisation	2013	5	1	-80%

Location	Scheme Measures	Date	Cols Before	Cols After	% Change
Hornchurch Town Centre Phase 1	-Lighting -Traffic calming -Vehicle channelisation	2012	11	6	-45%
Hornchurch Town Centre Phase 2	-Carriageway resurfacing -Street Furniture resitting -Cycle lane -Footway widening	2013	12	8	-33%

2.4.36. TfL have provided data on selected Havering schemes from 2012 up to the end of September 2017. A reduction of 26 per cent in KSIs was identified, across all the TADS schemes implemented over this given period. A total of 172 collisions were recorded before implementation, and 127 collisions were recorded after implementation of the schemes.

2.4.37. Several locations have been identified for casualty reduction measures as part of the LIP3 POI, based on the current KSI rates across Havering:

- Collier Row Road
- Arfield Way/Suttons Lane
- North Streets
- Rainham Road
- Hildene Avenue

2.4.38. Additional traffic calming schemes have been identified across Havering, in particular through Havering village, and at Belgrave Avenue and Upper Brentwood Road in Squirrels Heath. Mitigation against increased traffic volumes are proposed to improve safety for vehicles exiting The Mount at its junction, with Noak Hill and Straight Road in Harold Hill, with a suitable pedestrian crossing point. Improved pedestrian crossing facilities are proposed on St Clements Avenue.

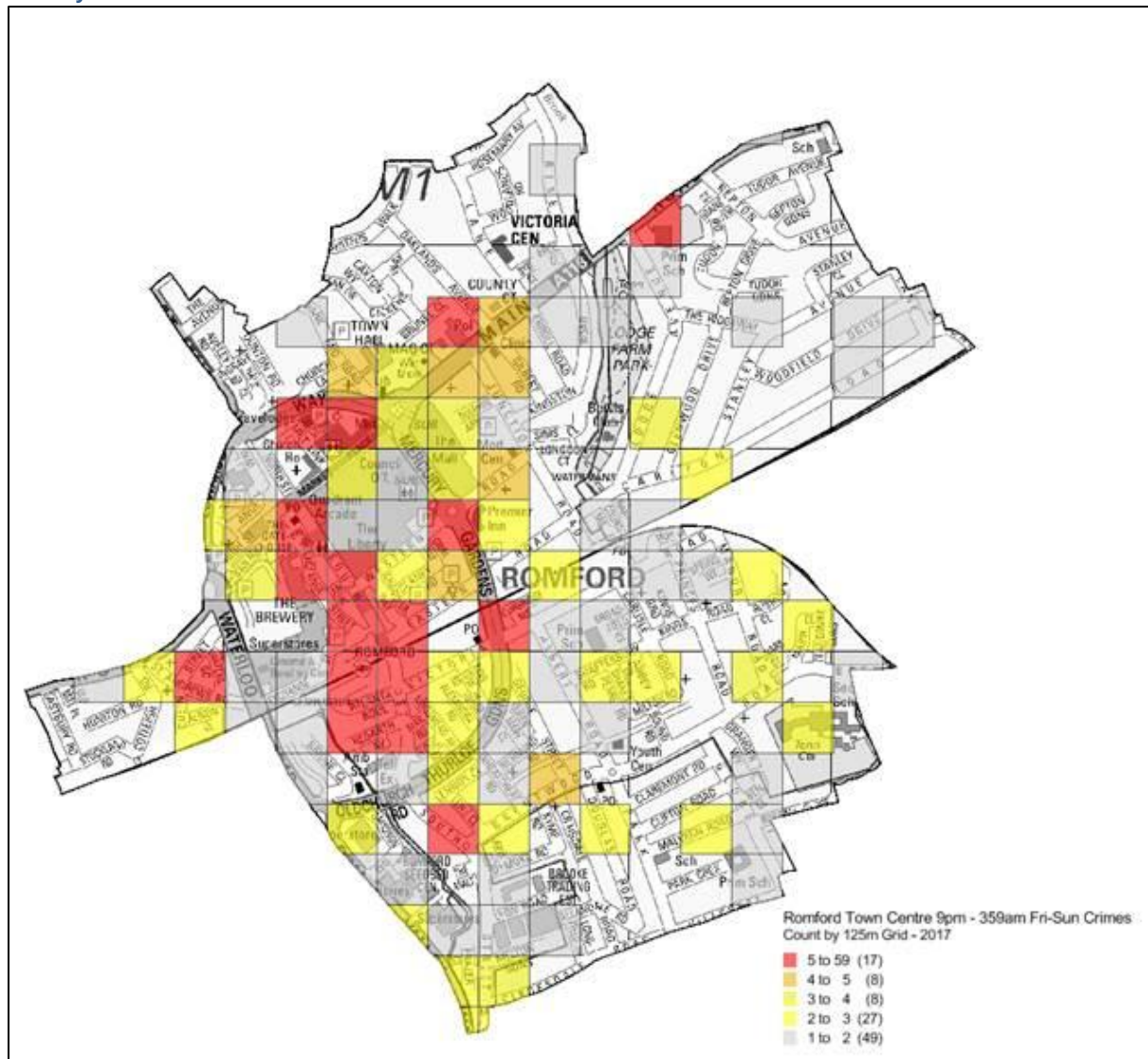
Tackling crime

2.4.39. Havering was ranked 9th safest borough in London in 2017 (improving from 10th in 2016) in terms of rate of total recorded crime per 1,000 residents (74.8 in Havering compared to 94.4 regionally).

2.4.40. British Transport Police (BTP) and TfL have both seen a rise in criminal reports in, and around, Romford transport hubs, with an increase

of 5.5 per cent and 12 per cent respectively, between 2016/17 and 2017/18. A large proportion of incidents in Romford are linked to the night time economy, with a number of 'hotspots' around the transport hubs particularly between 9:00pm – 4:00am Friday, Saturday and Sundays (Figure 12 below).

Figure 12 Incident heat map in Romford Town Centre between 9pm and 4am Friday, Saturday and Sundays



Source: Havering Community Safety team

- 2.4.41. A range of groups (including the BTP and the Metropolitan Police) are in a partnership to tackle crime and disorder.
- 2.4.42. Havering will continue to work towards reducing risk and harm to local communities. Havering recognises the limited resources currently available and, it will continue to work in partnership with the Police to

maximise the efficient use of resources. Collaborative working, sharing knowledge of, and replicating good practice and being data driven and intelligence focused will lead this approach to, provide a managed and accountable delivery structure.

- 2.4.43. Some issues are linked to the night time economy. Safety improvements to the public realm (in particular town centre and transport interchange locations) will be provided through a variety of schemes, including improved street lighting and natural surveillance to reduce the fear of crime and encourage people to walk and cycle.
- 2.4.44. A Taxi Marshall scheme operates in Romford Town Centre between 10.30pm to 3.30am on a Friday and Saturday. Taxi marshals organise passenger and taxi queues and, provides assurance to people waiting for a taxi. The marshals have a town link radio and are linked to the central CCTV room and Romford's night time economy.
- 2.4.45. The Night Tsar (who champions the value of London's night time culture whilst developing and diversifying London's night time economy) is introducing a women's Charter on safer travel at night.

Fear of crime

- 2.4.46. The [Havering Community Safety Partnership Plan](#) outlines, crime, disorder and fear of crime rank very highly in a list of public concerns amongst local residents and amongst the wider community that work and visit Havering. Havering faces tough challenges each year in improving community safety, and this is made more difficult by the challenging climate.
- 2.4.47. An Annual Strategic Assessment evaluates the progress towards priorities set out in the [Community Safety Partnership Plan](#). It has identified a key cross-cutting area - to improve community engagement and public confidence. This is to enable communities to report and receive information, as well as being part of potential solutions. This will also help to close the gap between perceptions of crime and actual levels of crime in the borough.
- 2.4.48. There is robust enforcement of the schemes implemented. A key feature is ensuring that the public are aware that a no tolerance approach is taken and also the visible presence of partners highlights that action is on-going to keep residents and visitors safe within Havering.

Outcome 3: London's streets will be used more efficiently and have less traffic on them

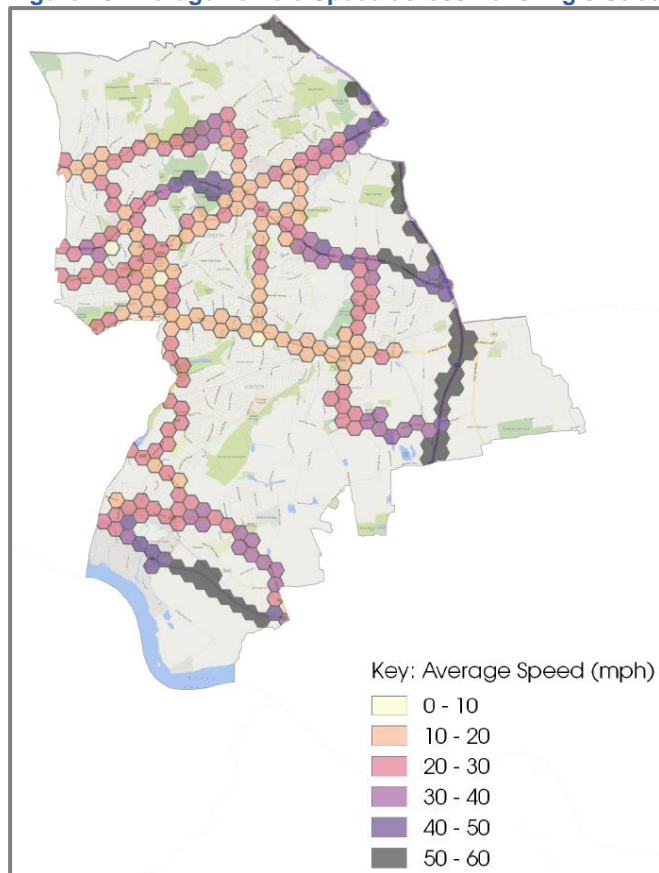
- 2.4.49. The Mayor has identified traffic reduction as an important element in achieving his overarching modal shift target aim. Key mayoral outcome indicators that boroughs are required to work towards within this LIP3 are to reduce the volume of traffic in London and reduce car ownership. Further information can be found in *The Delivery Plan* section of this document.
- 2.4.50. A key aspiration for the Mayor is tackling freight and reducing the amount of freight being transported by road because lorries and vans account for around one fifth of road traffic in London. The MTS identifies that 90 per cent of freight trips and the majority of servicing trips are carried out by road with rail and water carrying the remainder. The MTS sets out its plans to increase the amount of freight trips utilising the river or rail network. Proposal 16 of the MTS commits the Mayor to working with boroughs and other stakeholders to increasing the proportion of freight moved on London's waterways.
- 2.4.51. In recent years (and, in particular, since the 2012 Olympics) TfL have worked with boroughs to encourage businesses to 'retime deliveries'. In addition, across London a number of businesses (such as supermarket stores) have undertaken trials for retiming deliveries to the off peak periods of the day. Reducing the number and impact of freight and servicing trips on London's streets is promoted as part of [TfL's Retiming Programme](#), and will require close partnership working between freight industry, BIDs individuals businesses, boroughs etc.
- 2.4.52. The Mayor has also committed to support the Port of London Authority and the Canal River Trust to identify the wharves and piers that have the most potential to support modal shift of freight from the road to river.
- 2.4.53. Havering's POI sets out schemes and broad investment categories that look to contribute to the aim of reducing traffic on London's streets and implementing this locally. It includes substantial investment in sustainable travel measures including behaviours change initiatives, schemes to encourage people to travel to and from school or work sustainably through STP's, and transformational schemes to support new development in Havering's Strategic Development Areas that will provide residents with alternative options to travel other than using a car. Further information can be found in *The Delivery Plan* section of this document.

Challenges and opportunities

Traffic volumes

- 2.4.54. Data from the Department for Transport (DfT) traffic statistics, together with Havering's own traffic count data shows that traffic volumes across the borough are increasing each year. This is to be expected given the lack of alternative public transport options for internal journeys in the borough. Havering carries out Automated Traffic Counts (ATCs) at 69 locations across the borough and data between 2011 and 2016 showed an overall increase in average weekday traffic volumes across Havering of 3.5%. In addition, the average traffic speed across the borough wide network had decreased by 0.2 mph between 2011 and 2016.
- 2.4.55. Figure 13 demonstrates the average speeds across Havering's road network. The lowest average speed can be seen along the A124. This east to west route is often used by commuters travelling into Havering, parking and using the rail network to access central London resulting in heavy congestion and lower speeds.

Figure 13 Average vehicle Speed across Havering's Strategic Road Network (mph)



Source:TfL Cityplanner

- 2.4.56. Havering will look to procure permanent traffic counts at locations across the Strategic Road Network in 2018/19 to improve data on traffic movements across the road network..

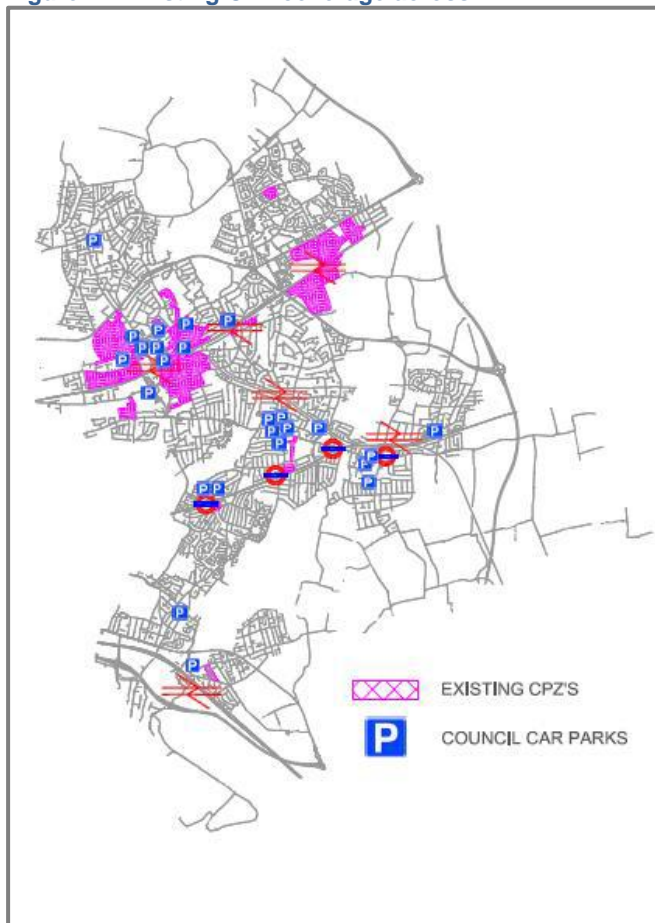
Controlled Parking Zones

- 2.4.57. Controlled Parking Zones (CPZs) are identified in the MTS as a key tool for tackling excessive traffic and boroughs are encouraged to identify new CPZs and/or extend the operation of existing ones.
- 2.4.58. Havering has increased CPZ coverage across the borough year on year. The need for controlled parking has been driven by public demand and CPZs are delivered with the support of local ward Councillors. Last year Havering introduced 10 new CPZs. The trend is to introduce these where parking demand is the highest, around transport hubs, shopping areas and areas of high density housing.
- 2.4.59. The introduction of CPZs across the borough has had a positive impact on air quality and road safety as roads where CPZs are introduced

tend to have fewer vehicle movements and roads are less frequently parked on.

2.4.60. Figure 14 below shows the existing CPZs located in the borough. Using previous LIP funding a review of CPZs is currently taking place. Consideration will then be given whether or not to expand the level of CPZ coverage across Havering.

Figure 14 Existing CPZ coverage across



Source: TfL Cityplanner

Increasing the use of the river more for freight

2.4.61. Several wharves are located in the south of Havering. Some are active (such as Veolia which is operated privately) whilst others are not (such as Phoenix Wharf and Halfway Wharf). Havering continues to support the safeguarding that is currently in place at these wharves as there is the potential for them to be used in the future (subject to substantial investment being made into the wharf infrastructure itself).

- 2.4.62. Havering supports the Mayor's aspiration for greater use of the river for passenger transport as well as freight and emphasised this when it responded to the draft MTS.
- 2.4.63. The retention of safeguarding both Phoenix Wharf and Halfway Wharf is appropriate, having regard to their potential to encourage greater use of river freight, promote aspirations for passenger services to be extended from Central London to Havering, support significant regeneration opportunities and commercial expansion (through the implementation and investment in the 'Heathrow Logistics Hub' and 'Business Improvement District' (BID) in Rainham), and align with a number of adopted and proposed national and local policies.
- 2.4.64. Havering's response to the Mayor's Transport Strategy (MTS), supported the proposal for increased use of the river Thames for freight and passenger transport, and this will be better implemented through safeguarding both Phoenix Wharf and Halfway Wharf.
- 2.4.65. The MTS identifies that an increase in river freight services will provide opportunities to serve developments on the river and to help reduce freight traffic on the road network. This aligns with MTS Proposal 15, to reduce the adverse impacts of freight and service vehicles on the street network, and MTS Proposal 16, to improve the efficiency of freight and servicing trips on London's strategic transport network through increasing the proportion of freight moved on London's waterways. Havering's MTS response agreed that where practical, freight should be moved off London's streets and onto the rail network and onto the River Thames.

Outcome 4: London's streets will be clean and green

- 2.4.66. Achieving the Mayor's aim to improve air quality and reduce carbon emissions will require modal shift across London. It will also require older vehicles to be taken off London's streets and replaced with fewer, newer, cleaner vehicles. The Mayor's ambition in the MTS is for a 'zero carbon' city by 2050. This will require transforming the vehicle fleet and, utilising, electrification and zero carbon technologies supported by infrastructure and energy management systems.
- 2.4.67. In the short- to medium-term, LIP3 must have a particular focus on action to reduce air pollution, reducing exposure to it and tackling pollution hotspots.

Challenges and opportunities

Air Quality Action Plan (AQAP)

- 2.4.68. In June 2018, Havering adopted an Air Quality Action Plan (AQAP). It outlines the actions Havering will take to improve air quality in the borough between 2018 and 2023. It aims to improve air quality in Havering and explains air pollution, its effects on human health, the current status of air quality in Havering, sources of pollution and sets out, current Council practices, policies, vision, priorities and future actions with regard to improving air quality.
- 2.4.69. The greatest contributor to Nitrogen Oxide (NO₂) emissions in Havering is road transport which accounts for almost 70% of all emissions. A key action within the AQAP is to reduce the air quality impact of the Council's own vehicle fleet, as well as to support businesses to reduce their own air quality impact. Several vehicles in the Council's fleet are electric. The Council will undertake a feasibility study of delivering EV charging infrastructure in Havering. The study will include an assessment of demand for such provision and is expected to be completed by the end of the 2018/19 financial year.
- 2.4.70. The AQAP also aims to increase awareness, knowledge and understanding of air quality and help everyone who lives, commutes or works in Havering to reduce their own exposure as well as to improve local air quality.

Low Emission Zone / Ultra Low Emission Zone

- 2.4.71. The Low Emission Zone (LEZ) covers most of Greater London and operates 24 hours a day, each day of the year. It was introduced in 2008 to encourage the most polluting heavy diesel vehicles driving in the capital to become cleaner.
- 2.4.72. To further help improve air quality, an Ultra-Low Emission Zone (ULEZ) will be in place in central London from April 2019. Most vehicles including cars and vans will need to meet new, tighter exhaust emission standards (ULEZ standards) or pay a daily charge to travel within the area of the ULEZ.
- 2.4.73. The ULEZ does not operate in Havering. Havering nevertheless has supported the ULEZ expansion in principle. Havering has highlighted the importance of businesses being well prepared for the implementation of the ULEZ. An effective engagement and communications plan is in

place to ensure small businesses are aware of 'the ramifications the plan has for their businesses'.

- 2.4.74. Havering is exploring options for delivering its own low emission surcharge on the most polluting vehicles operating within the borough. A study is expected to be carried out later this year looking at the options that would be available to deliver such an initiative locally.

Miles the Mole air quality campaign

- 2.4.75. In 2016, Havering launched an air quality campaign with an air quality mascot called *Miles the Mole*. The mascot and with the wider campaign has highlighted issues with air quality.

- 2.4.76. In the campaign, by means of an animation, the character travels across Havering discovering the reasons for poor air quality and the scope for individuals to help themselves and others improve the air they breathe. The animation is used widely in schools, a local hospital and elsewhere to deliver four key messages of 'Turn off your Engine', 'Walk or Cycle', 'Play Outside', and 'Grow Things'. The campaign has delivered extensive and bespoke Theatre in Education in schools, along with curriculum based resources.

- 2.4.77. The character at the heart of the campaign has made many guest 'appearances'. It has attended hospitals, the Havering Show and has led specific school campaigns where schools had air quality issues. The campaign has been commended by TfL and the Mayor's office and was a finalist in the National Air Quality Awards in 2017.

- 2.4.78. Havering Schools have responded very positively to the campaign and in its first year (2016/17) the campaign delivered on many fronts including:

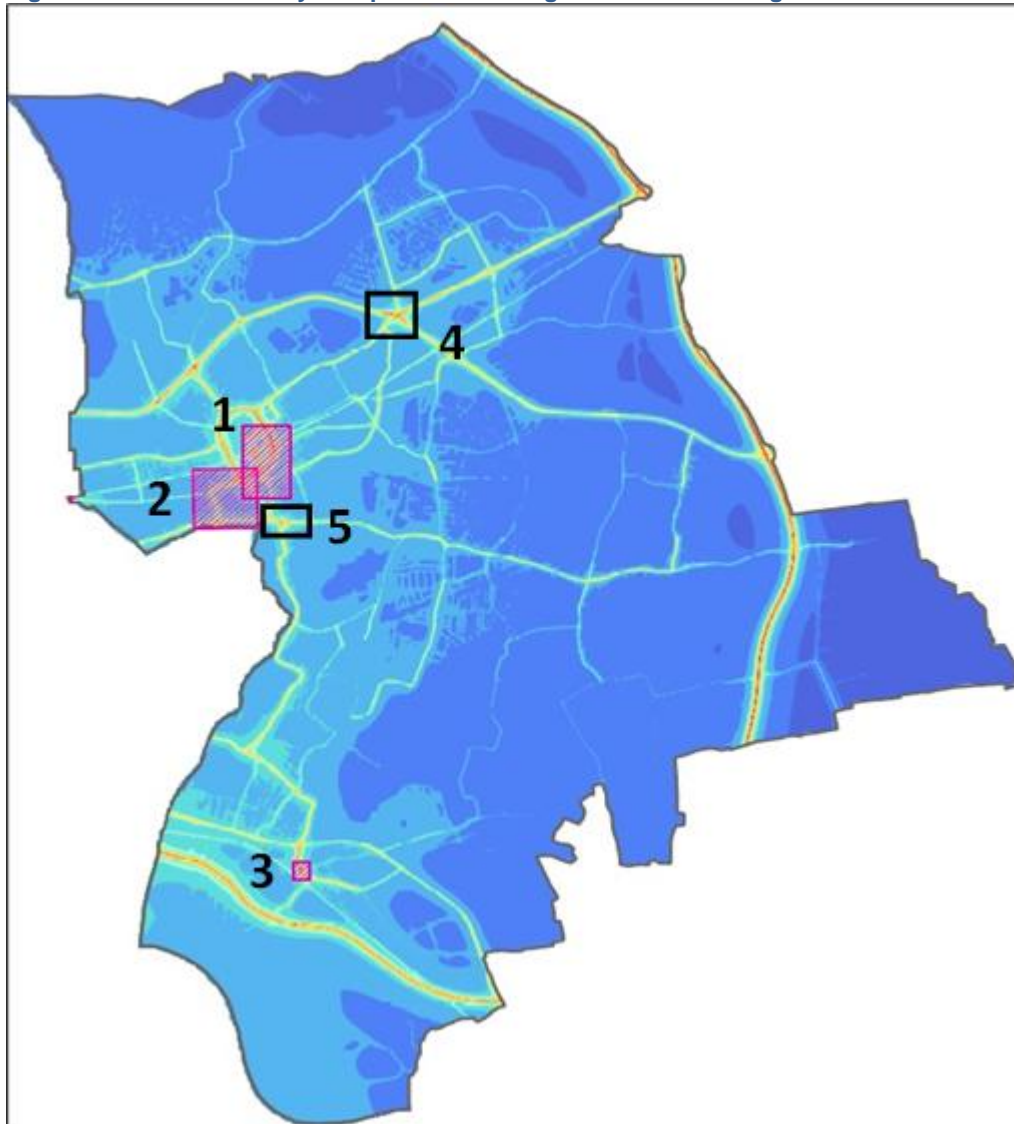
- 57 Primary/Junior schools were sent campaign packs contained a video, anti-idling banners, posters and lessons plans;
- 26 schools carried out further Miles the Moles campaigns to the whole school community;
- 37 Primary/Junior schools – Year 6 pupils saw the Theatre In Education production – approx. 2200;
- 90 per cent of all the schools that have run campaigns have shown a positive shift away from the car across all car modes;
- 2,000 pupils and 3,000 staff took part on the campaign; and
- 40 schools saw the animation and accessed the curriculum based resource totalling 2,360 year 6 pupils across the 2017/18 financial year

- 2.4.79. Prior to these events, schools were encouraged to publicise the information and, sent out communications in newsletters to reinforce the messages. Specific school assemblies emphasised the four steps that everyone can take. Some schools created gardens and, one was officially opened by Miles – re-iterating the *grow things* message. The campaign has encouraged schools to run bespoke poster and banner competitions to encourage children to remember the campaign messages. Lesson plans encouraged schools to take part in National Clean Air Day and part of the campaign is to ensuring school coaches switch off their engines when stationary.
- 2.4.80. Further information on the Council's Air Quality Campaign can be found on the [Air Quality page](#) of the Havering website.

Air quality 'hotspots'

- 2.4.81. Poor air quality is a national issue, but particularly in London where 9,000 deaths a year are cited as being directly attributed to poor air quality. Several of London's streets have air quality issues which are contributing to increasing premature deaths of Londoners.
- 2.4.82. Havering was declared an Air Quality Management Area in 2006 due to the levels of NO₂ and Particulate Matter 10 (PM₁₀) not meeting air quality objectives in many parts of the borough.
- 2.4.83. According to the London Atmospheric Emissions Inventory (LAEI) 2013, motor vehicles are the largest contributor to Nitrogen Oxide (NO_x), PM₁₀ and Particulate Matter 2.5 (PM_{2.5}) emissions in Havering domestic gas, Non Road Mobile Machinery (NRMM) and industry have also been identified amongst the key contributors to air pollution.
- 2.4.84. There are many areas in Havering with good air quality based on the data collected by its air quality monitoring network. In contrast there also some 'hotspots' of poor air quality which need to be addressed.
- 2.4.85. The GLA has designated 'Air Quality Focus Areas' across London, which are locations identified as being in need of significant investment to improve air quality. Three Air Quality Focus Areas have been identified in Havering; Romford Town Centre and Roneo Corner, A124 Rush Green Road and Broadway in Rainham. Additionally, Gallows Corner (which is operated by TfL) is also a location in Havering with poor air quality.

Figure 15 Local Air Quality Hotspots in Havering – Source: Havering AQAP



1. Romford Town Centre – Thurloe Gardens
2. Romford/Rush Green A124 Rush Green Road and Rom Valley Way
3. Rainham – Broadway
4. Gallows Corner
5. Roneo Corner

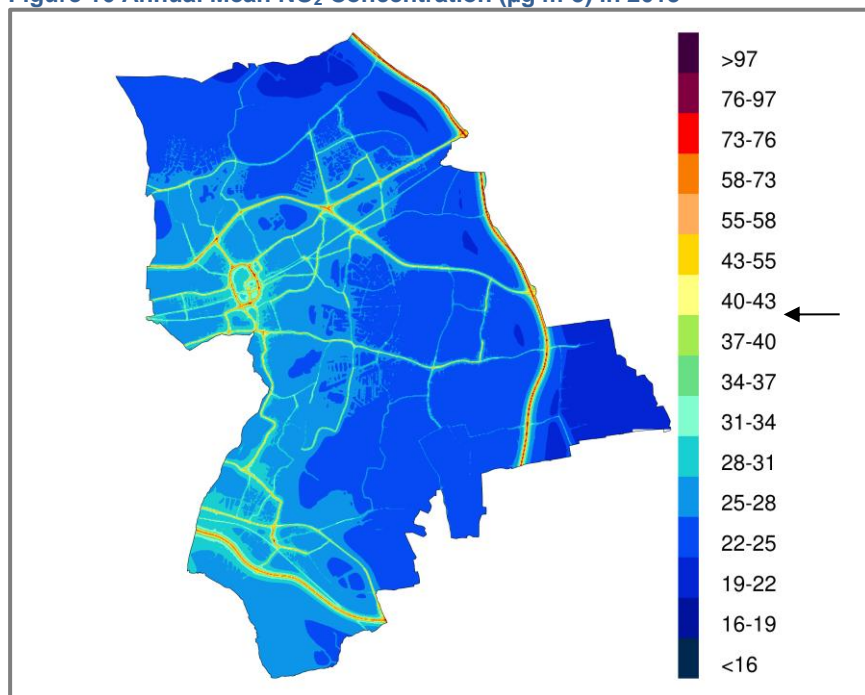
Local issues and challenges – NO₂ and PM₁₀ concentrations

2.4.86. The predicted concentrations of annual mean NO₂, PM₁₀ and PM_{2.5} for 2013 and 2020 for Havering area are shown in Figure 16 to Figure 21 using the data from the LAEI 2013 update. Higher concentrations of NO₂, and to a lesser extent of PM₁₀ and PM_{2.5} are identified at locations along key transport routes (A13, A12, M25,

Romford Ring Road and the A1306), which have been linked to emissions from motor vehicles (buses, HGVs and cars).

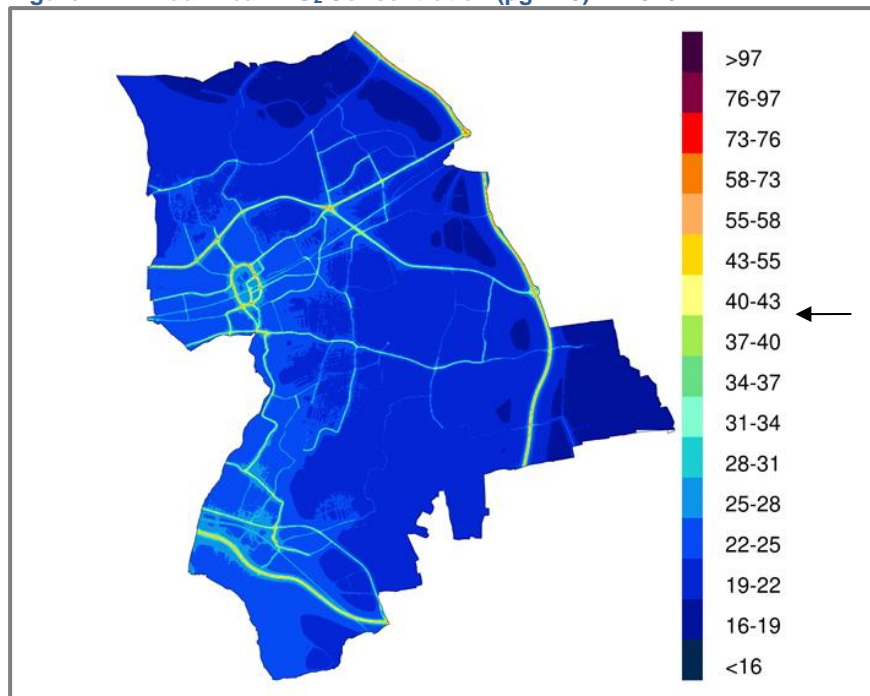
2.4.87. The predicted concentrations of NO₂, PM₁₀ and PM_{2.5} for 2020 will decrease based on the LAEI2013 future projections. However, there will still be exceedances of the NO₂ national objective along key highway routes.

Figure 16 Annual Mean NO₂ Concentration (µg m⁻³) in 2013



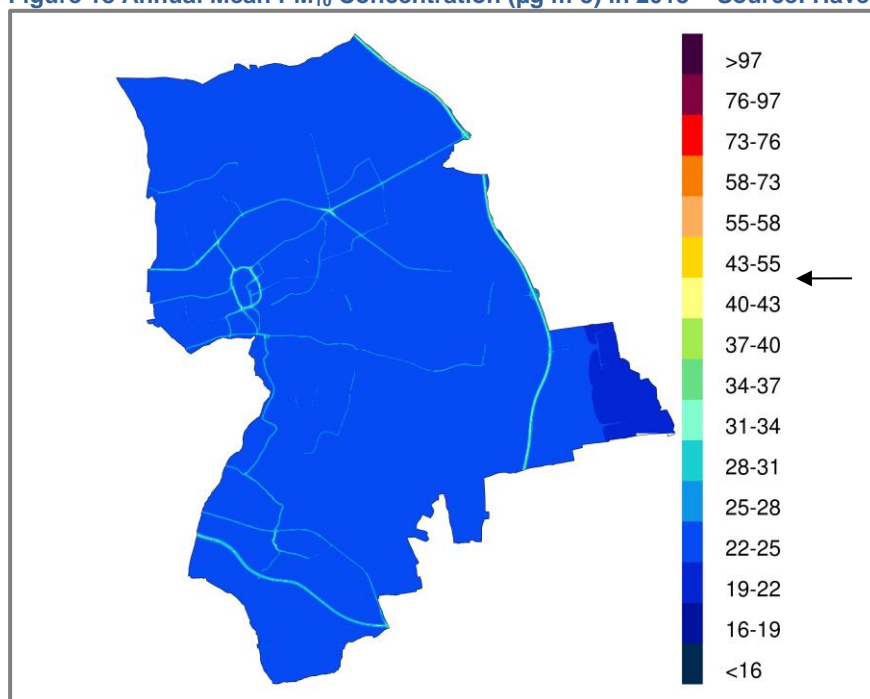
Source: Havering Air Quality Action Plan

Figure 17 Annual Mean NO₂ Concentration (µg m⁻³) in 2020



Source – Havering AQAP

Figure 18 Annual Mean PM₁₀ Concentration (µg m⁻³) in 2013 – Source: Havering AQAP



Source – Havering AQAP

Figure 19 Annual Mean PM₁₀ Concentration (µg m⁻³) in 2020- Source Havering AQAP

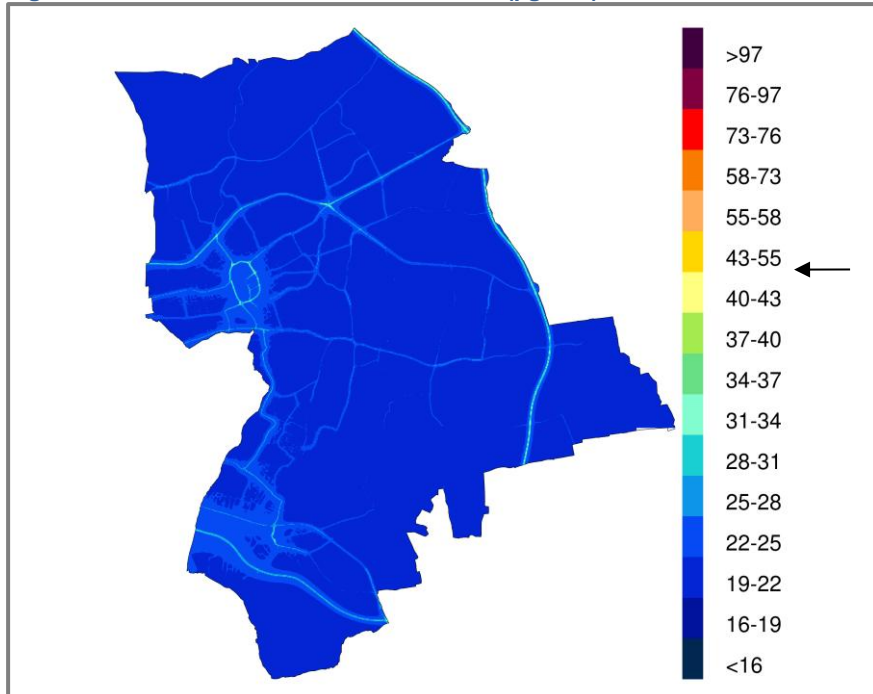


Figure 20 Annual Mean PM_{2.5} Concentration (µg m⁻³) in 2013 – Source Havering AQAP

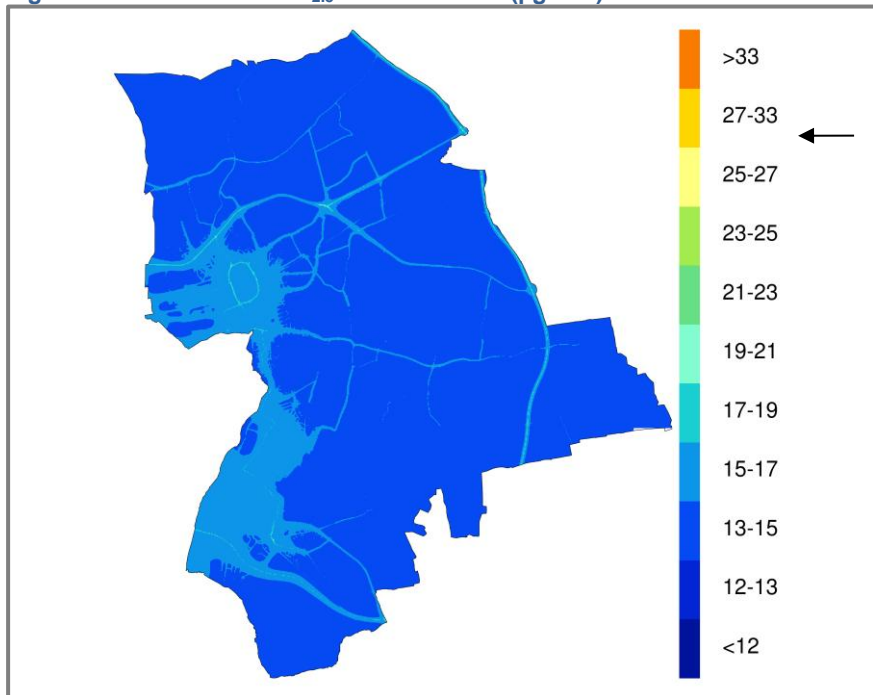
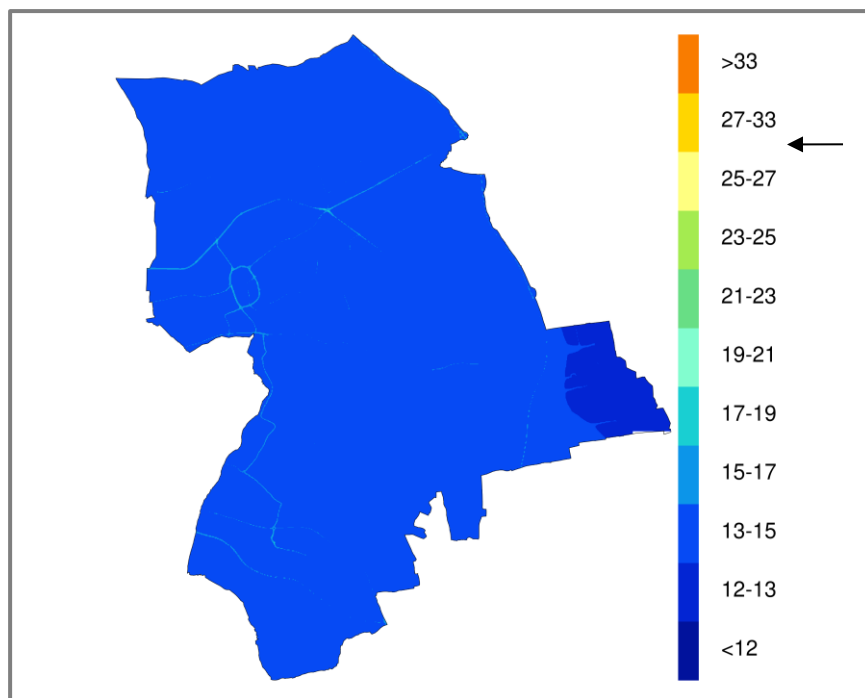


Figure 21 Annual Mean PM_{2.5} Concentration (µg m⁻³) in 2020 – Source Havering AQAP



Source – Havering AQAP

Outcome 5: The public transport network will meet the needs of a growing London

2.4.88. The MTS recognises that London's public transport network will need developing to meet the needs of a growing London. The MTS sets out policies and proposals to improve Londoners' public transport experience and achieve modal shift away from the car by improving public transport efficiency and accessibility and reducing crowding. An indicator of this outcome is the ability for the public transport network to accommodate 15 million trips every day by 2041. Accommodating the transport needs of a growing London is further complicated by the fact that during the lifetime of the MTS an additional 66,000 homes per annum will need to be built.

2.4.89. A significant proportion of public transport trips start and end on borough roads. 95 per cent of roads in the capital are operated and maintained by London Boroughs. Taking a 'whole journey' approach will require boroughs and TfL to work together to enhance the whole journey experience.

2.4.90. Although TfL has the primary responsibility for the delivery of this, boroughs should use the Healthy Streets Approach to deliver

complementary public transport and street improvements, and to provide an attractive whole journey experience that will facilitate mode shift away from the car.

Challenges and opportunities

Responsibility for the public transport network

2.4.91. The public transport network in Havering (and indeed London as a whole) is complex, with different organisations responsible for operation and maintenance of different strands of the network. TfL is responsible for the majority of the public transport network in Havering including, London Overground, London Underground, the bus network, and TfL Rail services etc. Maintenance of both the Great Eastern Mainline and Essex Thameside Railway line is the responsibility of Network Rail. This presents challenges and limitations for boroughs to deliver on this outcome. However, Havering has several aspirations for securing strategic improvements to the public transport network to support growth in the borough and these, which will continue to be championed.

2.4.92. Many of these improvements are set out in Havering's [Local Plan Proposed Submission](#) (Table 3 Chapter 10 *Connections*) and table 7.2 of the [Infrastructure Delivery Plan](#) (IDP) which supports the Local Plan. Further information on these aspirations can also be found in *The Delivery Plan* section this document.

The Elizabeth line

2.4.93. As mentioned previously in the *Changing the transport mix* section, the Crossrail Elizabeth line will improve Havering's public transport connectivity to other parts of the network.

2.4.94. The Elizabeth line will operate a frequent and reliable service and has the potential to help achieve modal shift away from the car. During peak hours, there will be:

- 12 trains per hour serving Harold Wood, Gidea Park and Romford terminating at Paddington
- 4 trains per hour serving Gidea Park and Romford terminating at Liverpool Street

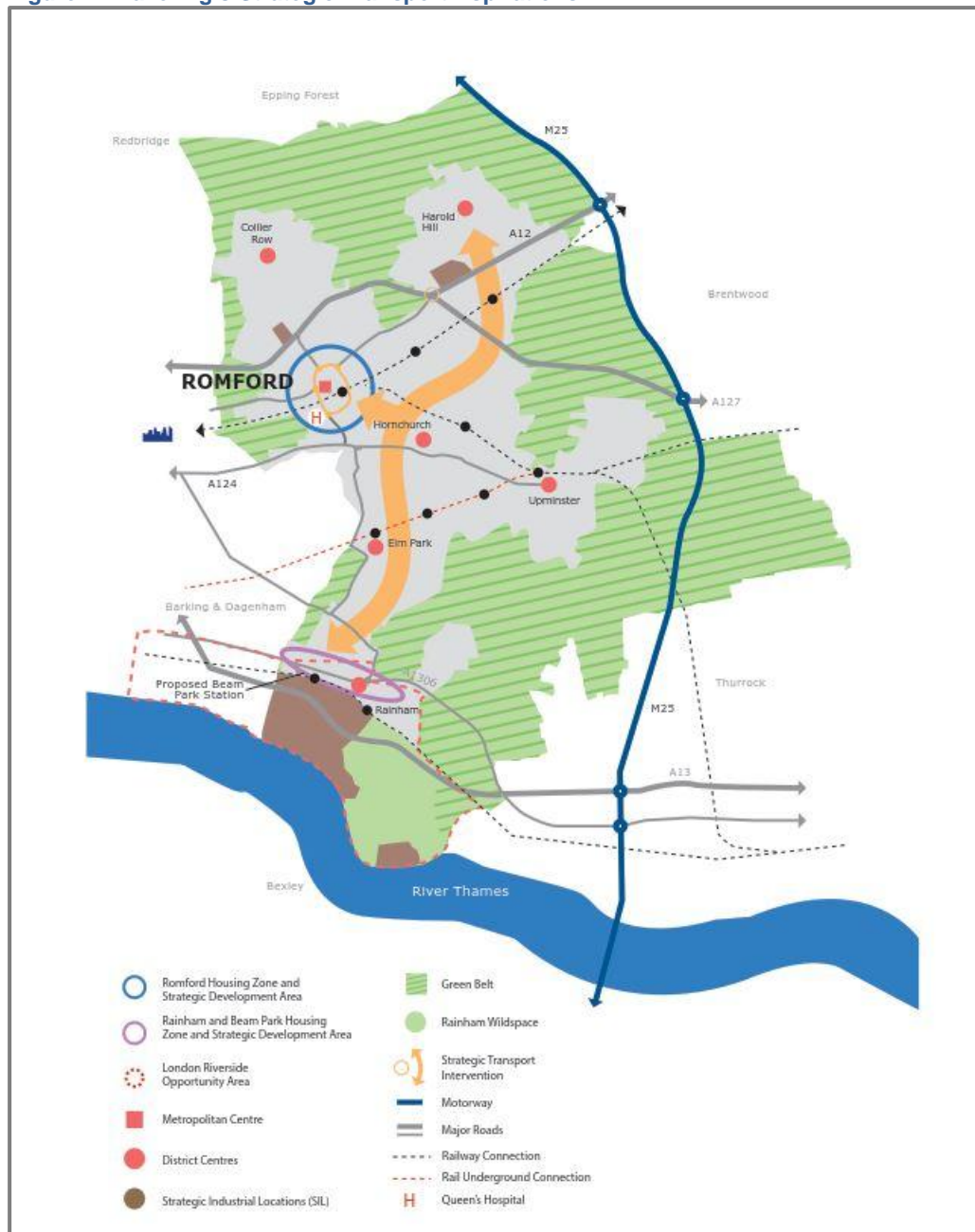
2.4.95. With the introduction of the Elizabeth line through Havering, there has been funding allocated to deliver improvements within the vicinity of Romford, Gidea Park and Harold Wood stations. As part of

TfL's Crossrail Complementary Measures (CCM) programme, £4.6m has been allocated to public realm and access enhancements and these works are underway. These measures are designed to encourage the use of public transport and make it accessible for everybody.

Improved north-south connectivity

- 2.4.96. Havering's ability to increase its reliance on public transport is heavily constrained by its poor north-south connectivity particularly in terms of public transport linkages. There is very limited bus connectivity between the north of Havering (such as Romford and Harold Hill) and Rainham in the south. This is a major concern having regard to these areas being identified for major growth in the Council's planning and regeneration strategies such as the Havering Local Plan.
- 2.4.97. Currently, there is only one bus route (no 174) from Harold Hill to Rainham and Beam Park. Between 06:00 and 20:00 there is a service on this route every 6-10 minutes and outside these hours there are four services per hour. There is also a bus service between Collier Row and Rainham (no 365). Between 06:00 and 19:00 there is a service on this route every 10-14 minutes and outside these hours there are three services per hour.
- 2.4.98. Connections between Romford and Rainham comprise services between Romford and north Romford and Rainham (Nos 165 and 103, respectively). Between 07:00 and 18:00 there is a service every 8-10 minutes and outside these hours there are three- four services per hour.
- 2.4.99. These circumstances are reflected in the significant use of private cars for many between the north and south of Havering. Havering's [Local Plan Proposed Submission](#) sets out its strategic transport aspirations in Policy 23 *Connections*, which includes improvements to north-south connections to support the delivery of the two Housing Zones in Romford, and Rainham and Beam Park. Further information can be found in *The Delivery Plan* section of this document.
- 2.4.100. The Council has commissioned work looking at the potential uplift in residential and commercial units which could be brought about by a new north-south public transport connection across the borough. The potential corridor highlighted in Figure 22 serves the borough's Housing Zones and Strategic Development Areas (SDA'S). The scheme has the potential to provide enhanced connectivity and accessibility for residents and businesses in these areas and along the route.

Figure 22 Havering's Strategic Transport Aspirations



Source: Havering Local Plan Proposed Submission

Outcome 6: Public transport will be safe, affordable and accessible to all

2.4.102. Chapter 4 of the MTS sets out the Mayor's aspirations for making public transport safe, affordable and accessible for all, working collaboratively with boroughs, DfT Network Rail and other stakeholders to

eliminate deaths and serious injuries from transport services, setting fares that are affordable for all Londoners and seeking to make the public transport network easier and more pleasant to use.

2.4.103. For public transport safe, affordable and accessible it must be inclusive. This is important when delivering a better journey experience for disabled people and the growing number of older people. This is particularly critical for Havering because it has a large elderly population that is expected to be one of the fastest growing demographic groups in the community in the coming years. Catering for a growing elderly population is reflected in the borough transport objectives that have been set out, in particular objective 5 to 'ensure that the needs of the less mobile are prioritised when delivering public realm improvements and better streets'.

2.4.104. Transport for London (TfL) take the strategic lead for transport and is largely responsible for public transport across London. Whilst the operation and maintenance of services on the Docklands Light Railway (DLR), bus network, London Underground, and suburban rail (London Overground, TfL Rail) fall under the responsibility of TfL, local authorities play an important role in ensuring that the beginning or the end of the customer journey experience is safe and accessible. For example, passengers alighting at Romford station may then have to walk 15 minutes to get to their destination. Ensuring safe and accessible walking routes falls under the authorities of a local borough.

Challenges and opportunities

Growing number of residents with transport mobility issues

2.4.105. Many Havering residents experience mobility impairments and disabilities that impact adversely on their ability to travel independently. These include reduced mobility, mental health problems, visual or hearing impairments. Each of these poses different barriers to using public transport.

2.4.106. It is expected that the number of residents with reduced mobility will increase as the borough's population and number of residents over 65 continues to grow. The GLA's [Accessibility of the transport network \(2010\)](#) projects that the number of residents with reduced transport mobility will increase by 16.3 per cent between 2018 and 2031.

2.4.107. The public transport network will need to support Havering's growing population of not only disabled residents but also of families and young people.

Step-free station access

2.4.108. 'Step-free' stations are an integral element of an accessible transport network. A 'step-free station' is one where it is possible for users to move from the street to any of the platforms without using steps. At a step-free interchange it is also possible to move between platforms without using steps.

2.4.109. All of Havering's Crossrail stations are being adapted to be 'step-free'. Crossrail Elizabeth line trains will have dedicated and clearly distinguished priority seats and space for wheelchairs. Each carriage will provide visual and audio information about the train's journey and a facility to alert and speak to the driver in an emergency. Drivers will also be able to view CCTV images of all carriage interiors. The Council is continuing to work with , Train Operating Companies (TOC's) TfL and Network Rail to lobby for step free access at the stations at Hornchurch, Rainham, Upminster (Platform 6) and Upminster Bridge.

Accessible bus stops

2.4.110. [Table 4](#) (below) shows that, almost all (96%) of Havering's nearly 700 bus stops meet TfL's standards for accessibility.

Table 4 Havering Bus Stop Accessibility Levels

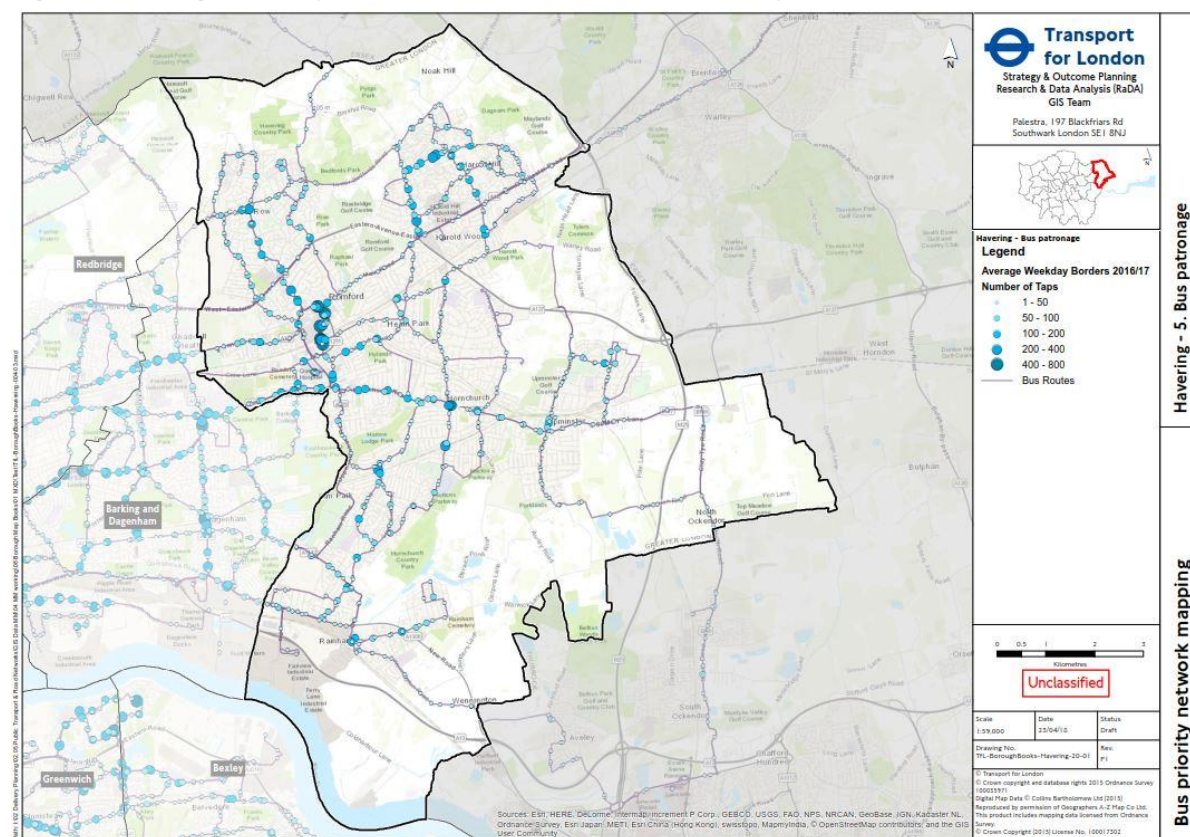
Total Number Of Bus Stops	Owner			PI Met		PI Not Met	
	Borough	TfL TLRN	Private	Number	%	Number	%
696	668	20	8	667	96	29	4

2.4.111. The remainder do not meet the accessibility standards because they lack one or more of the following:

- A suitable kerb height to enable access for mobility impaired persons (in combination with low-floor bus equipped with access ramp)
- Clearway markings and time plates to prevent obstructive parking and enable buses to manoeuvre close to the kerb
- Removal of footway obstructions at the boarding and alighting areas

- 2.4.112. The Council intends to ensure that all bus stops become step-free by means of further works funded throughout its Programme of Investment.
- 2.4.113. The bus stop accessibility programme aligns with Policy 13 and Policy 15 of the MTS, making public transport networks easier to use, enabling customers to enjoy confident and safe travel, through the provision of accessible, comfortable and convenient travel by public transport.
- 2.4.114. Figure 23 illustrates high levels of patronage within built-up areas, including Collier Row, Harold Hill, Harold Wood, Hornchurch, Elm Park, Rainham and Romford.
- 2.4.115. Bus patronage is highest close to Romford Town Centre, and in the surrounding urban areas. It decreases away from Romford, particularly towards the south and east of Havering, where bus services (stops and routes) are more limited. This reflects the challenges for Havering residents in the south of the borough face when they try to make local journeys by public transport.

Figure 23 average weekday bus boarders (2016/17) Source: TfL Cityplanner



Source: Transport for London

Concessionary passes

2.4.116. It is difficult for Havering to influence the cost of travel as the affordability of Havering's public transport network is largely controlled by TfL. However, Havering will continue to support the Freedom Pass, disabled persons Freedom Pass and Zip Oyster photocard scheme. Passengers may be eligible for a Freedom Pass if they:

- Live in a London Borough and
- Meet the specific age criteria, or
- Have an eligible disability

2.4.117. The Freedom Pass provides passengers free (within specified times) travel across London and free local bus journeys across the rest of the country. The disabled persons Freedom Pass allows free travel across London and free bus journeys nationally. The scheme is funded by local authorities but operated by London Councils. It can be used

between 09:30 and 23:00 on weekdays and at any time on weekends and public holidays.

- 2.4.118. The [Zip Oyster photocard](#) operates three different schemes dependent on the child's age.

Outcome 7: Journeys by public transport will be pleasant, fast and reliable

- 2.4.119. Outcome 7 of the MTS falls within the 'good transport experience' priority area for action and proposes the delivery of improvements in bus journey time reliability, with bus priority improvement projects.
- 2.4.120. The overall target defines improvements in bus speeds of approximately 5 per cent to 15 per cent London-wide by 2041. In the case of Havering, this equates to a targeted speed of 12.7mph to 13.9mph (for a 5 per cent to 15 per cent increase respectively) compared to 12.1mph, as observed in the 2015 base year.
- 2.4.121. Improved journey times and increased capacity for rail services are also targeted under Outcome 7. Responsibility for these is primarily with TfL and train operating companies but the Mayor expects, objectives and measures to improve access to interchanges to be considered within the LIP3s, to assist in transforming London's rail based services.
- 2.4.122. Havering has a number of strategic public transport schemes presented within the LIP3 POI for the short term, and the [Local Plan Proposed Submission](#) and the [IDP](#) for the medium to long term, to support the delivery of outcome 7 in the MTS. Further information can be found in *The Delivery Plan* section of this document.

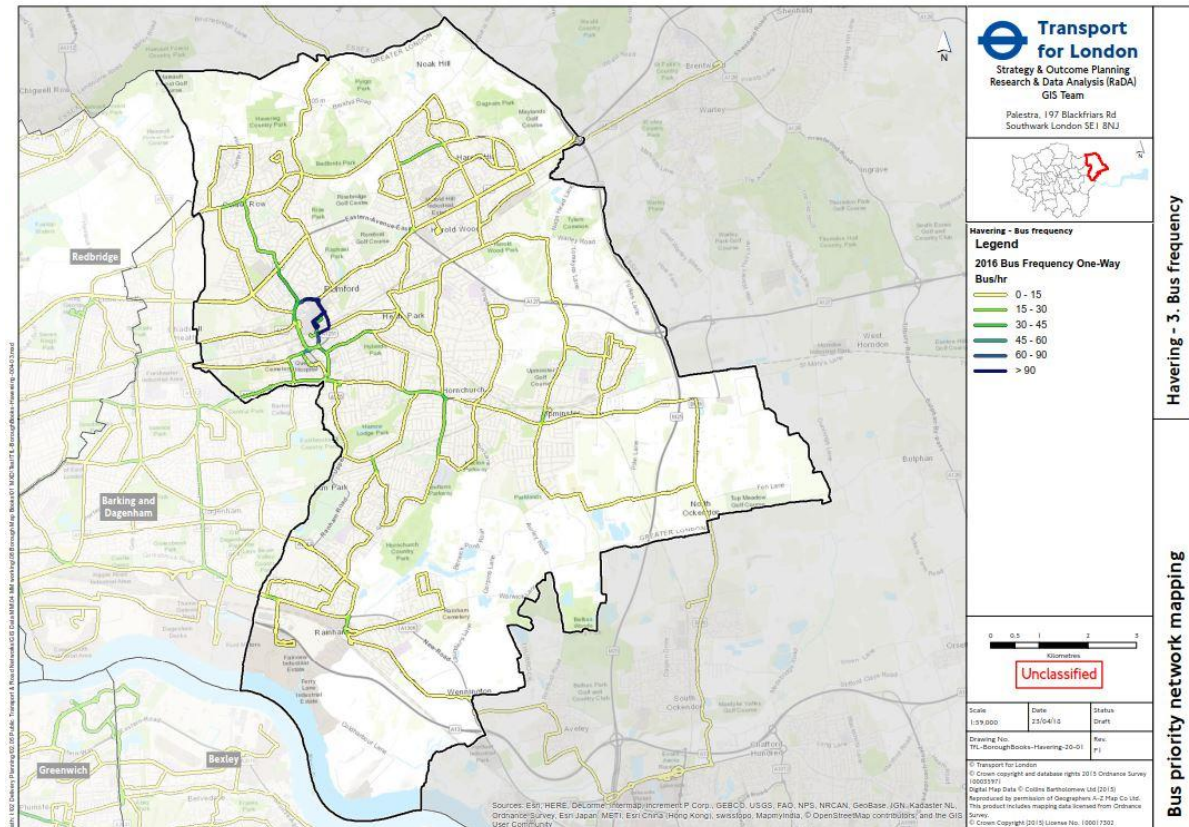
Challenges and opportunities

Travel by mode in Havering

- 2.4.123. TfL's 'Travel in London' Report identifies that only 13 per cent of journeys originating in Havering are made by bus. This compares to an average of 15 per cent for outer London and 17 per cent for inner London.
- 2.4.124. The lack of suitable public transport alternatives for Havering residents is one of the reasons for this. As Figure 24, shows that although the recorded 2016/17 bus journey frequency is relatively high within Romford Town Centre, and surrounding areas, the majority of the wider bus network illustrates the lower provision of bus frequency, particularly

for travel on routes to extended areas of Havering, outside central Romford.

Figure 24 Havering bus frequencies (2016/17)

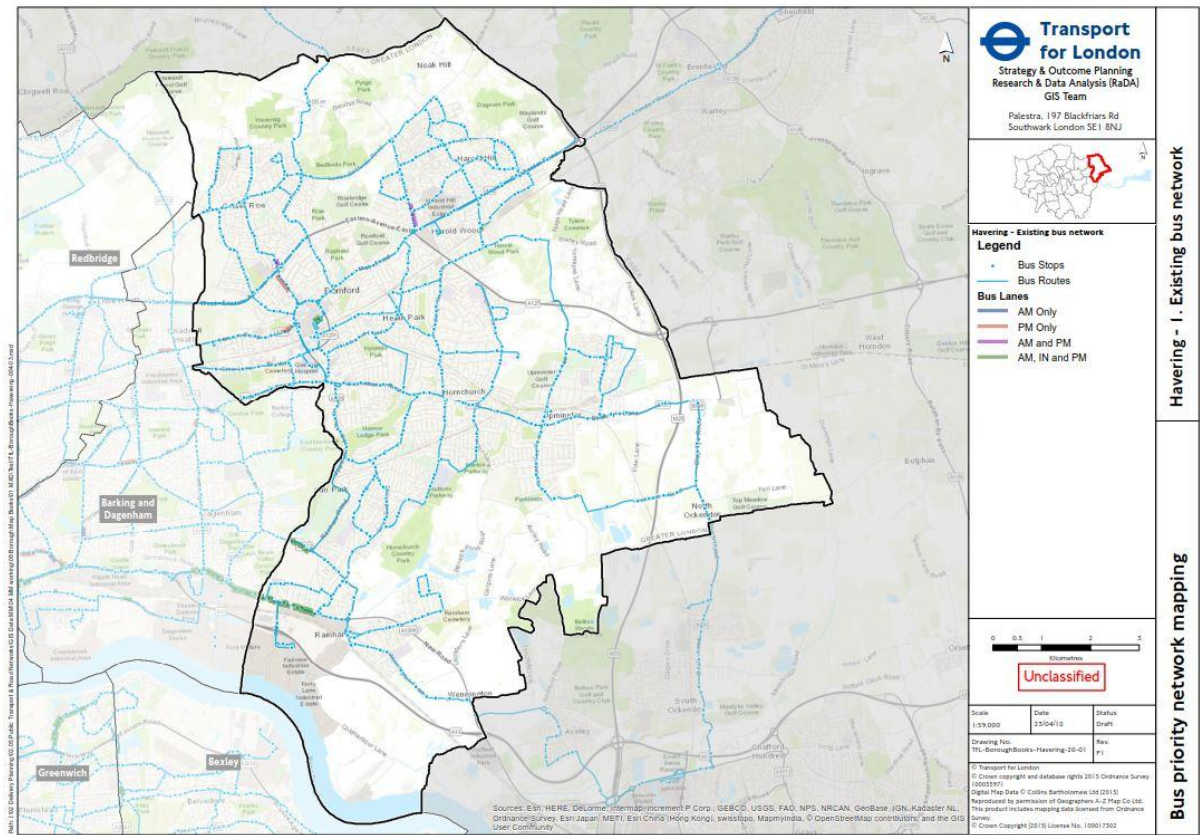


Source: TfL Cityplanner

Access to key trip generators

2.4.125. Figure 25, shows that the existing bus network covers an extensive area of Havering, and provides residents with a range of bus links and access to a number of key attractors and locations within Havering. Romford Town Centre has the highest frequency of bus services which reflects its Metropolitan Town Centre status. Most importantly, the map shows the lack of access to the London Riverside BID at Rainham.

Figure 25 Havering existing bus network.



Source: TfL Cityplanner

- 2.4.126. In recent years Havering has focused on providing increased bus accessibility to key developments and trip generator locations making use of the good bus network links already within the urban areas of the borough.
- 2.4.127. Queens Hospital and King Georges Hospital (in London Borough of Redbridge) have undergone a reconfiguration of some patient services in recent years. This has placed increasing pressure on the existing facilities at Queens Hospital for patients and visitors, both in terms of parking provision and public transport services.
- 2.4.128. The Council has secured a planning obligation contribution from a nearby development to secure additional bus infrastructure at the interchange at Queens Hospital which, in time, will allow for further bus services to be routed via the Hospital and make it more accessible across the catchment area.
- 2.4.129. The Council would like to improve bus access to/from and within the Rainham London Riverside area particularly to improve access to the Business Improvement District (BID). Attracting and retaining staff is very

difficult for businesses here because of the lack of public transport serving the area and the very limited penetration into the area by bus services. TfL began work on a review of bus services in London Riverside in 2017 and the Council will continue to work with TfL as this study develops.

2.4.130. As outlined in Havering's MTS response, the Council strongly welcomes the aspirations to improve public transport connections, to, and within the London Riverside Opportunity Area and bus capacity in outer London. Havering will continue to support the TfL led initiative looking at options for a bus rapid transit service for the London Riverside region known as the 'City in the East' study.

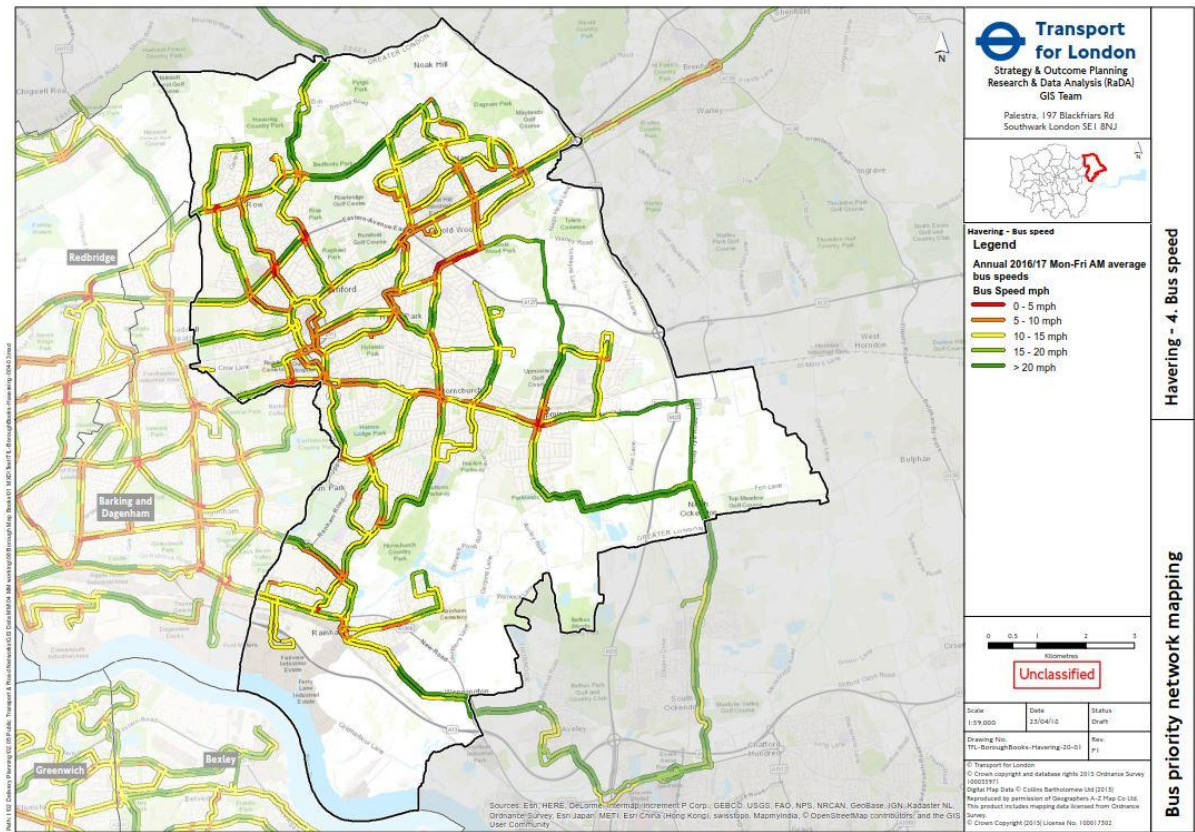
2.4.131. TfL have recently undertaken a [review of bus services](#) in the Harold Hill area as part of the wider review of bus services along the Crossrail Elizabeth line route. This made several recommendations including a new bus route (no 497) to serve Harold Wood Station and the Hildene Shopping Centre in Harold Hill. The route would pass through the new Kings Park housing development thereby, improving access to the Harold Wood Polyclinic. Following public consultation, TfL have recently announced that, this route should be delivered when the second phase of the Elizabeth Line opens.

2.4.132. Improving access to key trip generators aligns with Policy 13 and Policy 15 of the MTS to, make public transport networks easier and more pleasant to use, to provide more efficient and 'seamless' journeys, through the provision of stress free and convenient travel by public transport.

Bus journey time reliability

2.4.133. Figure 26, shows that the recorded 2016/17 annual average weekday bus speeds in Havering vary widely across the borough. A number of hotspots have low bus speeds of 10 mph or slower and present reliability issues. The hotspots with the lowest speeds are found around Havering's town centres and stations.

Figure 26 Havering average weekday bus speeds (2016/17)



Source: TfL Cityplanner

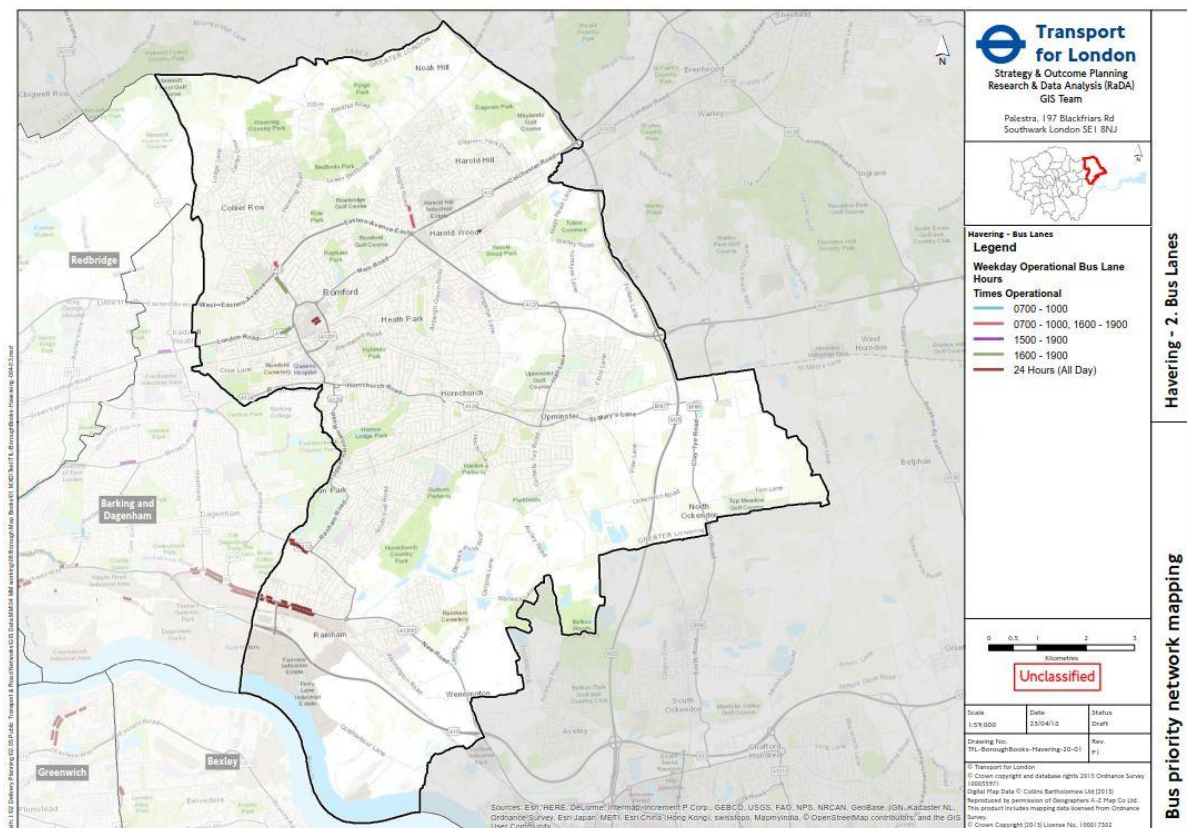
- 2.4.134. According to TfL's 'Travel in London' Report, Havering's high frequency bus routes have an excess waiting time (EWT) typical of Greater London.
- 2.4.135. LIP funding has been allocated in recent years to 'improving the reliability of public transport'. It has focused on bus routes with poor bus punctuality and liaising with the relevant bus operators to identify those parts of the route where the delays happen. Feasibility studies have been undertaken to develop measures to alleviate these issues and these have been implemented through the LIP programme. An example of this, in recent years, has been the widening of the junction of Pettis Lane north and the A12 to assist bus movements at this junction. The POI in this LIP3 commits the Council to continue to improve bus journey times. This will initially be done through a review of 'pinch points' across Havering's network followed by implementation of appropriate measures identified through the review. This has been proposed as a rolling programme, to ensure improvements are updated to align to emerging traffic patterns.

2.4.136. Improving public transport journey times supports Policy 13 and Policy 15 of the MTS, making public transport networks easier and more pleasant to use, enabling customers to enjoy informed and stress-free travel, through the provision of faster, and more reliable and convenient travel by public transport.

Bus priority measures

2.4.137. Figure 27 shows that there are a limited number of bus lanes in operation in Havering. All day bus lanes are provided to the south in Rainham (along strategic corridor routes A1306 New Road and A1112 Rainham Road South) and in Romford Town Centre (Western Road) while peak period operation bus lanes are located to the north of Havering on the B175 Havering Road in Collier Row and Straight Road in Harold Hill.

Figure 27 operational bus lanes



2.4.138. There has been limited investment in bus lane provision in Havering in recent years. Havering's MTS response said that, the Council

still has concerns over bus priority lanes, and the adverse impacts this may have on the local road network for journey times of other traffic given current traffic growth in Havering. Many junctions in Havering are already operating at capacity and there is limited scope to deliver bus lanes without reducing capacity on the carriageway for other road users. Bus priority lanes are not always the most appropriate measure to improve punctuality and are not considered appropriate for Havering. Havering will focus more on tackling pinch points across the bus network and delivering accessible bus stops to support better journey time reliability, as detailed above.

Railway capacity improvements

- 2.4.139. To help secure modal shift, the Council continues to work with relevant bodies and lobby for longer (12 car) trains and 'fast' peak time services to serve Romford railway station and also along the Essex Thameside line.
- 2.4.140. The Council works closely with TfL, GLA, Network Rail and the Train Operating Company (TOC) C2C through the nine stage 'GRIP' process for the development of a new Beam Park railway station.

Outcome 8: Active, efficient and sustainable travel will be the best option in new developments/Outcome 9: Transport investment will unlock the delivery of new homes and jobs'

- 2.4.141. Outcomes 8 and 9 fall within the "*New homes and Jobs*" theme in the MTS. This theme sets out the challenge that more people than ever want to live and work in London. There are forecast to be around 1.3 million more people working in the capital than currently by 2041. The London Plan (2017) estimates that at least 66,000 homes will have to be built each year between now and 2041 in order to meet this growth. It is unlikely that this will satisfy the Mayor's 'good growth' ambition identified in the MTS if it is not supported by the timely and effective provision of sustainable transport infrastructure.
- 2.4.142. The theme *new homes and jobs* is focused around *Good Growth*. Within the MTS, Good Growth focusses on ensuring that people living in new housing in central, inner and outer London have options other than to drive to the shops, to school or to work and that people across London have access to sustainable travel for journeys.

2.4.143. To help apply “good growth” locally, the MTS sets out seven Good Growth Principles which boroughs can apply when preparing transport schemes. These are:

- Good access to public transport
- High density mixed use developments
- People choose to walk and cycle
- Car-free and car- lite places
- Inclusive accessible design
- Carbon free travel
- Efficient freight

2.4.144. By applying Good Growth principles to transport schemes, boroughs can ensure that a greater proportion of people will live in locations that are well connected to employment and opportunities to travel sustainability. A weighted matrix displaying how strongly the LIP3 objectives support these “good growth” principles can be found in [Table 6](#).

Challenges and opportunities

Growth in Havering

2.4.145. Havering’s [Local Plan](#) sets out a *Borough Wide Strategy for Growth*. It identifies two areas in Havering that are planned to accommodate most of the growth in Havering over the plan period. These are focussed on Romford and the Rainham and Beam Park. This is consistent with national and Mayoral planning policies. Rainham has been identified for several years in the London Plan (and earlier planning and regeneration strategies from the Government and London Mayor) as one of London’s main brownfield development opportunities and an area of considerable potential for regeneration including many new homes and jobs.

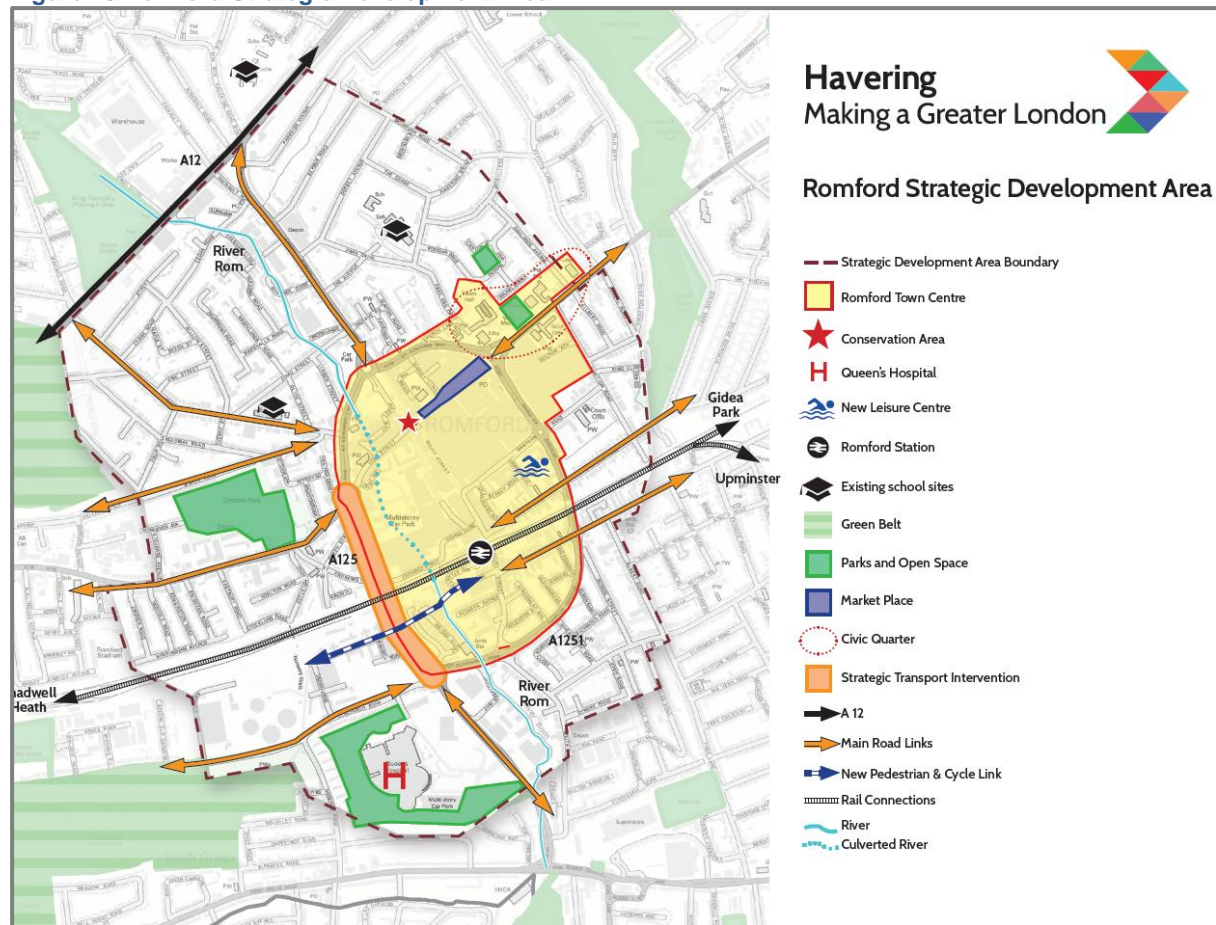
2.4.146. As within the *Local context* section of LIP3, the Local Plan seeks to deliver at least 17,550 high quality homes over the Local Plan period up to 2031. This includes delivery of over 5,300 new homes in the Romford Strategic Development Area and at least 3,000 homes in the Rainham and Beam Park Strategic Development Area (both as identified in the Havering Local Plan).

2.4.147. Figure 28 shows the Romford Strategic Development Area. It encompasses Havering’s largest town centre. It has been identified in the

London Plan (2017) as an opportunity Area along the Crossrail Elizabeth line corridor. Romford has significant potential for new development and economic growth alongside new and enhanced supporting infrastructure. The Infrastructure Delivery Plan identifies the infrastructure that will support growth in Romford. The Council will work with its partners to realise the opportunities in Romford and to ensure it retains its strategic role within north east London. The Council is preparing a new Masterplan for Romford to complement the Havering Local Plan and to provide detailed guidance on how the town should develop. The Masterplan will update and replace the earlier Romford Development Framework (2015)

2.4.148. Figure 28 identifies opportunities to improve connectivity in Romford town centre with a particular focus on tackling the ring road on the western side of Romford as a barrier to sustainable access into the town centre. The Council is working with Transport for London on the preparation of a Liveable Neighbourhoods scheme for this area to enhance the public realm and provide better connectivity between the housing on Waterloo Road and the town centre. Waterloo Road is a focus for the Romford Housing Zone and it is important that safe and convenient links are provided between here and the town centre.

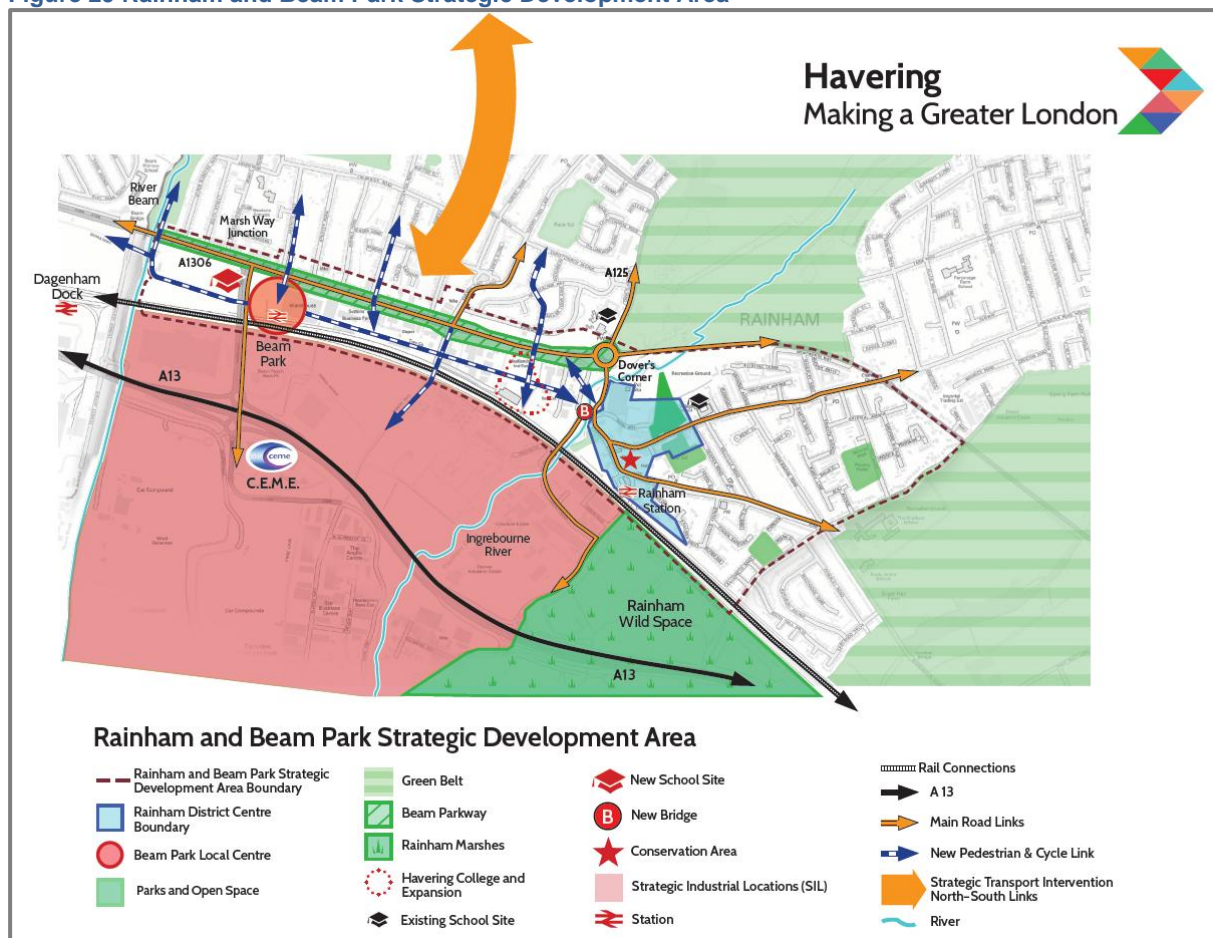
Figure 28 Romford Strategic Development Area



2.4.149. Figure 29 shows the Rainham and Beam Park Strategic Development Area. The Rainham and Beam Park Strategic Development Area is a major growth and regeneration area and provides the opportunity to establish an exciting new residential neighbourhood linked to the delivery of a new railway station (Beam Park Station) on the existing Essex Thameside Line at Beam Park between Dagenham Dock and Rainham.

2.4.150. [London Riverside Opportunity Area Planning Framework \(OAPF\)](#) identifies that the wider area has the capacity to provide 26,500 new homes and 16,000 new jobs across Havering and Barking and Dagenham. In Havering, the focus will be on the intensification of industrial land in the Rainham Employment Area and the creation of new residential communities at Rainham and Beam Park. Rainham and Beam Park has Housing Zone status which will help accelerate the delivery of residential development in the area.

Figure 29 Rainham and Beam Park Strategic Development Area

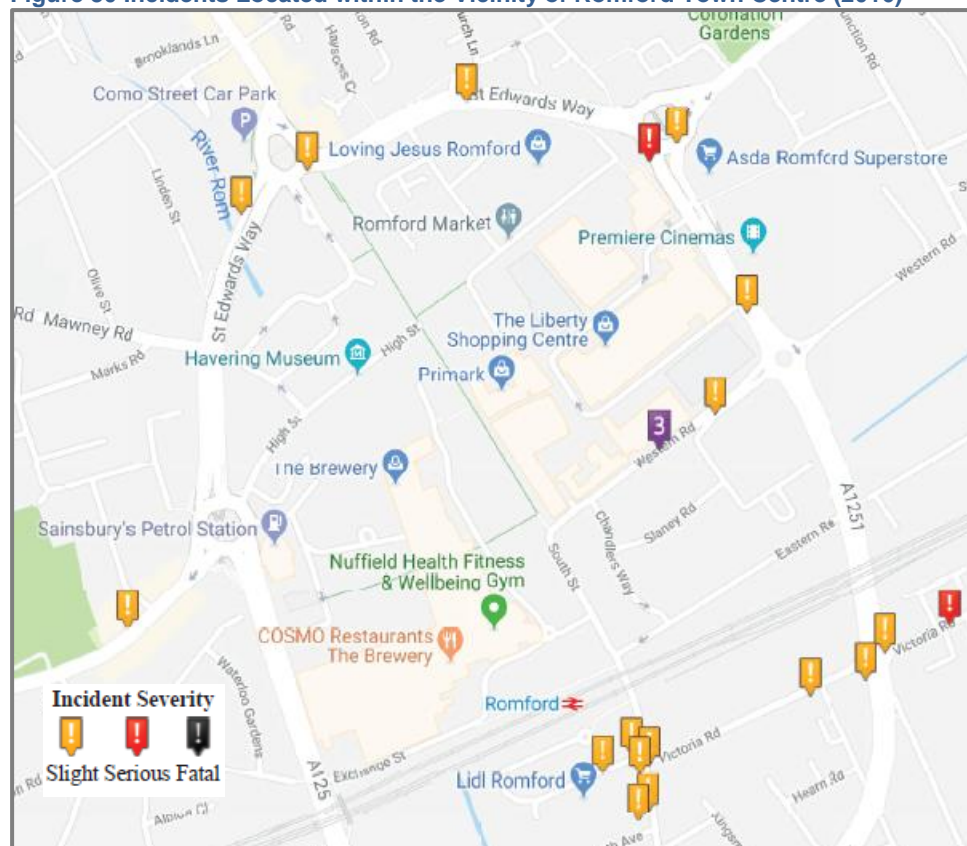


Romford Town Centre ring road

2.4.151. Figure 30 below provides a visual representation of the slight and serious incidents located within the vicinity of Romford Town Centre in 2016, which involved a bus or coach. During the survey, no fatal incidents were recorded.

2.4.152. These incidents fall within a broadly circular pattern, aligning with the Romford ring road.

Figure 30 Incidents Located within the Vicinity of Romford Town Centre (2016)



2.4.153. The Council is very keen to secure improvements to the Ring Road and its environs so that it is safer, less polluted and a more attractive place.

2.4.154. To support the delivery of the Romford Housing Zone the Council has funding from TfL through the Liveable Neighbourhoods programme to look at opportunities to improve access into Romford town centre and support growth.

2.4.155. The proposals contained within this bid will form Phase 1 of the transformation of the Ring Road. This first phase focuses on junctions and links that will address key issues such as road safety concerns, links to Queens Hospital, the ability for adjacent Housing Zone sites to successfully address the street and the barrier effect of the Ring Road for walking and cycling. This will include the junctions with Rom Valley Way, London Road, Mawney Road and North Street, as well as the section of the ring road that connects Rom Valley Way with London Road.

2.4.156. The limited safe access points into the town centre for pedestrians will also be considered as part of this work. Further information can be found in *The Delivery Plan* section of this document.

Havering's Spatial Strategy

- 2.4.157. Havering's population is expected to grow to over 293,000 over the next 15 years. The Havering Local Plan seeks to ensure that there is the necessary growth in homes, jobs and critical infrastructure to support and sustain new and existing communities whilst also preserving and enhancing the boroughs most valuable assets and maintaining the long established and strongly supported character and appearance as an attractive outer London suburban borough.
- 2.4.158. This growth will be complemented by significant public transport investment and improvements. Some of these improvements have been identified within Havering's Three Year Programme of Investment (such as the Beam Parkway Major Scheme) whilst other more substantial strategic transport interventions are required, for example the growth in the two Strategic Development Areas are set out in [Table 12](#) which details the long term interventions to 2041.
- 2.4.159. In line with national, and mayoral planning policy, development is to be directed to the most accessible and well connected areas in the borough where there are existing concentrations of supporting social and community infrastructure or where this can be delivered alongside, and supported by, new developments.
- 2.4.160. Further details of Havering's strategy for growth can be found in chapter five of the [Local Plan](#).

Accommodating growth on the transport network

- 2.4.161. The level of growth forecast to be delivered in east London generally and in Havering over the next 15 years will place additional pressures on the local and strategic highway network. This arises particularly as a result of the growth and change identified in the London Plan and the need for boroughs to ensure their plans are in general conformity with this. It also arises as a result of the growth being planned for the areas outside London such as within the Essex authorities.
- 2.4.162. It has been recognized that this issue needs to be addressed at a sub-regional level and involve strategic partners such as Transport for London (TfL) who are responsible for the operation and maintenance of the TLRN. Havering will continue to work closely with Transport for London because of the key role that it has had in ensuring that the growth envisaged in the London Plan for east London and, in particular, London Riverside, can be accommodated on the existing network or with specific

interventions. Havering is already working closely with Essex County Council and its constituent authorities to understand the implications of the growth planned outside London.

- 2.4.163. As part of the evidence base for developing the Local Plan Proposed Submission, Havering commissioned TfL to undertake [strategic modelling](#) using its East London Highway Assignment Model (LoHAM). The technical note identifies that growth is most evident in outer London, the M25 and principal outer London radial corridors. From the three principle roads in Haverig, (A12, A13 and A127 – TfL operated) the pattern of traffic growth shows an increase of typically between 5% and 20% across all periods with peak period growth being strongest against the peak directions, (assuming the peak directions to be into London in the AM peak and towards the M25 in the PM peak). This reflects a general lack of excess capacity in the peak direction.
- 2.4.164. Accommodating growth on the transport network is a sub-regional issue and through a [Statement of Common Ground](#), linked to the preparation of the Havering Local Plan, Havering agreed to work collaboratively with its neighbouring authorities on ways to mitigate the impact respective Local Plan growth will have on the transport network.

Beam Parkway Strategic Development Area

- 2.4.165. Havering has secured £4.5m of funding from the Mayor of London and £1.8m from Transport for London (TfL) to progress plans to transform New Road (the A1306) in South Hornchurch.
- 2.4.166. The A1306 retains its appearance as a former trunk road. It is already a single carriageway east of Cherry Tree Lane but, to the west of this junction it remains a dual carriageway. The highway environment is dominated by the road and has road safety issues. There is a bus lane operating westbound between Dover Corner Roundabout and Marshway Junction.
- 2.4.167. The funding will enable Havering to tackle these challenges through by means of the Beam Parkway scheme. The scheme will transform New Road into a greener and more pleasant place to spend time in and live next to, for both existing and future residents (Figure 31 and Figure 32).
- 2.4.168. Beam Parkway will become a major asset for new and existing residents. The parkway will provide a visual and physical amenity. The current perception of an out of town “A road” will be replaced with the experience of passing through a high quality place specific landscape that

complements the new homes and community at Beam Park. The Parkway will have the capacity to provide a wide-range of new uses, amenities and infrastructure currently lacking in the local area. It is envisaged that the Parkway will become a place where people can walk, cycle, play sport, shop and eat. The scheme will be supported by improved lighting, seating, and Wayfinding and a new planting enhancing local habitats and suitable urban drainage. Subject to TfL approvals of the final design, further funding will be released to help deliver the scheme.

2.4.169. Further information on the Beam Parkway Major Scheme proposal can be found [here](#).

Figure 31 Beam Parkway Major Scheme - Existing



Figure 32 Beam Parkway Major Scheme - Proposed



2.5. Other Mayoral strategies¹¹

National Planning Policy Framework

- 2.5.1. The [National Planning Policy Framework \(NPPF\)](#) sets out the Government's Planning Policies for England and provides details on how these policies are expected to be applied. It contains a set of Core Planning Principles which includes to

“actively manage patterns of growth to make the fullest possible use of public transport, walking and cycling, and focus significant development in locations which are or can be made sustainable....”.

- 2.5.2. Havering's LIP contains several objectives (2, 3 and 9) and proposed schemes set out in the 2019/20 ASS (as detailed in *The Delivery Plan* section below) which align with the NPPF's core planning principle. These include public realm schemes designed to improve pedestrian access in the borough and encourage walking for short trips, improving sustainable access to new developments, and behaviour change initiatives. The programme of investment sets out broader commitments to improve public transport and sustainable travel.

London Plan and Mayor's Transport Strategy

- 2.5.3. The London Plan (2015) sets out the Mayor's overarching strategic land use planning priorities and policies for London. It sets the overall context for most, if not all, of the Council's own strategies.
- 2.5.4. The draft London Plan was launched for consultation in late 2017. It is a broad plan to shape the way London develops over the next 20-25 years. The draft London Plan must be considered by an Examination in public which is expected to begin in January 2019.
- 2.5.5. Havering's Local Plan sets out the Council's vision for accommodating growth in the borough over a 15-year period. The Local Plan has been prepared to complement national policy and the Mayor's regional strategies including the current London Plan and the NPPF.
- 2.5.6. A key focus in the Local Plan is to deliver strategic transport interventions that support growth in the borough and a number of

¹¹ Requirement R12: Other Mayoral strategies are also relevant to LIPs, and boroughs should have regard to these as they are published.

schemes identified in Chapter 10 *Connections* (table 3) of the Local Plan feature in *The Delivery Plan* section of this document.

- 2.5.7. The [draft London Plan](#) has six overarching objectives including one with a transport focus to deliver this vision:

“A city where it is easy, safe and convenient for everyone to access jobs, opportunities and facilities, with an efficient and effective transport system which places more emphasis on walking and cycling and making better use of the Thames, and supports delivery of all the objectives of this plan.”

- 2.5.8. The [Mayor's Transport Strategy](#) (MTS) interprets the Mayor's London Plan transport vision and details how he and his partners will deliver the plan over the next 15 years. Havering's LIP objectives have been designed to align with principles in the MTS, in particular with the Mayor's Healthy Streets and Good Growth agendas.

- 2.5.9. The MTS is a key part of the Mayor's strategic policy framework to support and shape London's social and economic development. It sits alongside other key Mayoral documents such as the Economic Development Strategy and Housing Strategy.

- 2.5.10. London has limited opportunities for accommodating large scale development. Several suitable areas have been identified as Opportunity Areas which are a major source of brownfield land which have significant capacity for development. With TfL, GLA and surrounding boroughs, Havering has been involved in the development of the [London Riverside Opportunity Area Planning Framework \(OAPF\)](#) (supplementary planning guidance to the London Plan) and [TfL's Sub Regional Transport Plan for the East](#). The adopted London Riverside OAPF outlines the Mayor's strategic vision for housing, commercial and transport on a more local scale within the areas. The Sub-Regional Transport Plan for the East outlines transport schemes that have been implemented and additional investment needed for further schemes in order to support growth and address transport challenges in the east sub region.

Mayor's Housing Strategy

- 2.5.11. One in three Londoners now call affordable housing one of the biggest issues facing the capital. London's housing shortage can be traced back to a failure, over many decades, to build the new homes the city's growing economy requires. The strategy underpins five priorities which includes significantly increasing the number of new homes being

built whilst investing in infrastructure. Whilst focussing on the delivery of major new rail lines such as Crossrail 2, the Mayor wishes to provide more local investment to make walking and cycling easier. Objective 1 of Havering's LIP focusses on the need to improve north/south connectivity in Havering to support development planned for the two Housing Zones in Havering, at Romford and Rainham and Beam Park. Havering's POI sets out broad packages which look to improve access and address permeability issues in the two SDAs.

Mayor's Economic Development Strategy

- 2.5.12. The Mayor's [Economic Development Strategy](#) states that more people are living and working in London than ever before and sets out its aims to accommodate for current and future growth. The strategy acknowledges that London's transport system faces major capacity constraints.
- 2.5.13. Havering's LIP objectives (particularly 1, 2 and 3) have been designed to reduce the borough's strain on London's public transport network by promoting sustainable travel options; whilst also trying to reduce resident's needs to travel for work. Objective 1 focusses on providing residents who wish to travel locally with alternative options to travelling by car, this is particularly important with addressing the lack of north south connections between the Romford and Rainham and Beam Park Strategic Development Areas (SDAs). Objective 2 in particular focusses on the need to ensure that residents can travel to Havering's employment areas (and in particular the two SDAs) sustainably. This is particularly important with regard to Rainham in the south of the borough where a lack of public transport connectivity is a considerable constraint on retaining employees and attracting new ones. Objective 3 emphasises how healthy lifestyles can be maintained through travelling more sustainably.
- 2.5.14. The LIP programme aims to deliver sustainable access to Havering's employment areas including the Romford and Rainham and Beam Park Strategic development areas through the A1306 Beam Parkway Major Scheme and Romford Liveable Neighbourhoods programme. Havering also has aspirations for long term interventions to support continued growth in Romford and Rainham and Beam Park which are set out in [Table 12](#) below.

Mayor's Environment Strategy

- 2.5.15. Toxic air, noise pollution, the threat to our green spaces and the adverse effects of climate change all pose major risks to the health and wellbeing of Londoners. The Mayor's Environment Strategy focusses on reducing CO₂, PM₁₀ and NO_x emissions by encouraging sustainable transport modes and tightening policies on green infrastructure and waste.
- 2.5.16. Havering has adopted an AQAP which focusses on delivering measures to reduce NO_x and PM₁₀ and to implement Air Quality Management Areas across Havering. Objective 7 of Havering's LIP commits the borough to support this through the delivery of transport and regeneration programmes that contribute to reducing CO₂, NO_x and PM₁₀. The 2019/20 Annual Spending Submission and broader three year POI contain proposed measures that will directly support delivery of the AQAP.

Mayor's Diversity and Inclusion Vision

- 2.5.17. The aim of this vision is to ensure that London is a place where people can live, work and play equally regardless of age, gender, sexuality, faith and disability. Despite provision of more inclusive and accessible ways for Londoners to travel, disabled and older Londoners still travel less than others. The Mayor, with TfL, will continue to make sure that the network becomes more accessible.
- 2.5.18. Havering's LIP3 objective 4 and 5 align with the Mayor's diversity and inclusion vision as they are designed to accommodate the transport needs of the less mobile and disabled. An issue that this LIP seeks to address is the borough's increasing aging population and the need to make sure that all residents are free and able to choose what mode of transport they wish to travel in and this can be demonstrated in Objective 4.
- 2.5.19. Havering's POI includes proposals to review access into all parks and open spaces in Havering to ensure that they are accessible for all users. An Equalities Impact Assessment (EQIA) is being drafted on LIP3 and the final EQIA will be informed by responses that are received on the draft LIP3 as part of the statutory consultation process.
- 2.5.20. Havering is also committed to ensuring that its transport infrastructure across the borough is accessible for all users. Further Bus Stop Accessibility improvements are proposed to be delivered in

Havering's POI which, if implemented could increase the number of accessible bus stops in the borough from 96% to 98%.

Mayor's Health Inequalities Strategy

- 2.5.21. This strategy addresses some of the main issues which lead to inequalities in the health of different groups of Londoners, and proposes a set of aims for reducing them. The length of time that Londoners can expect to live in good health varies widely across the city. The Mayor's aims are achieving healthy children, healthy minds, healthy places, healthy communities and healthy habits.
- 2.5.22. The Mayor wants to surround children with environments that help them to play, eat, socialise and develop well. The Mayor wants many more Londoners to feel comfortable talking about mental health and remove the widespread stigma. The places where we live, learn, work and play have a profound impact on our health and wellbeing. Too many parts of London have poor access to healthy, pleasant streets and green space. Communities that are better connected and engaged are more socially integrated. They are also healthier. The Mayor would like more people to have the power to act on the things that affect their health. The combination of smoking, excessive drinking, physical inactivity and an unhealthy diet is too common in some communities, leading to health problems. Reducing this inequality means making it easy for some communities in the most disadvantaged areas to eat well and be active.
- 2.5.23. LIP3 objectives support the aims of the Mayor's Healthy Inequalities Strategy. Objective 3 focusses on enabling healthier lifestyles for all Havering residents through provision of active and sustainable travel choices. Objective 9 is focussed around the Mayor's Healthy Streets approach to creating high quality and safe neighbourhoods where people want to live. Over 50% of Havering is green space which should be well maintained and promoted as not only a means for active travel but also a place of leisure and recreation. In recent years using the borough's parks and open spaces has been encouraged through the Council's *Miles the Mole* air quality campaign. Further information on green spaces in Havering can be found in the *Local context* section of this document.
- 2.5.24. [Table 5](#) of this strategy demonstrates how each LIP3 objective meet the Mayoral Strategies set out above. Further information showing how each of Havering's LIP3 objectives supports the Mayors Healthy Streets indicators and Good Growth principles can be found in Table 6.

2.6. Borough transport objectives¹²

- 2.6.1. As mentioned previously, Havering's transport objectives have strong links with the Council's local policies, together with the Mayor's overarching aim to secure modal shift and the nine outcomes specified within the Mayor's Transport Strategy (MTS).
- 2.6.2. These links have been assessed in weighted matrices, which illustrate how strongly the boroughs LIP3 transport objectives support the overarching aim and nine strategy outcomes as outlined in the MTS and other relevant Mayoral and local strategies (shown in [Table 5](#)) and good growth principles as outlined in the MTS (shown in [Table 6](#)).

¹² Requirement R10: Boroughs are required to set objectives that explicitly assist with meeting the Mayor's Transport Strategy aim of increasing the sustainable travel mode share.

Table 5 Alignment of Havering Strategic LIP3 Objectives and MTS Outcomes

Key Slightly supports x Supports xx Strongly supports xxx Havering Strategic LIP3 Objectives	MTS: Overall Aim	MTS: Healthy Streets and Healthy People				MTS: A good public transport experience			MTS: New homes and jobs		Council Adopted Policies and Strategies			Mayoral Strategies				
	Overall Aim: 80% walking, cycling and public transport	Outcome 1: London's streets will be healthy and more Londoners will travel actively	Outcome 2: London's streets will be safe and secure	Outcome 3: London's streets will be used more efficiently and have less traffic on them	Outcome 4: London's streets will be clean and green	Outcome 5: The public transport network will meet the needs of a growing London	Outcome 6: Public transport will be safe, affordable and accessible to all	Outcome 7: Journeys by public transport will be pleasant, fast and reliable	Outcome 8: Active, efficient and sustainable travel will be the best option in new developments	Outcome 9: Transport investment will unlock the delivery of new homes and jobs	Havering Local Plan Proposed Submission	Air Quality Action Plan	Prevention of Obesity Strategy	Economic Development Strategy	Housing Strategy	Diversity and Inclusion	The London Plan	Environment Strategy
1. To improve north south transport connectivity in Havering through provision of alternative travel choices to the private vehicle.	xxx	xx		xx	x	xx	Xx	x	xx	xx	xxx	xx		xx	xx	xx	xxx	xx
2. To ensure sustainable access to Havering's employment areas including the Romford and Rainham and Beam Park Strategic development areas.	xxx	xx		xx	x	xx	Xx	x	xxx	xxx	xxx	xx	x	xxx	x	xxx	xxx	xx
3. Enable healthier lifestyles through the provision of active and sustainable travel choices to residents and visitors in Havering and to make Havering a better place to walk and cycle around.	xxx	xxx		xxx	x				xx		xxx	xx	xx		x	x	xxx	xx
4. Work with partners to deliver fully accessible transport links to ensure that residents and visitors with disabilities have the freedom to choose how to travel in the borough.	xx	x	x			xx	Xxx	x	x		xxx				x	xxx	xxx	
5. Ensure that the needs of the less mobile are prioritised when delivering public realm improvements and "better streets".	xxx	xx	xx		xx		X		x						x	xxx	xxx	
6. To deliver "Visions Zero" in Havering by 2041 through reducing casualties of all road users on <u>borough roads</u> , especially in the vicinity of schools and KSI "hotspots"	x	x	xx								xxx				x		xxx	
7. Improve Air Quality in Havering by delivering transport and regeneration programmes that contribute to reducing CO ₂ , PM ₁₀ and NO _x emissions and that support Havering's adopted Air Quality Action Plan.	x	x		xx	xx	x		x	xx		xxx	xxx					xxx	xxx
8. To reduce the fear of crime and antisocial behaviour and improve perception of personal safety and security to encourage residents to travel actively.		xx	xxx	xx	xx		Xx	xx			xxx					x	xxx	
9. Through the Healthy Streets agenda, enhance and maintain the quality of public realm in our Major, Minor and District centres to create high quality safe neighbourhoods that people want to live and travel within.	xx	xxx	xxx	x	xxx					xx	xxx	x		x	xx	x	xxx	x
10. To strengthen strategic links with neighbouring local authorities in Essex and the wider South East on strategic transport issues to support sub regional growth including the A127 growth Corridor and remodelling Gallows Corner.				x					x	xxx	xxx			xx	xx	x	xxx	
11. To bring and maintain all infrastructure assets to good state of repair within Havering.		x	x	xx	x	xx		xx		xx	xxx	x		x	x	x	xxx	x

Table 6 LIP3 Objectives and MTS Good Growth Principles Weighted Matrix

Havering Strategic LIP3 Objectives	MTS Good Growth Principles						
	Good access to public transport	High density mixed use developments	People choose to walk and cycle	Car-free and car-lite places	Inclusive, accessible design	Carbon-free travel	Efficient freight
1. To improve north south transport connectivity in Havering through provision of alternative travel choices to the private vehicle.	xxx			xxx	xx	x	
2. To ensure sustainable access to Havering's employment areas including the Romford and Rainham and Beam Park Strategic Development Areas.	xxx	xx	xx	xxx	xx	x	
3. Enable healthier lifestyles through the provision of active and sustainable travel choices to residents and visitors in Havering and to make Havering a better place to walk and cycle around.	xx	x	xxx	xxx	xx	xxx	
4. Work with partners to deliver fully accessible transport links to ensure that residents and visitors with disabilities have the freedom to choose how to travel in the borough.	xxx		x	xxx	xxx	x	
5. Ensure that the needs of the less mobile are prioritised when delivering public realm improvements and "better streets".	x		xx	xx	xxx	xx	
6. To deliver "Visions Zero" in Havering by 2041 through reducing casualties of all road users on <u>borough roads</u> , especially in the vicinity of schools and KSI "hotspots".			x				
7. Improve Air Quality in Havering by delivering transport and regeneration programmes that contribute to reducing CO ₂ , PM ₁₀ and NOx emissions and that support Havering's adopted Air Quality Action Plan.			xx			xxx	x
8. To reduce the fear of crime and antisocial behaviour and improve perception of personal safety and security to encourage residents to travel actively.	x		xx	x	x	xx	
9. Through the Healthy Streets agenda, enhance and maintain the quality of public realm in our Major, Minor and District centres to create high quality safe neighbourhoods that people want to live and travel within.	x	xx	xxx	x	xx	xx	
10. To strengthen strategic links with neighbouring local authorities in Essex and the wider South East on strategic transport issues to support sub regional growth including the A127 growth Corridor and remodelling Gallows Corner.	x		x	x	xx	x	x
11. To bring and maintain all infrastructure assets to good state of repair within Havering.	xx		x	x	x	x	x

3. The Delivery Plan

3.1. Introduction

- 3.1.1. This section sets out the requirements for the Delivery Plan, which outlines how Havering will work towards achieving the borough transport objectives set out in section 2. It aligns Havering's proposed projects and programmes with the policy framework of the MTS, the overarching mode share aim, each of the nine outcomes, and the relevant policies and proposals.
- 3.1.2. The main elements within the Delivery Plan are the annual spending submission, a three year programme of Investment and monitoring of targets. A detailed and costed annual programme is provided for 2019/20 identifying schemes and initiatives for the first year of the plan, with the programme to be updated in subsequent years. Projects and programmes that contribute to the delivery of the MTS (through the nine Mayoral outcomes), other Mayoral strategies, and the Councils Local Plan, in the preparation of a Delivery Plan at a local level are also outlined. The three-year Programme of Investment is provided for 2019/20 to 2021/22 and sets out a costed and funded high-level indicative programme of initiatives and projects, designed to deliver the borough's LIP objectives and the policies and proposals in the MTS. Both are provided with supporting commentary with regards to how these elements have been derived, the role of revenue-based investment policy decisions, and third-party actions and how the delivery of the Mayor's priorities will be supported at a local level. They also provide a risk assessment, identifying any potential programme and project risks. It includes any steps that can be taken to mitigate against these risks, and possible remedial measures that could be implemented should the risks materialise.
- 3.1.3. The proposed funding source for each of the interventions have been identified, detailing what proportion is to be provided from LIP funding allocations and how much will be provided from other sources of funding.
- 3.1.4. The long term interventions identified reflect the boroughs high-level ambitions for investment and improvements on the transport network. A list of potential schemes up until 2041 has been provided, together with a short explanation of the reasons for their inclusion in the Delivery Plan.
- 3.1.5. The delivery of the LIP will be facilitated through ongoing monitoring, which will be undertaken through the targets set against the overarching

mode share aim and the Mayoral outcomes. The respective outcome delivery indicators refer to the delivery of the MTS at a local level.

3.1.6. To provide a consistent approach to investment, major projects local complementary and parallel programmes that are provided in the TfL Business Plan have been considered, where appropriate, that illustrate a potential impact on the borough.

3.1.7. In summary, the main features detailed within this section as part of the Delivery Plan include:

- A detailed annual programme for 2019/20 with supporting commentary and risk assessment and linkages to the MTS priorities
- A three-year indicative Programme of Investment for the period 2019/20 to 2021/22 with supporting commentary and risk assessment
- A list of potential funding sources for the period 2019/20 to 2021/22
- A list of long-term interventions to 2041
- Details on monitoring the delivery of the outcomes of the MTS
- Linkages to TfL's Business Plan

3.2. Annual programme 2019/20¹³

3.2.1. The annual programme of schemes for 2019/20 has been completed and submitted to TfL on Proforma A. The programme of schemes will be updated annually.

Supporting commentary¹⁴

3.2.2. The interventions outlined in the Annual Spending Submission (ASS) have been identified and prioritised in order to best meet the needs of the borough and its residents whilst continuing to delivering the Mayor's Transport Strategy locally as required by the legislation.

¹³ Requirement R20: Boroughs are required to provide a detailed and costed programme of schemes and initiatives for the first year of the plan, with the programme to be updated in subsequent years. Boroughs should submit their Programme of Investment using Proforma A (as shown at Part three – Appendix F). Proformas will need to be uploaded to the Borough Portal.

¹⁴ Requirement R21: Boroughs are required to provide supporting commentary on: a. How the annual Programme of Investment has been derived, including how potential interventions have been identified and prioritised, and practical considerations relating to timescales, capacity and consultation b. The role of revenue-based investment, policy decisions, and third-party actions (including commitments outlined in TfL's Business Plan and investment programme) in delivering the borough's LIP objectives c. How the delivery of the Mayor's priorities will be supported at a local level

Considerations for the annual programme

3.2.3. A number of issues and topics were taken into account when preparing the Annual Spending Submission and these have been set out below in further detail. As can be seen within the Annual Programme in [Table 7](#), the Council's programme for 2019/20 strongly supports the existing Council strategies, which was a key priority for schemes to be considered for inclusion.

Ongoing schemes

3.2.4. Some schemes currently being delivered in the 2018/19 programme are 'design and build' schemes that span two years. These schemes, therefore, require additional funding in the 2019/20 financial year to ensure successful delivery. Examples of such schemes include the implementation of Traffic calming measures in Havering Village, the feasibility of which has been investigated this year and will be implemented (subject to Member approval at Committee) in the 2019/20 financial year.

3.2.5. Funding has been allocated to the borough's rolling programmes which are largely behaviour change initiatives. These include, but are not exclusive to, the delivery of borough wide Road Safety Education initiatives; travel planning in schools and workplaces and Bikeability training.

Corporate Priorities and Council Policy

3.2.6. Measures that support the Council's Vision and four Vision themes of *Communities, Places, Opportunities* and *Connections* are reflected in the annual programme.

3.2.7. The annual programme supports the Local Plan, in particular, the Strategic Objectives, the Spatial Strategy and Policy 23 Connections. Schemes have been identified that improve connectivity to and between the two Strategic Development Areas of Romford and Rainham and Beam Park.

3.2.8. Within the adopted Air Quality Action Plan (AQAP), a number of measures are aimed at encouraging people to travel by means other than the car to support reducing NOx and PM10 emissions. The Annual Programme contains schemes that support many of the actions contained within the AQAP, a number of which relate to sustainable travel and smarter travel initiatives.

3.2.9. Havering's [Prevention of Obesity Strategy](#) has also been an important factor when compiling the 2019/20 Annual Programme. A key theme of the strategy is *supporting a culture that sees physical activity and healthy eating as the norm*.

Highways Advisory Committee Requests

3.2.10. Schemes put forward by local Councillors are considered by the Councils Highways Advisory Committee (HAC). Where a scheme is considered appropriate they are added to a "reserve" list for consideration when funding (such as LIP) becomes available. Schemes that are currently on the HAC list were taken into consideration when preparing the 2019/20 Annual Programme.

Mayoral priorities

3.2.11. As well as the above the nine Mayoral Outcomes set out in the Mayor's Transport Strategy have to be supported within Havering's 2019/20 programme. The programme also needed to take into account other Mayoral initiatives such as the recently published Walking Action Plan (2018) and Vision Zero Action Plan (2018).

How the annual programme was put together

3.2.12. The schemes were assessed against a number of elements including:

- MTS Overarching Modal share aim
- Nine Mayoral Outcomes
- Havering's Local Plan
- Havering's Air Quality Action Plan
- Havering's Prevention of Obesity Strategy
- Supporting the delivery of Housing Zones in Havering
- Mayor of London Walking Action Plan (2018)
- Mayor of London Vision Zero Action Plan (2018)

3.2.13. Each scheme was assessed against each of the above to see which ones they met. Once this was complete an assessment was carried out to see which schemes met 75% of the factors, 50% and 25%.

- 3.2.14. Other considerations taken into account included a schemes ability to meet TfL LIP Guidance criteria and the Council's corporate priorities.

Delivery timescales

- 3.2.15. The preparation of the programme, has taken into account the challenges of how schemes will be delivered. Most of the measures that focus on behaviour change including Road Safety Education and School Travel Planning measures will be delivered within the 2019/20 financial year. For schemes that are delivered on the highway, additional considerations need to be taken into account including, design, consultation, political approval and implementation. In some cases, this will lead to schemes being delivered over more than one financial year and this is considered in further detail in [Table 8](#).

Delivering the Mayor's Priorities Locally

- 3.2.16. Havering's 2019/20 Annual Programme is considered to offer a balanced programme in support of the Mayor's overarching modal shift aim, and nine Mayoral outcomes having regard to circumstances in the borough. Further information on how each scheme within the 2019/20 programme support these priorities can be found in [Table 7](#).
- 3.2.17. [Table 7](#) shows how, schemes in the 2019/2020 programme support Mayoral priorities. For the purposes of the table, the schemes are included under 'package' headings:

Road safety and Vision Zero

- 3.2.18. Over £700k has been allocated to supporting the Mayor's Vision Zero aim. This includes measures to improve safety around schools and certain junctions that require treatment to reduce traffic speeds. The Council also continues to support the road safety education, training and publicity agenda offering free 'Theatre in Education' productions to primary schools across Havering and holding the very well supported annual 'Safe Drive Stay Alive' event (which Havering was the first London Borough to host).

Air quality

- 3.2.19. A key Council priority is to improve Air quality in and around Havering. £125k has been allocated to support the delivery of the Air

Quality Action Plan. Many of the measures that are delivered through the AQAP will not only support reducing NOx and PM10 (key Mayoral targets see [Table 13](#)) but will also contribute to other Mayoral outcomes that support active and sustainable travel.

Sustainable transport

3.2.20. £205K has been allocated to support sustainable transport and encouraging active travel. Schemes receiving this funding will support the Mayor's goal for the borough to achieve 29% of its residents partaking in at least 2x 10 minutes of active travel a day by 2021.

3.2.21. Funding is allocated to support schools with their school travel plans where issues have been identified that need to be addressed to encourage active travel to/from school. School Travel Planning engineering schemes for several primary schools will be funded through the LIP annual programme following feasibility studies in 2018/19.

3.2.22. A review of the borough's alleyways has been funded to support the Mayor's Healthy Streets approach. The Council will lobby to deliver schemes following this review which are designed to favour pedestrians by making the borough's alleyways feel safer and accessible.

Public transport reliability

3.2.23. Reliability of public transport often depends upon the operators themselves. £80k of funding has been allocated to deliver measures along Havering's bus network to help achieve better journey times. This is being supported by a borough wide review of bus 'pinch points'.

Supporting the Romford and Rainham and Beam Park Housing Zones

3.2.24. Several schemes within the programme focus on improving connectivity between the two Housing Zones within Havering Romford and Rainham and Beam Park. This includes continued match funding to support the Beam Parkway Major scheme along a 2.2 km stretch of the A1306 and improving access into Romford town centre through the Romford 'Liveable Neighbourhoods' programme and 'greening' the eastern side of the Romford ring road.

Timetable for delivery

3.2.25. Most of the specific interventions identified within the 2019 / 2020 Annual Spending Submission will be delivered by March 2020.

There are some schemes, however, that form part of the wider three year delivery programme and will therefore be implemented over the course of the Programme of Investment. Such schemes *include “review of alleyways in the borough to improve access for pedestrians” and “review of access arrangements into parks and through open spaces across the borough”*. These schemes will be delivered over the wider three year programme and consist of feasibility in year one, detailed design and consultation in year two and delivery in year three. Spreading the delivery of schemes over the three year Programme of Investment enables the borough to more adequately plan its resources over a longer period, and gives more certainty over capacity requirements.

Political Approval Process

- 3.2.26. Schemes which impact on the highway network will require approval of the Council’s Highways Advisory Committee. As schemes are designed and consulted on, they will be presented to the Highways Advisory Committee (HAC) for consideration. The Committee will then make a recommendation to the Lead Member as to whether or not the scheme should be delivered.

Linkages to the Mayor’s Transport Strategy priorities¹⁵

- 3.2.27. Necessarily, the 2019/2020 annual programme was developed to align the borough’s projects and programmes with the policy framework of the Mayor’s Transport Strategy, the overarching mode share aim, each of the nine outcomes, and the relevant policies and proposals.
- 3.2.28. [Table 7](#) sets out Havering’s 2019/20 Annual Spending Submission, and demonstrates how each of the specific measures supports the MTS through the nine Mayoral outcomes, other Mayoral strategies, and the Councils Local Plan Proposed Submission.

¹⁵ Requirement R13: Boroughs are required to outline projects and programmes that contribute to the delivery of the Mayor’s Transport Strategy – including the overarching mode share aim, each of the nine outcomes and the relevant policies and proposals – in preparing a Delivery Plan.

Table 7 2019/20 LIP Annual Spending Submission

Project / Programme	Cost	MTS outcomes								Local Plan 2016-2031		Air Quality Action Plan 2018-2023	Prevention of Obesity Strategy 2016-2019	Support of New Developments Housing Zones/ LROAPF 2015	TfL/ Mayor of London Walking Action Plan 2018	TfL/ Mayor of London Vision Zero Action Plan 2018
		Outcome 1 - Healthy Streets	Outcome 2 - Safe Streets	Outcome 3 - Less Traffic	Outcome 4 - Clean Streets	Outcome 5 - Exp. PT Network	Outcome 6 - Safe/Aff. PT Network	Outcome 7 - Reliable PT Journeys	Outcomes 8 & 9 Sustainable Growth/Unlocking	Strategic Objectives	Policy 23- Transport Connections					
Continuing Schemes / Corporate Priorities																
Delivery of borough wide Road Safety Education initiatives including Safe Drive Stay Alive, car seat safety checks and Theatre in Education productions	£90k	X	X	X					X	X	X		X			
Delivery of actions from the adopted Action Quality Action Plan to support Healthy Streets	£125k	X		X	X				X	X	X	X	X			
Travel Planning in schools and workplaces and smarter travel business engagement	£95k	X		X					X	X	X	X				
Delivery of the Mayor's Healthy Streets Agenda	£90k	X	X	X					X	X	X	X				
Squirrels Heath/ Shepherds Hill - Ped refuge provision to address accessibility issues	£50k	X	X	X				X	X	X		X				
Romford Liveable Neighbourhoods programme - match funding	£125k	X	X						X	X	X	X	X	X		
Greening Eastern side of Ring Road Review and future year implementation	£50k	X	X		X				X	X	X	X	X	X	X	
Match Funding of Beam Parkway Major Scheme	£150k	X		X	X		X		X	X	X	X	X	X		
Road Safety (Vision Zero)																

Implementation of Traffic Calming measures through Havering Village (following 2018/19 feasibility work)	£50k	X	X		X				X	X	X	X	X	X	X	
Delivery of casualty reduction measures based on borough wide KSI rates (various locations including Collier Row Road, Airfield Way/Suttons Lane, North Streets, Rainham Road Hilldene etc.)	£451k	X		X	X				X	X	X	X	X			
Controlled Parking Zones – contribution to the funding of review, consultation on where appropriate installation of new CPZ's	£40k		X	X						X	X			X		
Improving safety outside schools – initiatives to address congestion and inconsiderate parking outside schools during the AM and PM school peaks	£120k	X	X	X					X	X	X		X	X	X	X
Highways Advisory Committee Requests																
Page 156 Belgrave Avenue - traffic calming to deal with speeding drivers. Supports Vision Zero	£45k	X	X	X						X	X	X			X	X
Upper Brentwood Road (by Beaumont Close) Squirrels Heath - Traffic calming by junction to reduce driver speed - supports Vision Zero	£12k	X	X	X						X	X	X			X	X
The Mount/Noak Hill Road/Straight Road - Safety Improvements to mitigate against increasing traffic volumes following removal of traffic lights from Straight Road. Measures to improve safety for vehicles exiting The Mount at this junction and suitable pedestrian crossing point for the area - supports Vision Zero	£40k								X	X	X	X		X	X	X
Sustainable Transport																
School Travel Planning Engineering Measures outside schools following 2018/19 feasibility studies	£155k	X	X	X						X	X	X	X			

Mawney Road Healthy Streets Implementation following 2018/19 review	£50k	X	X		X				X	X	X	X	X			
Junction redesign to provide zebra crossing in St Clements Avenue. Supports Vision Zero	£20k	X	X	X					X	X	X				X	X
Review of alleyways in the borough to improve access for pedestrians (three year review/design implementation scheme)	£10k	X	X	X			X			X	X					
Review of access arrangements into and through parks and open spaces across the borough (three year review/design implementation scheme)	£10k	X			X					X	X		X		X	
Delivery of Bikeability training to school, adults and families across Havering	£60K	X		X					X	X	X	X	X			X
Public Transport Reliability																
Bus pinch point review study to identify locations along the bus network where journey times need to be improved (three year scheme)	£10k	X	X	X			X		X	X	X	X	X			
Improving the reliability of public transport (measures to improve bus journey time reliability)	£70k		X	X			X		X	X	X	X	X			

Excluded schemes

3.2.29. Whilst [Table 7](#) sets out Havering's proposed programme for the 2019/20 financial year, there are a number of measures that Havering will not be progressing through the 2019/20 programme. These include:

- 20 mph zones – In recent years 20 mph zones have been delivered at locations across the borough including in the vicinity of some schools. However, such schemes are difficult to enforce as the responsibility lies with the Police where there are significant resourcing challenges. It is considered that other measures such as introducing School Streets or expanding the Council's PSPO programme could be considered more appropriate when dealing with speeding traffic in the vicinity of schools.
- Speed humps – Whilst the Council will continue to address KSI rates through an annual Casualty Reduction programme, speed humps are not considered appropriate for Havering. These measures are detrimental to the environment because they require vehicles to slow down on the approach and speed up following negotiating the speed hump and this can have a negative impact on local air quality and noise. They may also divert traffic onto other local streets, therefore displacing the problem elsewhere. In line with its commitment to casualty reduction, other appropriate measures will be considered such as, pedestrian refuges, build outs, width restrictions or improve lighting. Measures implemented will depend on the nature of the incidents.
- Bus lanes – Havering has developed a modest number of bus lanes at prime locations where these are needed to improve passenger times and in recent years has delivered improvements at junctions to assist bus journey times through TfL's Bus Priority Delivery Portfolio programme. The borough has no further programme to develop Bus Lanes in Havering due to limited road space. The introduction of further bus lanes is considered detrimental to other road users. The Council will focus on other alternative measures to improve bus journey times such as addressing bus pinch points.
- Cycle Lanes – The Council will continue to support the Romford and Rainham and Beam Park Housing Zones through delivering schemes that provide residents with the opportunity for choices involving sustainable alternatives to travel (such as through the Beam Parkway Major scheme). However, there are no plans to deliver further cycling infrastructure on the carriageway elsewhere within the borough. Limited road space in Havering makes the introduction of such facilities

challenging and are considered a contributing factor to congestion in the borough.

- Road closures – Given that travel within Havering is so limited by public transport, residents that use a car to travel should have the freedom to travel where they need to go without being obstructed by roads that have been permanently closed off. Road closures can lead to rat running in other roads and journey times can be lengthened due to unnecessary detours. Such closures can also be detrimental to emergency services when having to lock/unlock bollards.

Risk assessment¹⁶

3.2.30. Table 8 below shows the principal risks associated with delivery of the LIP together with possible mitigation actions for the annual programme. The risk register summarises the strategic risks identified that could impact on the annual programme of schemes / initiatives.

¹⁶ Requirement R22: Boroughs are required to identify any projects that have significant potential of risk within the planned programme of works and identify any mitigation measures for these high-risk projects.

Table 8 LIP Risk Assessment for the Annual Programme

LIP Risk Assessment for annual programme					
Risk	Likelihood			Potential mitigation measures	Impact if not mitigated
	H	M	L		
Financial					
Scheme Cost Increases		x		Project costs are reviewed internally on a bi-monthly basis and any variants in cost are escalated to the Programme Manager and relevant Senior Officer. Permission may then be given to transfer funds from one budget to another to ensure that the highest priority projects are completed whilst staying within the overall LIP Programme budgets. Where a scheme experiences delays opportunities to transfer funding to other priority schemes will be explored.	If the LIP Programme each year is not appropriately managed and monitored overspends may occur which have to be catered for from Council funding.

Statutory / Legal					
Schemes that contribute towards the Council's statutory obligations		x		<p>Programme Manager in place to monitor schemes within the LIP Programme. Bi monthly meetings held with project managers of LIP schemes to ensure schemes that contribute to statutory obligations are on track to be delivered within required timescales and guidance criteria. This includes the Council's School Travel Planning measures, Road Safety Education Training and Publicity Programme, and public transport reliability schemes contained in the 2019/20 Annual programme.</p>	<p>Unsuccessful scheme delivery means that the Council might not meet its obligations under the Traffic Management Act 2004 to <i>ensure an expeditious movement of traffic on the authority's road network</i> and Education and Inspections Act 2006 places a <i>duty on local authorities to promote sustainable travel for journeys to, from and between schools and educational intuitions.</i></p>
Third Party					

Stakeholder support		X		<p>Early consultation is undertaken in advance of detailed design, so that any fundamental issues are addressed as soon as possible.</p> <p>Consultation is undertaken at the detail design stage.</p>	<p>Objections through consultation could lead to schemes not being delivered (if the schemes are subsequently rejected at Committee stage). This will impact on Havering being able to spend its annual LIP Funding allocation.</p>
Public / Political					
Political compatibility		x		<p>A spread of schemes across policy areas will ensure that LIP3 covers the whole range of targets and outcome indicators</p> <p>Elected Members are closely involved in scheme prioritisation and programme approval.</p>	<p>If schemes are rejected by elected Members, elements of the annual LIP programme will not be delivered which will impact upon target delivery.</p>
Programme & Delivery					

Delays to progress work		x	<p>Where it is possible to do so, scheme will be delivered across multiple years.</p> <p>Timescale for delivery allows sufficient time to undertake a feasibility study, develop a detailed design, undertake consultation, and address any identified issues. Consultation with statutory undertakers is undertaken at the earliest possible stage.</p>	<p>If schemes are delayed they may not be able to be delivered within the financial year that funding is allocated to. If schemes have to continue in the next financial year in order to be delivered this would have implications for future year schemes and associated funding.</p>
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3.3. Three-year indicative Programme of Investment¹⁷

3.3.1. The Three Year indicative Programme of Investment (POI) has been completed as shown in [Table 9](#) below.

Supporting commentary¹⁸

Three Year Programme of Investment Table

3.3.2. The Three Year Programme of Investment ([Table 9](#)) sets out the broad packages of measures the Council wants to deliver over the next three financial years (2019/20, 2020/21, 2021/22). In addition, the programme also sets out other programme areas where the Council has been allocated funding, including the Major Schemes and Liveable Neighbourhoods schemes the Council is delivering during the life time of the three year programme.

3.3.3. The packages of measures set out in the POI have been categorised under each of the Mayor's Transport Strategy priority themes *A good public transport experience, Healthy Streets and Healthy People and New homes and jobs*.

How have packages been identified?

3.3.4. Packages of measures have been prepared that support the Mayor's Transport Strategy Themes and Nine Outcomes. They have been grouped into programme areas that support these. The programme areas have been grouped into are, improving the public transport experience, Delivery of Vision Zero, Active, inclusive and safe travel, Healthy Streets and Unlocking Growth.

3.3.5. Consideration has been given to identifying packages that will support delivery of the Outcome Indicator Targets (see [Table 13](#)) relating to accident rates, public transport reliability, air quality, and modal shift.

¹⁷ Requirement R17: Boroughs are required to produce a costed and funded high-level indicative Programme of Investment that covers, by year, the three-year period 2019/20 to 2021/22.

¹⁸ Requirement R18: Boroughs are required to provide supporting commentary on: a. How the three year Programme of Investment has been derived, including how potential interventions have been identified and prioritised, and practical considerations relating to timescales, capacity and consultation b. The role of revenue-based investment, policy decisions, and third-party actions (including commitments outlined in TfL's Business Plan and investment programme) in delivering the borough's LIP objectives c. How the delivery of the Mayor's priorities will be supported at a local level.

Packages also reflect that the local authority has statutory obligations that it has to meet, in particular relating to KSI targets (National as well as Mayoral targets), sustainable access to and from school (Education and Inspections Act 2006), and the expeditious movement of traffic on the road network (Traffic Management Act 2004).

- 3.3.6. The POI supports the spatial strategy and the transport policies underpinning the Havering Local Plan and the longer term aspirations within this for unlocking growth and supporting the two Housing Zones. Measures identified in Table 7.2 of Havering's Infrastructure Delivery Plan (IDP) which supports the Local Plan are supported in the POI including the packages set out to deliver Vision Zero, and the Bus Stop Accessibility Programme.

POI Programme Areas

- 3.3.7. Packages are identified within each programme area. A brief summary of what is contained within each programme area is set out below:

Improving the Public Transport experience

- 3.3.8. Packages are focussed on improving journey time reliability on the bus network. The schemes delivered will include measures to address bus pinch points and to secure improved bus journey times.

Delivery of Vision Zero

- 3.3.9. Packages will support reducing accidents rates in Havering through casualty reduction schemes at accident 'hotspots'. The Road Safety Education, Training, and Publicity Package will deliver campaigns in Havering's schools around the dangers of the highway network for pedestrians, cyclists and other road users.

Active, inclusive and safe travel

- 3.3.10. These measures will encourage the benefits of travelling through Havering by means other than the car. Packages relating to the school and workplace travel programmes will offer support to schools and local businesses to encourage sustainable travel. Packages to support borough wide access improvements will look to improve access for all users in parks and alleyways across Havering.

Healthy Streets

- 3.3.11. These packages will support Council programmes to support improved air quality across Havering and improving the environment for pedestrians around the eastern side of the Romford ring road.

Unlocking Growth

- 3.3.12. Package will support the delivery of the Major scheme in Rainham and Beam Park and the Romford Liveable Neighbourhoods. Both these schemes will support the emerging Housing Zones that will be delivered over the next two decades.

Table 9 Programme of Investment

Three-year indicative programme of investment for the period 2019/20 to 2021/22			
The table summarises, at a programme level, the borough's proposals for the use of TfL borough funding in the period 2019/20 – 2021/22.			
London Borough of Havering	Programme budget (£)		
	TfL Borough funding 2019/20 to 2021/22	Allocated 2019/20	Indicative 2020/21
<i>MTS Theme- A good public transport experience</i>			
Improving the public transport experience			
Improving the reliability of public transport - Review of "pinch points" across the bus network in Havering and delivery of measures that support better journey time reliability on selected bus routes.		80k	50k

Bus Stop Accessibility Programme - Bringing bus stops in Havering up to the Mayoral accessibility standard. Borough wide BSA level is currently at 96% and further delivery in years two and three of Programme of Investment will bring a further 2% of stops up to the accessibility standard taking Havering wide BSA level to 98%.		50k	50k
Sub-total	£80k	£100k	£100k
<i>MTS Theme - Healthy Streets and Healthy People</i>			
Delivery of Vision Zero			
Casualty Reduction Package - Delivery of casualty reduction measures at KSI accident "hotspots" (as evidenced by KSI data) and measures to improve safety. Measures delivered will be based on outcome of accident analysis and feasibility studies the previous year. Package will include funding to deliver safety measures outside schools.	788k	700k	700k
Road Safety Education Training and Publicity - Delivery of an Education training and publicity programme across Havering both in schools and to the wider general public. It includes annual 'Safe Drive Stay Alive' event, in car seat safety checks, and 'Theatre in Education' productions.	90k	90k	90k

Controlled Parking Zones – Contribution to the funding of review, consultation and - where appropriate - installation of new CPZs and other parking measures across the borough to prioritise the available kerb space to support local residents and businesses..	£40k		
Active, inclusive and safe travel			
Delivery of School Travel Planning and Business Engagement activities across Havering to encourage choices involving Smarter Travel.	185k	185k	185k
School Travel Planning Implementation - Delivery of measures identified within a School Travel Plan review by schools in Havering, to encourage pupil/parents to travel to school by sustainable means.	155k	155k	155k
Borough wide accessibility improvements - Review of pedestrian alleyways access and at entrances into parks and through open spaces to ensure they are suitable for all users.	20k	50k	50k
Borough wide Cycle Training - Delivery of Bikeability training in schools across Havering as well as adult and family training.	60k	60k	60k
Borough wide signage review - Review of cycle signage, wayfinding and ASLs		30k	30k

across Havering to ensure infrastructure is safe on the highway and adequately maintained.			
Healthy Streets			
Healthy Streets Review - "Reconnecting Neighbourhoods". Delivery of outcomes of Healthy Streets review that took place in 2018/19 looking at improving sustainable access from Mawney Road into Romford town centre.	50k	50k	50k
Implementation of Havering's Air Quality Action Plan - Delivery of Air Quality Action Plan measures that contribute to reducing NOx, and PM10 emissions across Havering.	125k	125k	125k
Greening the Romford Ring Road - Review the eastern side of the Ring Road and deliver measures that promote Healthy Streets indicators including <i>shade and shelter, places to stop and rest</i> and where <i>people feel relaxed</i> . Package will support complement the Romford Liveable Neighbourhoods project.	50k	100k	100k
Sub-total	£1563k	£1545k	£1545k
<i>MTS Theme - New Homes and Jobs</i>			
Unlocking Growth			

Improving connectivity to/from and within the Romford and Rainham and Beam Park Housing Zones through the A1306 Beam Parkway Major Scheme and Romford Liveable Neighbourhoods programme (match funding commitments)	275k	275k	275k
Sub-total	£275k	£275k	£275k
Major Schemes			
Beam Parkway Major Scheme	£3096k	£2906k	
Sub-total	£3096k	£2906k	
Liveable neighbourhoods			
Romford Ring Road	£2000k	£2500k	
Sub-total	£2000k	£2500k	
Total	£7014k	£7326k	£1920k

Risks assessment¹⁹

3.3.13. Table 10 (below) shows the principal risks associated with delivery of the LIP together with possible mitigation actions for the three-year programme. The risk register summarises the strategic risks

¹⁹ Requirement R19: Boroughs are required to include a concise section on risk assessment and mitigation in preparing and considering options for their Delivery Plan.

identified that could impact on the three-year programme of schemes/initiatives.

Table 10 LIP Risk Assessment for the Three-Year Programme of Investment

LIP Risk Assessment for three-year programme 2019/20-2021/22					
Risk	Likelihood			Potential mitigation measures	Impact if not mitigated
	H	M	L		
Financial					
<div>Page 172</div> <p>Reduction in LIP Funding</p>	X			<p>Regular monitoring of LIP Programme. If underspends within programme are identified schemes for future years can be brought forward.</p> <p>Continued dialogue with TfL so that Officers can be alerted to any reduction in funding as soon as possible.</p>	<p>If funding allocations are reduced across the Three Year Programme of Investment, this could lead to elements of the Programme of Investment not being delivered.</p> <p>The “knock on” effect of this would be that decisions would have to be made by on which programme areas should be delivered with the reduced funding.</p> <p>The impact of this is that some Mayoral Outcomes may not be able to be delivered within over</p>

					the course of the three year programme as funding would have to be prioritised.
Statutory / Legal					
Delays to Programme of Investment impact on the Council meetings its statutory obligations Page 173		x		Programme Manager in place to monitor the LIP Programme. Issues to be identified through bi monthly discussion with programme managers to ensure successful three year programme of delivery.	Unsuccessful Programme delivery means that Council might not meet its obligations under the Traffic Management Act 2004 <i>to ensure an expeditious movement of traffic on the authorities road network</i> and education in Inspections Act 2006 <i>places a duty on local authorities to promote sustainable travel for journeys to, from and between schools and educational institutions.</i>
Third Party					
Stakeholder support		x		Early consultation is undertaken in advance of detailed design, so that any fundamental issues are	Objections through consultation could lead to schemes not being delivered. This will impact on being able to spend its annual LIP

				addressed as soon as possible. Consultation is undertaken at the detail design stage	Funding allocation.
Public / Political					
Policy and Political Compatibility Page 74		x		Ensure that elected Members are closely involved as Programme of Investment is progressed and are fully consulted on proposals as they develop.	There is a risk that elements of the Programme of Investment would not be delivered. This in turn would negatively impact on the boroughs ability to achieve the outcome indicator targets set in the LIP3.
Programme & Delivery					
Resource to plan design and implement the programme	X			Work planned in conjunction with in-house, contractor and consultant resources. Identification of a reserve list of schemes in order to ensure sufficient use of resources if schemes are delayed or additional funds are made available.	Elements of the programme may not be delivered because of a lack of resources which would impact on delivering LIP3 targets and meeting Mayoral Outcomes.

3.4. Sources of funding²⁰

3.4.1. Table 11 (below) identifies the potential funding sources for implementation of Havering's LIP, including LIP funding allocation from TfL, possible contributions from Havering's funds, and funding from other sources.

Supporting commentary

3.4.2. The key source of funding will remain Havering's LIP allocation from TfL. TfL's Business Plan notes that TfL's grant from Central Government has been cut from this financial year such that TfL must reduce its own budget by £700m on average per annum. There is currently a degree of uncertainty as to the precise level of funding boroughs are expecting to receive as part of their "Corridors" LIP Allocation over the next three financial years. Following discussion with TfL officers have based their submission on the initial allocation that the borough received following the launch of TfL's Five Year Business Plan which equates to £1918.2k.

3.4.3. It is currently unknown whether Havering will receive funding for Principal Road Maintenance through the lifetime of the Three Year Delivery Plan. TfL announced that no funding was being allocated for the 2018/19 and 2019/20 financial years due to the reduction in their central government grant. In addition to the above Corridors funding, Havering is expecting to receive funding for Beam Parkway Major Scheme and Romford Liveable Neighbourhoods scheme.

3.4.4. The borough is expecting to submit a funding application under the Mayor's Air Quality Fund (MAQF) in early 2019.

3.4.5. [Table 11](#) (below) sets out potential sources of funding to support LIP delivery over the 2019/20 – 2021/22 financial years.

²⁰ Requirement R15: Boroughs are required to identify all interventions that are intended to be wholly or partly funded using LIP funding in the borough's Programme of Investment. Boroughs should identify the proposed funding source for each of these interventions, i.e. how much is from LIP funding allocations and how much comes from other sources (for example, the council's own capital and revenue sources, Section 106/CIL contributions, or other sources of TfL/GLA funding, such as Growth Areas).

Table 11 Potential Funding for LIP Delivery

Funding source	2019/20	2020/21	2021/22	Total
TfL/GLA funding				
LIP Formula funding –Corridors & Supporting Measures	£1918k	£1918k	£1918k	£5754k
Strategic funding	£5096k	£6106k	£700k	£11902k
GLA funding	£4206k	£304k		£4510k
Sub-total	£11220k	£8328k	£2618k	£22166k
Borough funding				
Capital funding	£200k	£270k		£470k
Sub-total	£200k	£270k		£470k
Other sources of funding				
Developer Contributions*	£132k			£132k
Sub-total	£132k			£132k
Total	£11552k	£8598k	£2618k	£22768k

*Includes CIL

3.5. Long-term interventions to 2041²¹

3.5.1. In the medium to long-term, Havering believes that a number of significant, but currently unfunded, investments will be required to ensure the economic and social vitality of the borough. These are shown in [Table 12](#) (below) with indicative funding and indicative but uncommitted timescales.

Supporting commentary

3.5.2. The list of potential schemes in [Table 12](#) reflects the borough's high-level ambitions for investment and improvements in its strategic transport network up to the year 2041.

3.5.3. The list draws from the most significant and ambitious schemes outlined in Policy 23 of Havering's Local Plan Proposed Submission and Havering's Infrastructure Delivery Plan highlighting both short term schemes (expected to be delivered by 2021) as well as long term schemes (projected up to 2041). Havering is also working collaboratively with neighbouring local authorities east of the M25 to improve the A127 corridor between Southend and Gallows Corner. This is with respect to accommodating accumulative Local Plan growth across the wider sub-region in south Essex and providing appropriate strategic mitigation measures through cross boundary initiative working, with key stakeholders including Essex County Council, Highways England, Brentwood Borough Council, Basildon Borough Council, and Southend Borough Council.

3.5.4. As outlined in Policy 23 of the Local Plan Proposed Submission, the Council supports providing developments in Havering in locations that are most accessible by a range of transport options, delivering initiatives that enable sustainable and active travel across the borough to help to meet its statutory targets and support the Mayor's Healthy Streets agenda.

3.5.5. Policy 23 contains a number of priorities to make the borough more accessible for its residents and visitors; of which the below specifically align with the aspirations as detailed in the long term interventions in [Table 12](#):

²¹ Requirement R16: Boroughs are required to provide a list of potential schemes up until 2041, together with a short explanation of the reasons for their inclusion in the Delivery Plan.

- Progressing improved north to south public transport connections in the borough, improving access to the Romford and Rainham and Beam Park Strategic Development Areas and Queens Hospital
- Improving bus connections to/from key trip generators
- Enhancing strategic transport links across the borough
- Providing residents with options to travel sustainably and enabling walking and cycling
- Working with partners to provide sustainable access to key employment areas across the borough including Rainham Employment Area
- Requiring new development to optimise sustainable access and other future transport connections, wherever applicable
- Tackling key congestion “hotspots” through remodelling of Gallows Corner and Romford Ring Road to reduce congestion and improve air quality
- Ensuring good sustainable access between new developments and public transport interchanges in the borough to promote active travel
- Supporting new developments that include shared use routes for people walking and cycling which lead to public open spaces and parks to promote active recreational activities
- Taking an active role in the A127 Corridor for Growth project through cross borough engagement with Essex County Council and seeking improvements to the A127 that will facilitate growth along this corridor
- Working with neighbouring authorities to better co-ordinate highway works

3.5.6. This illustrates the strong link between the schemes proposed and Havering’s own adopted strategies and objectives.

3.5.7. This is consistent with the Mayor’s Transport Strategy vision - to create a future London that is not only home to more people, but is a better place for all of those people to live in - and supports the overarching aim and nine outcomes.

3.5.8. Havering aims to reduce its dependence on car trips through the provision of enhanced sustainable transport links and improved facilities and infrastructure for active modes of travel and, by providing residents with alternative options to travel by private vehicle. This not only supports the MTS overarching aim, but links further to the objectives identified in the ‘heathy streets and healthy people’ and a ‘good public transport experience’ priority area for action. Support for the two housing zones within Romford and Beam Parkway draws on the MTS vision and the

remaining priority area for action '*new homes and jobs*', with improved transport links supporting new developments and unlocking key areas of expansion, creating a better place to work and live.

3.5.9. This is further reiterated in the objectives matrix, which clearly demonstrates the link between the MTS overarching aim and each of the nine outcomes with the boroughs objectives, of which align closely with Havering's Local Plan and aspirations as previously established.

Table 12 Long Term Interventions up to 2041

Long-term interventions up to 2041					
Project	Approx. date	Indicative cost	Likely funding source(s)	Scheme Description	Comments
Strategic Transport Intervention - Improved North South connectivity through Tram/Light Rail link	2041	To be confirmed - feasibility study including costs estimate currently being carried out.	<p>TfL LIP Funding has already been used to commission a high level feasibility study looking at potential route options for a north south tram link.</p> <p>Further work on economic appraisal and potential additional housing development to be undertaken later in 2018/19. This is likely to be funded through existing 2018/19 LIP Budgets.</p> <p>Funding sources for scheme delivery have not yet been identified. This is likely to become clearer once the economic appraisal work has been carried out. This work is expected to be completed by the end of the</p>	A rapid transit link to improve north – south connectivity across the borough, in particular improving accessibility to Rainham, Romford and further north including Collier Row.	Connection will improve north/south connectivity within the borough and support the two Housing Zones being delivered over the next two decades.

			financial year.		
Strategic Transport Intervention - Reconfiguration of Gallows Corner Junction	2041	£700m	<p>TfL initially carried out a high level study exploring different options for remodelling Gallows Corner junction. This study suggested that sinking Gallows Corner junction would cost around £700m.</p> <p>A more detailed study will be commissioned in 2018/19 looking at options for 'sinking' Gallows Corner junction and the potential costs.. Potential funding sources will be explored as part of the feasibility work.</p>	Remodelling of Gallows Corner which will involve "sinking" the junction to address congestion and smooth traffic flows at this busy traffic "hot spot".	<p>Remodelling Gallows corner will help to address several issues including Air Quality, tackling congestion and reducing the effect the junction has on being a barrier to people wishing to travel into Romford from the north of the borough.</p> <p>The proposal will enable better links between Harold Hill and Romford. It has the potential to improve the environment and provide scope for further development.</p>

Beam Park Station	2021	£37.5m	TfL, GLA, Developer contribution	Delivery a new station on the Essex Thameside line between Rainham and Dagenham Dock to provide direct access into central London for residents in the Rainham and Beam Park Housing Zone.	Will improve connectivity in the Rainham and Beam Park Housing Zone.
A1306 Beam Parkway Major Scheme	2021	£12m	TfL Major Scheme £7.8m GLA Housing Zone 4.5, TfL, LIP 0.45m,	Delivering transformational change to the road layout along the A1306 between Dovers Corner and borough A1306 Beam boundary including Marsh Way bridge (2 kilometres Parkway Major Scheme in length). This scheme will include Pocket Parks, play areas, new crossing points and shared use paths along the entire route to support the Rainham and Beam Park Housing Zone. This	Scheme has ability to transform the way residents travel in the south of the borough and will unlock Rainham and Beam Park Housing Zone development.

				scheme is currently going through the detailed design process through TfL's Major Schemes programme.	
Romford Liveable Neighbourhoods	2019-2025	£7m	Transport for London GLA	<p>Improving walking and cycling access into Romford town centre including an improved east west link.</p> <p>Havering has been allocated funding to develop proposals to deliver improvements to junctions along the western side of the ring road. This aspiration is to</p>	Will improve access into the town centre for people wishing to travel sustainably. The scheme will benefit particularly residents in the Housing Zone on the west side of Romford.

				improve access into the town centre for people wishing to travel sustainably through TfL's 'Liveable Neighbourhoods' programme based on TfL's Healthy Streets Initiative. Scheme would include improvements to Ring Road junctions to make it easier to access Romford town centre by means other than the car.	
Romford Town Centre Master Plan	2020-2026	£10m	TfL	Delivery of Romford Public Realm Master Plan	Transformational change of Romford town centre including interventions necessary to make the town centre a more safe pleasant place to arrive at and move through for all users.
Romford Station Southern Entrance	2016-2021	£3.5m	TfL, Crossrail, GLA	Improvements to Romford Station. This includes developing a better interchange facility	Southern entrance would improve interchange between passengers using the

Improvements				<p>for passengers transferring from bus services south of Romford station into the station itself.</p> <p>. The Council continues to press the case for a southern entrance for Romford station.</p>	<p>bus stops to the south of the station and the station itself. The scheme has the potential to benefit development on the south side of the station at the Station Gateway site.</p>
Romford Market Transformation	2021	£2m	TfL/GLA	<p>Positively transform the Market Place into a high quality civic space, accommodating a reconfigured, successful and vibrant market with a re-imagined public space and an enhanced retail and restaurant offer.</p>	<p>The scheme will support wider Romford town centre and local economy.</p>
London Riverside Beam River bus bridge - linking and LB Barking & Dagenham on	2021	£10m	TfL	<p>Delivery of a link road to be used by buses that bridges the Creek and will connect existing roads. This will provide access to the Fairview Industrial estate and allow buses to travel on</p>	<p>The scheme would improve connectivity in the London Riverside BID area.</p>

Ford Land.				further through the Rainham and Beam Park Strategic Development Area.	
London Riverside Conservation Park	2021	£5m	TfL	London Riverside Conservation Park (Wildspace) – Development of Sustainable Transport Options (walking, cycling, bus, tram)	The scheme will support wider transformational improvements along the A1306 (Beam Parkway) and Rainham and Beam Park Housing Zone.
London Riverside Orbital bus service	2021	£2m	TfL	Connecting SIL and Rainham. Will provide bus linkages links to Rainham from elsewhere in access to London Riverside as well as within the local area.	The proposal supports the delivery of the London Riverside Opportunity Area, the Rainham and Beam Park Housing Zone, the new Beam Park station and Beam Parkway A1306 highway scheme.

3.6. Monitoring the delivery of the outcomes of the MTS

Overarching mode-share aim and outcome indicators²²

- 3.6.1. Following discussions with Transport for London, Havering has set targets against each of the Mayor's outcome indicators. The outcome indicators stem from the Mayoral outcomes contained in the Mayor's Transport Strategy and are designed to measure a borough's progress for delivering the Mayor's Transport Strategy locally.
- 3.6.2. The monitoring of outcomes is an essential element of the LIP process in order to understand progress in delivering the Mayor's Transport Strategy in Havering. TfL has provided boroughs with trajectories for each of the Mayor's Transport Strategy outcomes. TfL acknowledges that the trajectory of change will vary across London and that each borough will contribute in different ways to each of the outcome indicators. Some of the outcome indicators will inevitably be more challenging to some boroughs than others because of a borough's local characteristics.
- 3.6.3. Boroughs are required to set targets against the overarching mode share aim and the nine outcomes using the respective outcome indicators.
- 3.6.4. Table 13 provides further information on the targets Havering has set against each of the Mayoral outcome indicators together with how this compares to TfL's trajectories for Havering. In some cases, Havering has set a different target compared to TfL's trajectory. Commentary has been provided in these instances to explain why it is appropriate to identify specific targets for Havering.

Delivery indicators²³

- 3.6.5. The delivery indicators are set by TfL but will be monitored by boroughs. The delivery indicators provide information on measures and interventions delivered through TfL funded projects that support the delivery of the Mayor's Transport Strategy outcomes. Havering will

²² Requirement R23: Boroughs are required to set targets against the overarching mode share aim and the nine outcomes using their respective outcome indicators.

²³ Requirement R24: Boroughs are required to collect this information and submit it to TfL using Proforma C on at least an annual basis.

monitor and record the delivery indicators relevant to Havering and report on these to TfL once a year.

Table 13 Borough Outcome Indicators Targets

Objective	Metric	Borough target	Target year	Additional commentary
Overarching mode share aim in the Mayor's Transport Strategy – changing the transport mix				
Londoners' trips to be on foot, by cycle or by public transport	Active, efficient and sustainable (walking, cycling and public transport) mode share (by borough resident) based on average daily trips. Base period 2013/14 - 2015/16.	46%	2021	<p>The latest Travel in London Report says that Havering's current walking, cycling and public transport mode share is 45%.</p> <p>The Elizabeth line (Crossrail) is expected to be fully operational within Havering by 2021. This will increase capacity at Romford, Gidea Park and Harold Wood stations and support an increase in modal shift in future years as far as journeys that can be made by train are involved..</p> <p>Substantial investment in transport infrastructure will be required in order to meet the Mayor's long term target of 65% of Havering residents' journeys be by walking, cycling or using public transport by 2041. Havering's aspirations for better connectivity through sustainable transport is set out in <i>Long term interventions to 2041</i> section of the Three Year Delivery Plan.</p>

Objective	Metric	Borough target	Target year	Additional commentary
				<p>Havering is currently undertaking high-level feasibility work looking at options for improving north south connectivity within the borough in the form of a light rail/tram link between Rainham, Romford and further north into Collier Row and Harold Hill. If established this link would help contribute to the long term modal shift target.</p> <p>The Havering Local Plan sets out Havering's commitment to the delivery of other measures that will assist in securing modal shift such as ensuring new development is in accessible locations and the encouragement of active travel modes and programmes.</p>
Mayor's Transport Strategy Theme : Healthy Streets and healthy people				
Mayor's Transport Strategy : outcome 1: London's streets will be healthy and more Londoners will travel actively				

Objective	Metric	Borough target	Target year	Additional commentary
Londoners to do at least the 20 minutes of active travel they need to stay healthy each day	Proportion of London residents doing at least 2x10 minutes of active travel a day (or a single block of 20 minutes or more).	21	2021	<p>The target has been set in line with proportionate increase in the number of Londoners that do at least 20 minutes of active travel a day between 2013/14 – 2015/16 and 2014/15 to 2015/16 (i.e. 11%).</p> <p>Havering already does significant work through its School Travel Plan programme to encourage pupils and parents to travel to/from school by means other than the car. Since the STARS Accreditation programme was established to recognise achievements in school travel planning, car use on the school run in Havering has reduced from 40% down to 21%. Havering has a very successful STARS Accreditation programme with over two thirds of Havering's schools engaged in the School Travel Plan process. Out of the 60 schools that are engaged , 55 are accredited.34 schools are accredited at Gold level and this is amongst the highest in London.</p> <p>Havering launched a Prevention of Obesity Strategy in 2016. It includes an Action Plan and measures to support active travel are included.</p>

Objective	Metric	Borough target	Target year	Additional commentary
Londoners have access to a safe and pleasant cycle network	Proportion of Londoners living within 400m of the London-wide strategic cycle network.	0	2021	<p>Havering currently does not have any cycle 'Quietways' or Cycle Superhighways.</p> <p>Havering worked with TfL to develop 6 proposed Quietway routes for consideration in 2014 but was unsuccessful in receiving funding to develop any of these to the detailed design stage. For this reason, it is appropriate for the target to be 'nil'.</p> <p>Through TfL's Major Schemes programme, Havering is progressing a transformational scheme called "Beam Parkway". It involves 'downgrading' the A1306 to improve its permeability and make it more pedestrian and cyclist 'friendly'.</p> <p>Whilst this scheme is set to be delivered during the initial Three Year Programme of Investment period, because the Rainham and Beam Park Housing Zone is going to be developed over two decades it is unlikely to increase the proportion of Havering residents living within 400m of the London Strategic Cycle Network in the near future.</p>

Objective	Metric	Borough target	Target year	Additional commentary
				Additionally, Havering has successfully received 'Liveable Neighbourhoods' funding to consider opportunities on the western side of the Romford Ring Road. The scheme will address 'permeability' issues and make it easier for people to access Romford town centre by sustainable means of travel. This scheme is currently at the feasibility stage. It would benefit especially residents in the Housing Zone to the west of Romford.
Mayor's Transport Strategy : Outcome 2: London's streets will be safe and secure				
Deaths and serious injuries from all road collisions to be eliminated from our streets	Deaths and serious injuries (KSIs) from road collisions, base year 2005/09 (for 2022 target)	42	2022	<p>A review of accident data within Havering highlighted that a substantial number of accidents occur on the Transport for London Road Network (TLRN) or the Highways England network. In 2017, for example, 18% of all KSI's in the borough occurred on the TLRN and 4% of KSI's occurred on the Highways England network.</p> <p>Responsibility for accident reduction on the TLRN or the M25 in Havering is TfL or Highways England respectively.</p>

Objective	Metric	Borough target	Target year	Additional commentary
				<p>The funding that Havering allocates through the Local Implementation Plan to casualty reduction measures is specifically for locations that the borough is responsible for (such as B roads and the Principal Road Network). Havering does not allocate funding to deliver schemes that are part of the TLRN or Highways England's road network.</p> <p>The Council will continue to work closely with the respective operators of the TLRN and M25 to support reducing casualties on these roads.</p> <p>The Council supports the proposed improvements to Gallows Corner junction in Havering which are proposed to tackle KSI rates at this very busy junction.</p> <p>The Council is also working closely with Highways England as it develops proposed capacity improvements to J28/M25 which will also support reducing casualty rates.</p>
	Deaths and serious injuries (KSIs) from road collisions base	19	2030	See above comments

Objective	Metric	Borough target	Target year	Additional commentary
	year 2010/14 (for 2030 target).			
Mayor's Transport Strategy : Outcome 3: London's streets will be used more efficiently and have less traffic on them				

Objective	Metric	Borough target	Target year	Additional commentary
Reduce the volume of traffic in London.	Vehicle kilometres in given year. Base year 2015. Reduce overall traffic levels by 10-15 per cent.	124,749	2021	<p>Traffic volume data from the Department for Transport shows that between 2015 and 2016 the volume of traffic in Havering increased by around 3.2%.</p> <p>Data from DfT traffic flow counts over a 5 year period (2011 – 2016) shows an increase in traffic volumes of 7.8%.</p> <p>Havering's own traffic count data also confirms that traffic in Havering continues to increase year on year. Automated Traffic Count data analysed at over 60 counts over the five year period 2011 to 2016 shows an increase in traffic volumes of around 3.5%</p> <p>For many Havering residents the private car continues to be the transport mode of choice which is partly due to the lack of suitable alternatives for journeys within the borough, particular north south journeys.</p> <p>Havering has three major trunk roads (A12,A13 and A127) carrying strategic traffic through the borough. For example, Gallows Corner junction has up to 90,000 users on a daily basis, and the A127 flyover handles 13,000 vehicles across the AM and PM peaks.</p> <p>It is unrealistic to reduce Havering's traffic levels by the target identified given the circumstances in Havering in which journeys take place (ass et out above).Havering. In addition to this an unrealistic target to set.</p> <p>Maintaining traffic volumes at their current levels will be challenging</p>

Objective	Metric	Borough target	Target year	Additional commentary
Reduce the number of freight trips in the central London morning peak.	10 per cent reduction in number of freight vehicles crossing into central London in the morning peak period (07:00am - 10:00am) by 2026.	N/A	N/A	Applicable to central London Boroughs only.
Reduce car ownership in London.	Total cars owned and car ownership per household, borough residents. Quarter of a million fewer cars owned in London. Base period 2013/14 - 2015/16.	124,749	2021	<p>In 2011, 77% of households in Havering had at least one car. Havering has the second highest proportion of households (32.8%) with 2 or more cars in London.</p> <p>Car ownership in Havering has increased year on year. Between 2014 and 2016, car ownership increased by about 4%. Many residents will continue to rely on the car as a mode of travel, particularly for north/south journeys in the light of transport circumstances in Havering (as set out above).</p> <p>It will be very challenging to maintain car ownership at its current level in Havering given that car ownership and traffic volumes in Havering have increased in recent years as a reflection of the circumstances in the borough.</p>

Objective	Metric	Borough target	Target year	Additional commentary
				The Council will be looking to carry out some feasibility work looking into the demand for car clubs through delivery of the Air Quality Action Plan.
Mayor's Transport Strategy Outcome 4: London's streets will be clean and green				

Objective	Metric	Borough target	Target year	Additional commentary
Reduced CO ₂ emissions.	CO ₂ emissions (in tonnes) from road transport within the borough. Base year 2015/16.	328,200	2021	<p>A 2013 baseline makes it challenging to establish how Havering is progressing against the trajectory that TfL have provided given this data is five years old.</p> <p>Several initiatives are currently being delivered by Transport for London and other Mayoral agencies and should help Havering meet its 2021 target for CO₂ reduction. These include introduction of the LEZ and the ULEZ. The ULEZ is not directly within Havering but many residents and businesses that travel within the relevant area are impacted by the scheme and will have to make adjustments to their vehicles.</p> <p>Through its adopted Air Quality Action Plan, the Council will be undertaking feasibility work to assess the demand within the borough for electric vehicle charging points.</p>

Objective	Metric	Borough target	Target year	Additional commentary
Reduced NO _x emissions.	NO _x emissions (in tonnes) from road transport within the borough. Base year 2013.	500	2021	<p>A 2013 baseline makes it challenging to establish how Havering is progressing against the trajectory that TfL have provided.</p> <p>Several initiatives currently being delivered by Transport for London and other Mayoral agencies should help Havering meet its 2021 target for NO_x reduction. These include introduction of the LEZ and the ULEZ.</p> <p>Non Road Mobile Machinery (NRMM) contributes a significant amount to London's poor air quality (the London Atmospheric Emissions Inventory (LAEI) estimated that in 2010 NRMM was responsible for 12% of Nitrogen Oxides (NO_x) and 15% of PM10 emissions in Greater London). In order to address this problem, Havering is now part of the NRMM Low Emission Zone, which restricts the type of NRMM used in construction sites within the borough.</p>

Objective	Metric	Borough target	Target year	Additional commentary
Reduced particulate emissions.	PM ₁₀ and PM _{2.5} emissions (in tonnes) from road transport within borough. Base year 2013.	77 (PM10) 39 (PM 2.5)	2021	<p>A 2013 baseline makes it challenging to establish how Havering is progressing against the trajectory that TfL have provided given the data is five years old.</p> <p>Several initiatives currently being delivered by Transport for London and other Mayoral agencies should help the borough meet its 2021 target for PM 2.5 and PM10 reduction. These include introduction of the LEZ and the ULEZ.</p> <p>The Council launched its “Miles the Mole” Air Quality Campaign in 2016. It focusses on the impacts of poor air quality on health. The campaign encourages residents to travel by means other than the car.</p>

Objective	Metric	Borough target	Target year	Additional commentary
Mayor's Transport Strategy Theme : A good public transport experience				
Mayor's Transport Strategy Outcome 5: The public transport network will meet the needs of a growing London				
More trips by public transport - 14-15 million trips made by public transport every day by 2041.	Trips per day by trip origin. Reported as 3yr moving average. Base year 2013/14 - 2015/16.	120	2021	<p>The Elizabeth line (Crossrail) is due to be fully operational by 2021 improving journey times and capacity for residents using Romford Gidea Park and Harold Wood Stations.</p> <p>A new station along the Essex Thameside line is to be built between Rainham and Dagenham Dock at Beam Park. It will serve the Rainham and Beam Park Housing Zone and will provide direct access to London for residents.</p> <p>Havering's three year delivery programme will include schemes to improve the reliability of public transport (particularly bus journey times) and to increase the number of accessible bus stops in Havering. This is currently at 96% but by the end of the three year delivery programme it will have increased to 98%.</p>

Objective	Metric	Borough target	Target year	Additional commentary
				These key pieces of strategic transport infrastructure should help Havering work towards its 2021 target.
Mayor's Transport Strategy Outcome 6: Public transport will be safe, affordable and accessible to all				
Everyone will be able to travel spontaneously and independently.	Reduce the difference between total public transport network journey time and total step-free public transport network	88 minutes (full network) 91 minutes (step free network)	2041	<p>2015 baseline data shows the average journey time on the full network at 97 minutes and the average journey time using the step free network at 107 minutes giving a difference between the two of ten minutes. The 2041 target is for the average journey time on the full network at 88 minutes and the average journey time on the step free network of 91 minutes, reducing the different to 3 minutes between both networks.</p> <p>In recent years, Havering has delivered a bus stop accessibility programme which has seen the number of bus stops meeting the Mayor's accessibility standard in Havering increase from 37% to 96%. A further 2% is likely to be delivered through Havering's Bus Stop Accessibility Programme during the Three Year</p>

Objective	Metric	Borough target	Target year	Additional commentary
				<p>Programme of Investment.</p> <p>The new station which is set to be delivered at Beam Park will also be step-free.</p> <p>As part of the Crossrail programme, lifts are being installed at Romford, Gidea Park and Harold Wood station. Through the Crossrail Complementary measures programme, the public realm around the vicinity of each station is being improved for all users.</p> <p>Whilst the stations that are located within the borough are the responsibility of other transport provides (TfL for London Underground, Overground and TfL Rail and C2C for stations along the Essex Thameside line) Havering continues to lobby for improvements to be delivered through TfL's step-free access programme at the stations where no step-free access is available, particularly at Rainham, Hornchurch and Upminster Bridge Stations.</p> <p>Train Operating company C2C, who run the Essex Thameside franchise, are putting together a funding submission for the Department for Transport's Access for</p>

Objective	Metric	Borough target	Target year	Additional commentary
				All programme for facilities to support step free access at Rainham and Upminster stations. The Council is providing support for these submissions.
Mayor's Transport Strategy Outcome 7: Journeys by public transport will be pleasant, fast and reliable				
Bus journeys will be quick and reliable, an attractive alternative to the car	Annualised average bus speeds, base year 2015/16	12.2 mph	2021	<p>Each year Havering delivers an “improving the reliability of public transport” programme. This looks at identifying “pinch points” along the bus network. This is done through reviewing TfL bus data to establish where delays are on the route network and also speaking directly with the bus operators. Schemes can include carriageway widening at junctions (such as Pettits Lane North/A12 junction) and two wheel footway parking schemes (Petersfield Avenue).</p> <p>Through the three year Programme of Investment, Havering will look to identify “pinch points” along the bus network and deliver targeted improvements at these locations to improve bus journey times.</p> <p>Some types of bus priority are more difficult to deliver in Havering. For example due to limited road space and</p>

Objective	Metric	Borough target	Target year	Additional commentary
				<p>carriageway widths it is very difficult to deliver bus lanes in Havering beyond what is already in place on the network without significantly impacting on traffic flows in the borough.</p> <p>Havering has recently received funding through the Bus Priority Delivery Portfolio programme to delivery improvements to Upminster North/South junction to support bus movements. If further future year funding is made available through the Bus Priority Deliver Portfolio, it is anticipated that the 2021 target set for this outcome indicator should be met.</p>
Mayor's Transport Strategy Theme : New homes and jobs				
Mayor's Transport Strategy Outcome 8: Active, efficient and sustainable travel will be the best options in new developments				
Mayor's Transport Strategy Outcome 9: Transport investment will unlock the delivery of new homes and jobs				
N/A	No Outcome indicators		N/A	N/A

3.7. TfL Business Plan²⁴

- 3.7.1. In developing and preparing its programme of works (as outlined in the Delivery Plan), Havering has considered the Mayor's aspiration to deliver the major projects in TfL's Business Plan and the milestones associated with these projects – including major infrastructure associated with Growth Areas and Opportunity Areas.
- 3.7.2. The following TfL projects have implications for the London Borough of Havering.

Crossrail (Elizabeth Line)

- 3.7.3. The first phase of the Elizabeth line became operational in May 2017 when TfL Rail took over operation of the London Liverpool Street – Shenfield “metro” services. A number of the new Elizabeth line trains operate along this route and provide, increased capacity as a result of the trains being longer. When it is fully open, the Elizabeth Line will be more than 60 miles from Reading and Heathrow in the west through central tunnels across to Shenfield and Abbey Wood in the east.
- 3.7.4. It is currently unclear when the entire Elizabeth line will be fully operational following delays involving the construction and testing of central section of the route.
- 3.7.5. When the Elizabeth line is fully operational it will enable improved journey times and allow passengers travel from Romford directly into central London and further west without having to interchange at Stratford or Liverpool Street. A fully operational Elizabeth line will allow passengers from Romford to reach Canary Wharf in 28 minutes and Paddington in 38 minutes. A fully operational Elizabeth line will have a positive impact on the local economy with improved access to central London, Heathrow airport and key leisure and entertainment services (in the West End).
- 3.7.6. Passengers who use the Essex Thameside line will also have convenient access to Elizabeth line services through interchanging at Upminster Station and boarding London Overground services to Romford from where they will be able to board Elizabeth Line services.
- 3.7.7. To support the introduction of the Elizabeth Line, the Council has been delivering complementary measures to improve access to and from the

²⁴ Requirement R14: When preparing their LIPs, boroughs are required to take into account the major projects and investment in all modes of transport, as well as the investment in the road network that may impact on their borough, as set out in the TfL Business Plan.

three stations in Havering which have services on the Elizabeth Line, (Romford, Gidea Park and Harold Wood). Further information on Havering's Crossrail Complementary Measures (CCM) programme and how it supports Crossrail can be found in the *Outcome 5: The public transport network will meet the needs of a growing London* section of this document.

Modernisation of the District Line

3.7.8. The modernisation programme of the Circle, District, Hammersmith and City and Metropolitan lines will see 33 trains an hour running on some sections once completed in 2022/23. This will add 33% more capacity to these lines. A new signalling system will optimise the benefits of the most recently introduced trains which are air conditioned and have 10% more capacity and dedicated wheelchair spaces. Havering has four stations along the District line at Elm Park, Hornchurch, Upminster Bridge and Upminster. Upminster Station is a key interchange in Havering with passengers being able to change between Essex Thameside, London Overground and District line services.

Liveable Neighbourhoods

3.7.9. The TfL Business Plan includes a commitment to continue to fund the Liveable Neighbourhoods programme to transform town centres and neighbourhoods so they are attractive places to walk, cycle and spend time. As well as the Romford 'Liveable Neighbouring' scheme in Romford six other Liveable Neighbourhood schemes are being progressed in Ealing, Haringey, Waltham Forest, Hackney, Greenwich and Lewisham.

Ultra-Low Emission Zone (ULEZ)

3.7.10. The Ultra-Low Emission Zone will be introduced in Central London in 2019. Early in 2018 TfL consulted on plans to expand the ULEZ to the North and South Circulars. Havering responded to this consultation highlighting that whilst the Council was not adverse to the extension, if the proposal was agreed it was important that the changes are properly communicated to local residents and businesses before the scheme is implemented. Havering has one of London's largest Business Improvement Districts (BID) and such changes would impact on many of these businesses who make journeys into inner and central London.

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CABINET

13 November 2018

Subject Heading:

**Havering Colleges Proposed Merger –
Local Government Pension Scheme
(LGPS) considerations**

Cabinet Member:

Cabinet Member for Finance and Property,
Councillor Roger Ramsey

SLT Lead:

Chief Operating Officer – Jane West

Report Author and contact details:

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Policy context:

**Havering Colleges restructuring and
merger and Local Government Pension
Scheme (LGPS) considerations**

Financial summary:

**Potential cash transfer to London
Pensions Fund Authority as calculated
and agreed with Actuaries.**

Is this a Key Decision?

- YES – because;
- £500,000(or more from Pension Fund)
- Significant effect on two or more Wards

When should this matter be reviewed?

**.In the spring of 2019 following
feedback from the Secretary of State.**

Reviewing OSC:

**The Overview and Scrutiny Board will
be responsible for reviewing the
decision if called-in or once
implemented**

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

Communities making Havering
Places making Havering
Opportunities making Havering
Connections making Havering

[X]
[X]
[X]
[X]

SUMMARY

Havering Sixth Form College (“HSFC”) and Havering College of Further & Higher Education (“HCFHE”) are considering a merger with New City College (“NCC”).

The pensions of the HSFC and the HCFHE staff who are members of the Local Government Pension Scheme may transfer on merger. This report outlines the potential material, substantial financial risks to the Council’s Pension Fund in relation to the options Cabinet are being asked to consider.

RECOMMENDATIONS

That Cabinet:

- 1. Considers the Funds Actuary report at Appendix A (exempt)**
- 2. Notes the summary of initial legal advice as the rider to Appendix A (confidential and exempt).**
- 3. Considers the comments from HCFHE on the rationale for the merger of HCFHE and HSFC with NCC at Appendix B (exempt)**
- 4. Agrees the College’s request to transfer all HCFHE and HSFC members from the Havering Pension Fund to the London Pensions Fund Authority (LPFA) as set out in Option A in this report.**
- 5. Delegates authority to Chief Operating Officer to take all necessary actions and steps she considers appropriate in order to give effect to this decision.**

REPORT DETAIL

BACKGROUND:

1. As a consequence of an increasing number of colleges experiencing financial challenges, the government commenced a national programme of area based reviews covering further education and sixth form colleges in 2016, the intention of which is to create fewer, more effective and more sustainable colleges
2. A number of financial economic challenges facing the colleges are the main driver for a proposed merger. An earlier attempt for HCFHE to merge with Barking and Dagenham did not go ahead. The current proposal is for both the HCFHE and HSFC to merge with NCC.
3. NCC was created by the merger of Hackney Community College and Tower Hamlets College in 2016, Redbridge College in 2017 and Epping Forest in August 2018. NCC Pensions Administering Authority is the London Pensions Fund Authority (LPFA).
4. In preparation for the merger the colleges have requested permission from Havering as the Administering Authority to transfer the pension arrangements for all staff of the colleges (current and former employees) from the Havering Pension Fund to the LPFA.
5. HCFHE has produced a paper setting out the rationale for the merger for members to consider and this is attached as Appendix B.
6. The Fund's Actuary (Hymans) has produced a report, attached as Appendix A, and sets out the possible two scenarios of the proposed mergers to be considered
 - a. Scenario A - where all members (actives, deferred and pensioners) transfer out to LPFA.
 - b. Scenario B – where only active members transfer their past service out to LPFA.
7. Secretary of State Approval would be needed to transfer the pension rights of former employees from one LGPS Fund to another under scenario A. Once permission has been granted by Havering then the colleges will proceed with seeking Secretary of State approval
8. The Secretary of State will consult with all parties (all three colleges and both Funds) before granting approval. However, if all parties are agreeable, Secretary of State Approval is likely to be granted. The approval process takes about 2 – 3 months to process.
9. No approval is required from the Secretary of State if only current employees transfer over under scenario B.

10. Both colleges have confirmed that given their existing and future economic financial pressures they would not be able to proceed with the merger unless all members transferred out to the LPFA under scenario A.
11. Because of the complexity and the nature of the proposals involving the pensions of the Havering staff involved, initial external legal advice has been taken, confirming the points above. A summary of this is a rider to Appendix A. The appropriate law firm, Bevan Brittan gave this advice, on the basis the information set out in this Report and further, confirmatory advice will be obtained as needed prior to any major steps being taken.

REASONS AND OPTIONS

Options

- 1. Scenario A - where all members (actives, deferred and pensioners) transfer out to LPFA.**
 - a. The Pension Fund will be required to transfer assets and liabilities over to the LPFA to fund the transfer move as calculated and agreed by both actuaries for the Havering scheme and the LPFA scheme.
 - b. This value of the transfer will be funded from a sell down of assets and this will have implications for the Pension Fund Investment Strategy. However, the current strategy includes target allocations across different asset classes that the Fund is working to meet. As the full investment in some of these asset classes take a number of years to be fully invested it is not anticipated that having to use the sale of assets to fund the transfer instead of the new mandates will be to the detriment of the strategy.
 - c. Whilst the Colleges are planning for a merger date of no later than April 2019 any monetary transfers are likely to take place during 2019/20. The Pensions Committee will be presented with a report at a later date once the merger progresses for confirmation as to how to fund the transfer.
 - d. The value of the Assets and liabilities will be reduced and result in an overall reduction in the Funding level of c0.8%, down from 69.7% to 68.9%.
 - e. In addition to the Fund having to sell assets to pay the LPFA it will also lose the positive cash flow position from the colleges. This will put pressure on the cash flow over the longer term. The Fund currently

reinvests investment income (i.e. dividends and interest) where possible but the fund can switch to draw down this income to maintain minimum cash thresholds, this could potentially impact investment growth.

- f. The Investment Strategy will also need to give consideration over the longer term as to how to address any potential cash flow problems by utilising mandates that can provide the necessary cash flow. Over the next few years the Fund will receive income distribution from the Real Assets and Private Debt mandates that may mitigate the need to use dividend and interest income. The Pensions Committee will be asked to review the cash management policy once the cash requirements have been identified.

2. Scenario B – where only active members transfer past service transfer out to LPFA.

- a. If only Active members transfer out, as permitted under TUPE regulations, the deferred and pensioners would remain in the Fund.
- b. The Actuary has provisionally calculated the share of assets assigned to the colleges and deducted from this share the amount the Fund would need to retain to cover the past service liabilities for the deferred and pensioners remaining in the Fund. The remaining amount of asset value would transfer to LPFA to fund the transferring active liabilities.
- c. The size of the asset valuation required to pay the LPFA could be funded through current cash levels and would not require a sell down of asset.
- d. The asset share is not enough to cover the liabilities of the transferring active members and would therefore require a significant 'top up' payment that the colleges would be required to pay over to the LPFA.
- e. Given the size of the 'top up' payment both colleges have confirmed that given their existing and future economic financial pressures they would not be able to proceed with the merger under scenario B.
- f. Whilst any merger under scenario B would not require a sell down of assets it would leave the fund with no employer contribution income to support pension benefits being paid out in the future. This would consequently increase pressure on the cash flow over the longer term and as with scenario A, the Committee will be asked to review the cash management policy once the value of any cash requirements have been identified.
- g. When the last active member leaves the Fund this triggers a cessation payment. In this instance no cessation payment from the colleges would be required to the fund due to their calculated asset share exceeding their liabilities.

- h. There would be a slight improvement to the funding level post transfer increasing to 70.7% from 69.7%.
- i. **To support the future of the colleges, it is recommended that the Cabinet agree to the transfer of all members as detailed under scenario A, as outlined above to allow the merger of the colleges to proceed.**

3. Other options considered:

- a. Given the size of the 'top up' payment both colleges have confirmed that given their existing and future economic financial pressures they would not be able to proceed with the merger under scenario B. For this reason scenario B is recommended to be rejected.
- b. The Hymans report also mentioned that there may be a scenario where a transfer would not be necessary (i.e. where New City would be admitted to Havering in respect of former HSFC and HCFHE staff). Given that the approach adopted by NCC with previous mergers is to consolidate all LGPS arrangements into the LPFA scheme, for reasons of economies of scale, funding strength to absorb new members and easier for NCC to administer just one LGPS scheme, the option to transfer to the Havering scheme was not considered. NCC have confirmed that moving the whole of the NCC membership to the Havering Pension Fund is not this an option they would consider.

IMPLICATIONS AND RISKS

Financial implications and risks:

Financial implications are set out in Hymans report attached as Appendix A. and the effect on the Havering Pension fund is as outlined above.

These financial implications are indicative and based on market conditions as at June 18 and will be subject to final figures settled at transfer date.

Whilst the Colleges are planning for a merger date of no later than April 2019 any monetary transfers are likely to take place during 2019/20. The Pensions Committee will be presented with a report at a later date once the merger progresses for confirmation as to how to fund the transfer.

Any costs associated with the transfer will be met by the Colleges

The Pensions Committee were presented with a report for noting at the Pensions Committee meeting on the 18 September 2018 so members are aware of the future decisions they will need to make with regard to financing the transfer and reviewing the cash management policy.

Whilst there is a risk that future investment growth may impact the General Fund through the employer contribution rates it is not expected that this transfer in its entirety would be a material contributory factor.

Legal implications and risks:

This report has the benefit of specialist legal advice from the council's law firm Bevan Brittan. This is the initial advice based on this report and will be supplemented as needed in due course.

The summary of the advice is in the Rider at the end of Appendix A. The legal advice confirms that the steps proposed are legally permissible. Ongoing legal advice will be provided to enable this arrangement to come to fruition.

Human Resources implications and risks:

Scenario A - where all members (actives, deferred and pensioners) transfer out to LPFA. – under this scenario existing access to the LGPS will be maintained for all existing members but there will be a change to the pension arrangements and the Administering Authority will change from Havering Council to the LPFA.

Scenario B – where only active members transfer past service transfer out to LPFA.

If only Active members transfer out, as permitted under TUPE regulations, then TUPE protections will apply to ensure continued access to the LGPS. There would be a change to the Administering Authority as with under scenario A but for the deferred and pensioners remaining then membership would continue to be administered by Havering Council.

Equalities implications and risks:

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

- i. the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- ii. the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;

- iii. foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment/identity.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants

BACKGROUND PAPERS

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of the Local Government Act 1972.

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