



CABINET

7.30 pm	Wednesday 12 December 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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Members of the public who do not wish to appear
in the webcast will be able to sit in the balcony,
which is not in camera range.**

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

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

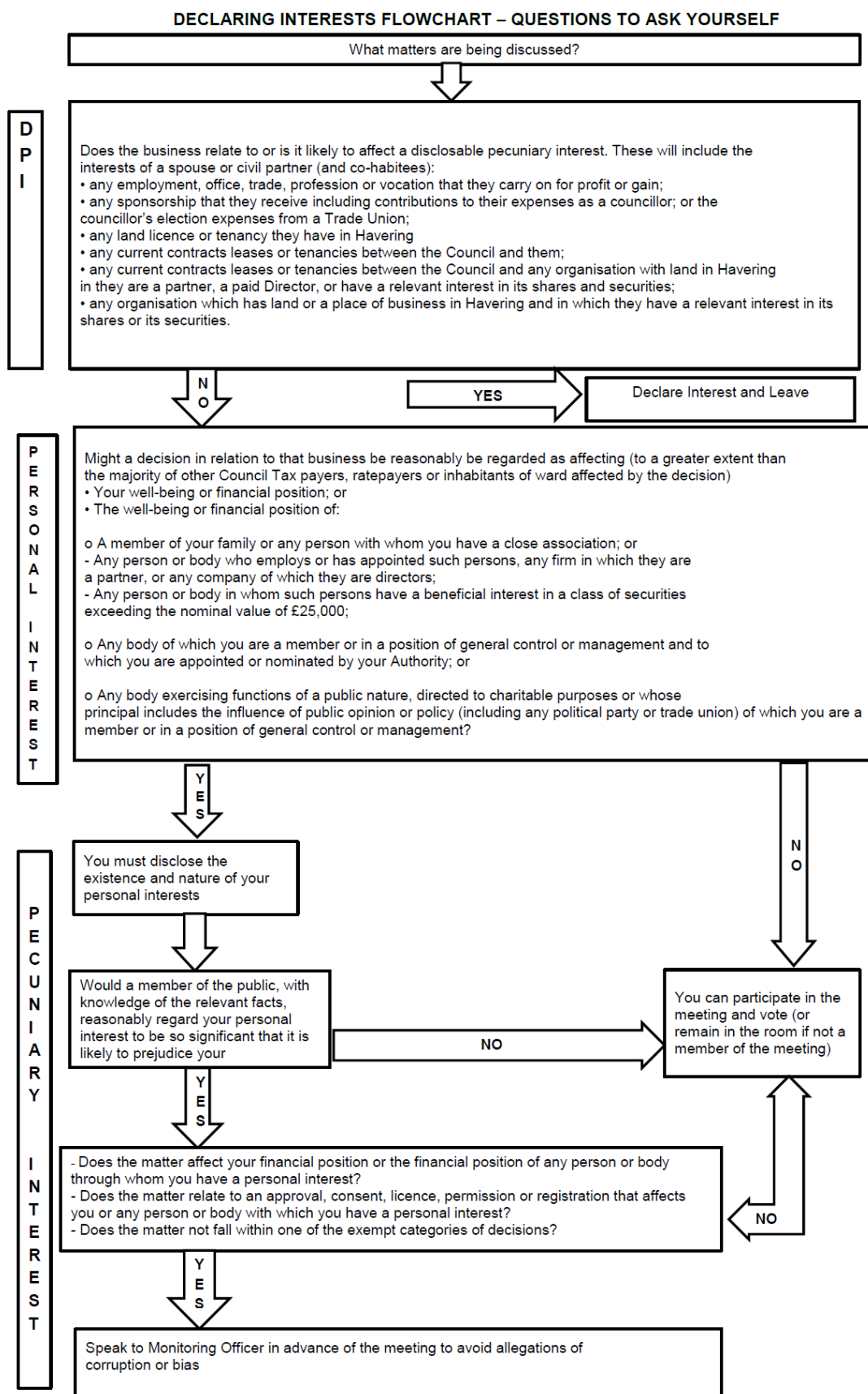
Reporting means:-

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

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

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

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



AGENDA

1 ANNOUNCEMENTS

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

2 APOLOGIES FOR ABSENCE

(if any) - receive

3 DISCLOSURES OF INTEREST

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

4 CORPORATE PERFORMANCE REPORT - QUARTER 2 (Pages 1 - 22)

5 KEEPING HAVERING MOVING - THE PARKING STRATEGY AND HIGHWAYS RESURFACING POLICY (Pages 23 - 56)

6 IMPLEMENTATION OF PHASE 4 EXPANSION PROGRAMME -ROYAL LIBERTY SECONDARY SCHOOL EXPANSION - VIREMENT (Pages 57 - 90)

CABINET

12 December 2018

Subject Heading:

Quarter 2 Corporate Performance Report (2018/19)

Cabinet Member:

Councillor Damian White, Leader of the Council

SLT Lead:

Jane West, Chief Operating Officer

Report Author and contact details:

Sandy Hamberger, Interim Assistant Director of Policy, Performance and Community
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Policy context:

The report sets out Quarter 2 performance against each of the strategic goals set out in the Corporate Plan

Financial summary:

There are no direct financial implications arising from this report. However adverse performance against some corporate performance indicators may have financial implications for the Council.

All service directorates are required to achieve their performance targets within approved budgets. The Senior Leadership Team (SLT) is actively monitoring and managing resources to remain within budgets, although several service areas continue to experience financial pressure from demand led services.

Is this a Key Decision?

No

Is this a Strategic Decision?

No

When should this matter be reviewed?

The Corporate Performance Report will be brought to Cabinet at the end of each quarter, with an annual report brought at the end of Quarter 4.

Reviewing OSC:

The six overview and scrutiny sub-committees (Children and Learning, Crime and Disorder, Environment, Health, Individuals, Towns and Communities) have each selected a basket of indicators that they will track performance against throughout the year. Progress against these indicators will be reported to the Overview and Scrutiny Board on a quarterly basis. Many of these will either duplicate or be “feeder” indicators for the PIs featured in the Corporate Performance Report.

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

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

SUMMARY

1. The Corporate Performance Report provides an overview of the Council's performance for each of the strategic goals. The report highlights areas of strong performance and potential areas for improvement.
2. Following a trial without them during 2017/18, tolerances around targets (and therefore the amber RAG rating) have been reinstated for 2018/19 corporate performance reporting. Performance against each corporate performance indicator has therefore been classified as follows:
 - **Red** = outside of the quarterly target and outside of the agreed target tolerance, or 'off track'
 - **Amber** = outside of the quarterly target, but within the agreed target tolerance
 - **Green** = on or better than the quarterly target, or 'on track'

Cabinet 12 December 2018

3. Where performance is rated as '**Red**', '**Corrective Action**' is included in the report. This highlights what action the Council will take to improve performance.
4. Also included in the report are Direction of Travel (DoT) columns, which compare:
 - Short-term performance – with the previous quarter (Quarter 1 2018/19)
 - Long-term performance – with the same time the previous year (Quarter 2 2017/18)
5. A green arrow (↑) means performance is better and a red arrow (↓) means performance is worse. An amber arrow (→) means that performance has remained the same.
6. For Quarter 2, a RAG status has been provided for 35 of the 46 Corporate Performance Indicators and 9 of the 25 perception / engagement indicators.

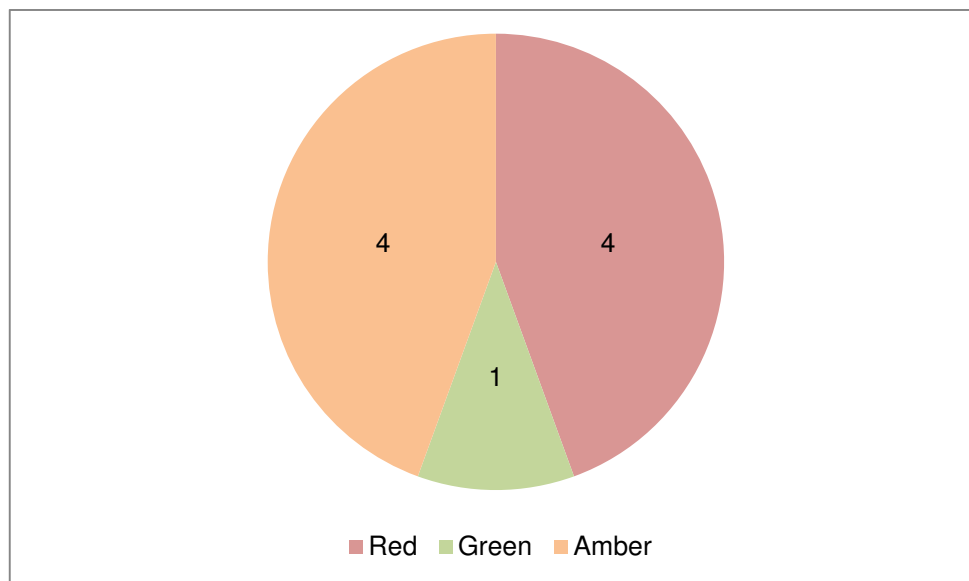
Quarter 2 Summary – Corporate Performance Indicators



7. In summary, of those corporate performance indicators that have been RAG rated:
 - **26** (74%) have a **Green** (on track) status
 - **3** (8%) have an **Amber** status
 - **6** (17%) have a **Red** (off track) status

The proportion of indicators that are green has improved for the second successive quarter, compared to 68% at the end of Quarter 1 2018/19, and 67% at the end of Quarter 4 2017/18.

Quarter 2 Summary – Perception/Engagement Indicators



8. Of those perception / engagement indicators that have been RAG rated:

- 1 (12%) have a **Green** (on track) status
- 4 (44%) have an **Amber** status
- 4 (44%) have a **Red** (off track) status

This is a decline in performance compared with the position at the end of Quarter 1 when 22% were rated **Green**.

Demand Pressures Dashboard

8. The current levels of performance need to be interpreted in the context of increasing demand on some services across the Council. Also attached to the report (as **Appendix 2**) is a Demand Pressure Dashboard that illustrates the context that the performance levels set out in this report have been achieved within. Some key messages are:

- The total number of school applications received in the second quarter of the year is 6% higher than in the same period last year.
- There has been a continued increase in the number of contacts referred to Early Help, which is up 81% compared to Quarter 2 2017/18, while the number of contacts becoming referrals to Children's Social Care has reduced by 32.6% compared to Quarter 1 2018/19. This demonstrates the added value that early help provides in reducing pressure on statutory services and ensuring that families requiring support are identified and worked with at an earlier point.
- As at the end of Quarter 2 2018/19, there have been 136 adults aged over 65 permanently admitted to residential and nursing care homes, compared with 97 at the same point last year, an increase of 40%.

RECOMMENDATIONS

That the Cabinet:

1. **Reviews** the performance set out in **Appendix 1** and the corrective action that is being taken.
2. **Notes** the content of the Demand Pressures Dashboard attached as **Appendix 2**.

REPORT DETAIL

COMMUNITIES MAKING HAVERING

1. The Council's progress in delivering this theme of the Corporate Plan has been positive, with performance against 71% of those indicators with a RAG rating (10 of 14) being rated Green or "On Track".
- 1.1 **Highlights:**
 - (PI 1) Rates of reoffending for those individual offenders completing drug and alcohol treatment referrals (measured through a follow-up 6 months after completion) is better than target in Quarter 2. 100% of those offenders that completed the Alcohol Treatment Programme and 75% that completed the Drug Rehabilitation Programme did not re-offend.
 - (PI 14) The percentage of care leavers in both Education, Employment or Training (EET) and suitable accommodation is above target and higher than both Quarter 1 2018/19 and Quarter 2 2017/18 at 66.5%. The suitable accommodation percentage is above 95%, both of these figures are significantly better than the London average.
 - (PI 11) The rate of carers receiving a needs assessment or review and a specific carer's service, or advice and information, is above target and higher than at the same point last year, with 565 assessments having been completed compared with 276 in Quarter 2 of 2017/18.
- 1.2 **Improvements required:**
 - (PI 19) The rate of delayed transfers of care (instances where an adult patient is ready to leave hospital for home or move to a less acute stage of care but is prevented from doing so) per 100,000 of the population remains outside of the target of 7, at 7.8 (lower being better). To date, there has been an average of 16 delayed discharges per month, whereas at the same stage last year there had been an average of 11. The vast majority of delays are in the acute sector, and are the responsibility of Health.

CONNECTIONS MAKING HAVERING

2. The Council's progress in delivering this theme of the Corporate Plan has been mixed, with performance against 57% (4 of 7) indicators being rated Green or "On Track".

2.1 Highlights:

- (PI 22) There has been a further reduction in avoidable customer contact for Customer Services during the second quarter of the year. The outturn for this indicator was considerably better than target at 13.67% against a target of 20% (where lower is better).
- (PI 24) The Harold Wood railway station supplementary works scheme is now on track following recent discussions with Network Rail and works are due to commence in this quarter. Meanwhile the Romford railway station public realm supplementary works have been completed and work at Gidea Park station is on track and continues to progress to schedule.

2.2 Improvements required:

- (PI 25) The proportion of adults in contact with secondary mental health services who are in paid employment is below target, at 7.5% against a target of 8.6%, and has declined slightly compared with the previous quarter 18/19. The reasons for this will be discussed at a meeting with the service provider, NELFT; however performance against this indicator usually increases at year end when data is checked and cleansed.

OPPORTUNITIES MAKING HAVERING

3. The Council's progress in delivering this theme of the Corporate Plan has been mixed, with performance against 60% (3 of 5) indicators being rated Green or "On Track".

3.1 Highlights:

- (PI 32) The Mayor of London has now agreed the Council's decision of the planning application in respect of the new Hornchurch Sports Centre. An amendment has been made to the plan which involves a slight alteration to the temporary car parking arrangements. The new arrangement will provide a better surface for users and will allow for approximately 75% of the temporary car park to be included in the final permanent car park created once demolition of the existing sports centre has been completed. This in turn saves an estimated 5-7 weeks off the overall project programme.
- (PI 28) The number of investment enquiries to the Borough converted into a new business or expansion performance has been strong in Quarter 2 with the annual target (50) now exceeded.

3.2 Improvements required:

- (PI 27) The number of jobs created and safeguarded through Economic Development's London Riverside Programme has missed target. Staffing changes at CEME has created a delay in achieving the profiled quarterly targets, however the overall target is expected to be met by programme end (September 2019).
- (PI 33) The number of businesses expressing an interest in relocating to the Borough which have a turnover of £10m+ or international recognition is

considerably behind profile, at 13 against a Quarter 2 target of 75. Performance is, however, improved on the same period last year. The 'Master Plan for Romford Town Centre' will seek to address the current retraction in commercial development in order to create a balanced environment going forward.

PLACES MAKING HAVERING

4. The Council's progress in delivering this theme of the Corporate Plan is strong, with performance against 90% (9 of 10) indicators being rated Green or "On Track", and performance against the indicator being Red.

4.1 Highlights:

- (PI 35) The number of non-domestic violence with injury offences is better than target (at 661 offences against a target of 906). There has been 11% fewer offences compared to last quarter. Operations to tackle violence in Romford town centre during night time economy hours continue to be carried out, with use of drugs dogs and knife arches to detect offenders and provide a highly visible deterrent.
- (PI 38) The number of anti-social behaviour (ASB) offences committed in the first half of the year is below target (where lower is better). As the summer months tend to generate the highest volume of ASB complaints, officers are hopeful of a positive year end outturn. The Community Safety team and police have been working with the Rainham Bid to tackle issues in relation to drifting. The number of incidents has dramatically reduced following a police drone operation in August. The Community Safety team are currently collating evidence to support a PSPO in the area.

4.2 Improvements required:

- (PI 36) The level of waste per head of population is above target (where lower is better) but this is a knock on from Q1, when high levels of garden waste were seen during the spring. Waste per head for Q2 is down from 110.25 to 108.04kg. Seasonal fluctuations are expected.

5. The full Corporate Performance Report is attached as **Appendix 1**.

REASONS AND OPTIONS

Reasons for the decision: To provide Cabinet Members with an update on the Council's performance against each of the strategic goals set out in the Corporate Plan.

Other options considered: N/A

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no direct financial implications arising from this report. However adverse performance against some Corporate Performance Indicators may have financial implications for the Council.

All service directorates are required to achieve their performance targets within approved budgets. The Senior Leadership Team (SLT) is actively monitoring and managing resources to remain within budgets, although several service areas continue to experience significant financial pressures in relation to a number of demand led services such as Housing and Children's and Adults' Social Care. SLT officers are focused upon controlling expenditure within approved directorate budgets and within the total General Fund budget through delivery of savings plans and mitigation plans to address new pressures that are arising within the year.

Human Resources implications and risks:

There are not any implications arising directly from this report that impact on the Council's workforce.

Legal implications and risks:

Whilst reporting on performance is not a statutory requirement, it is considered best practice to review the Council's progress against the Corporate Plan and Service Plans on a regular basis.

Equalities implications and risks:

The following Corporate Performance Indicators rated as 'Red' and/or with a worsening direction of travel could potentially have equality and social inclusion implications for a number of different social groups if performance does not improve:

- (PI 25) The proportion of adults in contact with secondary mental health services who are in paid employment.
- Perception / engagement indicators: 'Strength of belonging to the local area'; and 'Respondents worrying about ASB'.

While the latter indicators relate to issues that could affect the whole community, it is recognised that some social groups may be more disproportionately impacted than others. In addition to the mitigating action provided within the commentary, the Council's now formally adopted 'One Havering Community Cohesion Strategy' aims to further reverse the negative trend in this area and address residents' concerns around their sense of safety.

BACKGROUND PAPERS

The Corporate Plan for 17/18 is available on the Council's website at:
https://www.havering.gov.uk/downloads/download/575/corporate_and_service_plans

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Quarter 2 Corporate Performance Report 2018/19

RAG Rating		Direction of Travel (DOT)	
GREEN	On or better than target On track	↑	Short Term: Performance is better than the previous quarter Long Term: Performance is better than at the same point last year
AMBER	Worse than target but within target tolerance	→	Short Term: Performance is the same as the previous quarter Long Term: Performance is the same as at the same point last year
RED	Worse than target and outside tolerance Off track	↓	Short Term: Performance is worse than the previous quarter Long Term: Performance is worse than at the same point last year

Description	
Outturns reported cumulatively	(C)
Outturns reported as a snapshot	(S)
Outturns reported as a rolling year	(R)

Line.no	Indicator and Description	Value	2018/19 Annual Target	2018/19 Q2 Target	Tolerance	2018/19 Q2 Performance	Short Term		Long Term DOT		Comments	Service & Supporting Services
Communities: Healthy and Active Lives												
1	Rates of reoffending for those individual offenders completing drug and alcohol treatment referrals (measured through a follow-up 6 months after completion)	Smaller is better	14% (Alcohol) 38% (Drugs)	14% (Alcohol) 38% (Drugs)	±5%	0% Alcohol 25% Drugs GREEN	-	N/A	-	NEW	Apr-to date - those who successfully completed Alcohol Treatment Referrals (ATR's) did not re-offend within 6 months post completing their community Orders. This is a 100% positive reduced re-offending rate. Of those who successfully completed Drug Rehabilitation Referrals(DRR) community sentences 75% did not re-offend.	Policy, Performance & Community • Public Health
2	The number of people who die from preventable causes like deprivation, accidents, and air quality – but not related to clinical care, per 100,000 population (R)	Smaller is better	Better than England (Annual 3-year rolling period) (2014-2016 = 183 per 100,000 population)	Better than England (Annual 3-year rolling period) (2014-2016 = 183 per 100,000 population)	Similar to England (see comments)	164 per 100,000 population (2014-2016) GREEN	-	N/A	↓	157 per 100,000 population (2013-2015)	Data is published for three-year rolling periods. The latest available data relates to the period 2014 - 2016. For this period, Havering's mortality rate from preventable causes (164/100,000, with a range of 154 - 174 per 100,000) was lower than the England average (183/100,000) but higher than the previous period (2013-2015). The observed rise from the previous period's rate of 157/100,000 is however not statistically significant. The latest annual data for Havering (2017) indicates an improved figure of 155 per 100,000. National data will next be available in May 2019 so the England average shown here as a target is indicative only, as this too will change. Performance will be considered 'Similar to England' if the latest England average falls within Havering's latest range.	Public Health • Environment • Adult Services • Children's Services
3	% of people (aged 65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	Bigger is better	88.4%	N/A	±5%	N/A	-	N/A	-	88.2% (2017/18)	Performance against this indicator is not measured until Q4	Adult Services
Communities: A good start for every child to reach their full potential												
4	% of LAC who are in long term foster placements (18 months+)	Bigger is better	62%	62%	±2.5%	63.9% GREEN	↑	59.6%	→	64%	There is a continued focus within the service on early permanence, ensuring matched and ratified long term placements are signed off, and ongoing diligence following a 6 month period of a child being looked after to consider their long term care arrangements. This has led to further improvements against this indicator over the last quarter.	Children's Services
5	School readiness - % of children achieving a good or better level of development at age 5 (EYFSP)	Bigger is better	74%	N/A	±3%	72% (2017-18) AMBER	→	72% (2016-17)	↑	71% (2015-16 results)	Standards for children in reception classes (five year olds) in Havering were average when compared to all children in England in 2018. This is measured by assessing if children have reached a "Good Level of Development", which covers a very wide range of areas such as speech, reading, maths, and such things as physical development and social interaction. The proportion of children achieving a Good Level of Development (GLD) in Havering remained at 72% – exactly the same as the national average.	Learning & Achievement • Children's Services
6	% of children in good or outstanding schools	Bigger is better	84%	84%	±1.5%	83% AMBER	↑	81% (85% Old methodology)	-	84% (Old methodology)	Two schools were inspected in June 2018 and have since been published; both receiving a 'Good' judgement. Between November 2017 and January 2018, Ofsted consulted on changes to official statistics and management information. As a result of this consultation Ofsted now include the grades from the predecessor schools for schools that have not yet been inspected in their current form. This provides a more comprehensive view of the sector. The methodology change is reflected in official statistics published from June 2018 and this has re-introduced fresh start and sponsor-led academies, resulting in percentages appearing lower than previous quarters.	Learning & Achievement • Children's Services

Line.no	Indicator and Description	Value	2018/19 Annual Target	2018/19 Q2 Target	Tolerance	2018/19 Q2 Performance	Short Ter		Long Term DOT		Comments	Service & Supporting Service
7	Pupil progress in 8 subjects, from the end of primary school to the end of secondary school ("Progress 8" score)	Bigger is better	-0.03 (National State-Funded ave.)	N/A	+/- 0.05	-0.08 (provisional AY 2017/18) AMBER	↓	-0.04 (AY 2016/17)	↑	-0.14 (AY 2015/16)	Provisional Progress 8 figures in Havering saw a slight drop on the previous academic year. The Council will push for improved standards through alerting the Regional Schools Commissioner, through our link with Havering Learning Partnership (all secondaries) and through our Quality Assurance process, where academies agree to this role. With all secondary schools now having academy status, our ability to affect outcomes is very much limited to an influencing role.	Learning & Achievement • Children's Services
8	% of looked after children who ceased to be looked after as a result of permanency (Adoption and Special Guardianship Order)	Bigger is better	27.5%	13.7%	±10%	13.8% GREEN	↑	13.3%	↓	21.3%	There has been an increase in family placements converting from Regulation 24 (a temporary approval) to Special Guardianship (a permanent order). More robust assessments are taking place at Viability stage. Adoption and Special Guardianship Orders are influenced by court outcomes and the plan in place for the child, therefore percentages will fluctuate between years according to the care plans for the cohort of looked after children at that time. Returning home can be another permanent outcome for children, which is not captured within this indicator.	Children's Services
9	% of Havering parents receiving an offer of their first preference primary school	Bigger is better	87%	N/A	±2.5%	N/A	-	88% (2018 intake)	-	NEW	The outturn for the next academic year (2019 intake) will be reported in Q4	Learning & Achievement • Children's Services
10	% of Havering parents receiving an offer of their first preference secondary school	Bigger is better	80%	N/A	±2.5%	N/A	-	79% (2018 intake)	-	NEW	The outturn for the next academic year (2019 intake) will be reported in Q4	Learning & Achievement • Children's Services
Communities: Families and communities look after themselves and each other												
11	Carers receiving a needs assessment or review and a specific carer's service, or advice and information (rate per 100,000)	Bigger is better	600	150	±5%	283.4 GREEN	-	70	↑	234	To date there have been 565 assessments for carers, at the same stage last year there had been 276.	Adult Services
Page 12	Number of volunteers supporting Council services	Bigger is better	1,129	1,069	±10%	1,191 GREEN	↓	1,249	↓	1,226	The number of volunteers supporting services across the Council is above target. This PI counts the number of volunteers who assist in Libraries, Youth Services, Health and Wellbeing, the London Youth Games, Housing Services, Community Clean-ups, as active members of a Friends of Park group, and in the Early Help Service.	Policy, Performance and Community • Culture and Customer Access • Housing • Children's Services • Environment
	Placeholder: Reported outcomes for residents delivered by the community and voluntary sector	Bigger is better	TBC	TBC	TBC	N/A	-	N/A	-	N/A	This indicator is currently in development by the Joint Commissioning Unit and will be co-produced with newly commissioned providers. The start of the new contracts was delayed from September to February, hence the delay in confirming the target and outturns associated with this indicator.	Adult Services • JCU
Communities: Supporting vulnerable residents in our communities												
14	% of care leavers in both education, employment or training and suitable accommodation	Bigger is better	60%	60%	±5%	66.5% GREEN	↑	57.4%	↑	53.8%	This indicator represents care leavers who are both in education, employment or training (EET) and living in suitable accommodation; the suitable accommodation percentage is higher - above 95%. There are a high number of young people with multiple complex needs, and some of the specific reasons for young people not being in work include mental health and parenthood. The service is exploring the childcare support that can be provided to allow young parents to enter employment or education. A Department of Work And Pensions (DWP) project is also underway, looking at pre-employment preparation with a specific cohort of care leavers.	Children's Services • Policy, Performance and Community
15	The proportion of repeat victims of domestic abuse (C)	Smaller is better	27%	27%	±5%	N/A	-	28.2% (Provisional 2017-18 average)	-	30.5% (2016-17 average)	The Mayor's Office for Policing and Crime (MOPAC) has not yet launched its revised domestic abuse dashboard which will provide a consistently calculated figure. At a recent meeting of the London Partnership Analysts Group, a MOPAC representative explained the difficulties in calculating this figure. For this reason we will wait until MOPAC provides a standardised figure, from which we will provide a reliable update on whether the 2017/18 target was met, and how this has figure has changed since the last available figure was reported in December 2017. The target for 2018/19 may be revisited in light of this. The revised Violence against Women and Girls (VAWG) strategy will go to the Havering Community Safety Partnership (HCSP) in October for sign off. A tri borough perpetrator group will be established in Qtr 3 to tackle high risk repeat offenders. Havering is taking part in a pilot study to increase the use of Domestic Violence Protection Orders/Notices (DVPO/N) and has seen an increase in use in Qtr 2.	Policy, Performance and Community • Adult Services • Children's Services
16	Percentage of homeless preventions and reliefs (homelessness resolved without the provision of temporary accommodation)	Bigger is better	70%	70%	±0%	83% GREEN	↓	86%	-	NEW	The percentage of homelessness prevention and relief outcomes is better than target, which means less use of expensive temporary accommodation.	Housing

Line.no	Indicator and Description	Value	2018/19 Annual Target	2018/19 Q2 Target	Tolerance	2018/19 Q2 Performance	Short Ter		Long Term DOT		Comments	Service & Supporting Service
17	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is better	660	330	±5%	293 GREEN	-	106	↓	209.8	At the end of Q2 there had been 136 new admissions into long term residential / nursing care. At the same stage last year there had been 97. The target has been set higher than last year's outturn due to this indicator being a BCF indicator and 2 year targets were submitted to NHS England for 2017/18 and 2018/19.	Adult Services
18	Number of adults and older people who can choose how their support is provided to meet agreed health and social care outcomes in the year (self-directed support)	Bigger is better	95%	95%	±5%	95.6% GREEN	↓	96.7%	↑	84.6%	Currently there are 1,862 service users receiving their Social Care via Self Directed Support. At the same stage last year there were 1,714.	Adult Services
19	The number of instances where an adult patient is ready to leave hospital for home or move to a less acute stage of care but is prevented from doing so, per 100,000 population (delayed transfers of care)	Smaller is better	7	7	±10%	7.8 (August 2018) RED	→	7.8	↓	5.1	To date there has been an average of 16 delays to discharges per month, at the same stage last year there had been an average of approximately 11. The vast majority of delays are in the acute sector and are the responsibility of Health.	Adult Services
20	Residents reporting good outcomes from their community service (home care service)	Bigger is better	N/A	N/A	N/A	N/A	-	85.6% (2017/18)	-	N/A	The indicator is not measured until Q4 and will be based on the proportion of 216 homecare service users scoring their service 'Good' or better in an annual survey.	Adult Services • JCU
Connections: A digitally enabled borough												
21	Improved Socitm score for the www.havering.gov.uk website	Bigger is better	3	N/A	N/A	3 GREEN	→	3	→	3	Despite retaining a 3 Star rating from 2017/18, our direction of travel is still one of continued improvement as we moved from a score of 9 out of 16 to 13 out of 16 for online tasks (the user journey across pages to complete a transaction). Current SOCTIM testing rules mean a final accessibility test that would give sites enough 'points' to reach 4 star status is only open to members. It is not clear if that scoring system will be in place for 18/19 ratings, results of which will be published in June 2019.	Culture and Customer Access / Transformation • OneSource (ICT)
Page 13	Avoidable customer contact for Customer Services (S)	Smaller is better	20%	20%	±5%	13.67% GREEN	↑	16.79%	↑	22.23%	Avoidable contact recorded in Q2 reduced compared with the previous quarter and the same quarter last year. The main reasons for avoidable contact occurring were customers awaiting call backs / visits from service areas and incorrect correspondence being issued or clarity required	Culture and Customer Access / Transformation • OneSource (ICT)
	Call abandon rates (contact centre)	Smaller is better	10%	10%	±5%	11.87% RED	↑	13.16%	↓	7.46%	Following the challenges faced by Customer Services in Q1 (for example, introduction of Homelessness Reduction Act, implementation of Open Housing System, Green Waste renewals) performance during Q2 has improved and heading towards the overall 18/19 target of 10%. The Customer Services restructure was implemented from 1st October 2018, and careful monitoring of performance will continue over the coming months as the new structure settles down. There will be a future review of processes to reduce call avoidance rates, which will have a positive impact on this PI.	Culture and Customer Access / Transformation • OneSource (ICT)
Connections: Capitalising on our location and connectivity												
24	Delivery of public realm improvements at the borough's three Crossrail stations	N/A	Improvements delivered	N/A	N/A	On Track GREEN	→	On Track	↑	Off Track	Romford station's Crossrail supplementary works have now been completed. Gidea Park's works are on track and progressing well. The Harold Wood scheme is now on track following recent discussions with Network Rail and works are due to commence this quarter.	Development
Connections: Fast and accessible transport links												
25a	Improve air quality in the borough by reducing the level of NO2	Smaller is better	40 µgm-3	40 µgm-3	±0%	Battis: 72.1 RED	↓	Battis: 69.1	-	NEW	Air quality monitoring and reporting against air quality objectives are undertaken based on a calendar year, in line with GLA guidance. As data for August and September 2018 are not available yet, quarter performance has been based on the second quarter of the calendar year (i.e. April-June 2018).	Environment • Development
25b		Smaller is better				Langton's: 13.9 GREEN	↑	Langton's: 21.7	-		For the purposes of monitoring performance against this indicator, two sites have been selected: Romford Battis (where the highest NO2 levels have been recorded) and Langton's (where the lowest NO2 levels have been recorded) When comparing the 2018 Q1 and Q2 outturns, there is a slight increase (approx. 4%) in NO2 at Battis and a decrease (approx. 35%) at Langton's. However, given the varying weather conditions over the year and that air quality is influenced by weather conditions, it is difficult to draw safe conclusions from the quarterly outturn.	Environment • Development

Line.no	Indicator and Description	Value	2018/19 Annual Target	2018/19 Q2 Target	Tolerance	2018/19 Q2 Performance	Short Ter		Long Term DOT		Comments	Service & Supporting Service
Connections: Access to jobs and opportunities												
25	Proportion of adults in contact with secondary mental health services in paid employment	Bigger is better	8.6%	8.6%	±5%	7.5% RED	↓	8.2%	↑	7.2%	Currently there are 35 service users on a Care Programme Approach (CPA) who are in employment. At the same stage last year there were 58. There were, however, less service users on a CPA in September 2018, compared to September 2017. The target for this indicator has been raised for 2018/19 and the service provider, NELFT, is in the process of implementing measures to secure improvements in the remainder of the year. It is worth noting that performance against this indicator usually increases at year end when data is checked / cleansed.	Adult Services • Policy, Performance and Community
26	Proportion of adults with learning disabilities in paid employment	Bigger is better	8.1%	N/A	±5%	N/A	-	N/A	-	8.1% (2017/18)	Performance against this indicator is not measured until Q3	Adult Services • Policy, Performance and Community
Opportunities: First class business opportunities												
27	Number of jobs created and safeguarded through Economic Development's London Riverside Programmes	Bigger is better	TBC	TBC	±10%	N/A	-	0	-	0	There has been a delay in CEME delivering the outcomes due to staff changes within the organisation. CEME will revise the target for the full, 3 year programme by the end of November. The Business Development team will complete an audit in December on the completed outcomes. It is anticipated that some positive performance will be reported as an outcome after the audit.	Development • Policy, Performance and Community
28	Number of investment enquiries to the Borough converted into a new business or expansion	Bigger is better	50	25	±10%	58 GREEN	↑	28	↑	28	The number of investment enquiries to the borough converted into a new business or expansion has achieved the year end target in Q2.	Development • Communications
Opportunities: High-quality skills and careers												
29	Number of apprentices (aged 16-18) recruited in the borough	Bigger is better	800 (August 2017 to July 2018)	N/A	±10%	N/A	-	680 (provisional 2016/17)	-	N/A	Data has not yet been published by the DfE for 2017/18 and is not expected to be available until Q3	Learning & Achievement • Policy, Performance and Community
30	Number of apprentices (aged 19+) recruited in the borough	Bigger is better	1340 (August 2017 to July 2018)	N/A	±10%	N/A	-	1330 (provisional 2016/17)	-	N/A	Data has not yet been published by the DfE for 2017/18 and is not expected to be available until Q3	Learning & Achievement • Policy, Performance and Community
31	% of 16-18 year olds who are not in education, employment or training or not known (S)	Smaller is better	3.0%	N/A	±15%	N/A	-	2.9%	-	N/A	Data has not yet been published and is not expected to be available until Q4	Learning & Achievement • Policy, Performance and Community
Opportunities: Dynamic development and infrastructure												
32	New Hornchurch Sports Centre planning application approved and contract awarded to build the new centre	N/A	Timescale achieved	N/A	N/A	On Track GREEN	→	On Track	↑	Off Track	The Project Team requested that they make a S73 planning application to amend one of the conditions of the planning approval. The Council has agreed to this, and the S73 application has been submitted and validated. A decision should be made within 8 weeks. The amendment involves slight alterations to the temporary car parking arrangements that will provide a better surface for users and will allow for approximately 75% of the temporary car park to be included in the permanent car park created once demolition of the existing sports centre has been completed. This in turn saves an estimated 5-7 weeks off the overall project programme. Once the S73 application has been determined, it is expected that works will commence on site to create the temporary car park within 2-4 weeks of the decision.	Culture and Customer Access
Opportunities: A thriving local economy												
33	The number of businesses expressing an interest to relocate to the Borough with a turnover of £10m+ or international recognition.	Bigger is better	150	75	±10%	13 RED	↑	8	↑	11	13 businesses that have a turnover of £10m + or international recognition expressed an interest to relocate to the Borough. The target of 150 businesses with turnovers of over £10m+ expressing an interest in locating to the borough represents a highly ambitious aspiration and the current level of interest from businesses with high turnovers is positive Corrective Action: The Master Planning for Romford Town Centre will seek to address the current retraction in commercial development and set out the level of ambition in relation to the level of intervention in the property market in order to create a balanced environment going forward.	Development • Communications
34	Proportion of businesses showing employment growth	Bigger is better	83,830 (+1% growth)	N/A	±10%	84,000 (2017) GREEN	-	N/A	-	82,000 (2016)	This indicator measures the total employee count in Havering and is only available annually using Business Register and Employment Survey data.	Development

Line.no	Indicator and Description	Value	2018/19 Annual Target	2018/19 Q2 Target	Tolerance	2018/19 Q2 Performance	Short Term		Long Term DOT		Comments	Service & Supporting Service	
Places: A clean, safe environment for all													
35	The number of burglary offences (C)	Smaller is better	1,812	906	±5%	834 GREEN	↓		382	↑	1,070	Q2 2018/19 saw an 18% increase in burglary offences from Q1 2018/19. However, when comparing this period to the same period the previous year, there saw a reduction of 12% in the number of reports. When broken down by categories, burglary in dwellings has seen little change compared to the previous quarter with only 1 additional offence reported. However for burglary in non-dwellings, there has seen a significant increase of 75% compared to the last quarter. Safe-zones are currently in place delivering crime prevention advice to keep homes safe. The chosen safe zones were targeted areas that were identified in analysis to have been a hotspot area for burglaries to take place. The latest safe zones area took place in Emerson Park on Cranham Road, Maybrick Road, Cavenham Gardens, Hazelmere Gardens, Great Garden Road and Briery Close. This served a total of 368 houses. The partnership have provided crime prevention advice over quarter 2 to raise awareness of burglary reduction tactics that residents can take to reduce the risk of being burgled, this includes Community safety stalls at the Havering Show, Romford Pride and the Emergency Services day, a burglary campaign ran for 2 weeks on the JC Decaux boards and a full page in Living magazine.	Policy, Performance and Community
36	The level of waste per head of population presented to the East London Waste Authority (ELWA) (C)	Smaller is better	441.01 kg per head	220.5kg per head	±0%	226.44kg per head RED	↓		120.20kg per head (provisional)	↑	235.65 kg per head	Performance is above target (where lower is better) but this is a knock on from Q1 (this being a cumulative indicator), whereby high levels of garden waste were seen during the Spring. Waste per head for Q2 is down from 110.25 to 108.04kg. Seasonal fluctuations are expected. This PI measures the total waste delivered to the ELWA. This includes collected household waste, waste from the reuse and recycling centre and municipal waste from Highways and Parks management activities. Various waste prevention campaigns focusing on home composting, reuse, and Love Food Hate Waste have contributed towards this target. We are also reviewing operations in Highways and Grounds Maintenance to reduce waste and, with ELWA, are considering strengthening policies targeting potential commercial waste entering the domestic waste stream at the household reuse and recycling centre. Without restrictions on the amount of waste we collect through the household waste collection service containing and reducing tonnages is very challenging and relies on attitudinal change.	Environment • Communications
37	The number of non-domestic violence with injury offences (C)	Smaller is better	1,311	906	±5%	661 GREEN	↑		349	↓	653	Reports for non-domestic violence with injury offences have reduced by 11% compared to the previous quarter of Q1 2018/19. Comparing Q2 2018/19 to the same period last year, there has been a slight increase in reports of 3%. Operations to tackle violence in Romford town centre during night time economy hours continue to be carried out, with use of drugs dogs and knife arches to detect offenders and provide a highly visible deterrent.	Policy, Performance and Community • Children's Services (YOS) • Culture and Customer Access (Youth Services)
38	The number of anti-social behaviour (ASB) offences (C)	Smaller is better	6,100	3,605	±5%	2875 GREEN	↑		1,490	↑	3,037	Levels of ASB offences report have reduced both compared to the previous quarter by 7% (Q1 of this financial year) and compared to the same period last year by 11% (Q2 2017/18). Meetings are held involving relevant partners when persistent issues arise. Discussions are ongoing with the Parks Constabulary to attempt to turn their patrol notes into an intelligence product which can be learnt from, and shared with other agencies such as the Fire Brigade, which may also be able to task resources. Targeted work has been delivered over qtr. 2 to tackle rough sleeping and street drinking in the town centre, with a number of Community Protection Warnings being given and a number of arrests. The Community Safety team and police have been working with the Rainham Bid over qtr. 2 to tackle the issues in relation to drifting. The number of incidents has dramatically reduced following a police drone operation in August. The Community Safety team are currently collating evidence to support a PSPO in the area.	Policy, Performance and Community • Children's Services (YOS) • Culture and Customer Access (Youth Services)
39	Local Plan progressed and successfully adopted in accordance with the timeframe set out in the Local Development Scheme (LDS)	N/A	Timescale achieved	N/A	N/A	On Track GREEN	→		On Track	→	On Track	The LDS anticipated the Local Plan would be subject to Examination in Summer 2018 and adopted in early 2019. Delays by the Planning Inspectorate (outside the control of the Council) have pushed back the start of the Examination and this is now taking place 9th -11th and 16th-18th October.	Development
40	Making Safeguarding Personal: % of cases where desired outcomes were expressed and these were either partially or fully met	Bigger is better	90%	90%	±5%	95% GREEN	↓		96.1%	↑	93.6%	Performance is currently on target. To date 160 people have completed a safeguarding enquiry and have been asked and expressed their desired outcomes, of which 152 have been either fully or partially met. At the same stage last year, 141 people had expressed desired outcomes of which 132 had been fully or partially met.	Adult Services

Line.no	Indicator and Description	Value	2018/19 Annual Target	2018/19 Q2 Target	Tolerance	2018/19 Q2 Performance	Short Term		Long Term DOT		Comments	Service & Supporting Service
Places: High-quality homes												
41	% of council homes that meet the decent homes standard which ensures standards of fitness, structure, energy efficiency and facilities in council properties.	Bigger is better	98%	98%	±0%	99.80% GREEN	↑	99.2%	↑	99.2%	Performance is above target and is better than last quarter and the same period last year	Housing
Places: Award-winning parks and open spaces												
42	% of parks supported by a "Friends" group	Bigger is better	17%	17%	±0%	17% GREEN	→	17%	→	17%	17 out of 100 parks and green spaces continue to be supported by a Friends Group	Environment • Policy, Performance and Community
43	Number of Green Flag Awards	Bigger is better	14	N/A	±0%	14 GREEN	↑	13	↑	11	14 Green Flags have been achieved for 2018/19 but the results are not formally announced until Quarter 3.	Environment • Policy, Performance and Community
Places: A vibrant cultural and leisure destination												
44	Deliver the Romford Market Transformation Support Programme	N/A	Transformation support programme delivered	N/A	N/A	On Track GREEN	→	On Track	-	NEW	The Romford Market Transformation Support Programme is progressing and on track. The Business Development and Events Plan will be delivered over the next 12 months, commencing in Oct 18, each event will be monitored, the outcome of the findings will form a longer term 2-5 year strategy and vision for Romford Market. The longer term business plan will be presented to the Leader and Cabinet in January 2019.	Development
Perception / Engagement Pls												
Policy and Attitude survey Page 16	% of respondents worried about ASB in the area (R)	Smaller is better	15%	15%	±5%	26% RED	↓	22%	↓	19%	Locally, levels for the latest quarter shows 26% of respondents were worried about ASB. Corrective Action: Meetings are held involving relevant partners when persistent issues arise. Discussions are ongoing with the Parks Constabulary to attempt to turn their patrol notes into an intelligence product which can be learnt from, and shared with other agencies such as the Fire Brigade, which may also be able to task resources. Communications on work that is taking place is utilised more to evidence how work is taking place to tackle ASB by partners. A joint Communications working group will be established in qtr 3 to tackle the disproportionate fear of crime .	Policy, Performance and Community
	% of respondents worried about crime in the area (R)	Smaller is better	28%	28%	±5%	32% AMBER	↓	28%	↓	28%	The proportion of respondents to the survey who are worried about crime is slightly down on the last period. The London-wide figure has seen an increase to 29%.	Policy, Performance and Community
Residents Survey	Satisfaction with the way Havering Council runs things	Bigger is better	65%	N/A	±6%	58% RED	-	N/A	↓	61% (2016)	Ipsos MORI undertook a telephone survey of 800 residents aged 18+ between 27 March and 26 April 2018. The results indicate that satisfaction with the local area is broadly comparable with national averages, but the London benchmark suggests that Havering's residents are less positive about community cohesion than those of other London boroughs. Whilst trust in the Council compares favourably with the national average, residents in Havering feel less positive about how the Council runs things.	Communications
	Satisfaction with Havering as a place to live	Bigger is better	88%	N/A	±8%	80% RED	-	N/A	↓	88% (2016)		Communications
	Strength of belonging to the local area	Bigger is better	80%	N/A	±2%	77% RED	-	N/A	↓	79% (2016)		Communications
	Trust in Havering Council	Bigger is better	70%	N/A	±20%	62% AMBER	-	N/A	↓	70% (2016)		Communications
Housing Status Survey	Satisfaction with the service provided by LBH Housing Services	Bigger is better	85%	N/A	±0%	N/A	-	N/A	-	79%	The survey has not yet been completed for 2018/19.	Housing
	Satisfaction that LBH Housing Services listen to tenants' views and act upon them	Bigger is better	75%	N/A	±0%	N/A	-	N/A	-	53%	The survey has not yet been completed for 2018/19.	Housing
Adult Social Care Survey	% of respondents reporting control over their daily life	Bigger is better	N/A	N/A	N/A	N/A	-	N/A	-	77% (2017/18)	The Adult Social Care Survey is completed annually. The 2018/19 survey will be distributed in January 2019.	Adult Services
	Overall satisfaction with the care and support services received	Bigger is better	N/A	N/A	N/A	N/A	-	N/A	-	60% (2017/18)		Adult Services
	% of respondents reporting feeling safe	Bigger is better	N/A	N/A	N/A	N/A	-	N/A	-	71% (2017/18)		Adult Services

Line.no	Indicator and Description	Value	2018/19 Annual Target	2018/19 Q2 Target	Tolerance	2018/19 Q2 Performance	Short Ter		Long Term DOT		Comments	Service & Supporting Service
Carers Survey	Overall carers' satisfaction with the support or services carers and service users have received from Social Services in the last 12 months	Bigger is better	N/A	N/A	N/A	N/A	-	N/A	-	34.2% (2016/17)	The Carers Survey is completed biennially and will be distributed in Q3 of this year.	Adult Services
	% carers reporting that, over the last 12 months, they have been involved or consulted as much as they wanted to be, in discussions about the support or services provided to the person they care for	Bigger is better	N/A	N/A	N/A	N/A	-	N/A	-	71.4% (2016/17)		Adult Services
	% carers reporting that, over the last 12 months, they have found it easy to find information and advice about support, services or benefits	Bigger is better	N/A	N/A	N/A	N/A	-	N/A	-	66% (2016/17)		Adult Services
Early Help Service	Proportion of families who show continued overall progress after their initial assessment (C)	Bigger is better	50%	50%	±5%	66% GREEN	↓	73%	-	N/A	Performance against this indicator is measured through the 'Outcome Star Family Star Plus Assessments' used by practitioners with families in Early Help. Performance remained above target during Quarter 2.	Children's Services
Public Health Outcomes Framework	Percentage of respondents scoring 0-4 in response to the question "Overall, how happy did you feel yesterday?"	Smaller is better	Better than England (2015/16 = 8.8%)	Better than England (2015/16 = 8.8%)	Similar to England (see comments)	7% (2015/16) AMBER	-	N/A	↑	9.8% (2014-15)	Data is published annually. 2016/17 data has been published but there were insufficient respondents to produce a Havering value. The most recent data available from Public Health England for Havering is therefore still for the period 2015-16. Havering's outturn of 7% (with a range of 4.6% to 9.4%) is better than England's (8.8%, where smaller is better) but similar once the confidence interval is applied, hence the amber rating. Performance was however better than the year before. 2017/18 data will be available in May 2019 so the England average shown here as a target is indicative only, as this too will change. Performance will be considered 'Similar to England' if the latest England average falls within Havering's latest range.	Public Health
	Percentage of respondents scoring 6-10 in response to the question "Overall, how anxious did you feel yesterday?"	Smaller is better	Better than England (2016/17 = 19.9%)	Better than England (2016/17 = 19.9%)	Similar to England (see comments)	17.7% (2016/17) AMBER	-	N/A	↑	18% (2015/16)	Data is published annually. The most recent data available from Public Health England is still for the period 2016-17. Havering's outturn of 17.7% (with a range of 13.2% to 22.1%) is better than England (19.9%, where smaller is better) but similar once the confidence interval is applied, hence the amber rating. Performance was also better than the year before. 2017/18 data will be available in May 2019 so the England average shown here as a target is indicative only, as this too will change. Performance will be considered 'Similar to England' if the latest England average falls within Havering's latest range.	Public Health
Resident Survey - Environment Services	% respondents satisfied with refuse collection	Bigger is better	N/A	N/A	N/A	88%	-	NEW	-	NEW	Ipsos MORI undertook a telephone survey of 800 residents aged 18+ between 27 March and 26 April 2018. The results indicate that satisfaction with Environment services is generally holding up well, with the notable exceptions of road and pavement maintenance and parking, and that, among service users, experiences are, in the main, positive.	Environment & Communications
	% respondents satisfied with street lighting	Bigger is better	N/A	N/A	N/A	85%	-	NEW	-	NEW		Environment & Communications
	% respondents satisfied with recycling	Bigger is better	N/A	N/A	N/A	75%	-	NEW	-	NEW		Environment & Communications
	% respondents satisfied with street cleaning	Bigger is better	N/A	N/A	N/A	67%	-	NEW	-	NEW		Environment & Communications
	% respondents satisfied with pavement maintenance	Bigger is better	N/A	N/A	N/A	46%	-	NEW	-	NEW		Environment & Communications
	% respondents satisfied with parking	Bigger is better	N/A	N/A	N/A	39%	-	NEW	-	NEW		Environment & Communications
	% respondents satisfied with road maintenance	Bigger is better	N/A	N/A	N/A	30%	-	NEW	-	NEW		Environment & Communications
	% service users satisfied with parks and open spaces	Bigger is better	N/A	N/A	N/A	91%	-	NEW	-	NEW		Environment & Communications

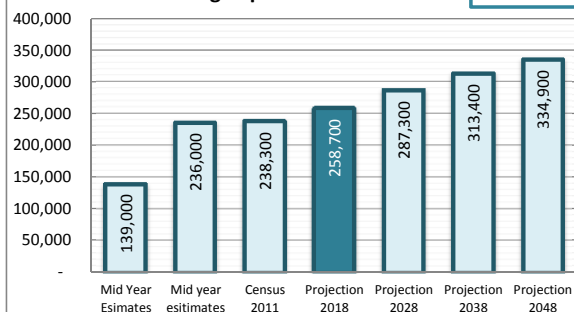
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Appendix 2: Quarter 2 2018/19 Demand Pressure Dashboard

POPULATION

DP 01: Havering Population Growth

Annual



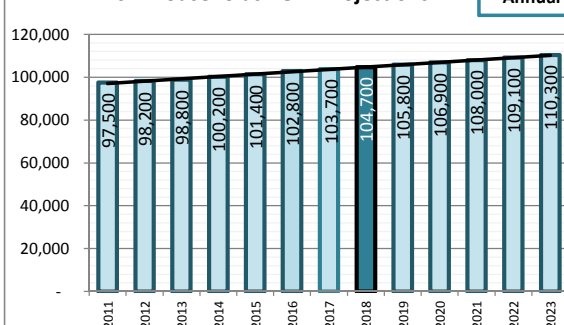
Source: 2011 Census; GLA 2016-based long-term trend population projections

Population projections show that Havering's population has seen the second largest proportional increase in London from 1939-2016 (at 81%). Hillingdon has the highest increase (at 88%) and Hounslow saw the third highest proportional increase in London (at 39%). * Figures rounded to nearest 100

POPULATION

DP 02: Households - GLA Projections

Annual



Source: GLA 2016-based households long-term trend Projections

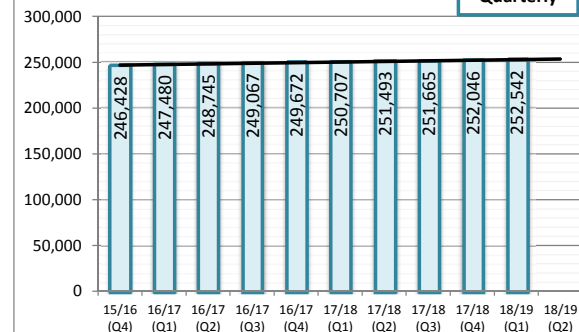
GLA estimates of the total number of households by borough indicate that the number of households in Havering has grown by 7,200 households from 2011 to 2018 and is projected to grow by a further 5,600 households by 2023.

* Figures rounded to nearest 100

POPULATION

DP 03: GP Registrations

Quarterly

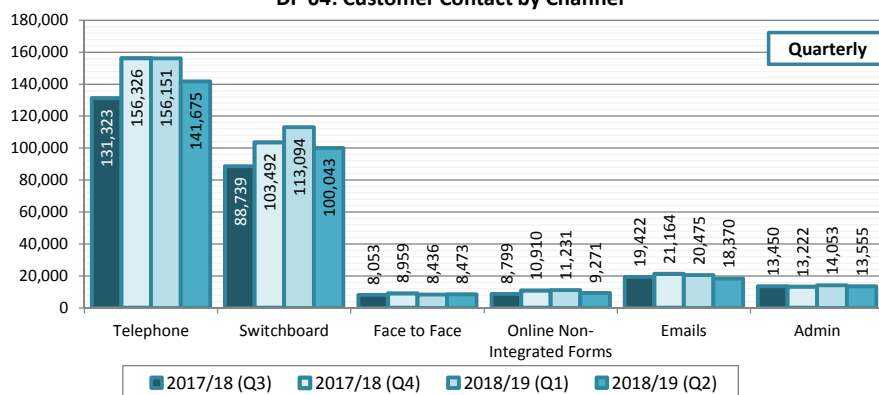


Data received for Q1 2018/19 showed that Havering's GP registrations are continuing to increase each quarter, with 496 additional registrations between Q4 2017/18 and Q1 2018/19. Q2 data is not currently available due to a change in the source system used; this is expected to be available for Q3 reporting.

CUSTOMER SERVICES

DP 04: Customer Contact by Channel

Quarterly

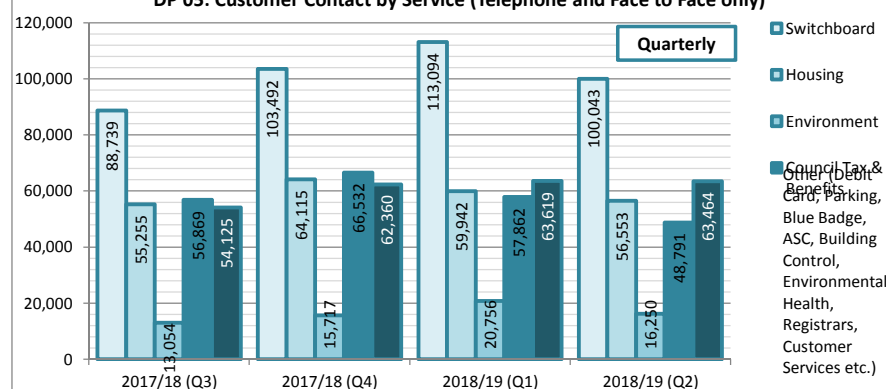


The planned introduction and promotion of further services available online will assist in the reduction of telephone contact, which continues to be the preferred method of customer contact. Online non-integrated structured web forms are preferred to email channels but still create a demand on Customer Services as the form requires processing by an agent. Online integrated forms are not handled by an agent and are directly sent to the appropriate service area.

CUSTOMER SERVICES

DP 05: Customer Contact by Service (Telephone and Face to Face only)

Quarterly

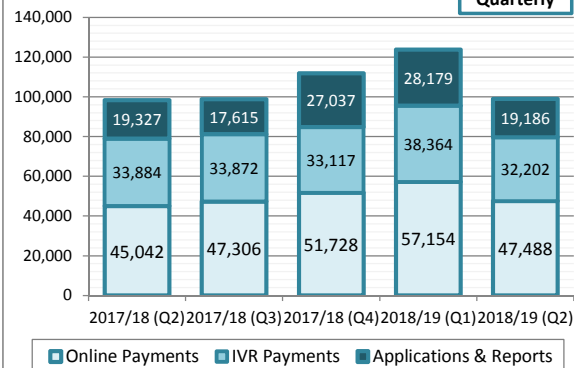


Council Tax, Benefits, Environment and Housing contacts place the greatest pressures on service delivery due to the volume and complexity of enquiries. Services that are fully integrated with technology have been identified and work has begun to implement an online approach to move this demand to the most cost effective channels.

CUSTOMER SERVICES

DP 06: Online Transactions

Quarterly

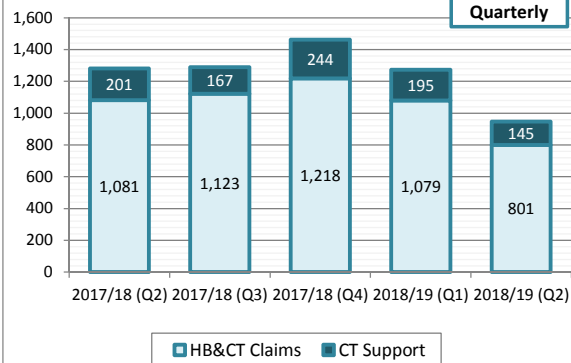


There have been similar numbers of online payments, IVR payments and online service requests / applications for the last year. However there was an increase in online transactions in Quarter 4 of 17/18 and Quarter 1 of 18/19 which coincides with council tax annual billing and green waste renewal period.

HOUSING BENEFIT

DP 07: New Housing Benefit/Council Tax Claims

Quarterly

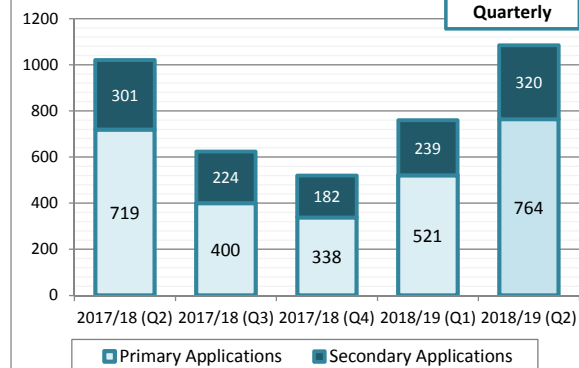


We are now starting to see a drop in new benefit claims as Universal Credit goes live although changes in circumstances have increased considerably and overcompensated for the reduction.

SCHOOL APPLICATIONS

DP 08: School Applications

Quarterly

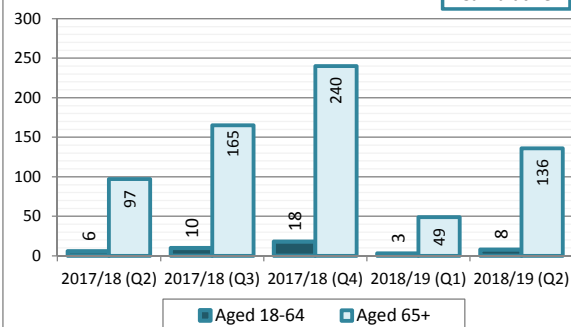


Compared to the same period last year, the total number of applications has increased by 6.27%.

ADULT SOCIAL CARE

DP 09: Permanent admissions to residential and nursing care homes

Cumulative

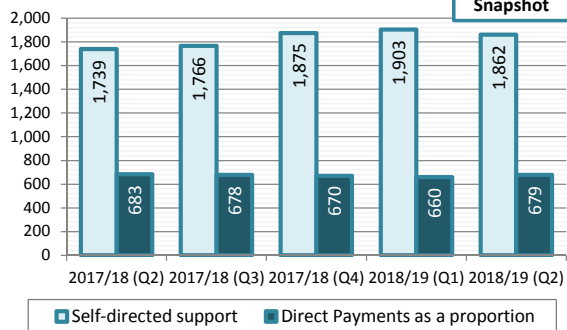


By the end of Q2, there had been 8 adults aged 18-64 in council-supported permanent admissions to residential and nursing care, an increase of 2 when compared to Q2 in 2017/18. There have been 136 adults aged over 65 in council-supported permanent admissions, whereas for the same period in 2017/18 there were 97.

ADULT SOCIAL CARE

DP 10: Self Directed Support and Direct Payments as a Proportion

Snapshot

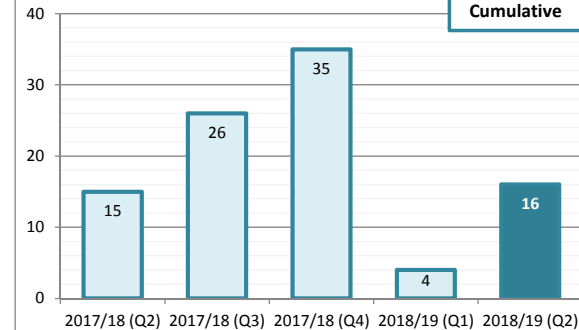


At the end of Q2, there were 1,862 service users receiving self directed support, compared to 1,739 at the same stage last year (an increase of 7%). However there was a slight reduction in the take-up of direct payments from September 2017 compared to September 2018.

ADULT SOCIAL CARE

DP 11: Residents Requiring On-going Service After Reablement

Cumulative

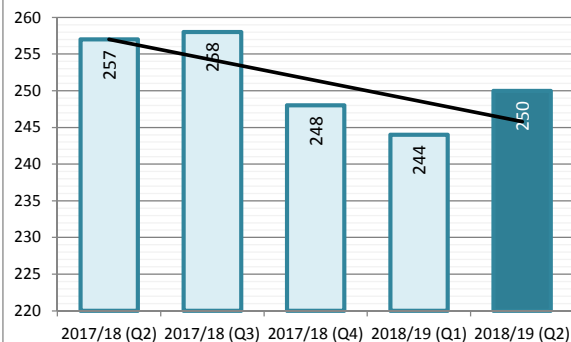


The number of service users requiring long term services after a successful reablement episode has remained consistent with 16 service users returning up to September 18 and 15 at the same stage last year.

CHILDREN'S SERVICES

DP 12: Number of Looked After Children (LAC)

Snapshot

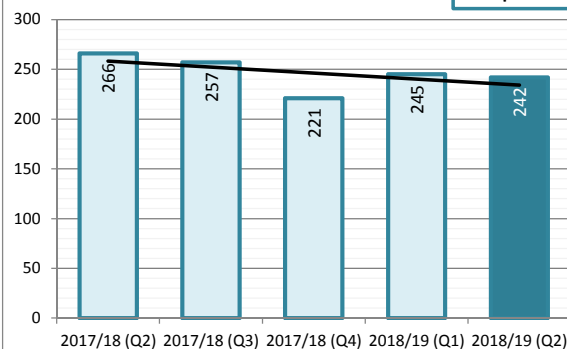


The number of looked after children at the end of Q2 of 2018/19 (250) is 2.7% lower than at the same point last year (257). The size of the cohort has increased slightly when compared with Q1 of 2018/19.

CHILDREN'S SERVICES

DP 13: Number of Child Protection (CP) Plans

Snapshot

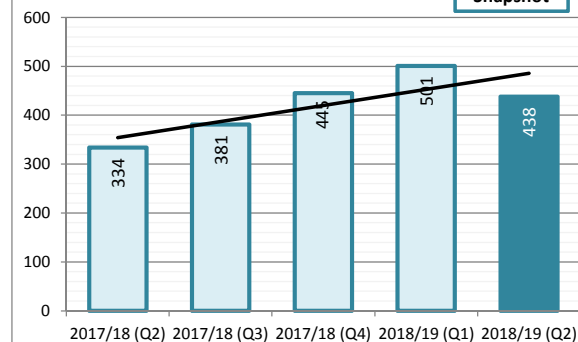


The number of children subject to Child Protection Plans has remained fairly stable during Q2 (decreasing only slightly from 245 in Q1, to 242). However, this is 9% lower than at the same point last year (266).

CHILDREN'S SERVICES

DP 14: Number of Children in Need (CiN) Plans

Snapshot

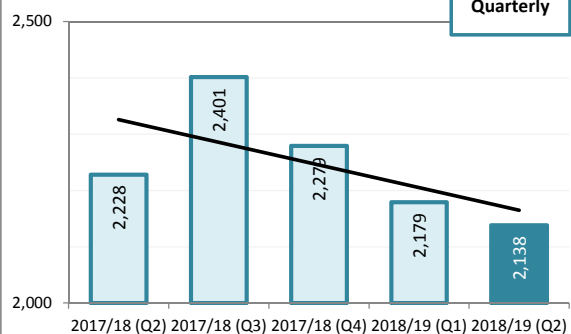


The number of CiN plans at the end of Q2 of 2018/19 (438) is 31% higher than the same point last year (334) but 13% lower than Q1, which saw the highest number of CiN plans Havering has had to date (501).

CHILDREN'S SERVICES

DP 15: Number of Contacts received in Triage / MASH

Quarterly

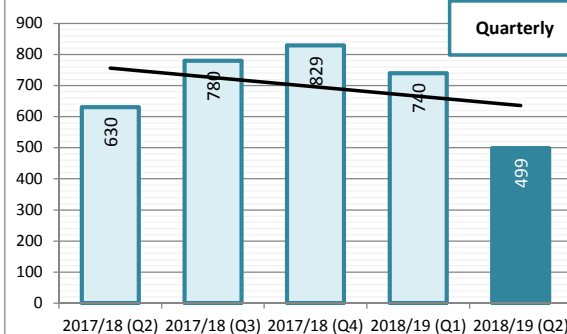


There were 2,138 contacts received in Triage / MASH in Q2 of 2018/19, a reduction of 41 (-2%) on Q1. We have also seen a decrease of 90 (-4%) when compared to the same period last year.

CHILDREN'S SERVICES

DP 16: Number of contacts becoming referrals to Children's Social Care

Quarterly

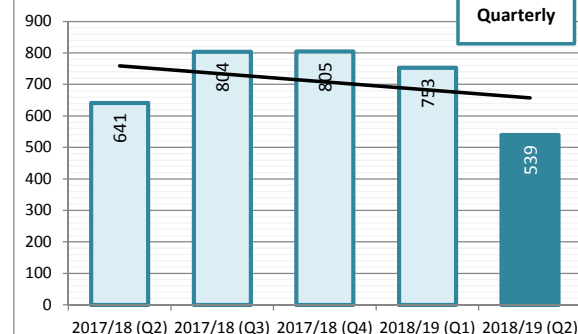


There were 499 contacts that became referrals in Q2 of 2018/19, a reduction of 241 (32.6%) compared to Q1. Overall activity has continued to decrease compared with the previous four quarters.

CHILDREN'S SERVICES

DP 17: Number of referrals becoming assessments

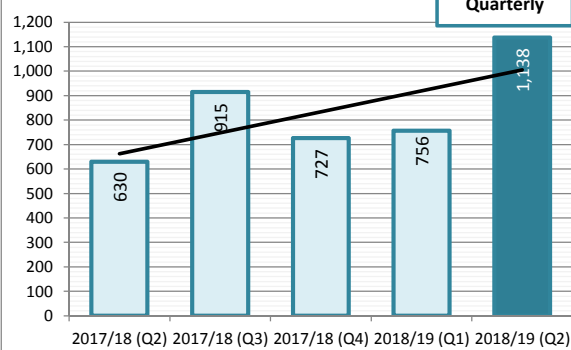
Quarterly



There were 539 referrals that became assessments in Q2 of 2018/19, which is a decrease of 214 (-28.4%) on the previous quarter, and a decrease of 102 (15.9%) compared to the same period last year.

CHILDREN'S SERVICES

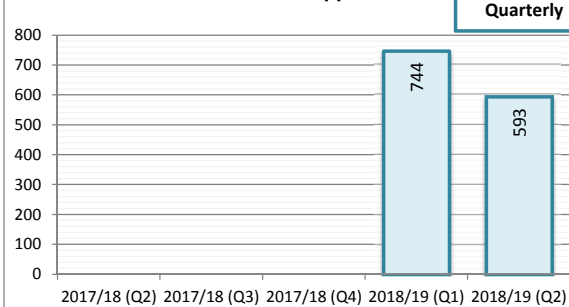
DP 18: Number of contacts referred to Early Help



We have seen a sharp increases of 382 (51%) and 508 (81%) in contacts referred to Early Help when compared to Q1 of 2018/19 and Q2 of 2017/18 respectively.

HOMELESSNESS

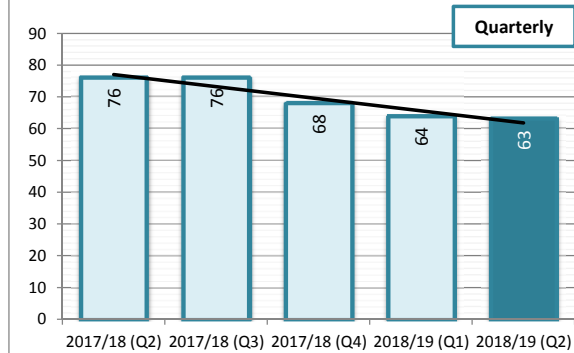
DP 19: Homeless Applications



The introduction of the Homeless Reduction Act came into force on 1 April 2018. What this does is put much more focus on the prevention side which means a lot more work and resources are dedicated at the front end. This means that people presenting don't routinely translate into actual homelessness applicants because the focus is on prevention or relieving their homelessness as set out in the legislation. That means practically working with landlords to keep them where they are, sourcing new accommodation for them to move into if their landlord wants them out, negotiating extensions to leases, and personal housing plans which gives the Council and the applicant options to sort out the homelessness before it actually becomes homelessness. The KPI of interest is the number of homeless preventions rather than the number of homeless applications. This is what we geared up for with the new structure but actually the number of preventions and relief is less than we thought.

COMMUNITY SAFETY

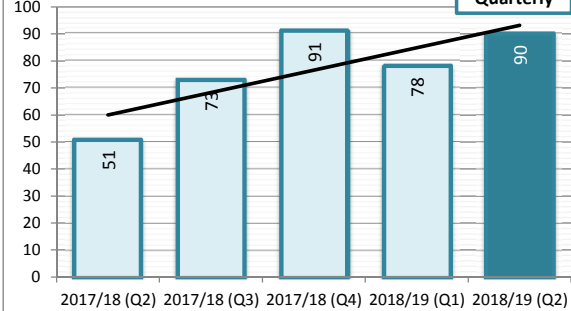
DP 20: Offenders supported through IOM



The ideal capacity of the group is 80 persons. Despite the caseload being lower than at the same point last year, a cohort of 63 persons at the end of Q2 demonstrates both that there is demand for the service, and that effective work can be carried out with current resources.

COMMUNITY SAFETY

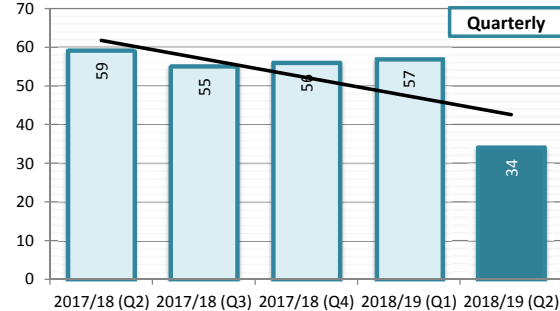
DP 21: Number of cases referred to the Domestic Violence MARAC



The meetings are changing frequency to three weekly, rather than two weekly, which will influence how many cases are discussed. Overall, there are steady levels of referrals coming through, with issues being more around the quality of referrals than the numbers, and steps are

COMMUNITY SAFETY

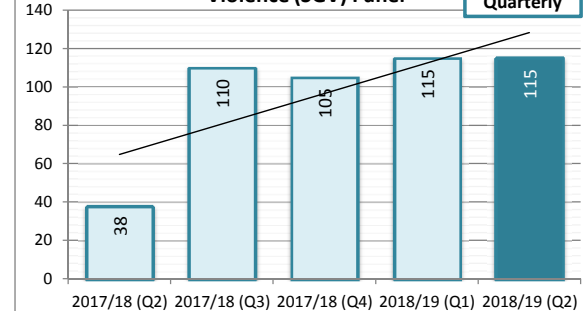
DP 22: Number of cases referred to the ASB & Community MARAC Meeting



The conference has seen similar levels of cases discussed in each quarter over the past year, with the changes in numbers not representing any developments which need to be addressed

COMMUNITY SAFETY

DP 23: Cases coming to the Serious Group Violence (SGV) Panel



The cohort monitored by LBH's Gangs Analyst has remained consistent with last quarter, with only those posing the highest risk taken to the panel for further discussions and interventions to be explored.

CABINET

Subject Heading:

Keep Havering Moving – adoption of the Parking Strategy and the Highways Resurfacing Policy

Cabinet Member:

Cllr Osman Dervish

SLT Lead:

Director of Neighbourhoods

Report Author and contact details:

Dipti Patel Assistant Director Environment

Ollie Miller, Group Manager for Highways Traffic & Parking

Policy context:

This relates positively to helping deliver corporate ambitions and priorities for the Council

Financial summary:

The policy and strategy put forward for agreement do not in themselves create a financial issue

Is this a Key Decision?

(c) Significant effect on two or more Wards

When should this matter be reviewed?

Summer 2019 at relevant OSSC

Reviewing OSC:

Environment Overview and Scrutiny Sub Committee

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

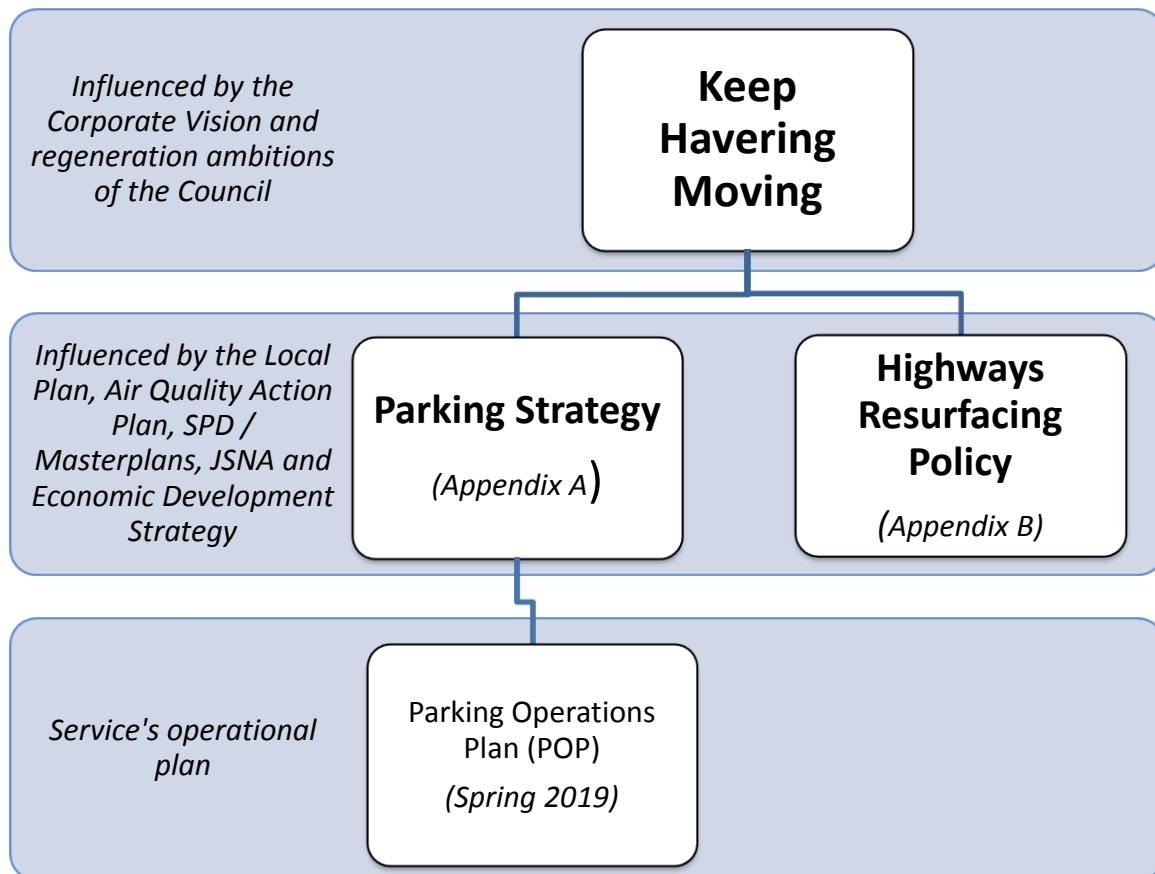
Communities making Havering	x
Places making Havering	x
Opportunities making Havering	x
Connections making Havering	x

SUMMARY

- 1.1 Everyone living, working or visiting Havering is affected to some degree by traffic, highways and parking. We need a well maintained highway network

and appropriate parking arrangements to Keep Havering moving which is vital for businesses, families and communities. Residents and visitors should be able to travel around the Borough quickly, safely and affordably now and in the future.

- 1.2 It is proposed that Cabinet agree a Parking Strategy and a Highways Resurfacing Policy, the strategic policy documents that will shape services and help to Keep Havering Moving over the coming years.
- 1.3 Keep Havering Moving is positively influenced by the Council's corporate vision and ambitions and the strategic documents contained within this report will help to deliver on that agenda. In time, additional policy strands may be developed to further support Keep Havering Moving.



RECOMMENDATIONS

2. That Cabinet:

- 2.1 Agree the Parking Strategy at Appendix A of this report;
- 2.2 Agree the Highways Resurfacing Policy at Appendix B of this report;
- 2.3 Delegate to the Director of Neighbourhoods in consultation with the Lead Member for Environment authority to take all necessary steps to enable and complete the strategy documents including minor revisions to the Parking Strategy and the Highways Resurfacing Policy and the future introduction of the service Parking Operation Plan.

REPORT DETAIL

3. Introduction and Background

- 3.1 Keeping Havering moving is vital for residents, businesses and communities. Residents tell us that congestion and in particular the general conditions of the local highways network are of increasing concern. The pace of new development/regeneration and pending completion of Crossrail alongside the increase in housing supply and economic growth responding to these changes is vital in respect of both parking and well maintained infrastructure.
- 3.2 We have listened to these concerns and now we are acting to safeguard the ability of residents and businesses to move efficiently around the Borough. This report highlights our approach and supports the future investment in improving roads and footways within the Borough.

4. Parking Strategy (Appendix A)

- 4.1 There are a range of challenges associated with the pace of new development in Havering, the continuing need to support local businesses and the predicted population and employment growth. This Parking Strategy - will enable Havering to positively respond to those challenges and deliver effective, safe parking management in the borough.
- 4.2 The scope of the Parking Strategy is broad, in part reflecting the complex and challenging linkages between parking and transport, environmental, economic, health and planning issues. Although the objectives and associated actions are focussed on what a parking service can deliver within its limited remit, it has been written with an awareness of and an intention to complement other strategic policies, such as the Local Plan, the Air Quality Action Plan, and the Joint Strategic Needs Assessment as well as the Mayor of London strategies such as the London Plan.

- 4.3 The Parking Strategy has been prepared with an understanding of the local context. A London borough but in many ways, not a typical London borough, it is important that the parking arrangements in Havering genuinely work to meet local needs. Consistency across boroughs can be of value to motorists but what works in other parts of London or in neighbouring Essex may not be appropriate for Havering. For this reason, the Strategy does not simply propose actions that other boroughs take, but it seeks to propose the adoption of best practice that suits Havering.
- 4.4 There are a unique set of contextual characteristics that combine in Havering that need to be carefully managed. Chief amongst them is that Havering is very large, with approximately 43 square miles making it the third largest London borough. Although a large and beautiful borough and its size is an asset to be proud of, that size brings with it an extensive and costly road network responsibility with over 700km of adopted roads and over 1,000km of footways to manage and maintain.
- 4.5 The other key contextual issue that the strategy needs to be mindful of is that car ownership levels in Havering are some of the highest in England. Over 75% of households have at least one car and nearly one third of households own at least two cars. The parking pressures that high car ownership levels place on what is a finite amount of available kerb space are significant and need to be well managed, as do the associated traffic implications.
- 4.6 Public transport connectivity is variable across the borough with some areas of very good and improving radial connections in to central London - particularly with the Elizabeth Line and the new Beam Park station. However, there are also some very limited connections for travelling north-south within the borough and pockets of the borough with very limited public transport options for any journeys.
- 4.7 The Parking Strategy sets out a number of strategic objectives (section 3) and indicates priorities of road users (section 4). Importantly, the strategy also highlights several specific areas of focus over the coming period to help deliver on those objectives. Measures that will be a focus are set out in section 5 of the Strategy and in the detailed action plan that is appended to the Strategy. The measures include:
- 4.7.1 Increased levels of controlled parking zone coverage around key commuter hubs, maximising available kerb space for local residents and supporting businesses while acting as an effective deterrent from out of borough drivers using Havering roads as a free commuter car park. Opportunities for free parking permits for blue badge holders and a one-off supply of visitor vouchers to residents in new zones will be considered to complement the schemes. Zones will be designed to maximise the amount of on street parking bays and – particularly near shops – include a shared provision for shoppers and residents.

- 4.7.2 Converting areas of grass verge to hardstanding to increase available parking provision. Areas with tight road networks and already oversubscribed parking provision will be prioritised and steps taken to ensure that any additional capacity is protected for resident use and not available for out of borough commuters.
- 4.7.3 Continuing to ensure parking arrangements are embedded in to existing and emerging regeneration and planning policies.
- 4.7.4 A continued focus on transparent, fair and intelligence led parking and traffic enforcement. Parking enforcement is always high profile and sensitive so an ongoing focus on delivering the very best service possible is important.
- 4.7.5 Actively pursuing opportunities to maximise the role parking and traffic management can play on local air quality and improving road safety.
- 4.7.6 A review of the way we charge for parking and the need for consistency and fairness across town centres.
- 4.8 The Parking Strategy is intentionally broad and high level in focus. The Parking Operations Plan will provide the operational detail for the parking service including procedural arrangements and will be available on the Council website upon completion in early Spring 2019.

5. Highways Resurfacing Policy (Appendix B)

- 5.1 Havering has the second largest highway network in London. Havering, in its capacity as the Highway Authority, has a statutory duty to maintain the public highway (Highways Act 1980 s41) but fulfilling that statutory duty with such an extensive highway network can be challenging and expensive.
- 5.2 Havering Council is set to make a significant investment in the highways asset for the benefit of the borough's residents. The investment will make a step-change in the condition of the highway network and help to keep Havering moving.
- 5.3 With finite levels of capital funding available, it is critical that any funding is spent in the most effective way possible to get the maximum benefit to the highway network. This policy sets out the objective by which locations for any available resurfacing investment will be determined - tackling roads and footways in most need.
- 5.4 Horizons is a web based mapping application which allows users to visualise, manage and optimise asset management strategies. The software package is based on a combination of Geographical Information Systems (GIS), Pavement Management and Asset Management systems. The software identifies and prioritises highway maintenance schemes, and

determines the cost implications of various treatments. It allows Havering to use locally defined remedial treatments and also allows users to specify additional criteria and triggers at which these treatments would be invoked. The “worse first approach” methodology has been applied within Horizon for determining which roads and pavements are repaired.

- 5.5 The outputted locations from Horizons are each checked on site by qualified engineers to ensure that the treatment type, extent etc. are taken in to account. Horizons may identify locations where the extents would need amending for traffic management and logistical purposes and these amendments are also able to be made before the works programmes are finalised.
- 5.6 The works programmes are finalised to the level of budget available but engineers may proactively inspect and price additional locations in priority order in case there is budget remaining. The policy document attached as Appendix two goes in to more detail. A summary flow chart of the process is also included below.
- 5.7 The Horizons set up is currently focused on addressing the worst condition roads and footways first to support the policy position. However, additional inputs can be utilised to give priority and weighting to various other factors should the Council wish in the future. Other inputs could include bus routes, school locations, complaints, reactive defect repairs. It is the intention of this policy to be used in its current state for three years so that its success can be reviewed and consideration given as to whether it continues to be the most appropriate method.

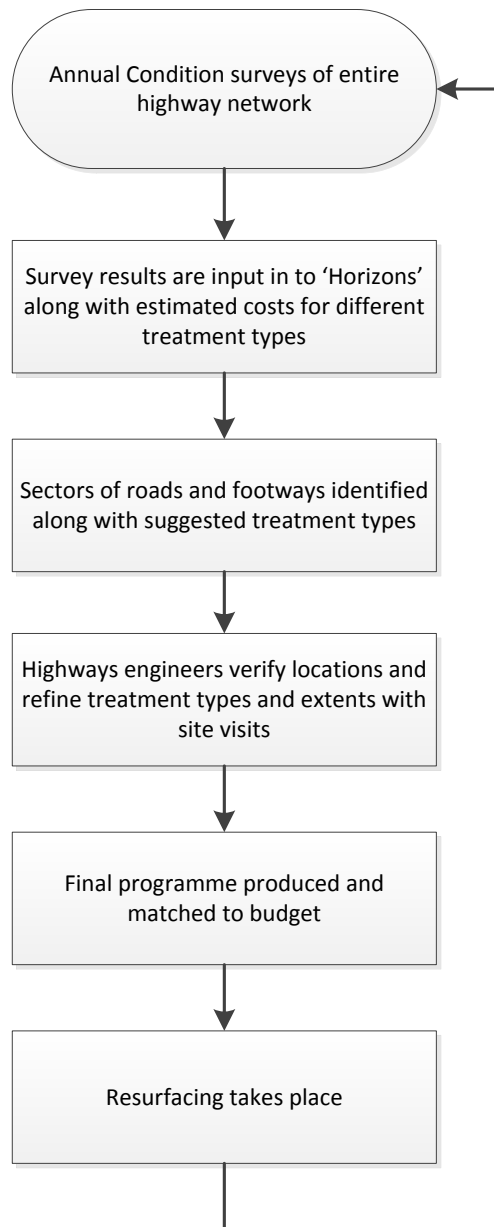


Figure 1: Summary of approach to identifying annual works programme

REASONS AND OPTIONS

6. Reasons for the decision:

- 6.1 By agreeing to adopt a parking strategy and a highways resurfacing policy, Cabinet will demonstrate a commitment to keeping Havering moving.
- 6.2 An adopted strategy and policy position will improve service delivery and provided the necessary strategic direction to deliver high quality and transparent services going forward.

7. Other options considered:

- 7.1 An alternative option is to not agree a strategic or policy position. This is not recommended as it would compromise the ability to deliver the keep Havering moving agenda, particularly in light of increasing parking and highways pressures.

IMPLICATIONS AND RISKS

8. Financial implications and risks

- 8.1 There are no specific financial risks associated with the highways resurfacing policy, which is seeking to set out an objective approach to spending available money on highways resurfacing and is not in itself a commitment to spend a particular amount. Any available capital funding should be sought to be spent as effectively as possible.
- 8.2 The aims and strategic objectives of the parking strategy do not in themselves have financial implications but deliverability of the actions set out in the action plan would be subject to available funding and would have individual executive decisions/ approval processes and it is via these that funding will need to be confirmed as available before proceeding further.

9. Legal implications and risks:

- 9.1 Cabinet are requested to adopt two strategies that relate to highways resurfacing policy and parking policy.
- 9.2 At paragraph 3.9 above Officers correctly state that responsibility to maintain the highways is a statutory function of the Council set out in section 41 of the Highways Act 1980. Officers request that Cabinet adopt a policy at paragraphs 2.2/ 2.3, which includes budget to fulfil the works requested within the policy. The policy recommends an approach that places and identifies the priority for capital maintenance of adopted highway based on condition.
- 9.3 The section 41 statutory duty is broad and it is considered that the strategy does assist the Council to meet the obligatory duties under the Highway Act 1980 to maintain the highways within the administrative area of Havering.
- 9.4 At paragraph 2.1 Officers request a parking strategy is adopted by Cabinet. The strategy includes a range of statutory instruments, such as the review

of controlled parking zones, parking operations plan, parking enforcement and review of charging arrangements.

9.5 The primary legislation which forms the basis of these mechanisms is to be found in the Road Traffic Regulation Act 1984 and the Traffic Management Act 2004. The Acts are supplemented by the Local Authorities Traffic Orders (procedure) (England and Wales) Regulations 1996. The legislation sets out the statutory process which the Council must adhere to prior to the amendment of traffic orders as may be necessitated by the introduction of the measures referred to above. Consultation is a requirement in the introduction of any new controlled parking zones review, parking enforcement and review of charging arrangements.

9.6 Officers are advised to contact legal for further advice once timeframes are known and the initial review has been undertaken. Members are correctly advised to adopt both of these strategy documents.

10. Human Resources implications and risks:

10.1 There is no HR implications or risks arising directly that impact on the Council's workforce by adopting both policies.

11. Equalities implications and risks:

11.1 Havering has a diverse community made up of many different groups and individuals. The council values diversity and believes it essential to understand and include the contributions, perspectives and experience that people from different backgrounds bring.

11.2 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:

11.2.1 the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;

11.2.2 the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;

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

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

11.4 The council demonstrates its commitment to the Equality Act in its decision-making processes, the provision, procurement and

commissioning of its services, and employment practices concerning its workforce. In addition, the council is also committed to improving the quality of life and wellbeing of all Havering residents in respect of socio-economics and health determinants.

- 11.5 Equalities issues have been considered but a full EQIA is not necessary in support of this decision. In implementing the Highways Resurfacing Policy, there would be a positive impact for all residents overall but in terms of specific impacts on road users with protected characteristics; it would be disabled or less mobile users that will benefit most from improved road and footway surfaces, improving access for those vulnerable users. The parking strategy specifically prioritises disabled road users as the highest priority in developing its parking arrangements (chapter four of parking strategy)

BACKGROUND PAPERS

None

Appendices:

- Appendix A - Parking Strategy
- Appendix B - Highways Resurfacing Policy

DRAFT Parking Strategy 2018

Making a Positive Contribution to Keeping
Havering Moving

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Forward by Cabinet Member for Environment...

To be written following agreement to adopt...

1. Ambition

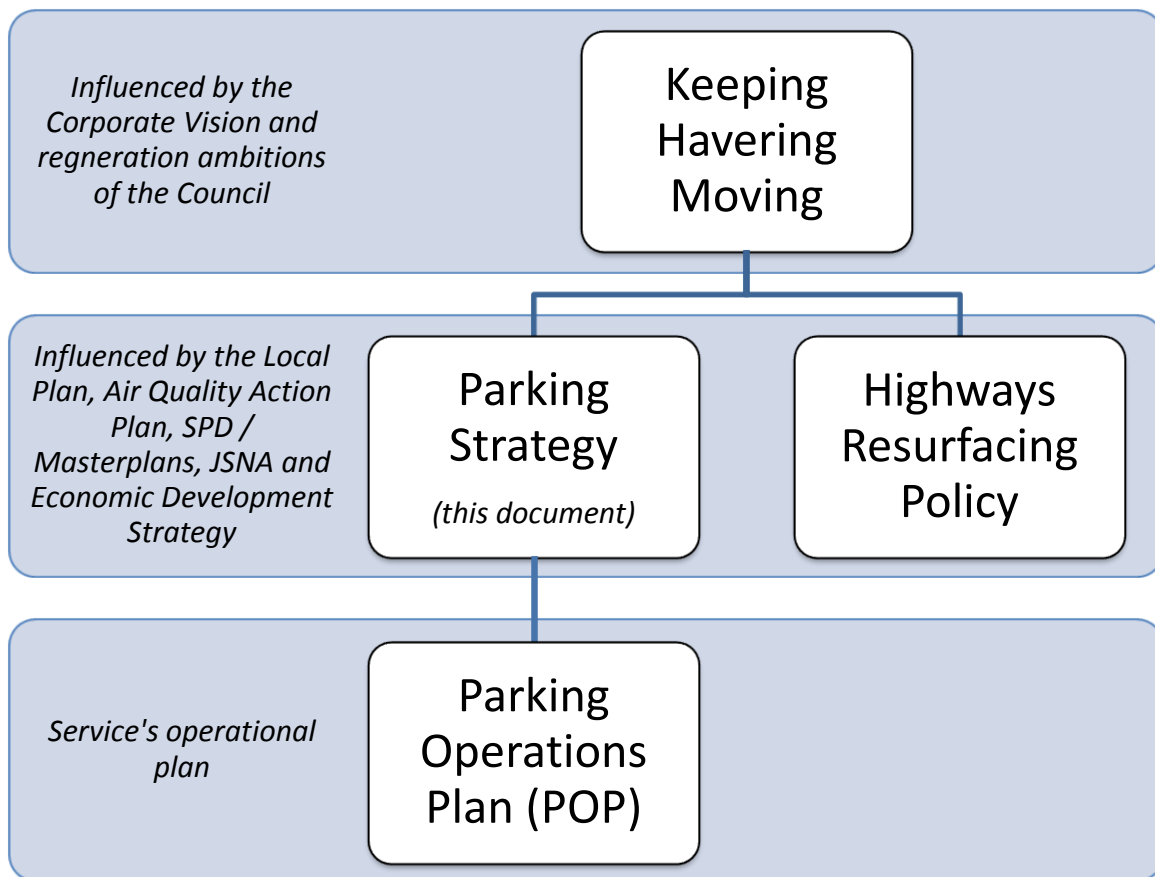
"Our ambition is to deliver parking services in a way that makes a positive contribution to keeping Havering moving"

2. Introduction

Everyone living, working or visiting the London Borough of Havering is affected to some degree by parking. The successful and safe movement of people and goods is critical to the vitality of Havering and to the well-being of residents, as well as existing and prospective businesses and visitors.

There are a range of challenges associated with the pace of new development in Havering, the continuing need to support local businesses and the predicted population and employment growth. This Parking Strategy - along with the emerging Parking Operational Plan (POP) - will enable Havering to positively respond to those challenges and deliver effective, safe parking management in the borough.

The scope of the Parking Strategy is necessarily broad, in part reflecting the complex and challenging linkages between parking and transport, environmental, economic, health and planning issues. Although the objectives and associated actions are focussed on what a parking service can deliver within its limited remit, it has been written with an awareness of and an intention to complement other strategic policies, such as the Local Plan, the Air Quality Action Plan, and the Joint Strategic Needs Assessment as well as Mayoral strategies such as the London Plan.



2.1 Delivering within a 'Havering Specific' Context

The Parking Strategy has been prepared with an understanding of the local context here in the London Borough of Havering. A London borough but in many ways, not a typical London borough, it is important that the parking arrangements in Havering work to meet local needs. Consistency across boroughs can be of value to motorists but what works in other parts of London or in neighbouring Essex may not be most appropriate for Havering. For this reason, the Strategy does not simply propose actions that other boroughs take, but it seeks to propose the adoption of best practice that best suits Havering.

There are a unique set of contextual characteristics that combine in Havering that need to be carefully managed. Chief amongst them is that Havering is very large, with approximately 43 square miles making it the third largest London borough. Although a large and beautiful borough and its size is an asset to be proud of, that size brings with it an extensive and costly road network responsibility with over 700km of adopted roads and over 1,000km of footways to manage and maintain.

The other key contextual issue that the strategy needs to be mindful of is that car ownership levels in Havering are some of the highest in England. Over 75% of households have at least one car and nearly one third of households own at least two cars. The parking pressures that high car ownership levels place on what is a

finite amount of available kerb space are significant and need to be well managed, as do the associated traffic implications.

Public transport connectivity is variable across the borough with some areas of very good and improving radial connections in to central London - particularly with the Elizabeth Line and the new Beam Park station. However, there are also some very limited connections for travelling north-south within the borough and pockets of the borough with very limited public transport options for any journeys.

2.2 Delivering within the wider Statutory Context

There is a range of statutory instruments in place that the Council must adhere to when delivering its parking arrangements and the actions that flow from this Strategy have been developed within that context. The Council has freedom to manage parking arrangements on its streets how it wishes but any arrangements need to be legal and follow all statutory guidance.

The primary legislation that gives powers to and governs local authority parking management include the Road Traffic regulation Act 1984 and the Traffic Management Act 2004, which is supported by statutory and operational guidance issued by the Department for Transport (DfT).

Other relevant statutory regulations and legislation includes the Traffic Signs Regulations and General Directions (TSRGD) 2016, which dictates design requirements for signage, bay markings etc.

3. Strategic Objectives

This strategy has been prepared to positively contribute to a number of strategic objectives with consideration given to relevant local, regional and national drivers. The management of parking cannot deliver all of these objectives by itself but, parking does have an important role to play in delivering a wider agenda and keeping Havering moving.

1. **Keep Havering Moving** - Smoothing of traffic flow and reducing congestion in conjunction with other related Council services
2. **Improving air quality** - linking across the Council to the Air Quality Action Plan and other initiatives
3. **Improving the health of residents** - Encouraging and enabling a positive choice away from private cars with better developed provision of more sustainable and active means of transport. Exploring incentive schemes to promote, less polluting vehicles
4. **Improvement of road safety** - targeting key locations where there may be an accident history together with locations such as schools or medical facilities where people are more vulnerable.

5. **Supporting regeneration while protecting local residents** - Balancing the demand for parking from new developments whilst maintaining parking for existing local residents
6. **Deliver excellent customer service** - Utilise advances in technology to provide good and efficient customer service as the borough grows
7. **Support local business growth** – particularly supporting local traders and small businesses
8. **A high quality parking enforcement service**- Provision of a fair, robust, proportionate, efficient, responsive and transparent enforcement service

4. Prioritising Road Users

This Strategy recognises that local needs, expectations and characteristics may require variance from the priority ranking identified. However the hierarchy of road users in relation to the use of available kerb space, will always be the reference point for the development of parking arrangements to support the strategic objectives set out in this Strategy.

1. Those with a disability (residents prioritised over non-residents),
2. Local residents
3. Priority care workers
4. Local business essential servicing
5. Short stay visitor (including shoppers)
6. Long stay visitor (including shoppers)
7. Long stay commuter

5. Strategic Focus - what we need to prioritise now

This Strategy sets out the primary focus of the work that the Service will focus on in the future. Some of these are already being done and will continue to be focused on, others are new, but all are important to delivering the strategy. To complement the strategy a Parking Operations Plan is currently being developed to address the operational aspects for the Parking Service.

The action plan in appendix one provides more detailed information but a brief summary of key actions is set out below.

5.1 Controlled Parking Zone coverage

Controlled Parking Zones (CPZs) are a powerful tool and can be extremely efficient in protecting local kerb space for local people and preventing borough roads from becoming a free car park for commuters from outside the area. An increase in CPZ coverage across the borough is needed, protecting local residents and businesses, supporting regeneration and discouraging commuter 'rail-heading'.

Each zone's design will be tailored to suit the needs of the specific area but the overall approach will be consistent between zones. All available kerb-space within a ten minute (one kilometre) walking distance of a station or town centre will be controlled for the benefit of residents to reduce the attractiveness of commuters using Havering roads to park and commute. Zones will also be designed to be future proof to protect those areas that may not currently experience parking pressure from allowing that pressure to build in the future. This will remove the need for continual revisiting of arrangements.

When reviewing or introducing CPZs, the Council may explore options as to how commercial vehicles parked on Havering roads could be addressed.

Clearly signed controlled parking zones will also reduce non-residential drivers driving around residential areas for long periods looking for available parking provisions.

The parking zones and other on-street restrictions can also be viewed in advance on the Havering Council website, enabling drivers to better plan any journeys and reduce idling and congestion that can happen when searching for available parking space.

An illustrative map of the borough's current levels of CPZ coverage and locations of car parks is shown in Figure One.

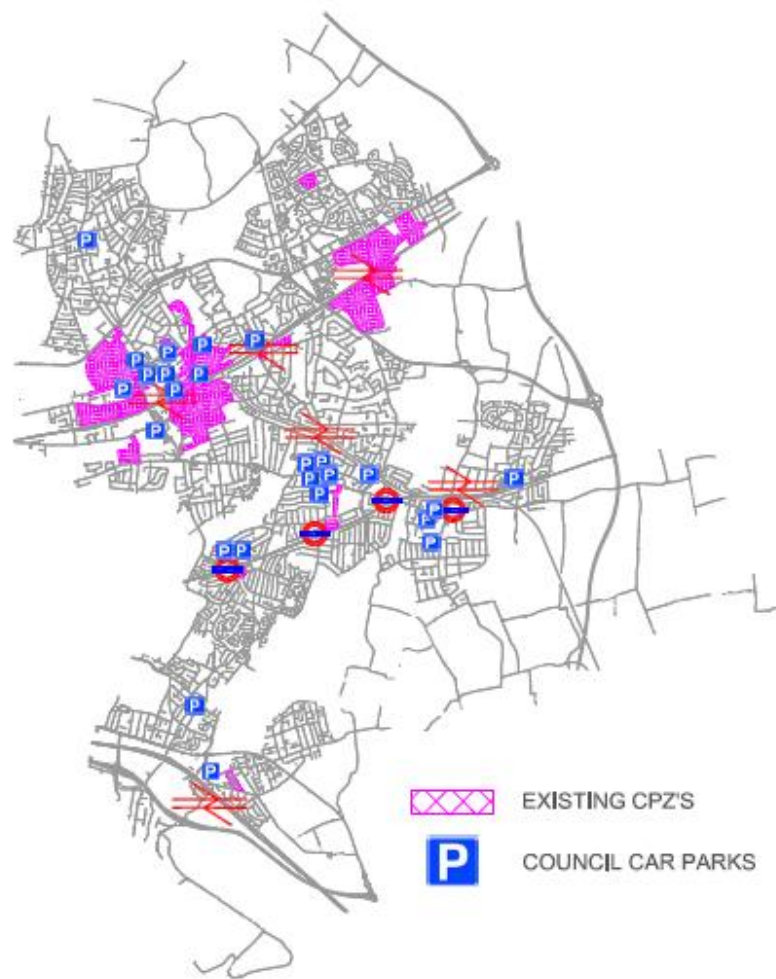


Figure One – Existing CPZ coverage

Figure Two, which is not intended to show every street but demonstrates the scope for a step change in the scale of protection that will be afforded to residents near commuter hubs compared to the existing provision shown in Figure One.

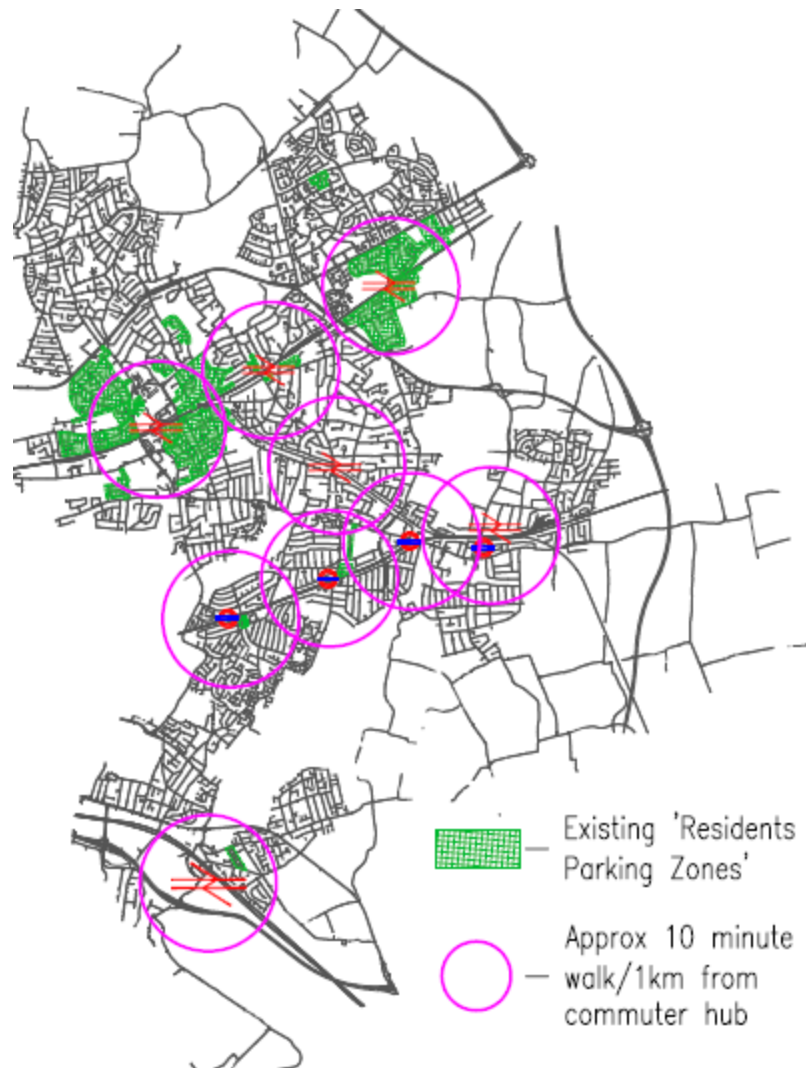


Figure Two – Potential CPZ coverage

5.2 Conversion of verges to hardstanding

In certain areas of the borough (e.g. parts of Harold Hill) the existing road layout, which may have been appropriate at the time the estates were created, now see the existing on street parking provision oversubscribed. In some cases this has led to inconsiderate and dangerous parking and has impacted upon local community cohesion.

To address this issue, sections of communal grasses and grassed verges will be targeted for replacement by hardstanding to increase parking availability (Harlesden Close is a recent example of where this type of verge conversion has proved successful).

Any new hardstanding will be linked to areas with new or existing CPZs to ensure that the additional provision is exclusively for local residents.

5.3 Integrate parking into masterplans etc.

Parking has already been a major consideration when the submitted Local Plan was written over recent years. While planning policies primarily 'bite' when a planning application is being considered, there is also a suite of other emerging area-based masterplans and strategies that will effectively 'set out our stall' in terms of the regeneration the borough wants and needs. The Council will ensure that parking design feeds positively in to those documents.

5.4 Appropriate and transparent enforcement

The deployment of enforcement resources will be "intelligence led" whilst seeking to strike a balance between achieving an acceptable standard of compliance in CPZs, car parks and being responsive to local problems and concerns.

Enforcement of new and existing moving traffic contraventions, bus lanes and yellow box junctions will be sensible and carried out in a way that is highly visible and supported by good communications. There are significant air quality benefits to enforcing bus lanes in particular, and road safety benefits from enforcing moving traffic offences such as banned dangerous turns and one way streets.

5.5 Clean air for healthy lives

The management of parking arrangements will not by itself be able to deliver vastly improved air quality but by introducing a suite of reasonable additional measures, and having air quality at the forefront of thinking when carrying out related work, parking can support the wider work and ambition of the Council's Air Quality Action Plan.

Also, the expanded CPZ coverage will encourage less commuters travelling by car from out of the borough, reducing car use and improving local air quality.

5.6 Road Safety

Road safety is of paramount importance and the Council is continuously seeking opportunities to improve road safety across Havering. With the fastest growing child population in London (JSNA fig. 12), this vulnerable group needs particular attention and the Council's parking operations can help.

Parking arrangements around schools will be necessarily robust. All 'School Keep Clear' markings at infant, junior and primary schools within the borough will have a uniform time of operation of Monday to Friday, 8am to 5pm so the space outside schools is kept free from parked vehicles and children can be seen more easily. The period these times cover will also assist in ensuring sensible and safe parking at events outside of school hours such as 'breakfast' and 'after school' clubs. School Keep Clear areas will be robustly enforced to ensure high levels of compliance.

There are Public Space Protection Orders (PSPOs) in places around a number of local primary and infant schools to prevent illegal behaviour when dropping off and picking up children. A PSPO has been shown to be an effective, yet costly option and is not appropriate at all schools so will be considered against application criteria and in the round with alternative mechanisms that could deliver similar outcomes.

Viable alternative options to a PSPO are actively being considered and will continue, to try and tackle the ever increasing parking pressure outside schools.

5.7 Review of Charging Arrangements

Reviewing parking charges will carefully consider the needs of local residents and businesses to maintain vitality and viability of Town Centres.

Factors influencing the introduction or revision of parking charges include:

- Supply, demand and the value of a parking space on the public highway or in an off-street Council owned car park (private car park pricing should be considered)
- A vehicle's impact on congestion, road safety, local air quality and climate change
- Bench marking with other London authorities and consistency across Havering's town centres

Parking charges should generally be applied consistently across the Borough for on and off-street parking space, and should take into account the availability of unrestricted carriageway

Charges will reflect on-street demand and turnover of spaces in a way that best supports local businesses whilst discouraging long-stay parking.

Recognising economic pressures on local businesses, free parking may be offered at certain locations and/or at certain times within controlled areas. This will generally be restricted to shorter periods outside town centres.

Changes to parking charges will be communicated in a clear and transparent way that explains the rationale behind changes.

6. Costs of Delivery

It is possible and indeed common throughout London that more money will be received from delivering an efficient parking service than it costs the Council in delivering that service. In that case, any surplus monies are legally required to be reinvested in to transport related spending.

In Havering, any financial surplus will typically be spent improving the condition of the borough's roads and footways but can also contribute towards the costs of concessionary fares (bus passes) for the borough's elderly and disabled residents. The Parking Service's financial position will be determined annually and published on the Council website.

7. Appendix One - Action Plan

Action	What we'll do	Objectives	Why we'll do it	Risk/Priority
<p>Rollout of Controlled Parking Zones around commuter hubs</p> <p><i>(introduced by Summer 2020)</i></p>	<p>Increase the proportion of the road network where parking controls are in place. Prioritisation will be on areas generally within a 10 minute walk around transport hubs with opportunities to standardise hours of operation considered. Existing zones will be reviewed and amended as part of this exercise. Designs will be tailored depending on the pressures in the areas but the ability for residents, businesses and their visitors to park safely and easily on-street will be prioritised over yellow line restrictions which prevents all parking.</p> <p>It is not only the immediate locations with current parking pressures but zones will be designed to future proof a location so that parking pressures and poor parking behaviour do not build. This will remove the need for continual revisiting of arrangements.</p> <p>Smaller scale schemes which disproportionately use significant staffing and financial resources with limited impact will be de-prioritised.</p> <p>The use of borough roads for overnight parking of business vehicles (such as utility company vans) will seek to be addressed in a way that benefits and prioritises kerbspace for residents.</p>	<ul style="list-style-type: none"> • Keep Havering Moving • Improving air quality • Improving the health of residents • Improvement of road safety • Supporting regeneration while protecting local residents 	<p>To discourage commuters from parking for free in local streets and taking advantage of Havering's transport hubs to reduce demand on the road network and help ease congestion.</p> <p>Reduced car use will have a positive impact on air quality and links well with the ambitions of the AQAP.</p> <p>Encouraging a positive choice away from private cars with better developed provision of more sustainable and active means of transport.</p> <p>Controlled Parking Zones can be designed to positively address associated road safety issues with sight lines, access, and speeding.</p>	Medium/High

Action	What we'll do	Objectives	Why we'll do it	Risk/Priority
<p>Incorporate parking design ambitions in to emerging planning policies, regeneration strategies, masterplans and SPDs.</p> <p><i>(Ongoing and forever)</i></p>	<p>Engage across the Council to ensure that wherever relevant, on street parking provision is considered and the Council's ambitions are set out.</p>	<ul style="list-style-type: none"> Supporting regeneration while protecting local residents 	<p>while planning policies primarily 'bite' when a planning application is being considered, there are a suite of other emerging masterplans and strategies that will effectively 'set out our stall' in terms of the regeneration the borough wants so parking design will feed positively in to those documents.</p>	Low/High
<p>Robust, transparent, effective parking and traffic enforcement</p> <p><i>(Ongoing and forever)</i></p>	<p>Any new or existing parking or moving traffic restrictions (e.g. banned turns) will be enforced</p> <p>Enforcement will include civil enforcement officers patrolling, as well as fixed and re-locate cameras enforcing moving traffic offences such as banned turns, bus lanes, and yellow box junctions.</p> <p>The aim of all enforcement activities will be to boost compliance, improve driver behaviour, smooth traffic flow, and aid road safety.</p>	<ul style="list-style-type: none"> Improvement of road safety Keep Havering Moving Improving air quality 	<p>The enforcement of contraventions will boost road safety for all road users including pedestrians.</p> <p>Improved driver behaviours resulting from enforcement will positively contribute to smoothing traffic flow and easing congestion.</p> <p>Smoothing traffic flow will have a significant positive impact on local air quality.</p>	Low/Medium

Action	What we'll do	Objectives	Why we'll do it	Risk/Priority
<p>Creation of additional parking capacity by the conversion of selected green spaces and verges to hard standing.</p> <p><i>(Over the next 4 years subject to funding)</i></p>	<p>In targeted areas - such as Harold Hill - where the on street pressure is most acute, the Council will seek to replace areas of communal green space and verges with hard standing, creating additional parking provision.</p> <p>To ensure that additional provision is for the use of local residents, verge conversion will only be considered in existing CPZs or implemented along with new CPZs. Areas of unrestricted parking will not be appropriate for these new areas of hardstanding.</p> <p>Drainage capacity and the location of underground utilities will be considered when targeting areas to get maximum benefit as costs can vary significantly.</p>	<ul style="list-style-type: none"> • Keep Havering Moving • Improvement of road safety • Delivering excellent customer service • Supporting regeneration while protecting local residents 	<p>Improved parking provisions will smooth traffic flow, particularly where roads are narrow.</p> <p>Additional parking will reduce the pressure on junctions and bends.</p> <p>Converting verges to parking spaces is regularly requested, it will demonstrate to residents that Havering listens and responds to their needs.</p> <p>The CPZs implemented to accompany any new provision will ensure that existing local residents are prioritised and protected from any increase in parking demand associated with future regeneration.</p>	Medium/ Medium
<p>Introduce a Parking Operations Plan (POP)</p> <p><i>(Spring 2019)</i></p>	<p>There is a need to set out the Council's operational approach to a variety of parking related matters</p> <p>Not all parking matters are strategic so need not be in this Parking Strategy but an effective Operations Plan would give direction to officers and comfort to residents.</p> <p>Operational issues to be addressed would include a review of the waive criteria used to determine PCN appeals, an approach to dealing with parking on private forecourts, an approach to vehicle crossovers, and methods for reviewing fees and charges.</p>	<ul style="list-style-type: none"> • All 8 objectives set out within this Parking Strategy 	<p>As well as meeting the 8 objectives within this strategy, the POP will link well across the wider Council agenda to the related AQAP, JSNA, Local Plan, Economic Development Strategy, etc.</p>	Medium/High

Action	What we'll do	Objectives	Why we'll do it	Risk/Priority
<p>Detailed research in to the parking habits and behaviours in Havering</p> <p><i>(ongoing and forever)</i></p>	<p>Through detailed research in to parking habits in Havering, targeted and effective parking interventions will be possible.</p> <p>Some research is available and proved very useful in shaping the Local Plan but with constantly changing demographics and regeneration, it will be important to continuously review and keep up to date with the reality 'on the street'.</p>	<ul style="list-style-type: none"> Keeping Havering Moving Supporting regeneration while protecting local residents 	<p>Continually refreshing/revising evidence as to the trends on borough roads will enable the Council to make informed decisions and measure the impact of policies.</p> <p>With fast paced regeneration being delivered over the coming years, up to date evidence to inform decisions will be very valuable.</p>	Low/Medium
<p>Review PCN banding and progress any request for amendment via London Councils.</p> <p><i>(Submission to London Councils TEC in late 2018. Possible GLA and Secretary of State approval by December 2019)</i></p>	<p>PCN fine amounts vary across London depending on whether the offence occurred in Band A or Band B areas, with Band A said to reflect areas of higher parking pressure so a higher fine is warranted to encourage compliance.</p> <p>As an example, parking illegally on a yellow line in a Band A location would cost £130 while in a Band B location, the same offence would cost £110.</p> <p>Within Havering, only Romford town centre is Band A but this has not been reviewed in many years. The pace of development and the various regeneration and opportunity areas in the borough outside Romford warrant exploration as to whether re-banding is appropriate.</p> <p>An evidence based request would need to be made to London Councils, with sign-off required by the GLA and the Secretary of State for Transport.</p>	<ul style="list-style-type: none"> Keeping Havering Moving A high quality parking enforcement service 	<p>If progressed, this could further encourage for drivers to comply and park legally without need for additional enforcement.</p> <p>The aim of enforcement is for there to be increasing levels of compliance and re-banding certain areas of Band B to Band A will further help deliver higher compliance</p>	Medium/High

Action	What we'll do	Objectives	Why we'll do it	Risk/Priority
Review of Charging Arrangements <i>(changes introduced from April 2019)</i>	<p>When reviewing parking charges we will carefully consider the needs of local residents and businesses to maintain vitality and viability of Town Centres.</p> <p>Review will seek a consistent approaches to charging in the various town centres in the borough, including the approach and availability of P&D machines.</p>	<ul style="list-style-type: none"> • Support local business growth • Improving air quality 	Parking charges will reflect on-street demand and turnover of spaces in a way that best supports local businesses whilst discouraging long-stay parking.	Medium/ Medium

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DRAFT - Highways Resurfacing Policy

“Improving Havering’s highways with targeted resurfacing works”

Reason for Policy

The length of the highway network in Havering consists of 740km of carriageways (roads) and nearly 1,070km of footways, making it the second largest highway network in London. Havering, in its capacity as the Highway Authority, has a statutory duty to maintain the public highway (Highways Act 1980 s41) but fulfilling that statutory duty with such an extensive highway network can be challenging and expensive.

Havering Council is seeking to make a significant investment in the highways asset for the benefit of the borough's residents and make a step-change in the condition of its highway network.

With finite levels of capital funding available, it is critical that any funding is spent in the most effective way possible to get the maximum benefit to the highway network. This policy sets out an overtly objective method by which locations for any available resurfacing investment will be determined in tackling the roads and footways that need it most. This policy approach can be applied irrespective of levels of funding available but levels of improvement will depend on funding exceeding the rate of decline of the highways asset.

Background – 'Prevention is Better than Cure'

The majority of carriageways and footways within Havering were built within the last 100 years. Many of these were either constructed at the same time as part of large estate developments or are evolved roads (i.e. of minimal construction). The network roads are now all aging / deteriorating together at comparable rates and the reactive maintenance budgets are increasingly stretched as the network continues to age.

A review report commissioned by DfT and published in April 2012¹ emphasised that;

"local highway authorities should adopt the principle that 'prevention is better than cure' in determining the balance between structural, preventative and reactive maintenance activities in order to improve the resilience of the highway network and minimise the occurrence of potholes in the future".

Preventative and reactive maintenance budgets are very much linked. If there is an investment made via capital funding to carry out major resurfacing works on the highways asset, the future spend from maintenance budgets on that proportion on the renewed asset would significantly decrease. This highlights the maintenance savings that can be made with an increased proportion of the highway network in good condition.

¹ 'Prevention better than cure; potholes review', HMEP, DfT, 2012

Approach to Managing the Highways Asset – using the ‘Worst-first Strategy’

A strategy focussed on replacing the carriageways and footways in the worst condition first would entail targeting those carriageways and footways that are deemed to be at the end of their useful life cycle and help address the significant backlog. The steps are set out below but a summary diagram is included in Appendix One.

Figure one below is an illustrative example (based on real highways data but not Havering) to demonstrate the impact of a worst-first strategy on the condition of the highway assets over time. A worst-first strategy would reduce those assets identified within the ‘very poor’ and ‘poor’ categories and increase the proportion of the highway that is either ‘good’ or ‘very good’.

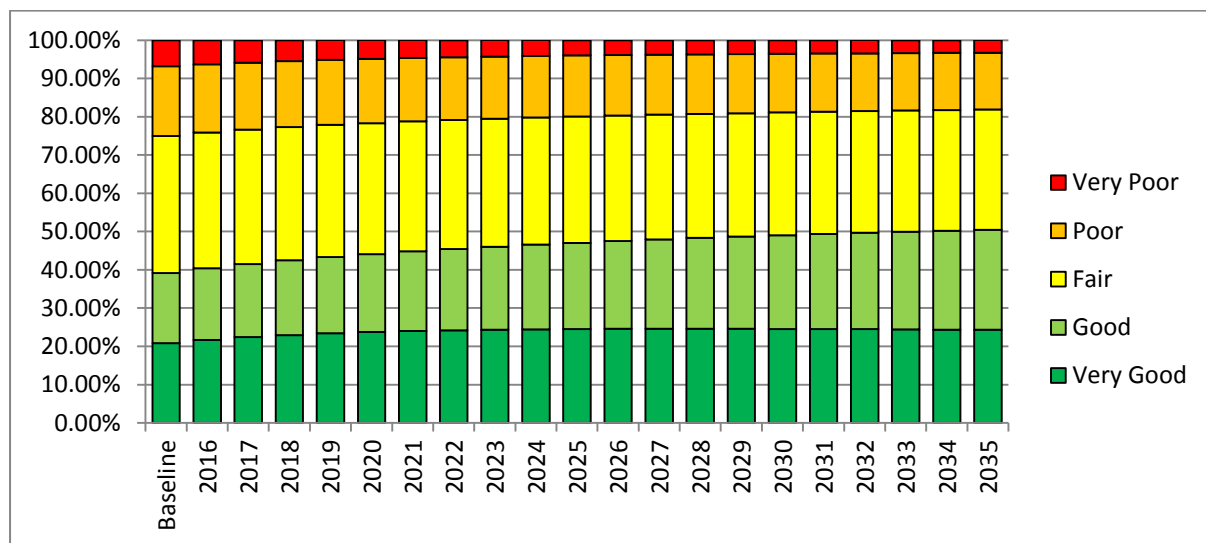


Figure 1: Worst-first Strategy

With annual borough-wide condition surveys planned, it will become increasingly realistic for the Council to map out and forecast the degradation and lifespan of its own highways network and review this policy approach in future years but the worst-first strategy is most appropriate for now.

Making use of ‘Horizons’ to Objectively Deliver the ‘worst-first’ Strategy

During Havering’s Highways Asset Management planning a need was identified for a more overtly objective approach to identifying and prioritising capital spending. Horizons is a web based mapping application which allows users to visualise, manage and optimise asset management strategies. The software package is based on a combination of GIS, Pavement Management and Asset Management systems.

The software identifies and prioritises highway maintenance schemes, and determines the cost implications of various treatments. It allows Havering to use locally defined remedial treatments and

also allows users to specify additional criteria and triggers at which these treatments would be invoked should it so wish.

UKPMS (United Kingdom Pavement Management System) survey data - collected by Havering in accordance with industry best practice - is entered into Horizons.

Condition is the primary driver when determining a programme of remedial works. However, Horizons is able to take account of additional local factors when managing the local highway network (e.g. proximity to shops, schools, bus routes etc.) which can be considered whenever this policy is reviewed and refined.

Footway and carriageway treatment groups / approximate costs / treatment life spans.

To enable Horizons to be able to come up with meaningful works plans all current resurfacing treatment types that are currently carried out in Havering have been included. These treatments are:

Footway treatments;

- Renew existing asphalt footway.
- Renew existing block work footway.
- Slurry seal exiting asphalt footway.
- Convert existing ASP to asphalt.
- Convert existing concrete footways to asphalt.

Carriageway treatments;

- Resurface existing carriageway to a depth of 100mm.
- Resurface existing carriageway to a depth of 50mm and install glass grid over high stressed areas to prevent joint failures.
- Resurface existing carriageway to a depth of 40mm.
- Surface treat existing carriageway with micro asphalt.
- Surface treat existing carriageway with surface dressing.

Not all treatments are suitable for all classifications of roads and footways, so a set of rules has been written within Horizons to make the treatment selection process more accurate (e.g. it would only consider surface dressing within the rural network). The current rule set can be further developed year upon year as the selected treatment sets suggested by Horizons are validated.

The approximate cost of each treatment (per square metre) has been uploaded into Horizons to enable an annual works programme to be produced based on the budgets available.

Horizons Outputs - Draft Works Programmes

Delivery of the works programme is the tangible outcome of the asset management planning process. The process to develop a works programme for maintenance and renewal of highway infrastructure assets comprises the identification, prioritisation, optimisation, programming and delivery of individual schemes.

On-site Validation – Finalisation of Works Programmes

Although the aforementioned process creates a works programme, individual locations still need to be validated on site by suitably qualified and experienced engineers as other local factors that can not be inputted into Horizons may necessitate change to the suggested treatment and hence the cost.

- On site factors not available for Horizons to consider, such as insufficient kerb height in a road to allow microsurfacing to be applied, or there are high stress junctions where joints would require glass grid application to prevent a shortened life span of the treatment.
- Cost efficiencies on getting works into a higher banding within the schedule of rates
- Specialist contractor's e.g. surface dressing, may be more cost effective to surface dress more roads than suggested within a certain programme as this would reduce future set-up costs.
- Ability to test new methods / materials as they become available to solve specific issues
- High level of statutory undertakers within Havering can affect the programme of works.
- Regeneration works / future planned developments may affect the programme of works.

As more condition surveys are undertaken and more asset information is inputted into Horizons, the level of validation required to draft works programmes will decrease. Any such changes made to the works programmes produced by Horizons will be well documented and made available for scrutiny.

Works undertaken

With a works programme agreed, the Council will work with contractors to deliver the agreed resurfacing on time and to budget within the planned year. Engineers will closely supervise contractors to ensure high quality and value for money.

Policy Review

This policy will be in place until such time as it is deemed necessary to amend but the input options and priorities will be reviewed after three years, which will be sufficient time to measure success of the approach.

Appendix one – Summary of policy approach

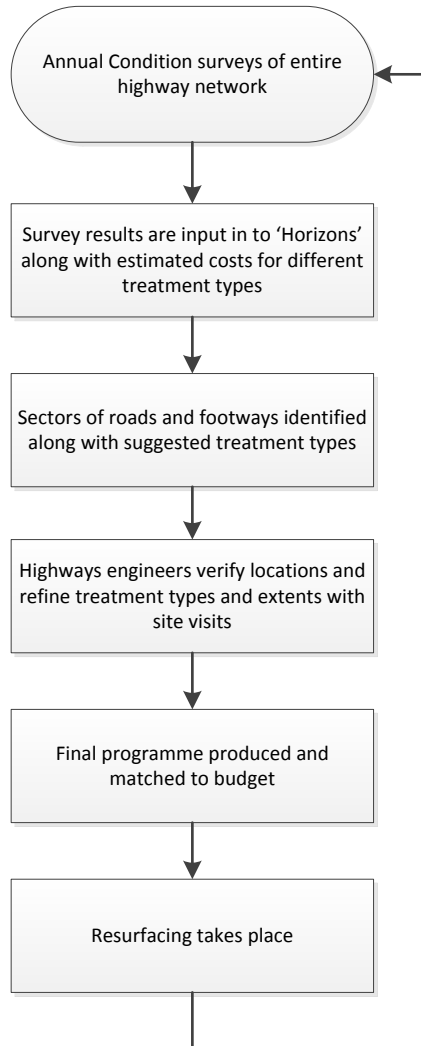


Figure 2: Summary of approach to identifying annual works programme

CABINET

Subject Heading:

Royal Liberty Secondary school expansion – virement to increase funding allocation and approval to release funding to ESFA to progress works

Cabinet Member:

Councillor Robert Benham - Deputy Leader of the Council, Cabinet Member for Education, Children & Families

SLT Lead:

Tim Aldridge, Director of Children's Services

Report Author and contact details:

Pooneeta Mahadeo
School Organisation Manager
pooneeta.mahadeo@havering.gov.uk
01708 431092

Policy context:

The Council has a statutory duty to provide sufficient school places for the local population. In Havering the school age population is rising and this is projected to continue. The Council has to plan to meet the need and ensure permanent places are available on time.

Financial summary:

Costs of works required to provide additional places estimated at £5.2m, compared to £4m funding within the Existing School Expansion Capital Programme, funded from virement of £1.2m from the contingency within the DfE Basic Need Grant. Revenue implications of expanded schools will be funded from the schools delegated budget.

Is this a Key Decision?

Yes

When should this matter be reviewed?

September 2019

Reviewing OSC:

Children's services

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]
[]
[]
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Place an X in the [] as appropriate

SUMMARY

Cabinet approved the Phase 4 School Expansion programme at their meeting on the 12 October 2016. The programme included an expansion of The Royal Liberty School from a 4 FE school to a 5 FE school from 1 September 2018.

The Local Authority undertook a non-statutory consultation for the expansion of Phase 4 secondary schools, all of which were academies, and following the consultation the Cabinet Member took the decision to approve these expansion proposals on the 29th August 2017. These were still subject to each of the schools making an application to the DfE with a business case, and the business case for the expansion of Royal Liberty was duly approved by the DfE in April 2018. Both the Cabinet report and the ED to implement had an estimate cost of £4m for The Royal Liberty expansion build works and funding of £4m was allocated to The Royal Liberty in the School Expansion Capital Programme, funded from the DfE Basic Need Grant. This was based on an estimate of costs through the feasibility carried out by the Education Asset Management team, in consultation with local Planners. The Council was aware that The Royal Liberty School is to be rebuilt as part of the Priority School Building Programme PSBP, and that the ESFA intended to enter into a Design and Build contract for carrying out design and construction work relating to the school. The Council used this opportunity to incorporate additional works to expand the school from its Published Admission Number (PAN) of 120, to a PAN of 150 (4FE to 5FE). The additional works to enable the additional pupils to be accommodated included a new 3 court sports hall and two new general teaching spaces.

The ESFA issued a section 151 letter in September 2017 requesting the Council to provide a capital contribution of £3,630,000 for the provision of the additional works associated with the expansion works. The Council acknowledges that this figure was an estimate only, and that the total cost of the additional works, and therefore the contribution, may be higher or lower than the estimate.

Costs are now expected to be £5.2m as shown in Appendix 1, mainly due to planning constraints.

However, this expansion has already been consulted on and approved by the ESFA based on the need for additional secondary school places in Havering from 2018/19. The school has been allocated 30 additional pupils in Year 7 for the September 2018 start. The LA has already spent £500,000 to carry out some internal remodelling works to enable the school to take the additional 30 pupils allocated this year.

Once the virement has been completed, authority is then also sought to release funding to the ESFA as they will be completing the expansion works on behalf of

the Council as part of a bigger scheme to improve the condition of the schools as part of the Priority Schools Build Programme (PSBP) phase 2.

RECOMMENDATIONS

- To vire funding of £1.2m from the DfE Basic Need Capital Grant - Phase 4 School Expansions contingency budget to the Royal Liberty expansion.
- To agree the release of funding to the ESFA (Education and Skills Funding Agency) to proceed with expansion build works.
- To review the feasibility process to ensure more accurate forecasting of costs.

REPORT DETAIL

As primary children move into the secondary sector, the number of Secondary age pupils (Years 7-11) in Havering schools is expected to rise significantly from 14,584 in 2015/16 to 18,224 in 2022/23. This will cause the current surplus of places in the secondary sector to be eroded and surpassed. Havering will exceed its Year 7 capacity from 2018/19 onwards and overall Secondary places (in all other year groups) from 2019/20 onwards. As, over the next seven years, there is a projected increase of 28% in Year 6 cohort.

For the 2018/19 intake, the Local Authority was projecting a deficit of 3FE in year 7 in the Central Planning area, and to meet the increased demand, Cabinet approved at the meeting on the 12 October 2016 the following expansions for 2018/19:

Central Planning area:

Expansion of Marshalls Park School from 6FE to 8FE.

Expansion of Royal Liberty School from 4FE to 5FE

The Local Authority completed the consultation for the expansion of the schools contained within the Phase 4 Expansion Programme. For the academies, whilst the Council does not formally take the decision to expand academies, the Cabinet Member took the decision to fund these expansion proposals on the 29th August 2017.

Both the Cabinet report and the ED to approve the Royal Liberty expansion included an estimated cost of £4m for the expansion build works, and funding of £4m was allocated to The Royal Liberty, funded from the DfE Basic Need Grant as part of the School Expansion Capital Programme. This was based on an estimate of costs through the feasibility carried out by the Education Asset Management

team, in consultation with the Planning Service. As the ESFA was already planning to conduct condition works at Royal Liberty as part of a successful PSBP2 (Priority Schools Building Programme), they were asked to deliver the expansion project as well. The original budget for the expansion was £4m, but is now estimated by the ESFA as £5.2m, amounting to a budget uplift of £1.2m.

Royal Liberty School is a Grade II* listed building. Formerly known as Hare Hall, the original building was built in 1768/9, with some extensions added in the late nineteenth century. The school complex is visible from Upper Brentwood Road, Hall Road, North Drive and South Drive.

A key consideration in expanding the school is recognising the significance the building has in heritage terms and how best to balance this significance against the need to provide additional school places. In assessing any planning application involving a heritage asset, the judgement for the Planning Service (in its role as Local Planning Authority) is whether a proposal results in harm to its significance. As a Grade II* building, works to it cannot be approved without input from Historic England, who will need to be content that the proposals meet the statutory requirement to protect the character and setting of the listed building.

The Education Asset Management team have engaged in pre-application discussions with the Planning Service to help inform the expansion of the school, particularly the construction of new Sports Hall.

The Planning Service has suggested revisions to the proposals to help protect the heritage value of the school building and minimise the harm to its significance. These revisions have brought additional costs which can be described as follows:

- £499,178.00 results from the request for an L-shaped building tucked into site boundary in order to protect the historic vista but also to respond to operation requirements of the school and requirements of Sport England of the former Hare Hall.
- £201,489.00 for brickwork and cladding.
- £16,543.00 for tree protection measures, necessary due to the relocation of the Sports Hall for the reasons outlined above.

The increase in costs for the expansion of Royal Liberty School does not represent best value for money. For this project the cost per place is over £25,000, and Havering is funded (through Basic Need Grant) at £21,525 for a secondary school place. However, the project has now progressed so far that to withdraw at this stage would have more serious implications for the Council's ability to provide sufficient secondary school places.

If the additional funding of £1.2 million is used for this project it will mean that no further secondary expansions will be possible from the Basic Need Grant. However, there are no other immediate plans for expansions, and therefore any surplus would have been rolled forward to the Phase 5 expansions.

REASONS AND OPTIONS

Reasons for the decision:

This decision is necessary to ensure there are sufficient school places in Havering to meet the rising pupil population.

1. The first year of expansion has already been implemented and the funding agreement approved on a PAN (Published Admission Number) of 150. The Academy has already determined its admission arrangements for the Academic Year 2019/20 on a PAN of 150. Parents will be applying for places between now and end of October with the knowledge that the school will take 150 pupils in Sept 2019. If this is withdrawn now we might lose some appeals for those children who applied and did not get a place, however would have got a place if the PAN is 150. The school could be forced to take over 120 without the additional accommodation in place.
2. The Council has already incurred costs for this project. £500,000 has been spent to do some refurbishing/remodelling works to accommodate the 30 additional pupils who have started this September. There are also some abortive costs to the ESFA which is estimated at £394,000 as shown below:
 1. Abortive Pre-Construction Service Agreement costs: £260k
 2. Abortive costs to the ESFA due to the need to re-design Hare Hall if 1FE is omitted £60k (4 weeks x 2 architects, 2 weeks x 1 structural engineer, 1 week M&E x 2 engineers. Plus WD 4 weeks coordination)
 3. Abortive costs to the ESFA due to the need to re-design the temporary accommodation if 1FE is omitted £17k (3 weeks WD engagement with Elliott's and Planning Officer plus Elliott's redesign of temps)
 4. Peppercorn rent £52k – this is the down payment the ESFA are looking to place next week to the temps providers to secure the existing temps units, which currently work for the school in combination with the sports hall being constructed at the same time.
 5. Arcadis coordination fees to ESFA for all over the above - £5k

The Council would have spent approximately £1million just to provide a bulge class (30 additional pupils) for one year. This would work out at £30,000 per school place, which is still very high compared to what we are funded for an additional secondary school place.

Other options considered

Options were considered in the earlier Executive Decision report of 29th August 2017 and the circumstances set out haven't changed. This is attached as Appendix 2.

IMPLICATIONS AND RISKS

Financial implications and risks:

CAPITAL

Estimated Costs of Building Works to expand from 4 FE to 5	£ 5,200,000
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Funded from DfE Basic Need Grant	
Capital Programme from Royal Liberty School	£4,000,000
Virement from Phase 4 Expansions Unallocated	£1,200,000
Total funding	£5,200,000

Legal implications and risks:

The Council is the Local Education Authority within the meaning of Section 12 of the Education Act 1996 and has a general responsibility for education under Sections 13 and 14 of the Act to ensure that there are sufficient schools and places for the local population. The Authority also has a power under Section 16 to provide and maintain primary and secondary education establishments and may assist any primary or secondary school which is not maintained by them. Such powers may be supplemented by other legislation notably the Council has a wide "general power of competence" under Part 1 Chapter 1 of the Localism Act 2011 enabling the council to arrange the funding set out in the report. The recommendations in this report are compatible with these statutory powers.

The Council is not overseeing the building project at the Royal Liberty as this is being undertaken by the ESFA and therefore there are no apparent procurement issues. Members are asked to note that the latest letter from the DfE at Appendix 1 indicates that the additional funding remains an estimate.

Human Resources implications and risks:

The human resources implications for the school to be proposed for expansion will be managed by the school itself. There is likely to be a need to recruit additional teaching and support staff and the academy will undertake the recruitment and selection process in accordance with the appropriate policies and procedures. There are growing difficulties in recruiting to teaching posts and therefore the academy will need to consider that additional resources and a longer recruitment timescale may be required to fill vacancies. The Havering Education HR service will provide support as appropriate and required to all academies that purchase relevant services.

Equalities implications and risks:

An Equality Impact Assessment (EIA) has been carried out for Phase 4 secondary school expansions and is attached as Appendix 3.

BACKGROUND PAPERS

Appendix 1 – The Royal Liberty School – 1FE LA works

Appendix 2 – Executive Decision 29 August 2017

Appendix 3 – EIA for Phase 4 secondary school expansions

27th September 2018

Pooneeta Mahadeo

School Organisation Manager

London Borough of Havering

Education Provision and Specialist Commissioning

9th Floor Mercury House Mercury Gardens,

Romford RM1 3DW

Dear Pooneta,

Priority Schools Building Programme – Capital Contribution relating to additional works at The Royal Liberty School, Upper Brentwood Road, Romford, Essex, RM12 6HJ

I refer to the Section 151 letter of 21st September 2017, where the Local Education Authority stated its intention to provide a capital contribution of £3,360,000 plus VAT for the provision of Additional Works over and above the ESFA's control option of works to be carried out at The Royal Liberty School.

This letter is to provide you with an update as to the costs of the Additional Works and the increase in the Council's Contribution. Further to our discussions, I write to confirm that due to the onerous planning requirements which have been imposed by the planning authority due to Hare Hall being a Grade 2* listed building the anticipated cost of the Sports Hall and ancillary works have increased.

The increase in costs is now circa £5.1m as at 21st June 2018 based on the Stage Two submission made by our contractor, Wilmott Dixon Construction Limited.

Arcadis, our Technical Advisers, have provided a detailed breakdown as follows:

Review of Havering 1FE Works

21.06.18

Ref	Area	Budget	Inflated Budget	Willmott Dixon RIBA 2 Cost Plan	Difference to Budget	Difference to Inflated budget	Notes
1	Early Works / Temps	£514,000	£514,000	£230,167	(£283,833)	(£283,833)	This is firm price reviewed and ready to instruct
2	Sports Hall	£2,353,000	£2,570,000	£3,668,198	£1,315,198	£1,098,198	Works due to start 2Q 2019
3	Block A Refurbishment	£311,000	£343,000	£566,522	£255,522	£223,522	Works due to start 4Q 2019
4	Block C & E Refurbishment	£452,000	£510,000	£158,124	(£313,876)	(£371,876)	Works due to start 4Q 2019
5	Fire Alarm and emergency Lighting	£150,000	£163,833.40	£223,111	£73,111	£59,278	LBH to confirm fire alarm budget
6	Willmott Dixon MC2 fees	incl	incl	£340,334	£340,334	£340,334	
7	Variations to WD	incl	incl	£9,444	£9,444	£9,444	These items are included in Arcadis budget
	Total	£3,780,000	£4,100,833	£5,175,900	£1,395,900	£1,075,066	

Summary

Early Works 2018 Under Budget
1FE refurbishment works Under Budget
Sports Hall Over Budget

Firm Price recommendation
Estimation from Contractor

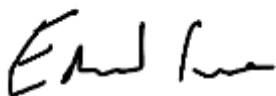
1 Early works for Summer 2018	£230,167
2 RIBA 1 for all LB Havering works	£48,642
3 RIBA 2 for all LB Havering works	£92,565
4 RIBA 3 for all LB Havering works	£78,408
5 Variations to original scope	£9,444
6 Total	£459,226

The understanding remains that the Council agrees and acknowledges this figure remains an estimate until the final costs of the Additional Works have been evaluated, confirmed and agreed with the Council at which point the Council then agrees to pay the Additional Costs in accordance with the terms as stated in the letter of 21st September 2017.

If you have any queries please do not hesitate to contact me.

All defined terms in this letter have the same meaning as given to them in the s151 letter of 21 September 2018.

Yours sincerely,



Ed Furse
Interim Head of Operations – South 1



Notice of KEY Executive Decision

Subject Heading:	Implementation of Phase 4 expansion programme – Secondary schools expansion – whether to proceed
Cabinet Member:	Councillor Robert Benham Cabinet Member for Children & Learning
SLT Lead:	Tim Aldridge, Director of Children's Services
Report Author and contact details:	Pooneeta Mahadeo School Organisation Manager pooneeta.mahadeo@havering.gov.uk 01708 431092
Policy context:	The Council has a statutory duty to provide sufficient school places for the local population. In Havering the school age population is rising and this is projected to continue. The Council has to plan to meet the need and ensure permanent places are available on time.
Financial summary:	Costs for the building works required for providing additional places at these schools is estimated at £13.5m funded from the school expansion capital programme. Revenue implications for the schools will be funded from the DSG.
Reason decision is Key	The proposed expansions will cost £500,000 or more and will have significant effect on two or more wards
Date notice given of intended decision:	20/07/2017

Key Executive Decision

Relevant OSC:	Children and Learning
Is it an urgent decision?	No
Is this decision exempt from being called-in?	No

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

Communities making Havering	<input checked="" type="checkbox"/>
Places making Havering	<input type="checkbox"/>
Opportunities making Havering	<input type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

Place an X in the [] as appropriate

Part A – Report seeking decision

DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

- To support the implementation of the following schools' expansion:

School	Current capacity	Proposed Capacity as from	Current Published Admission Number	Proposed Admission Number
Drapers' Academy (11-18)	1100	1250 from Sept 2018	180	210 from Sept 2018
Marshalls Park Academy (11-16)	900	1200 from Sept 2018	180	240 from Sept 2018
Redden Court School (11-16)	750	900 from Sept 2018 1050 from Sept 2019	150	180 from Sept 2018 210 from Sept 2019
The Royal Liberty School (11-16)	600	900 from Sept 2018	120	150 from September 2018

Recommendation

- To agree the release of funding to the academies or ESFA (Education and Skills Funding Agency) to proceed with expansion build works.
- To support the academies to put their business case or fast track application through for approval.

AUTHORITY UNDER WHICH DECISION IS MADE

Cabinet agreed, at its meeting on 12 October 2016 to delegate the power to take further decisions regarding expansion or financial support for Academies (subject to the appropriate statutory processes and within the agreed capital programme) for Phase 4 of the Expansion Programme, to the Lead Member for Children & Learning after consultation with the Leader.

STATEMENT OF THE REASONS FOR THE DECISION

1. As primary children move into the secondary sector, the number of secondary age pupils (Years 7-11) in Havering schools is expected to rise significantly

from 14,495 in 2016/17 to 18,260 in 2023/24.

2. The Council needs to increase the capacity within the secondary sector to ensure the Council can continue to fulfil its statutory duty to provide sufficient secondary places in the area to meet the increased demand. The Council has selected the four schools set out in this Report for expansion as they are in the planning areas with highest demand, are currently oversubscribed and three have received Ofsted Reports of either “good” or “outstanding” The DfE has a strong expectation, especially in areas of basic need, that all ‘good’ and ‘outstanding’ academies should consider how they can best support their LA in meeting this duty. Where an academy agrees to expand in response to a proposal by an LA to meet a local need for places, the LA should meet these costs. The DfE provides capital funding to local authorities facing a shortfall of places (basic need), to help support them to meet their statutory duty to secure sufficient school places in their area.
3. Academy trusts proposing to make a significant change to the characteristics of an open academy, which will affect clauses in their funding agreement, MUST submit a proposal for change in advance of the change being made. A significant expansion is defined as an enlargement of the site so that it can provide spaces for at least 30 additional pupils. The expansion proposals at Drapers’ Academy, Marshalls Park Academy, Redden Court Academy and The Royal Liberty Academy are all significant changes which require approval, either through a fast track application or a full business case.
4. Academies rated ‘good’ or ‘outstanding’ at their last inspection, proposing to physically expand their premises, may follow the fast track process. Drapers’ Academy, Redden Court and The Royal Liberty Academy are rated as ‘good’ in their last inspection by Ofsted and can therefore submit the proposals for change through the ‘fast track’ application. It is expected that RSCs will approve the majority of fast track applications as long as the academy trust can provide the required evidence as follows:
 - a fair and open consultation has taken place, including that any consultation relating to admission arrangements which are necessary has been undertaken, the number and percentage in favour of the change has been considered, and if there are any objections, how the issues raised will be (or have been) managed;
 - funding has been secured in relation to the proposed change for both capital costs, and that there are no issues with current budget and/or finances. In the case of expansions, academies have sufficient funding for additional pupils, until lagged funding is applied;
 - the change is aligned with local pupil place plans and it is unlikely to have a negative impact on educational standards at the academy or at other local schools or colleges; and
 - that appropriate planning permissions and other consents required have been secured.
5. Certain changes can be fast tracked at academies, rated as ‘good’ or ‘outstanding’ in their last inspection by Ofsted and do not require a full business

case. Marshalls Park Academy will need to submit a full business case as the academy does not meet the fast track requirements.

OTHER OPTIONS CONSIDERED AND REJECTED

Do Nothing - This is not practical due to the legal and statutory obligation placed on the Council to provide sufficient school places and the pressures currently faced across the Borough.

One of the objections from the Empower Learning Academy Trust suggests that their schools have sufficient vacancies which could cope with the excess demand taking the Council's area as a whole. This has been rejected because it does not address the significant growth in demand anticipated over the next 5 years, and does appear to reflect the need for the selected schools to expand to meet the parental demand as they are currently heavily oversubscribed.

The Council has limited funding available and has therefore had to select the schools which it has chosen to support for expansion from the pool of secondary schools in the area. The schools selected are all oversubscribed, are in the planning areas where there is the need to put additional capacity to meet demand for secondary places and have been assessed as having sufficient space to expand.

The consultation process ran from 12 June to 10 July 2017. 249 responses were received of which 36% of responses were in favour of the expansion proposals and 64% of responses were against the expansion proposals.

Issues raised against the expansion proposals were:

- School size and overcrowding
- Impact on educational standards
- Traffic and parking
- Lack of funding and resources
- Build new schools

The Council's responses to all of the issues raised have been set out in the attached Appendix 1 and there is no compelling reason for the Local Authority not to proceed with these proposals to meet the Council's statutory duties. The Governing Body and the Academy Trusts of the schools fully support the expansion proposals.

The consultation report is included as Appendix 1

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

Key Executive Decision

Name: Pooneeta Mahadeo

Designation: School Organisation Manager

Signature:

Date: 24/08/2017

Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS

The Council has a statutory duty under section 13 Education Act 1996 to ensure, so far as their powers enable them to do so, to secure that efficient secondary school education is available to meet the needs of the population of the area.

Under s.14 of the Education Act 1996, a local authority shall secure that sufficient schools for providing primary and secondary education are available for their area. Sufficient means sufficient in number, character and equipment to provide for all pupils the opportunity of appropriate education. In meeting this duty, a local authority must do so with a view to securing diversity in the provision of schools and increasing opportunities for parental choice.

Proposals for change for Academies must be submitted to the department through either of two processes, the 'fast track' application or 'full business case'. An assessment of the proposal will be made before the Regional Schools Commissioner (RSC) or Secretary of State, as appropriate, makes a final decision.

Whilst the Authority is not the ultimate decision maker in respect of the proposed expansions it can support them and in making funding available for them is making a decision on selection of the various schools which could be the subject of a public law challenge.

The consultation report sets out the representations of all stakeholders to the proposals and the Council's response. It is a public law duty to ensure that each of the responses to the consultation is conscientiously considered before a decision is taken.

The decision maker must also carefully consider any equality implications of the proposed decision making in accordance with section 149 Equality Act 2010 as follows:

- (1) A public authority must, in the exercise of its functions, have due regard to the need to—
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The Equality Impact Analysis and the Equality comments below set out the issues relevant for the consideration of this aspect. It is worth highlighting the concern that there may be that these proposals include expansion of Royal Liberty Boys School whereas Frances Bardsley Girls School is also oversubscribed within the same planning area and considers that it could expand to meet the demand. However, the Authority has already supported an expansion of the PAN for Frances Bardsley from 220 to 240 from 2016/17. The proposal in respect of Royal Liberty raises the PAN from 120 to 150. These proposals therefore address a gender imbalance in the

numbers of gender specific secondary school places as there are already more girls' places available in Havering even though the secondary school age population is 51% male and 49% female.

FINANCIAL IMPLICATIONS AND RISKS

CAPITAL

Capital building works will be needed at Marshall Park Academy, Redden Court and The Royal Liberty Academy for expansion to accommodate the additional children. Drapers' Academy will accommodate the additional children within their existing accommodation and as such no costs are envisaged.

Estimated Costs

Name of School	Proposal	Estimate costs
Drapers' Academy	To expand from 6 FE to 7 FE	£0
Marshalls Park Academy	To expand from 6 FE to 8 FE	£5,500,000
Redden Court	To expand from 5 FE to 7FE	£4,000,000
The Royal Liberty Academy	To expand from 4 FE to 5 FE	£4,000,000

Funding of £13,500,000 is included within the approved school expansion capital programme for the above mentioned schemes.

Please note that these are estimates produced by the LA. Redden Court and The Royal Liberty expansions will be delivered by the ESFA and the funding will be transferred to the ESFA. The ESFA will confirm the amount of funding required following receipt of tenders. Should they be considerably higher than expected the local authority will be in a position to withdraw from the process, however once the contractor has been appointed the Council will be required to meet all costs, albeit with the ESFA seeking to minimise any variation.

The scheme at Marshalls Park Academy will be managed by the local authority.

Revenue Implications for schools

The revenue implications for secondary schools are that, in creating additional forms of entry, additional resources will be incurred particularly for teaching and support staff. Schools' pupil-related funding is calculated each year based on the number of pupils on roll at the previous October census. Because the financial year of academies runs from September to August it will be a full financial year before the additional pupil numbers are reflected in the academies' funding. Therefore, for the period September to August in the year of expansion, additional resources will need to be provided to meet the schools' additional staffing costs. This additional funding to

schools will be met from a Pupil Growth Contingency held within the Schools Budget (funded by the Dedicated Schools Grant) as agreed by the Schools Funding Forum. Under current arrangements 5/12ths of this funding (representing the period April to August) will be recouped from the ESFA so the net effect will be a cost to the DSG of 7/12ths of the total allocated representing the period September to August which is the same as it would be for expansions of LA maintained schools. This will be repeated each year as the expansions move through the schools' year groups to meet the costs of the additional classes required in the school prior to the additional pupils being reflected in the schools' formula funding.

The Government is currently finalising arrangements for a national funding formula which may include a factor for pupil growth as proposed in the consultation document. Details are awaited on the funding that this will allocate to expanding schools should it be introduced.

Risks

As with most capital schemes, there is a risk that the schemes could overspend due to issues arising during the build process. For Marshalls Park these risks will be managed by the local authority and as such the Council will be in a better position to control cost. However for the schemes delivered by the ESFA the Council will have no control over the costs and will look for the ESFA to manage the risk. Any small issues arising can be funded from the remaining budget within the school expansion programme. However, should a significant increase in costs be faced it may be necessary to adjust plans for the remainder of the school expansion programme and/or seek additional funding. Such issues will be raised through the appropriate channels as the needs arise.

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

The human resources implications for the schools to be proposed for expansion will be managed by the schools themselves. There is likely to be a need to recruit additional teaching and support staff and the relevant schools will undertake the recruitment and selection process in accordance with the appropriate policies and procedures. There are growing difficulties in recruiting to teaching posts and therefore schools will need to consider that additional resources and a longer recruitment timescale may be required to fill vacancies. The Havering Education HR service will provide support as appropriate and required to all academies that purchase relevant services.

EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

An Equality Impact Assessment (EIA) has been carried out for Phase 4 secondary school expansions.

The overall conclusion of this assessment is that the implications are either positive or neutral in that the expansion of the schools will help to ensure sufficient school places for the increasing numbers of children in Havering. The assessments have not identified any potential for unlawful conduct or disproportionate impact and conclude

Key Executive Decision

that all opportunities to advance equality are being addressed. Havering's schools are successful, inclusive and provide a diversity of provision. The school expansion programme will ensure sufficient school places for the increasing numbers of children in Havering and will build on the successful provision that already exists in Havering's schools. By acting to ensure all children in Havering have access to a high quality school place, Havering is promoting equality of opportunity for all children and young people.

The EIA is included as Appendix 2.

BACKGROUND PAPERS

Appendix 1 – Consultation Report

Appendix 2 - Phase 4 Secondary Consultation EIA

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

Proposal agreed ✓

Delete as applicable

Proposal NOT agreed because

Details of decision maker

Signed 

Name: Cllr Robert Bonham

Cabinet Portfolio held: Childrens

CMT Member title:

Head of Service title

Other manager title:

Date: 28th August 2017

Lodging this notice

The signed decision notice must be delivered to the proper officer, Andrew Beesley, Committee Administration & Interim Member Support Manager in the Town Hall.

For use by Committee Administration

This notice was lodged with me on 29/8/2017.

Signed 

Equality Impact Assessment (EIA)

Document control

Title of activity:	<i>Phase 4 programme of Secondary School expansions-</i>
Type of activity:	<i>Project</i>
Lead officer:	<i>Pooneeta Mahadeo, School Organisation & Place planning Manager, Learning & Achievement, Children Housing & Adults</i>
Approved by:	<i>Trevor Cook, Acting Assistant Director for Education</i>
Date completed:	<i>July 2017</i>
Scheduled date for review:	<i>If applicable. Please provide a reason if it does not need to be reviewed</i>

The Corporate Policy & Diversity team requires **5 working days** to provide advice on EIAs.

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

1. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at diversity@havering.gov.uk

About your activity

1	Title of activity	<i>Phase 4 programme of Secondary School expansions</i>
2	Type of activity	<i>Project</i>
3	Scope of activity	This scope of the activity covers a five week consultation to inform and gather views regarding the expansion proposals from key stakeholders, particularly parents/carers of pupils and staff in the schools being proposed for expansion, school governing bodies and other schools within the borough. It was also intended to assess the impact the expansion proposals may have on individuals and groups who have protected characteristics, and to identify relevant actions to minimise any negative impact or optimise positive outcomes.
4a	Is the activity new or changing?	<i>This activity is not new or changing, however It is similar to previous consultations carried out for the first and second phases of the school expansions programme</i>
4b	Is the activity likely to have an impact on individuals or groups?	
5	If you answered yes:	<i>Please complete the EIA on the next page.</i>
6	If you answered no:	<i>Please provide a clear and robust explanation on why your activity does not require an EIA. This is essential in case the activity is challenged under the Equality Act 2010. Please keep this checklist for your audit trail.</i>

Completed by:	<i>Pooneeta Mahadeo, School Organisation Manager, Learning & Achievement, Children's Services</i>
Date:	<i>31 July 2017</i>

2. Equality Impact Assessment

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

For more details on the Council's 'Fair to All' approach to equality and diversity, please visit our [Equality and Diversity Intranet pages](#). For any additional advice, please contact diversity@havering.gov.uk

Please note the Corporate Policy & Diversity Team require **5 working days** to provide advice on Equality Impact Assessments.

Please note that EIAs are public documents and must be made available on the Council's [EIA webpage](#).

Understanding the different needs of individuals and groups who use or deliver your service

In this section you will need to assess the impact (positive, neutral or negative) of your activity on individuals and groups with **protected characteristics** (this includes staff delivering your activity).

Currently there are **nine** protected characteristics (previously known as 'equality groups' or 'equality strands'): age, disability, sex/gender, ethnicity/race, religion/faith, sexual orientation, gender reassignment, marriage/civil partnership, and pregnancy/maternity/paternity.

In addition to this, you should also consider **socio-economic status** as a protected characteristic, and the impact of your activity on individuals and groups that might be disadvantaged in this regard (e.g. carers, low income households, looked after children and other vulnerable children, families and adults).

When assessing the impact, please consider and note how your activity contributes to the Council's **Public Sector Equality Duty** and its three aims to:

- eliminate discrimination, harassment and victimisation;
- advance equality of opportunity, and
- foster good relations between people with different protected characteristics.

Guidance on how to undertake an EIA for a protected characteristic can be found on the next page.

The EIA

Background/context:

In common with the many other London Boroughs and urban areas, Havering is currently experiencing an increase in demand for school places. This increase in demand is due to rising birth rates in Havering and families moving into the borough from other parts of London, the UK and abroad. The growth we have been experiencing in the primary phase is now due to transfer on to the secondary phase. This means that from 2018/19 onwards there will not be enough secondary school places in the borough.

Cabinet approved the phase 4 of the schools expansion programme and agreed a public consultation to be undertaken and put forward proposals that will initiate the process of increasing Secondary school places:

By agreeing the permanent expansion through the rationalisation of Published admission Numbers of the following schools for 2017/18:

- Marshalls Park School from 172 to 180 8 places
- Emerson Park School from 192 to 210 18 places
- Frances Bardsley Academy from 220 to 240 20 places

To support financially the Phase 4 proposals for Permanent expansion, in the following schools:

North East Planning area:

Expansion of Drapers' Academy from 6FE to 8FE for 2018/19.

North West Planning area:

Expansion of Bower Park Academy from 6FE to 7FE for 2019/20.

Central Planning area:

Expansion of Royal Liberty School from 4FE to 5FE for 2018/19.

Expansion of Marshalls Park School from 6FE to 8FE for 2018/19.

Expansion of Redden Court Academy from 5FE to 7FE for 2019/20.

Expansion of Emerson Park School from 7 FE to 8FE for 2019/20.

East Planning area:

Rationalisation of PAN for Hall Mead Academy from 192 to 210 for 2019/20.

The Local Authority is not the decision maker for Academy expansions. All the above mentioned schools are academies and therefore the final decision as to whether these Academies expand following the consultation will be made by the Education Skills Funding Agency.

However, a decision not to expand these schools will lead to a lack of choice for parents in relation to school places, increased admissions appeals or increased travelling distances for pupils to attend schools and the Local Authority failing in meeting its statutory duty to provide sufficient school places.

Each school expansion will improve choice and diversity in the local area by providing fair access and improved parental preference to schools places in Havering.

As part of our approach in ensuring a best assessment of the impact of our proposed expansion, the consultation was undertaken with key stakeholders, particularly

Parents/Carers of children who attend the academy schools proposed for expansion, families of pupils in all maintained & non-maintained, primary, secondary, special schools in the Borough, early years providers, school governing bodies, and staff in the schools, being proposed for expansion

The consultation for the schools which are due to expand in 2018/19 ran from 12 June 2017 to 10 July 2017. The feedback report (attached) presents the survey demographics and a summary of the key responses received during the consultation activity including the main views and issues gathered from the consultees.

*

Age: Consider the full range of age groups

Please tick (✓)
the relevant box:

Positive

✓

Neutral

Negative

Overall impact:

Admission to secondary school is age-specific. The expansion proposal will have a positive impact on children of secondary school age living in Havering and will ensure that all children requiring a secondary school place can be offered one.

Evidence:

An analysis of the capacity of secondary schools in the borough has shown the need to provide additional secondary places if the Council is to meet its legal obligation of ensuring sufficient school places.

Our school roll projections which takes into account the general population rise, including current birth, housing & migration trend, gives predicted number of pupils in each of our planning area over the next ten years.

Sources used:

- Birth data received from the ONS and North East London Foundation Trust.
- Population projections produced by the GLA
- Historic pupil data obtained from the school census
- Housing development data obtained from the London Development Database and the Annual Housing Monitoring Development report published by our planning department.

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions		
<i>Please tick (✓) the relevant box:</i>		Overall impact: The planned proposals will have positive outcome for children with special educational needs and disability as they will have appropriate provision made available to cater for their educational needs Adaptations and modifications to incorporate adjustments in classrooms, curriculum planning, assessment and resources would be carried out to accommodate the needs of these additional children.
Positive	✓	
Neutral		
Negative		
Evidence: The updated school provision and commissioning plan/strategy & consultation findings published in autumn 2016 identified the need for not only additional primary, secondary, places but also the need for SEN places.		
Sources used: School Commissioning plan/strategy Projected school population data School Census data		

Sex/gender: Consider both men and women		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Secondary school provision is largely co-educational in the secondary phase and we anticipate that future arrangements will conform to this pattern. The gender of pupils is not considered to be a factor in determining this proposal. 4 out of the 18 secondary schools are single sex (two boys and two girls) provision in Havering. In 2016/17 academic year 100 additional places was created through the PAN rationalisation of a single sex (girls) school located in the Central secondary planning area. This rationalisation has since become permanent from 2017 with the school PAN increased from 220 to 240 from 2017. One of the schools proposed for expansion in this phase of the programme is a single sex (boys) school also located in the central planning area. Creating additional places will provide choice for parents who may prefer their children being educated in a single sex school and would also enable the local authority meet our objective of providing access to a good local school in an area of high demand for every Havering child.
Positive		
Neutral	✓	
Negative		
Evidence: No issues or comments were received from the consultees regarding single sex or co-educational provision. However, an email correspondence was received from the Head teacher of one of the single sex (girls) school in response to the consultation.		

Sources used: Consultation Feedback report

Ethnicity/race: Consider the impact on different ethnic groups and nationalities		
Please tick (✓) the relevant box:		Overall impact: National legislation determines that schools cannot discriminate on race in relation to admissions policies. The population of Havering is still predominantly white; however some of the children who are or will be studying in the secondary schools proposed for expansion would be new arrival from overseas and may have English as a second language. We are also aware that a small proportion of parents/carers/guardians of current and potential pupils do not speak or read English. Our English Additional Language (EAL) team will work with schools to offer support as best as we can. We would also ensure that information is written in Plain English and is accessible via a wide range of communications channels, with translation and interpreting services made available upon request. Through our Educational inclusion and support services, we will support Gypsy, Roma and Travellers (GRT) children and their families to ensure that GRT children are also provided with the opportunity to benefit from accessible and inclusive education.
Positive	✓	
Neutral		
Negative		
Evidence: The 2017 JSNA report highlighted that Havering is one of the most ethnically homogenous places in London, with 83% of its residents recorded as White British, higher than both London and England. Our consultation survey demographics also confirm that of the 63% of the total respondents who provided personal Ethnicity data. The largest group was White British (96%), while the remaining (4%) were made up of African, White Caribbean, Indian and Pakistani background. Our in year admission statistics which captures information on migration and pupil mobility shows that as at end of June 2017, there were 1032 applications for school places from new arrivals into Havering. 246 of those needed secondary school places.		
Sources used: <ul style="list-style-type: none">• Joint Strategic Needs Assessment• Consultation Feedback report• Admissions in year statistics data 2016/17		

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief		
<i>Please tick (✓) the relevant box:</i>		Overall impact: 4 of our 18 secondary school provision are designated as having a religious character. None of the additional places are proposed to be created in the academies that are designated with a religious character. However, a rise in demand for secondary places in the future may lead to expansion proposal of secondary schools with faith designation.
Positive		
Neutral	✓	
Negative		
Evidence: Data from the Diocese of Brentwood indicates that the number of baptisms of children aged 0-7 has remained strong and have been increasing which is likely to translate into an increase in demand for Catholic secondary school places in the near future.		
Sources used: School Planning Data Pack		

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual		
<i>Please tick (✓) the relevant box:</i>		Overall impact: All the secondary school provision in the borough is fully inclusive. National legislation determines the admission policies that schools have to operate and as such cannot discriminate on grounds of sexual orientation. Therefore sexual orientation is not considered to be a factor in determining any of the schools being proposed for expansion. Creating additional places in these schools will enable us to meet our objective of providing access to a good local school for every Havering child
Positive		
Neutral	✓	
Negative		
Evidence: N/A		
Sources used: N/A		

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth		
<i>Please tick (✓) the relevant box:</i>		Overall impact: The overall impact is neutral because all our education provision is fully inclusive because all our secondary school provision is fully inclusive.
Positive		

Neutral	✓	Gender reassignment is not considered to be a factor in determining any of the schools being proposed for expansion. Creating additional places in these schools will enable us to meet our objective of providing access to a good local school for every Havering child
Negative		
Evidence: N/A		
Sources used: The impact on gender reassignment is unknown as this data is not recorded.		

Marriage/civil partnership: Consider people in a marriage or civil partnership		
<i>Please tick (✓) the relevant box:</i>		Overall impact: All our secondary school provision is fully inclusive. Marriage/civil partnership are not considered to be a factor in determining any of the schools being proposed for expansion. Creating additional places in these schools will enable us to meet our objective of providing access to a good local school for every Havering child
Positive		
Neutral	✓	
Negative		
Evidence:		
Sources used:		

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave		
<i>Please tick (✓) the relevant box:</i>		Overall impact: The overall impact is neutral because all our education provision is fully inclusive. Creating additional secondary school places will enable us to meet our objective of providing access to a good local school for every Havering child
Positive		
Neutral	✓	
Negative		
Evidence:		

Sources used:

Socio-economic status: Consider those who are from low income or financially excluded backgrounds	
Please tick (✓) the relevant box:	
Positive	<input checked="checked" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>
Overall impact: Good quality school places will be provided where there is demand making access to the local school as easy as possible. Local places provided thus making it as easy as possible to walk to school, removing the need for the use of a car to take children to school or to pay for transport. Funding and resources will also be put in place to support any child admitted into our secondary schools who have learning difficulties or special educational needs, or are in receipt of free school meals, or has English as an additional language.	
Evidence: The pupil premium funding is additional funding for publicly funded schools in England to raise the attainment of disadvantaged pupils and close the gap between them and their peers. Pupil premium funding is available to: local authority maintained schools, including special schools and pupil referral units (PRUs).	
Sources used: Policy Paper- 2010 to 2015 government policy: education of disadvantaged children	

Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Sex/gender		We will need to monitor the impact of the recent expansion at single sex schools on the gender balance at local mixed schools.	Monitoring admission intake and parental preferences for allocation of places in Year 7 2019/20 intake	September 2019	Place planning & School Organisation Manager

* You should include details of any future consultations you will undertake to mitigate negative impacts

** Monitoring: You should state how the negative impact will be monitored; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

Review

A new Commissioning school places Strategy will be drafted and consulted upon in summer 2018. Following this, the EIA will be reviewed and any impact arising from this will be addressed accordingly.

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