



# CABINET

<b>7.30 pm</b>	<b>Tuesday 9 July 2019</b>	<b>Council Chamber - Town Hall</b>
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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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**Please note that this meeting will be webcast.  
Members of the public who do not wish to appear  
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which is not in camera range.**

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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.

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



## **AGENDA**

### **1 ANNOUNCEMENTS**

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

### **2 APOLOGIES FOR ABSENCE**

(if any) – receive.

### **3 DISCLOSURES OF INTEREST**

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

### **4 MINUTES** (Pages 1 - 6)

To approve as a correct record the minutes of the meeting held on 12<sup>th</sup> June, 2019 (attached) and to authorise the Chairman to sign them.

### **5 QUARTER 4 CORPORATE PERFORMANCE REPORT** (Pages 7 - 24)

Report attached.

### **6 LOCAL GOVERNMENT ASSOCIATION (LGA) CORPORATE PEER CHALLENGE 2019: APPROVAL OF ACTION PLAN** (Pages 25 - 60)

Report attached.

### **7 SITE SPECIFIC ALLOCATIONS DEVELOPMENT PLAN DOCUMENT** (Pages 61 - 72)

Report attached.

### **8 LOCAL DEVELOPMENT SCHEME 2019-2021** (Pages 73 - 100)

Report attached.

### **9 HAVERING COMMUNITY INFRASTRUCTURE LEVY - ADOPTION** (Pages 101 - 146)

Report attached.

### **10 HOUSING ESTATES IMPROVEMENT PROGRAMME** (Pages 147 - 194)

Report attached.



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**MINUTES OF A CABINET MEETING**  
**Council Chamber - Town Hall**  
**Wednesday, 12 June 2019**  
**(7.30 - 8.15 pm)**

**Present:**

Councillor Damian White (Leader of the Council), Chairman

	<b>Cabinet Member responsibility:</b>
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

There were no apologies for absence.

**71 DISCLOSURES OF INTEREST**

Agenda item 7. Good Growth Fund - Rainham Innovation Hub and Public Realm improvements Contractual Agreements.

Councillor Damian White, Declared a Pecuniary Interest. The Leader of the Council made a declaration and absented himself from the meeting for this matter and took no part in the debate.

**72 MINUTES**

The minutes of the Cabinet meeting held on 8 May, 2019 were agreed and signed by the Chair as a true and accurate record of the same.

**73 ALLOCATION OF RESOURCES TO DELIVER ADOLESCENT SAFEGUARDING PROGRAMME**

Councillor Robert Benham, Cabinet Member for Education, Children & Families presented the report to Cabinet. He stated that the Borough is very

proud of the young people who are part of the community as they give great hope for the future and a commitment to be the best they can be. However, the young people of the Borough face a number of challenges in today's world which is widely publicised in the media.

Young people are vulnerable to criminal and sexual exploitation as well as to violence and knife crime. Although Havering remains a safe borough without the scale of challenge faced in other parts of London, it is necessary to address these issues locally.

In April, 2019 Cabinet agreed the Serious Group Violence and Knife Crime Strategy Partnership. Aligned to this, the Adolescent Safeguarding Strategy has been developed. This sets out how the Council can protect young people who are vulnerable to violence and criminal exploitation.

The approach supports the ongoing improvement of Children's Services and one element of that is to address criminal and sexual exploitation by developing interventions and appropriate services. This will help to address issues and relationships that have served to attract young people into activities such as trafficking drugs through county lines.

Councillor Benham recommended that Cabinet approve the proposal to invest £750,000 over a period of three financial years to enable the Adolescent Safeguarding approach to be developed. This will give the opportunity to test an innovative approach ensuring it is evaluated and financially stable.

The investment will bring together a multidisciplinary service under one management structure. This will include youth services, Youth Offending Services and targeted child health. These will ensure early intervention and will cover mental health services.

The Service will work closely with schools and the police using data and intelligence to identify children who without early intervention may become susceptible to exploitation from gangs or individuals later in development.

Projects and programmes will support and divert young people and their families so that they will be more able to prevent problems occurring and break the cycles of violence and exploitation. The Service will continue to work with those youngsters already involved in criminal activity to reduce the risk of reoffending and aspire to rehabilitation. The approach via the recommended investment is to better predict, prevent, intervene and disrupt risk and vulnerability to the young people of Havering.

For the reasons set out in the report,

**Cabinet:**

- i. **Approved** the approach outlined in the Report and the request for resources allocated to Children's Services, to enable the development of a multi-disciplinary adolescent safeguarding approach to address serious youth violence and exploitation. This



would be the mechanism through which to deliver the actions contained in the Serious Group Violence and Knife Crime strategy relating to children and young people, approved at Cabinet in April 2019.

- ii. **Agreed** £750,000 funding over two calendar years (three financial years) over which time this approach will be fully evaluated and other (external) sources of funding can be explored. Following this, the service will be core funded from an allocation of demographic growth and a permanent budget adjustment to carry this work forward. Refer to financial implications and risks at section four of the report.

#### 74 **APPROVAL OF CHANGES TO HAVERING'S CHILDREN'S SAFEGUARDING PARTNERSHIP**

Cllr Robert Benham presented the report to Cabinet for consideration.

The report details proposals to form a new Local Safeguarding Partnership and approval was sought to publish these plans ahead of the implementation in the autumn.

The Children & Social Work Act of 2017 and the Working Together Guidance of 2018 required Local Authorities to move away from the existing Local Safeguarding Children's Boards, and adopt a new approach to partnership working. Each Local Authority is required to publish the plans by the end of June 2019, and implement the new arrangements by the end of September 2019.

The new guidance provides much greater freedom for local areas to manage the way they approach the Safeguarding Partnership – there is no specific requirement to hold a 'board' meeting, and there is more flexibility to organise arrangements to fit with local priorities and objectives. The three statutory partners are the Local Authority, the Police and the Clinical Commissioning Group (CCG).

Havering has taken the opportunity to re-think the approach to partnership working, retaining a local focus, whilst recognising the importance of working closely with our neighbouring boroughs – Barking and Dagenham and Redbridge.

This makes sense, as all partners share the footprint of the Metropolitan Police East Command Unit, and also the Barking and Dagenham, Havering and Redbridge CCG.

Partners are also tackling some common risks in relation to children and young people, such as adolescent safeguarding and child neglect, which affects children and families across all three local areas and makes sense to develop a joined-up approach.

The aim is to publish a common approach to these safeguarding arrangements, with a strategic alignment, although this arrangement will still allow for local variation. This arrangement is designed to ensure that all agencies collaborate across shared priorities, aligning processes and workforce development in an innovative response to the new guidance.

This approach will be cost-neutral in the first year of implementation, with the potential to achieve efficiencies through rationalising resources as the partnership matures.

It is proposed that a small, senior group of the statutory Safeguarding Partners will form the Safeguarding Leadership Group and develop cross borough approaches where appropriate, whilst ensuring there is a robust focus on local safeguarding priorities. This group will provide challenge, oversight and guidance and ensure there is adequate independent scrutiny. Each local authority area will convene a Safeguarding Partnership Group. This group will provide oversight and challenge to the local safeguarding system and ensure that local priorities receive an effective response.

The Havering Safeguarding Partnership Group (HSPG), will be chaired by the Director of Children's Services, and provide the overall strategic direction and governance for the safeguarding partnership within Havering.

There will be an annual work programme to identify key priorities for the local partnership. Four local thematic groups will oversee the key priority areas: Adolescent Safeguarding; Quality and Effectiveness; Schools and Learners; and a Case Review Group. The HSPG will also develop Task and Finish Groups as required to examine areas of particular concern.

There is a requirement under the new guidance to ensure that a mechanism for independent scrutiny of these Safeguarding Partnership Arrangements is in place. Havering will ensure that there is Independent Scrutiny of these partnership arrangements through the commissioning of an independent person.

The Scrutiny role will review the performance, challenge and work-plan of the partnership, and undertake dialogue with stakeholders, particularly children, young people and their families.

A key advantage of seeking to collaborate across the three boroughs is the opportunity to test new and improved ways of working. A number of functions have been identified that could be more efficiently provided across the whole area.

Over the first nine months of the new partnership, the three Local Authorities, the Police and the CCG will collaborate on developing alignment of processes in areas including audit and learning reviews, monitoring of performance data, and training.

A response has been constructed to the Child Death Overview Panel and, duties across our three areas. It is the intension to extend and expand that approach as far as possible.

The first year of this partnership will be treated as a 'shadow-year' where the new approach can be tested. As such, we will be commissioning a report from the Independent scrutineer to review the effectiveness of the new arrangements, and provide recommendations for improvement. These recommendations will be presented to Cabinet for consideration in the autumn of 2020.

Cllr Benham commended the recommendations in the report to Cabinet.

Following discussion and for the reasons set out in the report,

**Cabinet:**

- (i) **Approved** the principles and approach to the new safeguarding arrangements and child death reviews as set out in this report
- (ii) **Agreed** to delegate to the Director of Children's Services, after consultation with the Cabinet Member for Education, Children & Families, the responsibility for finalising the plan for the new arrangements by 29<sup>th</sup> June 2019.
- (iii) **Approved** the arrangements for Independent Scrutiny set out at 3.1 of the report.

75 **GOOD GROWTH FUND - RAINHAM INNOVATION HUB AND PUBLIC REALM IMPROVEMENTS CONTRACTUAL AGREEMENTS**

Councillor Roger Ramsey, Cabinet Lead Member for Finance and Property presented the report to Cabinet for consideration. The Grant Agreement sets out the proposals for funding to be received from the Good Growth Fund following agreement by the GLA for the Rainham Innovation Hub and Public Realm Agreements and is a commitment to the 2019/20 Corporate Plan under the Opportunities to help the Businesses in the Borough grow.

Rainham is an important area for business and residential growth. The acceptance of the grant will give great potential to improve the area.

There are two principal elements to the project. The first will be delivered through the Riverside BID which will improve the public realm which will involve landscaping one or more spaces to provide improved outdoor facilities including a seating area for workers which has been a long standing priority for the BID. The second is the innovation hub which is a three way partnership project involving the Council, Havering College and SEGRO. It will involve construction works at the College's Rainham Campus, a fit out of the space within the College and within a SEGRO industrial unit, purchasing of new digital equipment and a programme of teaching and business support, events and research activities to improve productivity and workforce skills. The concept is to develop expertise and promote improvements for workers and for the area developing a local skilled workforce.

Funding will be in part by SEGRO who will procure an operator for the hub. Part of this procurement will require the operator to set out how skills will be developed and monitored. A computer assisted design expert will be sought to ensure that skills are developed to pave the way for computer assisted building design which will be needed into the future. The funding aspects are set out within the report under paragraphs 5.2 and 5.3. The Council will be accountable for the delivery and will be entering into delivery agreements.

Following discussion,

**Cabinet:**

- **Agreed** to enter into a Grant Agreement with the Greater London Authority (GLA) until 31<sup>st</sup> March 2022 to provide an Innovation Hub designed to boost productivity and skills in Havering and across East London and improve the physical environment of the area for workers, students and visitors, focussing initially on the use of digital technologies in logistics, construction and related sectors. The Grant from the GLA is for £1,631,940.
- **Approved** match funding from the Council be provided to help fund the overall project derived from the value of staff time (£16,200), £800,000 from the London Strategic Investment Pot funding for connectivity in Rainham, £56,000 to be identified from business sponsorship/social value contributions or S106 (and if this is not identified by 2021/22 from the Council's allocated Regeneration and Economic Development revenue budget. Match funding will also be provided by Havering College, Riverside BID and SEGRO at a combined value of £1,049,565.
- **Delegated** authority to the Director of Regeneration Delivery to enter into Delivery Agreements with SEGRO, Havering College of Further and Higher Education and the London Riverside Business Improvement District to draw down delivery funding for the project of £309,400, £562,800 and £250,000 respectively, to deliver elements of the project and achieve agreed outcomes;
- **Agreed** to provide forward funding to the Riverside BID of £50,000 (capital) in 2019/2020 and £200,000 (capital) in 2020/2021 to enable them to fund the public realm improvements; and,
- **Agreed** a Statement of Intent with Havering College and SEGRO to confirm the partners' intentions to develop and deliver the Innovation Hub and work together to take it forward; and,
- **Noted** that the process of appointing an operator for the Hub will be undertaken on behalf of the partners through the Council's procurement processes.

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**Chairman**

## CABINET

9 July 2019

**Subject Heading:**

Quarter 4 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 (01708 434506)  
[sandyhamberger@havering.gov.uk](mailto:sandyhamberger@havering.gov.uk)

**Policy context:**

The report sets out Quarter 4 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 which is for information only. Adverse performance against some corporate performance indicators may have financial implications for the Council.

**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.

## Leader's Briefing 17 June 2019

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

The Corporate Performance Report provides an overview of the Council's performance for each of the strategic goals and highlights good performance and potential areas for improvement. The report is presented four times a year for the periods 1 April to 30 June (**Quarter 1**), 1 July to 30 September (**Quarter 2**), 1 October to 31 December (**Quarter 3**), and 1 January to 31 March (**Quarter 4 / Annual**).

### RECOMMENDATIONS

That the Cabinet:

Considers the performance set out in the Appendix and the corrective action that is being taken.

**REPORT DETAIL**

**Corporate Performance Report Quarter 4 2018/19 Summary**

1. For Quarter 4, a RAG status has been provided for 41 of 46 Corporate Performance Indicators and 9 of the 25 perception / engagement indicators.



2. In summary, of those corporate performance indicators that have been RAG rated:
  - **29** (71%) have a **Green** (on track) status
  - **5** (12%) have an **Amber** status
  - **7** (17%) have a **Red** (off track) status
3. The proportion of indicators that are **Green** (71%) has increased compared to 65% at the end of Quarter 3 2018/19. The proportion of indicators that are **Red** (17%) has decreased compared to 21% last quarter.
4. The following corporate performance indicator has changed position from last reporting period and is now RAG rated **Red**:
  - % of Havering parents receiving an offer of their first preference secondary school
5. Of those perception / engagement indicators that have been RAG rated:
  - **1** (11%) has a **Green** (on track) status
  - **3** (33%) have an **Amber** status
  - **5** (56%) have a **Red** (off track) status

## **Leader's Briefing 17 June 2019**

6. There is no change in performance for these indicators when compared to last quarter

### **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 which is for information only. However it should be noted that 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. 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.



## **Leader's Briefing 17 June 2019**

### **Equalities implications and risks:**

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

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

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

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

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

- Pupil progress in 8 subjects, from the end of primary school to the end of secondary school ("Progress 8" score)
- % of looked after children who ceased to be looked after as a result of permanency (Adoption and Special Guardianship Order)
- Number of apprentices recruited in the borough
- Perception / engagement indicators: 'Strength of belonging to the local area', 'Respondents worrying about ASB' and 'Respondents worrying about Crime'.

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**

None

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RAG Rating	Direction of Travel (DOT)	Description
GREEN	↑	On or better than target On track <b>Short Term:</b> Performance is better than the previous quarter <b>Long Term:</b> Performance is better than at the same point last year
AMBER	→	Worse than target but within target tolerance <b>Short Term:</b> Performance is the same as the previous quarter <b>Long Term:</b> Performance is the same as at the same point last year
RED	↓	Worse than target and outside tolerance Off track <b>Short Term:</b> Performance is worse than the previous quarter <b>Long Term:</b> 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	Tolerance	2018/19 Q4 Performance	Short Term DOT against Q3 2018/19	Long Term DOT against Q4 2017/18	Comments	Service & Supporting Service	
<b>Communities: Healthy and Active Lives</b>										
1	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) (2015-2017 = 182 per 100,000 population)	Similar to England (see comments)	171 per 100,000 population (2015-2017) GREEN	-	N/A	↓ 163 per 100,000 population (2014-2016)	Data for this indicator is published for three-year rolling periods. The latest available data relates to the period 2015 - 2017. For this period, Havering's mortality rate from preventable causes (171/100,000, with a range of 161 - 182 per 100,000) was lower than the England average (182/100,000) but higher than the previous period (2014-2016). The observed rise from the previous period's rate of 163/100,000 is however not statistically significant.  2016-2018 data will be available in March 2020 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
2	% 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%	±5%	88.7% (GREEN)	-	N/A	↑ 88.2%	There has been an improvement in this indicator when comparing 2017/18 to 2018/19. During 2018/19 there were 195 service users over the age of 65 that went through reablement after a hospital stay during the reporting months. Of these, 173 were still residing in their own home 91 days later.	Adult Services
<b>Communities: A good start for every child to reach their full potential</b>										
3	Children looked after for at least 2.5 years and aged under 16 who have been in the same placement for at least 2 years	Bigger is better	70%	±2.5%	72.5% (GREEN)	↑	71.4%	↑ 61.0%	As at 31st March, 69 children have been LAC for at least 2.5 years and of these, 50 have been in the same placement for at least 2 years. A continued focus within the service on early permanence and on-going consideration of long term care arrangements has resulted in sustained improvement during 2018/19. Performance is also better than statistical neighbour and England averages based on the latest available benchmarking.	Children's Services
4	School readiness - % of children achieving a good or better level of development at age 5 (EYFSP)	Bigger is better	74%	±3%	72% (2017-18) AMBER	→	72% (2016-17)	↑ 71% (2015-16)	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% in 2018 – exactly the same as the national average.	Learning & Achievement • Children's Services
5	% of children in good or outstanding schools	Bigger is better	84%	±1.5%	89.5% (GREEN)	↑	85.13%	↑ 82%	11 schools have been inspected since December 2018. All of these received a 'Good' judgement, with 2 Primaries improving their rating from 'Requiring Improvement' (RI).  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 into the outturn.	Learning & Achievement • Children's Services

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Line.no	Indicator and Description	Value	2018/19 Annual Target	Tolerance	2018/19 Q4 Performance	Short Term DOT against Q3 2018/19	Long Term DOT against Q4 2017/18	Comments	Service & Supporting Service		
6	Pupil progress in 8 subjects, from the end of primary school to the end of secondary school ("Progress 8" score)	Bigger is better	-0.02 (National State-Funded ave.)	+/- 0.05	-0.09 (AY 2017/18) RED	↓	-0.08 (AY 2017/18)	↓	-0.04 (AY 2016/17)	<p>Progress 8 is a measure of the progress children make between the end of primary school and the end of secondary school. Final Progress 8 figures for the 2018 academic year were published in January and while Havering has seen a slight drop on the previous academic year, the England average has improved slightly.</p> <p>The Council will continue to work closely with the office of the Regional Schools Commissioner, and the Havering Learning Partnership (all secondary schools) to take forward school improvement strategies. With all secondary schools now having academy status, our ability to affect outcomes is very much limited to an influencing role. However, through the local authority Quality Assurance process, schools causing particular concern can be targeted for intervention from the relevant Academy Trust.</p>	<b>Learning &amp; Achievement</b> • Children's Services
7	% 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%	±10%	13.8% (RED)	↓	14.0%	↓	26.4%	<p>Within the fourth quarter, a further 5 children ceased to be looked after as a result of permanency, giving us a provisional outturn for the year of 14%, which is some way below the annual target of 27.5%. Over the last two years, the service has worked to improve the tracking of children coming through for permanency; however over the same period we have seen the overall LAC cohort become increasingly older and therefore adoptions are less common. Courts are continuing to favour SGO as a permanence option for children, impacting on the number of placement orders being granted but the 26 week timescale for court proceedings is not being consistently met, which has an impact on this indicator. At the same time the service is being more robust in its assessments, which is also resulting in fewer SGOs being granted. This indicator fluctuates from between years according to the care plans for the cohort of LAC at that time, and the average performance over the last three years is 17.9%, which will be considered when setting a target for 2019/20. It is worth noting that this indicator does not take into account children who return home, which can be another positive and permanent outcome.</p>	<b>Children's Services</b>
Page 14	% of Havering parents receiving an offer of their first preference <b>primary</b> school	Bigger is better	87%	±2.5%	87.5% (GREEN)	-	N/A	↓	88%	<p>Havering has once again achieved strong performance in relation to the percentage of parents receiving an offer of their first preference school. For primary schools we have comfortably met the target set.</p>	<b>Learning &amp; Achievement</b> • Children's Services
	% of Havering parents receiving an offer of their first preference <b>secondary</b> school	Bigger is better	80%	±2.5%	76.7% (RED)	-	N/A	↓	79%	<p>For secondary schools, while we have seen a slight reduction on the previous year and not met the challenging target we set ourselves, our performance remains the highest in London.</p>	<b>Learning &amp; Achievement</b> • Children's Services
<b>Communities: Families and communities look after themselves and each other</b>											
10	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	±10%	639 (GREEN)	↑	444.5	↑	570.6	<p>There has been an increase in the number of carers assessed, both between Quarter 3 and Quarter 4, and also when compared to 2017/18. During 2017/18, 1125 carers were assessed compared to 1274 in 2018/19 - an increase of 13%.</p>	<b>Adult Services</b>
11	Number of volunteers supporting Council services	Bigger is better	1,129	±10%	1286 GREEN	↑	1,124	↓	1,333	<p>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.</p>	<b>Policy, Performance and Community</b> • Culture and Customer Access • Housing • Children's Services • Environment
12	Residents reporting improved wellbeing, social inclusion and resilience as a result of support from preventative services	Bigger is better	N/A	N/A	87.5%	-	N/A	-	N/A	<p>This is a new indicator, developed by the Joint Commissioning Unit with newly commissioned providers, whose contracts commenced in February.</p> <p>The outturn of 87.5% is the combined response of those who agreed or strongly agreed with statements relating to three key outcome measures (wellbeing, social inclusion and resilience).</p>	<b>Adult Services</b> • JCU

Line.no	Indicator and Description	Value	2018/19 Annual Target	Tolerance	2018/19 Q4 Performance	Short Term DOT against Q3 2018/19	Long Term DOT against Q4 2017/18	Comments	Service & Supporting Service		
<b>Communities: Supporting vulnerable residents in our communities</b>											
13a	% of care leavers (aged 19-21) in suitable accommodation	Bigger is better	95%	+/-5%	96.2% (GREEN)	↓	97.2%	↑	87%	<p>Performance during the fourth quarter has dropped slightly compared to quarter 3 but remains above target. The reduction is primarily due to a cohort of young people who are in custody, and a smaller number of young adults who are not using their placements and have chosen to reside with family members / friends.</p> <p>It should be noted that figures reported during the year relate to only those young people within the 19-21 cohort with whom the service is in touch. For our annual statutory reporting, we are also required to include those who have chosen not to remain in touch, which has a negative impact on the percentage. This data is still being verified but provisional figures indicate a reduction on 2017/18 performance due to a larger 'not in touch' cohort, as well as the reasons outlined above.</p>	<b>Children's Services</b> • Policy, Performance and Community
13b	% of care leavers (aged 19-21) in education, employment or training	Bigger is better	60%	+/-5%	63.5% (GREEN)	↑	59.4%	↑	50%	<p>The percentage of care leavers in education, employment or training increased further in the fourth quarter to 63.5%. There remains 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 continues to explore the childcare support that can be provided to allow young parents to enter employment or education. A Department of Work And Pensions (DWP) project also looked at pre-employment preparation with a specific cohort of care leavers.</p> <p>As with the indicator on suitable accommodation, the inclusion of care leavers with whom we are not in touch will reduce the annual percentage; however provisional figures indicate that the outturn will be higher than in 2017/18 and better than the London average.</p>	<b>Children's Services</b> • Policy, Performance and Community
14	The proportion of repeat victims of domestic abuse (DA) (C)	Smaller is better	27%	±5%	N/A	-	38.32%	-	38.92%	Data for Quarter 4 reporting has not yet been released by The Police / The Mayor's Office for Policing And Crime (MOPAC)	<b>Environment</b> • Adult Services • Children's Services
15	Percentage of homeless preventions and reliefs (homelessness resolved without the provision of temporary accommodation)	Bigger is better	70%	±0%	72.67% GREEN	↓	75.79%	-	NEW	Increase in prevention activity (higher figures) means that families can remain in their accommodation or move into alternative accommodation before they become homeless. Therefore, the need for temporary accommodation (TA) which can be costly and unsuitable is reduced.	<b>Housing</b>
16	Rate of permanent admissions to residential and nursing care homes per 100,000 population (aged 65+)	Smaller is better	660	±5%	601.1 (GREEN)	↓	424.4	↓	519	There has been a decrease in outturn for this indicator. During 2017/18 there were 240 new admissions of service users over the age of 65 into long term care homes, increasing to 279 in 2018/19. This is however still an improvement when compared to 2016/17 when there were 321 admissions, and our target for 2018/19 has been achieved. The average age of admission in 2018/19 was 86 years.	<b>Adult Services</b>
17	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%	±5%	97% (GREEN)	↑	95.3%	↑	95.3%	There has been a further improvement in this indicator in the final quarter of the year. During 2017/18, 95.3% of service users received their long term services via self directed support, increasing to 97% in 2018/19. This equates to 1843 service users receiving Self Directed support as at 31st March 2019, (the figure at the same point last year was 1875).	<b>Adult Services</b>

Line.no	Indicator and Description	Value	2018/19 Annual Target	Tolerance	2018/19 Q4 Performance	Short Term DOT against Q3 2018/19	Long Term DOT against Q4 2017/18	Comments	Service & Supporting Service		
18	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	±10%	7.28 (AMBER)	↑	7.39	↓	5.46	There has been an improvement from Quarter 3, when there was an average of 7.39 delays, reducing to 7.28 in Quarter 4. Performance has decreased since 2017/18 when there were 5.46 delays per 100,000. The vast majority of delays are in the acute sector and are affected by, and the responsibility of Health. This is a Better Care Fund Indicator and the JAD service will continue to work with BHRUT Health colleagues to improve the outlook for this indicator in 2019/20. Within BHRUT, an action plan is in place which covers: ambulance conveyances; community capacity; hospital flow; out flow; and frailty.	Adult Services
19	Residents reporting good outcomes from their community service (home care service)	Bigger is better	N/A	N/A	85.3%	-	N/A	↓	85.6% (2017/18)	The Homecare survey showed overall satisfaction for 2018-19 to be 85.3% (the percentage rating their service as either very good or good). This year we expanded the scope of the survey to include residents receiving care with homecare providers outside of the contract framework.  More residents rated their homecare service as 'very good' this year, with performance at 50.5% compared with 42.1% last year.	Adult Services • JCU
<b>Connections: A digitally enabled borough</b>											
20	Improved Socitm score for the www.havering.gov.uk website	Bigger is better	3	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)
21	Avoidable customer contact for Customer Services (S)	Smaller is better	20%	±5%	14.43% GREEN	↓	13.14%	↑	15.61%	Owing to the increased seasonal demand, avoidable contact rose slightly on the previous quarter. The main reason is in relation to call backs and expected visits/repairs not being carried out. Work is being undertaken to try to reduce the number of "call back requests" received for some Services by trying to resolve the matter at the first point of contact whilst other avoidable contact is owing to delays caused by Contractors not keeping residents up to date.	Culture and Customer Access / Transformation • OneSource (ICT)
22	Call abandon rates (contact centre)	Smaller is better	10%	±5%	9.38% GREEN	↓	8.73%	↑	9.78%	Despite increased demand caused by seasonal demand and in particular March with annual Council Tax, Benefits and Rent Billing exercises taking place the target of 10% was still exceeded.	Culture and Customer Access / Transformation • OneSource (ICT)
<b>Connections: Capitalising on our location and connectivity</b>											
23	Delivery of public realm improvements at the borough's three Crossrail stations	N/A	Improvements delivered	N/A	On Track GREEN	→	On Track	↑	Off Track	Crossrail Complementary Measures (CCM) programme is on track and is RAG status green. Romford CCM is complete with full spend achieved. Gidea Park CCM work commenced in September 2017; Northern and Southern footpath repaving is complete. Rain garden has been built and planting works complete. All trees have been removed completely and tree pits (rings) have been installed; trees planted in Crossways. Planting works completed in Chalforde Gardens. A webpage for Gidea Park CCM is live on the Havering website. Crossrail have informed us that the Temporary Ticket Office removal date has been moved to January 2019. Harold Wood phase 1 of works have been completed (works to widen zebra crossing). Marlborough are on site at Harold Wood, and works commenced in October 2018. Kiosk is due to be installed 12th March 19, which will unlock the ability to complete further work.	Development
<b>Connections: Fast and accessible transport links</b>											
24a	Improve air quality in the borough by reducing the level of NO2	Smaller is better	40 µgm-3	±0%	Battis: 71.7 (2017) RED	-	N/A	↓	Battis: 69.1 (2016)	Air quality monitoring and reporting against air quality objectives are undertaken based on a calendar year, in line with GLA guidance.	Environment • Development
24b					Langton's: 20.1 (2017) GREEN	-	N/A	↑	Langton's: 26.0 (2016)	Monitoring results are reflecting an increasing trend of NO2 levels at some locations. The data is being reviewed to ascertain why. Short-term trends can be affected by local weather conditions. The Air Quality Action Plan (AQAP) is now implementing actions to improve local air quality such as tree planting, improving our own fleet and working with schools and business to develop sustainable travel plans.	Environment • Development

Line.no	Indicator and Description	Value	2018/19 Annual Target	Tolerance	2018/19 Q4 Performance	Short Term DOT against Q3 2018/19	Long Term DOT against Q4 2017/18	Comments	Service & Supporting Service		
<b>Connections: Access to jobs and opportunities</b>											
25	Proportion of adults in contact with secondary mental health services in paid employment	Bigger is better	8.6%	±5%	10.6% (GREEN)	↑	9.7%	↑	8.5%	There has been an improvement for this indicator in 2018/19 compared to 2017/18. At the end of March 2019 there were 50 people in employment, compared to 45 in 2017/18.	Adult Services • Policy, Performance and Community
26	Proportion of adults with learning disabilities in paid employment	Bigger is better	8.0%	±5%	7.7% (AMBER)	↑	4.1%	↓	8.1%	There has been a slight decrease in the outturn for this indicator. During 2017/18 there were 42 service users with a learning disability in paid employment and we remained above the London average for this indicator. During 2018/19, there were 40 service users in paid employment. It is important to note that this indicator only monitors service users with a learning disability receiving a service and in paid employment. It does not take into account those service users with LD in voluntary employment or individuals with a learning disability who are in paid employment but who do not receive a service from Havering Adult Social Care. The Community Learning Disability Team will be working with colleagues in Havering Works to drive improvements in this area.	Adult Services • Policy, Performance and Community
<b>Opportunities: First class business opportunities</b>											
27	Number of jobs created and safeguarded through Economic Development's London Riverside Programmes	Bigger is better	TBC	±10%	N/A	-	N/A	-	N/A	This indicator remains in development.	Regeneration • Policy, Performance and Community
28	Number of investment enquiries to the Borough converted into a new business or expansion (C)	Bigger is better	50	±10%	86 GREEN	↑	61	↓	101	The number of investment enquiries to the borough converted into a new business or expansion has achieved the year end target	Regeneration • Communications
<b>Opportunities: High-quality skills and careers</b>											
29	Number of apprentices (aged 16-18) recruited in the borough	Bigger is better	800 (August 2017 to July 2018)	±10%	610 (RED)	-	N/A	↓	690 (2016/17)	Final figures for 2017/18 are now available and these confirm a slight dip when compared to 2016/17, with 610 apprenticeships starting. The target of 800 was somewhat ambitious in light of the impact from the introduction of the apprenticeship levy; the National Audit Office has reported seeing a 26% drop in the number of apprenticeship starts between 2015/16 and 2017/18. It was also reported that only 9% of levy paying employers used the levy to pay for new apprentices in 2017/18, compared to the DfE projection of 13%.  Many employers are struggling to recruit to roles due to the lack of approved standards available, and an increasing number of small and medium sized enterprises are not engaging as a result of the 10% contribution to the training costs. Employers have found the transition from provider-led funding to employer-led funding complicated and resource intensive, and are feeding back they do not have the knowledge and expertise to deliver administration of the apprenticeship levy.  In the above context, Havering has seen an increased level of interest in apprenticeships amongst our young residents as a post-16 option. Data from the national NEET & Not Known Scorecard for October 2018 shows that the percentage of 16-17 year olds participating in apprenticeships was 9.1% in Havering, compared to a national average of 5.9%.	Learning & Achievement • Policy, Performance and Community
30	Number of apprentices (aged 19+) recruited in the borough	Bigger is better	1,340 (August 2017 to July 2018)	±10%	1100 (RED)	-	N/A	↓	1320 (2016/17)	For the 19+ cohort, final 2017/18 figures confirm a performance of 1,100 starts against the target of 1,340. As outlined above, the introduction of the apprenticeship levy has seen a decline in the number of apprenticeship starts nationally and Havering has also seen a slight dip in the number of starts in 2017/18 compared with 2016/17.	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	3.5%	±5%	3.1% (GREEN)	↑	3.6%	↑	3.5% (2017/18)	The percentage of 16-18 year olds who are not in education, employment or training (NEET), or not known was recently confirmed as 3.1% for 2018/19. This performance is better than both the England average of 5.5% and the London average of 4.8%, and places us in the top quintile.  The continued focus on tracking and reporting on the age 16-18 cohort has delivered successful outcomes and the targeted work carried out by Prospects Personal Advisors in supporting NEET learners has resulted in improved participation.  The LA's high performance of 98.6% for the September offer (which ensures all Year 11 learners have an offer of a place before leaving school) and achieving 98% on the Activity Survey have both contributed to the low NEET & Not Known performance in Havering.	Learning & Achievement • Policy, Performance and Community

Line.no	Indicator and Description	Value	2018/19 Annual Target	Tolerance	2018/19 Q4 Performance	Short Term DOT against Q3 2018/19	Long Term DOT against Q4 2017/18	Comments	Service & Supporting Service		
<b>Opportunities: Dynamic development and infrastructure</b>											
32	New Hornchurch Sports Centre planning application approved and contract awarded to build the new centre	N/A	Timescale achieved	N/A	On Track GREEN	→	On Track	→	On Track	The 'breaking ground' ceremony took place on 6 February 2019. Construction is progressing to schedule and remains on track for a September 2020 opening of the new sports centre. Demolition of the existing centre will commence once the new centre is open.	Culture and Customer Access
<b>Opportunities: A thriving local economy</b>											
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	±10%	17 RED	↑	16	↓	31	To date, 17 enquiries have been received from businesses with a turnover of £10m+ or international recognition expressing an interest in the borough. This target is not realistic, principally because the borough does not currently have sufficient high quality commercial property, particularly of significant size. The service is currently working on a Economic Development Strategy and through this we should agree the level of ambition in relation to the level of intervention in the property market, and develop an offer we can promote through inward investment and marketing.	Regeneration • Communications
34	Proportion of businesses showing employment growth	Bigger is better	83,830 (+1% growth)	±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.  The data for 2017 has been released. However the methodology of counting employees has changed and therefore the previous (2012-2015) data is not comparable. Solely PAYE based businesses are now included in the count. The new methodology has been applied to 2015 data so it is possible to use this as a baseline and continue to set a target of 1% growth for this year. The target for 2016 and 2017 has been exceeded.  A new growth strategy for the council is in development and will include an employment growth target.	Regeneration
<b>Places: A clean, safe environment for all</b>											
35	The number of burglary offences (C)	Smaller is better	1,812	±5%	1849 AMBER	↓	1,411	↑	2,310	This financial year has seen a massive reduction of 19% in the number of burglary offences reported. Havering as a borough has performed better than London as a whole which saw a 4.7% increase in offences. Gooshays ward saw the biggest decrease in offences of 45%. The Met Police will continue to roll out Met Trace across the Borough in hot spot areas. A number of Communication campaigns are in development for 2019-20.	Environment
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	±0%	423.94kg per head GREEN	-	326.84kg per head (provisional)	↑	436.07kg per head	Performance this Quarter is below target, which in this instance is a positive result and is also an improvement on the comparable Quarter last year (436.07).  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, along with receiving funding from the LGA to commission a piece of work on investigating behavioural change have contributed towards this target. We are also reviewing operations in Highways and Grounds Maintenance to reduce waste and, with ELWA, continue to review policies to prevent 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



Line.no	Indicator and Description	Value	2018/19 Annual Target	Tolerance	2018/19 Q4 Performance	Short Term DOT against Q3 2018/19		Long Term DOT against Q4 2017/18		Comments	Service & Supporting Service
37	The number of non-domestic violence with injury offences (C)	Smaller is better	1,311	±5%	1261 GREEN	↓	948	↑	1,296	Non-DA Violence with injury saw a 4% reduction in the number of offences reported compared to the last financial year and again performed better than London overall which saw a 0.2% increase in the number of offences. Romford continues to be a hotspot for violent crime and work in 2019 -20 will see a continued focus of partnership work in hotspot area	<b>Environment</b> • 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	±5%	4,482 GREEN	↓	3,907	↑	5,368	ASB again has seen positive performance in 2018/19 with a reduction of 4% compared to the last financial year. London overall saw a slightly increase of 0.4% in the number of ASB incidents reported. The Enforcement restructure has launched and will see an increase focus on environmental crime and ASB.	<b>Environment</b> • 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	Off Track AMBER	↓	On Track	↓	On Track	Local Plan Examination was held between 9th and 19th October. There were some follow up actions required, post the examination, concerning housing, Gypsy and Travellers and parking. All additional details in response to these actions have been submitted to the Inspector in advance of the reconvened examination which is scheduled for 29th and 30th May. The Inspector has since issued her Revised Issues and Matters document with a deadline of 16th May set for the Council's response.	<b>Planning</b>
40	Making Safeguarding Personal: % of cases where desired outcomes were expressed and these were either partially or fully met	Bigger is better	90%	±5%	N/A	-	93.3%	-	96.1%	Data will not be available until early June due to statutory reporting timescales.	<b>Adult Services</b>

Line.no	Indicator and Description	Value	2018/19 Annual Target	Tolerance	2018/19 Q4 Performance	Short Term DOT against Q3 2018/19	Long Term DOT against Q4 2017/18	Comments	Service & Supporting Service		
<b>Places: High-quality homes</b>											
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%	±0%	99.2% GREEN	↑	95.06%	↓	99.8%	<p>The year-end outturn for 2018-19 shows that 99.2% of homes (8549 of 8618) are of a decent standard.</p> <p>A review of the Keystone database was undertaken in September 2018 and due to this a number of properties were identified as non-decent which corrected a number of anomalies within the database and resulted in an increase in the number of non-decent homes. It was anticipated that these issues would be addressed throughout the year and the target was achieved by the end of the financial year.</p> <p>There was a delay in commissioning the full Kitchen and Bathroom programme due to a commitment to offer a portion of the programme to our responsive maintenance contractor (Breyer). Works was started on the kitchen and bathroom programmes and the programme was prioritised in order for properties to be completed before the year end.</p> <p>An external decorations programme was completed and the validation surveys were undertaken on roofs and external decorations to identify non-decent properties for 2019-20 programme. Due to these surveys some elements were identified as having an extension of life which for some elements (in particular roof structures and coverings) had been indicated by Keystone as being non-decent.</p> <p>The 2018-19 year-end target has been slightly exceeded and the continuing validation surveys will allow the decent homes programmed works to maintain or even exceed the target level set for 2019-20.</p>	Housing
<b>Places: Award-winning parks and open spaces</b>											
42	% of parks supported by a "Friends" group	Bigger is better	17%	±0%	21% GREEN	→	21%	→	21%	21 out of 100 parks and green spaces continue to be supported by 17 Friend Groups	Environment • Policy, Performance and Community
43	Number of Green Flag Awards	Bigger is better	14	±0%	14 GREEN	↑	13	↑	11	The Green Flag Award is the benchmark national standard for publicly accessible parks and green spaces. Havering has been awarded a further green flag for Langtons Gardens from last year increasing the total to 14.	Environment • Policy, Performance and Community
<b>Places: A vibrant cultural and leisure destination</b>											
44	Deliver the Romford Market Transformation Support Programme	N/A	Transformation support programme delivered	N/A	On Track GREEN	→	On Track	→	On Track	The project is progressing well with a new focus on new business development, updating social media and the continuation of collaboration with in house teams to run a series of events in the Market Place over the coming 12 months. A further update report to SLT is being drafted to which will report on bringing in new traders and trader retention, footfall and potential new layout changes.	Regeneration

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Line.no	Indicator and Description	Value	2018/19 Annual Target	Tolerance	2018/19 Q4 Performance	Short Term DOT against Q3 2018/19	Long Term DOT against Q4 2017/18	Comments	Service & Supporting Service		
<b>Perception / Engagement Pls</b>											
Police public attitude survey	% of respondents worried about ASB in the area (R)	Smaller is better	15%	±5%	31% (Q3 18-19) RED	↓	24% (Q2 17-18)	↓	21% (Q3 17-18)	Levels of ASB reported to the police continued to fall in quarter 4. The Community Safety and Enforcement newsletter has continued to have increased uptake in quarter 4.  A mutli-agency communications group has been established to maximise opportunities for sharing good news stories and deliver crime prevention advice.	Environment
	% of respondents worried about crime in the area (R)	Smaller is better	28%	±5%	38% (Q3 18-19) RED	↓	35% (Q2 18-19)	↓	29% (Q3 17-18)	Fear of crime continues to be disproportionately high in Havering . Havering ended qtr 4 with a 19% reduction in residential burglary and a 1% reduction in total notifiable crimes.  Fear of Knife crime and violent crime appears to be increasing. A serious group violence and knife crime strategy has been approved and a Violent crime summit is scheduled for October.	Environment
Residents Survey	Satisfaction with the way Havering Council runs things	Bigger is better	65%	±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%	±8%	80% RED	-	N/A	↓	88% (2016)		Communications
	Strength of belonging to the local area	Bigger is better	80%	±2%	77% RED	-	N/A	↓	79% (2016)		Communications
	Trust in Havering Council	Bigger is better	70%	±20%	62% AMBER	-	N/A	↓	70% (2016)		Communications
Housing Status Survey	Satisfaction with the service provided by LBH Housing Services	Bigger is better	85%	±0%	N/A	-	N/A	-	79%	The Housing Status Survey is completed biennially. The new survey will be distributed in the next quarter with results available at the end of the year.	Housing
	Satisfaction that LBH Housing Services listen to tenants' views and act upon them	Bigger is better	75%	±0%	N/A	-	N/A	-	53%		Housing
Adult Social Care Survey	% of respondents reporting control over their daily life	Bigger is better	N/A	N/A	75.6%	-	N/A	↓	77% (2017/18)	The Adult Social Care survey is a statutory survey undertaken every year by all Local Authorities. Last year 77% of respondents felt they had control over their daily life and this decreased slightly to 75.6% in 2018/19. This was based on 351 responses received in 2018/19 compared to 361 responses in 2017/18.	Adult Services
	Overall satisfaction with the care and support services received	Bigger is better	N/A	N/A	62.5%	-	N/A	↑	60% (2017/18)	There has been a improvement in the outturn for the overall satisfaction of service users from 60% in 2017/18 to 62.5% in 2018/19. This was based on 271 responses in 2018/19 compared to 281 responses in 2017/18.	Adult Services
	% of respondents reporting feeling safe	Bigger is better	N/A	N/A	70%	-	N/A	↓	71% (2017/18)	The number of service users who report that they feel safe has remained fairly static. During 2017/18 71% of service users reported that they felt safe, compared to 70% in 2018/19. This was based on 354 responses in 2018/19 compared to 364 responses in 2017/18.	Adult Services

Line.no	Indicator and Description	Value	2018/19 Annual Target	Tolerance	2018/19 Q4 Performance	Short Term DOT against Q3 2018/19		Long Term DOT against Q4 2017/18		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	33.6%	-	N/A	↓	34.2% (2016/17)	The Carers Survey is a statutory survey that all Councils have to undertake every 2 years and was most recently distributed in September 2018. There has been a slight decrease in the number of carers who are satisfied with the service that is received from Adult Social Care, from 34.2% of respondents in 2016/17, to 33.6% in 2018/19. The number of respondents has also reduced from 325 in 2017/18 to 238 in 2018/19.  The Council recently recommissioned the service to support carers, increasing the investment in this area. This resulted in the new service, Havering Carers hub, commencing in February 2018. When the survey was circulated in September 2018 the service was still promoting and establishing itself and the Council was not able to share the carers register until later in the year. The Hub has identified 308 new carers in 2018/19 with an additional 62 carers who were on the register but not responding to communications now actively engaging with the Carers Hub. Therefore, we expect these indicators and response rates to improve with the next survey.	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	64.1%	-	N/A	↓	71.4% (2016/17)	The number of carers who have felt they are involved or consulted as much as they want has decreased from 71.4% in 2016/17 to 64.1% in 2018/19. This information is based on 206 respondents in 2018/19 compared to 308 respondents in 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	57.1%	-	N/A	↓	66% (2016/17)	As with the Adult Social Care Survey, the number of carers who have found information and advice easy to find has reduced. 66% of respondents in 2016/17 found it Very or Fairly easy to find information and this reduced to 57.1% in 2018/19. This was based on 216 responses in 2018/19 compared to 297 responses in 2016/17.	Adult Services
Early Help	Proportion of families who show continued overall progress after their initial assessment (C)	Bigger is better	50%	±5%	64% (GREEN)	↑	63%	↓	66%	Performance during the fourth quarter remained above target and showed a slight improvement on the previous quarter. Please note that the data captured does not include March, due to the changeover to the new case management system (Liquid Logic Early Help Module).	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%)	Similar to England (see comments)	7% (2015/16) AMBER	-	N/A	↑	9.8% (2014-15)	Data is published annually. 2017/18 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. 2018/19 data will be available in February 2020 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 (2017/18 = 20%)	Similar to England (see comments)	18.9% (2017/18) AMBER	-	N/A	↓	17.7% (2016/17)	Data for this indicator is published annually. The most recent data available from Public Health England is for the period 2017/18. Havering's outturn of 18.9% (with a range of 14.8% to 22.9%) is better than England (20%, where smaller is better) but similar once the confidence interval is applied, hence the amber rating. Performance was worse than the year before but the observed rise is not statistically significant.  2018/19 data will be available in April 2020 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

Line.no	Indicator and Description	Value	2018/19 Annual Target	Tolerance	2018/19 Q4 Performance	Short Term DOT against Q3 2018/19		Long Term DOT against Q4 2017/18		Comments	Service & Supporting Service
Resident Survey - Environment Services	% respondents satisfied with refuse collection	Bigger is better	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	85%	-	NEW	-	NEW		Environment & Communications
	% respondents satisfied with recycling	Bigger is better	N/A	N/A	75%	-	NEW	-	NEW		Environment & Communications
	% respondents satisfied with street cleaning	Bigger is better	N/A	N/A	67%	-	NEW	-	NEW		Environment & Communications
	% respondents satisfied with pavement maintenance	Bigger is better	N/A	N/A	46%	-	NEW	-	NEW		Environment & Communications
	% respondents satisfied with parking	Bigger is better	N/A	N/A	39%	-	NEW	-	NEW		Environment & Communications
	% respondents satisfied with road maintenance	Bigger is better	N/A	N/A	30%	-	NEW	-	NEW		Environment & Communications
	% service users satisfied with parks and open spaces	Bigger is better	N/A	N/A	91%	-	NEW	-	NEW		Environment & Communications

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## CABINET

09 July 2019

**Subject Heading:**

Local Government Association (LGA),  
Corporate Peer Challenge 2019: Approval  
of Action Plan.

**Cabinet Member:**

The Leader, Councillor Damian White

**SLT Lead:**

Jane West

**Report Author and contact details:**

Sandy Hamberger, Assistant Director of  
Policy, Performance and Community  
01708 434 506.  
[sandy.hamberger@havering.gov.uk](mailto:sandy.hamberger@havering.gov.uk)

**Policy context:**

This is the Council's Action Plan to  
implement the improvements identified  
through the LGA Corporate Peer  
Challenge recommendations. These  
improvements will help the delivery of  
outcomes required in the Council's  
2019/20 Corporate Plan and associated  
key policies and strategies.

**Financial summary:**

There are no direct financial implications  
arising from the implementation and  
monitoring of the improvement plan. The  
improvements themselves may require  
additional funding; if this is the case any  
such decisions will be progress via the  
appropriate channels as and when they  
materialise.

**Is this a Key Decision?**

This report is a key decision as the  
improvements will have significant  
beneficial effects on two or more Wards.

**When should this matter be reviewed?**

Given the strategic nature of the action  
plan, and the role of Overview and  
Scrutiny Board, this decision should be  
reviewed by the Board at its next meeting  
in September and progress of delivery  
against the action plan reviewed on at  
least a six monthly basis.

**Reviewing OSC:**

Overview and Scrutiny Board.

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

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

**SUMMARY**

This report focuses on the Council's Action Plan, developed in response to the Local Government Association Corporate Peer Challenge Review Team's key Improvement Recommendations.

It is proposed that the Action Plan is approved and monitored on a six monthly basis to ensure the recommended improvements are implemented.

As the improvements are strategic in nature and underpin the Council's Corporate Plan, a role for Overview and Scrutiny is proposed, this is in accordance with the statutory role of the Overview and Scrutiny Function as set out in the Council's Constitution.

**RECOMMENDATIONS**

The Action Plan sets out what needs to be done and the timescales to achieve this. Members are asked to agree

- The Action Plan
- The Senior Leadership Team are collectively the "Lead Officers" for delivery
- Cabinet and Overview and Scrutiny Board review progress against the Action Plan on a six monthly basis.

**REPORT DETAIL**

**1. Background**

1.1. The Local Government Association Corporate Peer Challenge is a key element of their overall sector-led improvement Programme. The Peer Team, comprising eight senior Members and Officers from other local



authorities spent four days in Havering, between 26<sup>th</sup> February and 1<sup>st</sup> March 2019.

1.2. The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges:

- Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
- Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
- Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
- Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
- Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

1.3. In addition to these questions, the council asked the peer team to consider its approach to social care improvement, housing and regeneration.

## **2. The peer challenge process**

2.1. It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils' needs. The Council provided a self-assessment, which was used by the peer team initially to prepare for the review. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

2.2. The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 4 days onsite at Havering, during which they:

- Spoke to more than 150 people including a range of Council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 45 meetings, visits to key sites in the area and additional research and reading.
- Collectively spent more than 320 hours to determine their findings – the equivalent of one person spending more than 9 weeks in Havering.

2.3. The peer team gave a short presentation before they left Havering and produced a report for the Council in May, (Appendix A). The peer challenge is a snapshot in time and acknowledges that some of the feedback may be about things the Council is already addressing and progressing.

### **3. The Peer Team's Key Feedback for Havering**

- 3.1. Members and officers understand the borough and how it is changing. Havering differs from many London boroughs due to its high level of green-belt land and primarily suburban nature. On some key metrics, Havering is closer to neighbouring Essex, and other counties, than the capital. However, the council recognises that the borough is now changing at pace with increasing population levels, a shifting demographic profile and new opportunities for growth and regeneration. The council has a key role in communicating these changes, and their potential benefits, to residents, partners and wider stakeholders.
- 3.2. The council has agreed a new corporate plan which reflects clear political priorities. Positively, the council is seeking to take a more joined-up approach to delivery overseen by new cross-cutting delivery boards which reflect the plan's themes. These changes will need to be supported by disciplined forward planning and robust decision-making in order for the council to fully realise its ambitious agenda. As part of this, the council could consider further options to support Overview and Scrutiny's role, including in relation to policy development.
- 3.3. Senior leaders – officers and members – are talented and generally well-regarded by both staff and partners. However, there are clear benefits to be realised from a more collaborative 'top team' approach, where officers and members work collectively together to develop strategy and solve problems.
- 3.4. Although the council is well-respected by partner organisations within Havering, it could articulate the borough's offers and unique selling point (USP) more widely. The borough would benefit from clearer regional and national communications about how attractive Havering is and the merits of living, working and investing in the borough. At a local level, the council could build on its resident consultation work and better utilise community capacity. There is an appetite for greater community involvement and it

would help the council to achieve its aim to support residents to reduce, and better manage, their own needs.

- 3.5. The council is currently in a good financial position, with a strong track-record of delivering savings, and is a low-cost authority compared to many London boroughs. The Government's forthcoming Spending Review provides an opportune time for the council to review its overall balance of savings and reserves in the context of future pressures.
- 3.6. The council has created a major transformation programme to support organisational change and achieve further savings. Business cases and programme management arrangements are being developed to support delivery. This planning work will need to be complemented by a strong focus on cultural change – from the senior leadership to the front-line – in order for the organisational transformation to happen and be sustained. The council would benefit from a more strategic approach to workforce development which aligns to the new corporate plan. The existing range of HR initiatives are not explicitly linked to the organisation's current or future needs, and further activity in this area may increase the council's capacity to deliver.
- 3.7. The council has very clear housing ambitions. Three significant joint venture arrangements have been developed in order to provide the council with the capacity and expertise to deliver more than 6,000 new homes. The council's broader regeneration vision is not as clearly articulated, including its strategic approach to inward investment, skills and employment.
- 3.8. The council has the right approach to social care improvement and strong leadership to deliver. The organisation's plans to better manage demand, support further integration and prioritise safeguarding will require sustained attention and investment.

#### **4. The Peer Team's Key Recommendations for Improvement**

- 4.1. The following are the peer team's key recommendations for the council and are addressed in the Action Plan, recommended for approval, Appendix B:
  - 1. Build on the momentum to communicate the council's new priorities to staff, partners and residents**

The council has put in place a new corporate plan with a refreshed set of priorities. It is clear that both the council and the borough is changing. Now is an opportune time for the council to communicate its new priorities to employees, local people and key stakeholders.
  - 2. Consider and articulate Havering's offers and USP to attract inward investment and support managed growth**

The council could set out more clearly its approach to, and priorities for, growth. This includes an explicit articulation of the type of investment the borough is seeking and the benefits of doing business in Havering.

- 3. Maximise potential from a more collective one-team approach**  
While both the council's political and managerial leaders are generally well-regarded, there are potential benefits from a more collaborative approach. The creation of a series of boards, which seek to bring officers and members together, is a good first step. The administration is new and still finding its feet but this structural change will need to be complemented by a cultural shift, where senior officers and members work more collectively together, including when developing strategy and problem solving.
- 4. Sharpen decision making and delivery through better forward planning**  
The council has a clear set of priorities and will be undergoing a significant level of organisational change. The council will need to improve its business management, including decision making and forward planning, to successfully achieve its ambitious agenda.
- 5. Ensure there is sufficient focus on developing a single narrative and ownership from SLT to the front-line – this is needed to deliver the council's ambitions**  
The new corporate plan and transformation programme are positive developments. Significant staff engagement and involvement – at all levels of the organisation – is now required to support cultural change and delivery.
- 6. Develop a strategic approach to the workforce, linked to the corporate plan, to better release capacity to deliver**  
Although the council has a range of workforce initiatives, there is not currently a coordinated view of organisational development. A strategic approach to the workforce, explicitly linked to the new corporate plan, may release additional capacity to deliver.
- 7. Articulate a broader regeneration vision for place-shaping building upon the council's clear ambitions for housing**  
Strong plans have been put in place to deliver on the council's housing priorities. The organisation's wider regeneration vision is not as clearly articulated. In particular, the council could set out its broader place-shaping role more clearly, including its strategic approach to inward investment, skills and growth.
- 8. Explore further ways of supporting community engagement and maximising community capacity**  
While the council has a track-record of consulting with residents, there is an opportunity for greater engagement and to better utilise community capacity. The peer team identified an appetite amongst some local groups for a greater role. A cross-council approach to developing community resilience may help residents to reduce, and better manage, their own needs.
- 9. Support scrutiny to be more effective and play a more positive role in policy development**

The council's existing scrutiny arrangements are atypical with seven committees. A cross-party review of scrutiny was undertaken in 2018 but its findings do not appear to have been taken forward. While many stakeholders identified the potential for scrutiny to improve, there was not a clear consensus on the best approach. The council should consider all options including the importance of officer support, member development and an enabling culture, as well as possible structural governance changes.

**10. Ensure adult social care has sufficient resources to continue its integration and improvement journey with pace**

The peer team is confident that the council has the right approach to adult social care improvement. The council's key plans to better manage demand, support further integration and prioritise safeguarding will require sustained attention and investment.

**11. Maximise the opportunity to put 'Havering on the map'**

The peer challenge team identified many positives about the council and borough, and there are clearly big opportunities ahead. Now is a good time to undertake further work to put Havering 'on the map' to maximise these potential benefits. This should include more proactive regional and national communications about how the borough is changing and the benefits of living, working and investing in the borough.

**5. Next Steps**

5.1. The Council has developed its Action Plan to implement the above improvement recommendations and is seeking Cabinet approval through this report.

5.2. The Peer Team will undertake a short follow up in spring 2021 to help independently assess the impact of the peer review.

**6. Date of Next LGA Corporate Peer Challenge**

6.1. This is provisionally scheduled for 2025

**Appendix A: Peer Review Team Report**

**Appendix B: The Councils Draft Action Plan to Implement the Improvement Recommendations**

**REASONS AND OPTIONS**

**Reasons for the decision:**

**Cabinet, 09 July 2019**

The purpose of having the LGA Corporate Peer Challenge was to give an external objective view of the Councils Ambition, plans to achieve this and improvement recommendations.

**Other options considered:**

This option was adopted as its sector best practise and provided free of charge.

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

The Council reviews both its general and earmarked reserves on a regular basis. In the last budget round the Council corporately decided to increase general balances from £11.7m to £20m over the next four years. This decision, which will bring Havering in line with other London Boroughs, is a prudent reflection of the current risks facing the authority and also a recognition of the significant annual challenges the authority faces after a decade of austerity and cutbacks.

Earmarked reserves are similarly reviewed and scrutinised on a regular basis and are all set aside for specific time limited purposes. Each year there are planned drawdowns of these reserves and decisions are taken on any requirement to replenish balances where required. Reserves are only held where necessary and if funding is no longer required the reserve is released for other corporate use. The use of reserves are considered as part of the monthly budget monitoring processes.

The Council's reserves are a prudent backstop against the risks and pressures that are ahead but due to financial constraints are certainly no more than adequate for that purpose. Many other authorities in London have much higher levels of reserves and balances.

There are no direct financial implications arising from this report. The implementation and monitoring of the improvements is anticipated to be contained within existing budgets. If through this processes pressures on budgets materialise these will be flagged and escalated through the appropriate channels as part of regular monthly budget monitoring.

It may be that the improvements themselves require additional funding. If so, any additional funding will be brought back for consideration via the appropriate channels as and when they materialise.

### **Legal implications and risks**

Scrutiny arrangements form part of the Council's executive arrangements as set out in the Constitution and, ultimately, any changes will have to be agreed by Full Council. The Governance Committee is responsible for monitoring and reviewing the operation of the Constitution and, in particular, the role of overview and scrutiny. The Governance Committee can also make recommendations to Full Council about amending the Constitution.

### **Human Resources implications and risks**

There are no HR implications or risks that impact directly on the Councils workforce as a result of the recommendations. Plans are already being developed

as part of the Havering Transformation and People and Organisation Programmes to develop a more strategic approach to the Councils workforce.

**Equalities implications and risks**

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

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

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

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

In line with recommendation 8 of the peer team's report, the Council has recently adopted the Community Cohesion Strategy, which is a 'living' document, and successfully launched the related Community Engagement Forum. The forum increasingly reflects the diversity of the borough and its discussions about potential projects is already tapping into the appetite and enthusiasm of local groups mentioned by the peer team. Over time, evidence of enhanced community confidence, resilience, and self-reliance will be scrutinised as key success factors of the Council's ongoing community cohesion effort in the months and years ahead. We will also continue to explore additional ways of supporting community engagement and maximising community capacity.

**BACKGROUND PAPERS**

**None.**



# Corporate Peer Challenge **London Borough of Havering**

*26 February – 1 March 2019*

Feedback Report

## 1. Executive Summary

Members and officers understand the borough and how it is changing. Havering differs from many London boroughs due to its high level of green-belt land and primarily suburban nature. On some key metrics, Havering is closer to neighbouring Essex, and other counties, than the capital. However, the council recognises that the borough is now changing at pace with increasing population levels, a shifting demographic profile and new opportunities for growth and regeneration. The council has a key role in communicating these changes, and their potential benefits, to residents, partners and wider stakeholders.

The council has agreed a new corporate plan which reflects clear political priorities. Positively, the council is seeking to take a more joined-up approach to delivery overseen by new cross-cutting delivery boards which reflect the plan's themes. These changes will need to be supported by disciplined forward planning and robust decision-making in order for the council to fully realise its ambitious agenda. As part of this, the council could consider further options to support Overview and Scrutiny's role, including in relation to policy development.

Senior leaders – officers and members – are talented and generally well-regarded by both staff and partners. However, there are clear benefits to be realised from a more collaborative 'top team' approach, where officers and members work collectively together to develop strategy and solve problems.

Although the council is well-respected by partner organisations within Havering, it could articulate the borough's offers and unique selling point (USP) more widely. The borough would benefit from clearer regional and national communications about how attractive Havering is and the merits of living, working and investing in the borough. At a local level, the council could build on its resident consultation work and better utilise community capacity. There is an appetite for greater community involvement and it would help the council to achieve its aim to support residents to reduce, and better manage, their own needs.

The council is currently in a good financial position, with a strong track-record of delivering savings, and is a low-cost authority compared to many London boroughs. The Government's forthcoming Spending Review provides an opportune time for the council to review its overall balance of savings and reserves in the context of future pressures.

The council has created a major transformation programme to support organisational change and achieve further savings. Business cases and programme management arrangements are being developed to support delivery. This planning work will need to be complemented by a strong focus on cultural change – from the senior leadership to the front-line – in order for the organisational transformation to happen and be sustained.

The council would benefit from a more strategic approach to workforce development which aligns to the new corporate plan. The existing range of HR initiatives are not explicitly linked to the organisation's current or future needs, and further activity in this area may increase the council's capacity to deliver.

The council has very clear housing ambitions. Three significant joint venture arrangements have been developed in order to provide the council with the capacity and expertise to deliver more than 6,000 new homes. The council's broader regeneration vision is not as clearly articulated, including its strategic approach to inward investment, skills and employment.

The council has the right approach to social care improvement and strong leadership to deliver. The organisation's plans to better manage demand, support further integration and prioritise safeguarding will require sustained attention and investment.

## **2. Key recommendations**

There are a range of suggestions and observations within the main section of the report that will inform some 'quick wins' and practical actions. In addition, many of the conversations onsite provided ideas and examples of practice from other organisations. The following are the peer team's key recommendations to the council:

### **1. Build on the momentum to communicate the council's new priorities to staff, partners and residents**

The council has put in place a new corporate plan with a refreshed set of priorities. It is clear that both the council and the borough is changing. Now is an opportune time for the council to communicate its new priorities to employees, local people and key stakeholders.

### **2. Consider and articulate Havering's offers and USP to attract inward investment and support managed growth**

The council could set out more clearly its approach to, and priorities for, growth. This includes an explicit articulation of the type of investment the borough is seeking and the benefits of doing business in Havering.

### **3. Maximise potential from a more collective one-team approach**

While both the council's political and managerial leaders are generally well-regarded, there are potential benefits from a more collaborative approach. The creation of a series of boards, which seek to bring officers and members together, is a good first step. The administration is new and still finding its feet but this structural change will need to be complemented by a cultural shift, where senior officers and members work more collectively together, including when developing strategy and problem solving.

### **4. Sharpen decision making and delivery through better forward planning**

The council has a clear set of priorities and will be undergoing a significant level of organisational change. The council will need to improve its business management, including decision making and forward planning, to successfully achieve its ambitious agenda.

### **5. Ensure there is sufficient focus on developing a single narrative and ownership from SLT to the front-line – this is needed to deliver the council's ambitions**

The new corporate plan and transformation programme are positive developments. Significant staff engagement and involvement – at all levels of the organisation – is now required to support cultural change and delivery.

**6. Develop a strategic approach to the workforce, linked to the corporate plan, to better release capacity to deliver**

Although the council has a range of workforce initiatives, there is not currently a coordinated view of organisational development. A strategic approach to the workforce, explicitly linked to the new corporate plan, may release additional capacity to deliver.

**7. Articulate a broader regeneration vision for place-shaping building upon the council's clear ambitions for housing**

Strong plans have been put in place to deliver on the council's housing priorities. The organisation's wider regeneration vision is not as clearly articulated. In particular, the council could set out its broader place-shaping role more clearly, including its strategic approach to inward investment, skills and growth.

**8. Explore further ways of supporting community engagement and maximising community capacity**

While the council has a track-record of consulting with residents, there is an opportunity for greater engagement and to better utilise community capacity. The peer team identified an appetite amongst some local groups for a greater role. A cross-council approach to developing community resilience may help residents to reduce, and better manage, their own needs.

**9. Support scrutiny to be more effective and play a more positive role in policy development**

The council's existing scrutiny arrangements are atypical with seven committees. A cross-party review of scrutiny was undertaken in 2018 but its findings do not appear to have been taken forward. While many stakeholders identified the potential for scrutiny to improve, there was not a clear consensus on the best approach. The council should consider all options including the importance of officer support, member development and an enabling culture, as well as possible structural governance changes.

**10. Ensure adult social care has sufficient resources to continue its integration and improvement journey with pace**

The peer team is confident that the council has the right approach to adult social care improvement. The council's key plans to better manage demand, support further integration and prioritise safeguarding will require sustained attention and investment.

**11. Maximise the opportunity to put 'Havering on the map'**

The peer challenge team identified many positives about the council and borough, and there are clearly big opportunities ahead. Now is a good time to undertake further work to put Havering 'on the map' to maximise these potential benefits. This should include more proactive regional and national communications about how the borough is changing and the benefits of living, working and investing in the borough.

### **3. Summary of the Peer Challenge approach**

#### **The peer team**

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the council's requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and were agreed with the council. The peers who delivered the peer challenge at LB Havering were:

- Cllr Alan Jarrett, Leader of Medway Council
- Cllr John Pollard, Cornwall Council
- Nick Page, Chief Executive, Solihull Metropolitan Borough Council
- Tracy Darke, Service Director of Growth, Economy and Culture, Milton Keynes Council
- Alison Michalska, Corporate Director of Children and Adults, Nottingham City Council
- Donna Parham, Director of Finance (and S151 officer), Bath and North East Somerset Council
- Sophie Poole, Programme Manager, Local Government Association
- Kevin Kewin, Peer Challenge Manager, Local Government Association

#### **Scope and focus**

The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges:

1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
4. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

In addition to these questions, the council asked the peer team to consider its approach to social care improvement, housing and regeneration.

## **The peer challenge process**

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent 4 days onsite at Havering, during which they:

- Spoke to more than 150 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 45 meetings, visits to key sites in the area and additional research and reading.
- Collectively spent more than 320 hours to determine their findings – the equivalent of one person spending more than 9 weeks in Havering.

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (26 February – 1 March 2019). In presenting feedback, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things the council is already addressing and progressing.

## **4. Feedback on the core themes of the peer challenge**

### **4.1. Understanding of the local place and priority setting**

The peer team found that officers and members have a good understanding of the borough and how it is changing. Havering is an atypical London borough that benefits from a large proportion of open green space and is characterised by suburban development. Havering's communities have remained relatively unchanged over recent decades in comparison to many London boroughs. However, recent growth and demographic trends are causing major changes which will bring both challenges, such as increased levels of demand, as well as unprecedented opportunities for regeneration in the borough.

The council is beginning to take a leadership role in supporting and managing this change. For example, the council has recently developed its first community cohesion strategy with a strong focus on events that bring people together. The council will need to continue this work and consider further the wider impacts of change and how they are addressed and communicated. In the council's recent residents' survey, more than half of respondents (52%) stated that their area had got worse over the past two years and most (73%) felt that Havering's growing population is impacting on local public services.

The peer team felt that there would be benefit from the council developing and communicating a clear narrative about how Havering as a place is changing, the advantages that this will bring, what will be maintained, and how potential negative impacts will be mitigated. This narrative would also provide an opportunity for the council to articulate the elements that make Havering unique as a place – including its location, rich history, culture as well the council's future aspirations.

The new corporate plan provides a clear set priorities and reflects strong political leadership. Significantly, the council is seeking to take a more corporate approach to delivery and is creating a series of cross-cutting delivery boards which reflect the new plan's themes. Each board will be chaired by a corporate director and include cabinet members and senior officers. The intention to take a cross-council rather than directorate-driven approach is positive.

The council's new delivery arrangements will need to be developed and tested over-time. As this work progresses, it is important that the boards oversee a consistent set of business plans, which provide a golden thread from strategic objective to delivery. In order to be effective, the boards must clearly link the council's priorities to the deployment of resources and impact. As with other matrix and cross-cutting arrangements, there will also need to be clarity on managerial and political accountability, particularly when working across services and directorates. Most importantly, the new structural arrangements will need to be complemented by a focus on cultural change in order to deliver a cross-council approach.

The council seeks to understand and act upon community views. The council has used the recent residents' survey to help determine its priorities and medium term financial strategy. For example, the council's 2019/20 budget was clearly informed by its findings, including the additional investment in transport, roads and pavements. These areas were highlighted as the biggest concern of local residents in the survey.

The council also recognises that it needs to consult with its communities in a more coordinated way. Currently, consultation and engagement is undertaken by individual services and directorates without a corporate approach. The council has recently invested in a bespoke consultation platform that will support transparency and the sharing of findings. In addition, a new central post will play a greater coordinating role. The peer team also noted the council's data hub which hosts key local and national analyses. There is potential benefit from a renewed focus on bringing together the full range of information the council holds – including the residents' survey, consultation feedback and other quantitative data – to provide a fully-rounded picture of community needs and additional insights.

## **4.2. Leadership of place**

The council is seen as a good and reliable partner in the borough, including by police, fire and health organisations. The borough's regional and national positioning was not always as clear to the peer team. Havering's geography, history and demography mean it is a London borough with many non-London characteristics. However, Havering will continue to be impacted by broader London trends, including economic and population

growth. The peer team identified mixed views within the council on the extent to which Havering should look primarily west (towards London) or east (towards Essex).

The peer team felt that there is no single 'best fit' for the borough in terms of its sub-regional positioning. This is recognised in children's services, for example, where Havering is exploring closer working with two neighbouring councils on children's safeguarding, engaging with three boroughs on a Regional Adoption Agency and leading on regional sector led improvement within the wider East London sub-region. The council's partnership work on health with the London Boroughs of Redbridge and Barking & Dagenham, including the Integrated Care Partnership, reflects the geography of the broader health economy.

In terms of the council's growth and broader place-shaping agenda, the peer team felt that the council could be bolder with its positioning on both the regional and national stage. In order to attract business investment and public sector funding, Havering will need to articulate and assert its offers and USP. There has been some recognition of this to date, including the recent bid to be a Heathrow logistics hub. However, further work is needed in order to secure the opportunities, in a competitive environment, that will support growth that aligns with local priorities. There is potential benefit from a more explicit focus on public affairs and communications activity which promotes Havering and ensures that the council's voice is heard clearly outside of the borough.

The council has recently invested in additional capacity for communications. It is recognised that a more proactive and consistent approach will support the council's reputation, public understanding and service delivery. Despite the council being a relatively low-cost organisation on key metrics, less than half of residents currently agree the council provides value for money. The new corporate plan should support communications activity by providing renewed clarity on vision and priorities. There is also potential for making more effective use of different communication channels, including social media.

The council would benefit from a more strategic approach to utilising community capacity. While community resilience features in the corporate plan, the peer team did not identify clear supporting plans or arrangements. Some of the community infrastructure available in other boroughs – such as a council for voluntary services – does not exist in Havering, although the peer team was also advised that the CVS previously in place did not deliver on its mission. However, the peer team also spoke to existing groups and networks which made clear their willingness, and ability, to work more closely with the council than is currently the case. A planned cross-council approach to empowering communities and collaboration may help residents to reduce, and better manage, their own needs.

### **4.3. Organisational leadership and governance**

The council's chief executive and senior leadership team (SLT) are well regarded and respected by staff and partners. In addition, the strong political ambitions for Havering are clear and were recognised by key stakeholders. These managerial and political strengths provide a strong foundation upon which to build. The creation of a series of boards, which seek to bring senior officers and cabinet members together, is a good first step to support a more collective approach. This structural change will need to be complemented by a



concerted cultural shift, where officers and members work more collectively and collaboratively together, including when developing strategy, policy and problem solving.

The council has an ambitious set of priorities and will be undergoing a significant level of organisational change. While the peer team identified a generally positive and enabling working culture for employees, successful delivery will also require a disciplined approach. Some staff, for example, identified late reports as a problem, and that missed deadlines were not consistently addressed by senior managers. Addressing issues such as adherence to processes and timetables needs to be part of the organisation's culture to support effective delivery of the council's objectives.

The peer team also identified potential for sharper decision making informed by stronger forward planning. Peers noted examples of delayed decisions and short-notice changes with potential financial implications for the council. In addition, further consideration could be given as to how some information is presented to members. For example, the peer team noted a recent Cabinet agenda that was more than 700 pages long.

Havering has complex local politics with six political groups represented on the council and a minority administration. The peer team identified tensions between groups on the council in relation to governance issues, including in relation to members allowances and the size of certain committees, such as planning.

The council supports member learning and development. Recent work includes a detailed induction programme following the 2018 elections, which included a series of mandatory training and information sessions. There is an agreed learning and development framework, which sets out the importance of individual member development plans. The peer team noted the importance of the council supporting and encouraging members to take up learning and development opportunities, including peer mentoring, throughout the course of the four year term. It is recognised that the focus of individual member plans will differ and that this process needs to be member-led.

The council's existing scrutiny arrangements are atypical with seven committees. The peer team noted that a cross-party review was undertaken in 2018 but its findings do not appear to have been taken forward. While many stakeholders identified the potential for scrutiny to improve, there was not a clear consensus on the best approach. The council should consider all options including the importance of officer support, member development and an enabling culture, as well as structural governance changes. There may be value in securing an independent assessment of scrutiny in the borough informed by the findings of the member review.

The council could take a broader view of profiling organisational risk. For example, the peer team noted that risks relating to future council funding, or the delivery of savings, did not feature as part of the corporate risk register. In addition, where key risks were identified – such as those relating to Brexit or ICT provision – the mitigating actions planned were limited in some cases.

#### 4.4. Financial planning and viability

The council is currently in a good financial position despite Havering receiving one of the smallest grant settlements in London. The council has delivered significant savings in recent years and, on many measures, Havering is a relatively low-cost London borough. Positively, the council has received unqualified audit reports in recent years and the council has an agreed medium term financial strategy (MTFS) covering the period up to 2021/22.

While the council has managed its finances well to date, meeting the budget gap in future years will be a very significant challenge. 2018/19 in-year monitoring indicates that the council is expected to overspend in the current financial year – in part due to demand-led pressures in children’s and adult services. The council’s latest published monitoring information (relating to September 2018) projects a forecast overspend of £1.9m for children’s services. A projected overspend of £2.5m on adult services is being managed through the use of surplus one-off allocations.

The council needs to save more than £37m over the next four years. Although the council has already identified £8.9m of savings for 2020/21, the outstanding ‘gap’ that year is a further £12.8m. The council is aware of its funding challenges and has been developing a major transformation programme in response.

The peer team was impressed by some of the initial preparatory work undertaken to support organisational transformation and the delivery of savings. Key areas of focus include service integration, better use of business intelligence, digitisation and automation, and a review of service contact points. However, the peer team also felt that there is potential for both the double counting of savings and delivery slippage. The council’s current MTFS sets out plans for a further £7.4m of departmental savings and £18.5m of transformation savings up to 2022/23 – the latter incorporating a series of service reviews. While the transformation savings are structured around the corporate plan themes, many of these savings will inevitably be delivered by, or impact on, departmental services. Greater clarity in relation to the respective delineation of departmental savings, service review savings and other transformation savings is required in order to reduce the risk of double-counting.

Transformation work is at an early stage and is not necessarily widely understood across the council. In order to deliver at pace there needs to be a single narrative and ownership across the organisation from the senior leadership team to the front-line. The council will also need to keep under review the extent to which the organisation has sufficient capacity to deliver transformation on a scale it has not previously achieved. The council has recognised that it needs to develop a more corporate approach and this may mean challenging some of the existing financial arrangements. For example, the council could consider removing all individual service reserves into a single contingency. Most importantly, the council will need to further consider how it will support cultural change across the organisation.

Regular budget monitoring is in place. Managers complete monthly returns which are considered by senior management and shared with members. However, the peer team noted that there could be greater transparency in public reporting of the council’s budget position. The latest publicly reported in-year budget forecast (in February 2019) related

to September 2018. In addition, while the recently agreed MTFS details the level of unearmarked reserves (£11.7m), it does not provide the level of earmarked reserves (approximately £63.1m).

The council, along with LB Newham, developed oneSource to provide shared back office support services. The councils share a range of functions including HR, finance, payroll, legal, facilities management and ICT. More recently, LB Bexley has joined the arrangement for some functions. The council feel that the current shared service arrangements are a strength and have achieved significant financial savings. Clearly there are potential benefits of such arrangements in terms of lower management costs, reduced duplication and greater service resilience.

The peer team noted the progress made with oneSource but also highlighted that there may be challenges ahead. The council is aware of existing issues with the current arrangements, including disparities in pay and conditions for employees depending on whether their employment contract is with LB Havering or LB Newham. In addition, the MTFS sets out further savings of £1.4m from oneSource for Havering over the next four years. It is important that the council assures itself that these targets produce genuine savings rather than service changes that will shift the impact onto the council services, which oneSource are supporting. As with any council shared service arrangement, there will need to be an ongoing commitment at a senior level from all participating councils.

The medium-term financial picture is uncertain for Havering with the Government's Fair Funding Review (FFR) to inform the 2019 Spending Review by April 2020. The publication of FFR, and subsequent Spending Review, would be a good time to reconsider the organisation's overall balance of savings and reserves in the context of future pressures and invest to save opportunities. The peer team noted that the council has recently increased its earmarked reserves and is seeking to increase its unearmarked reserves from £11.7m to £20m over the next four years. Given both the council's financial success to date and the significant challenges ahead, autumn 2019 is an opportune point for the council to take stock of its future financial position, including a review of the respective allocations to different reserves.

#### **4.5. Capacity to deliver**

The peer team met with a significant number of staff during the challenge and found employees to be dedicated to the council and borough. It is notable that most council staff (approximately seven in ten) live in Havering. Significant staff engagement and involvement – at all levels of the organisation – will be required to support the cultural change needed to deliver the new corporate plan and transformation programme. It is also recognised that this will be challenging: the council has stated that the number of staff employed by the council will reduce by a third. This organisational change will need to be managed carefully in order to treat staff fairly, maintain morale and minimise a drop in productivity in the short-term.

The council's forthcoming staff survey is a good opportunity to get a better understanding of employees' views; the last research was undertaken more than five years ago. The survey may highlight that there is currently not a council-wide scheme which recognises staff performance or celebrates success. The staff survey is also an opportunity to explore the experiences of staff that are part of oneSource.

The council is considering how to best maintain its capacity to deliver on behalf of residents in the face of the further funding reductions. The peer team felt that a more strategic approach to organisational development would have clear benefits. Although the council has a range of workforce initiatives, there is not currently a coordinated view. The organisation's most recent workforce plan expired in 2016 and the council describes its current learning and development model as self-service with responsibility devolved to services. In order to deliver organisational transformation, a new approach is required which is underpinned by a council-wide understanding of current and future needs.

A workforce or organisational development strategy could also address issues identified by staff, including succession planning and talent management. Now is an opportune time for the council to consider its operating model, and the skills and capabilities needed, in the context of its new corporate plan and reduced budget. In the peer team's view, a more strategic approach to the workforce may release additional capacity to deliver.

The council will still need to look outside of the organisation for external expertise and capacity for key initiatives. The peer team was pleased to note the work undertaken to put in place three joint venture (JV) arrangements to deliver the council's housing ambitions. These JVs have been developed in order to provide the council with the capability to deliver more than 6,000 new homes.

The council also has a good track-record of in-house delivery to build upon. The council's children's services improvement journey is a success story and an example of what can be achieved with the injection of pace and clarity of ambition. In 2018, Ofsted found the council's children's services to be 'good' – just two years after a judgement of 'requires improvement'. Central to this success was strong leadership, purposeful corporate investment and commitment. The peer team was pleased to note that some of the learning from children's services improvement is being shared across the organisation.

#### **4.6 Adult social care improvement**

The importance of adult social care (ASC) is recognised within the council and the organisation benefits from strong leadership in this area. Havering was recently ranked as the third best council in the country for adult social care in a performance index created by an independent consultancy firm. While such league table have limitations, the findings do align with other data which highlight that Havering's adult social care services are relatively low cost and perform well on some key metrics.

The peer team met with a range of service users and feedback on the council was often positive. There was an acknowledgement that the council is seeking to provide good services in a very difficult financial context. A key theme for improvement was working better in partnership with organisations in the wider health and care system, and this is a key current focus of the council.

The borough has the 'oldest' population in London with almost 24% of residents over 60 – compared to a London average of 15%. The peer team feel that the council has identified the right areas for ASC transformation and improvement, including demand management, integration, commissioning and workforce practice. Despite the recent national recognition, the council also acknowledges that it needs to do more to reduce some unit costs, including for supported housing.

The council is developing a strengths-based model of intervention for adult social care. For example, Better Living – the council’s approach to the three conversations model – is being enhanced and embedded. The council is also developing an asset-based community-focused support offer called Local Area Coordination. These approaches support the council’s aim to better manage demand and increase community capacity. The council has also recently recommissioned its re-ablement service with improved community links, and voluntary sector organisations support the journey from home to hospital.

Work with health partners is well-regarded and there are plans for further joined-up delivery, co-location and an integrated front-door. For example, the council is co-locating its access team with the local hospital trust’s single point of access community service. This is part of a wider programme of work which seeks to align structures, processes and practices. There are shared integration plans across three boroughs – Barking & Dagenham, Havering, Redbridge – and they have formed an Integrated Care Partnership. Integrated discharge has been operational for a number of years and delayed transfer of care levels are relatively low in Havering. While a Joint Commissioning Board has been formed, work with health would be further enhanced by stronger integrated commissioning.

Improving the robustness of safeguarding has been identified as a priority by the Director of Adult Social Care. The council is seeking to embed the actions arising from the recent Safeguarding Peer Audit Action Plan. This includes reviewing policies and procedures and communicating the Serious Case Review criteria across the service and Joint Commissioning Unit.

There is good work with children’s services, including learning from their improvement journey and shared activity on recruitment. The council also acknowledges that further focus is needed to develop the transitions protocol. More generally, there is potential benefit from exploring a whole-life disabilities service. In addition to supporting transition, such a model may support a more holistic approach and coordinated services.

The peer team felt that adult social care is a good area to evidence the effectiveness of the council’s new delivery board arrangements. Clearly, some of the key enablers of improvement within ASC underpin progress across the council more generally. This includes better use of digital approaches, more community-based solutions, greater system working, improved commissioning and cultural change. In addition to the interface with health, adult social care relates closely to a broad range of other council services from housing to libraries. There are clear benefits from a more joined-up, whole-council, approach envisaged by the new delivery boards. However, alongside such cross-council working, there also needs to be clear lines of accountability for performance and delivery of savings. As highlighted elsewhere, there is not yet a ‘clear line of sight’ across directorate and transformation savings. It is also important that the delivery boards’ matrix management approach does not obscure political and managerial accountability for performance, particularly in higher risk service areas such as adult social care and children’s services

## 4.7 Housing and regeneration

The council's very strong political ambitions on housing are evident. Housing is central to the council's £3 billion regeneration programme. The key areas of focus include new housing at Rainham (3,000 homes), a major new development at Beam Park (774 homes) and the regeneration of twelve existing housing estates (3,000 homes). Significantly, all council funding for the latter project will come from the authority's Housing Revenue Account. The regeneration programme is ambitious and a great opportunity to showcase some good practice.

The political priority given to housing will help address a track-record of relatively low housing delivery in the borough over recent years. Between 2016 and 2018, Havering delivered 720 net additional homes – only three London authorities delivered fewer. In 2017/18, 29 affordable homes were delivered in Havering, which was the lowest level in the capital. The council recognises that it needs to do more but has also clearly stated its view that the delivery targets set by the Mayor of London are unrealistic.

The council recognises the need to increase capacity and expertise to support housing delivery at scale. The council has developed three major joint venture (JV) arrangements with Notting Hill Genesis, Firstbase and Wates. The peer team was pleased to note that the financial arrangements supporting the JVs appear to be sound with allowance for slippage and contingency built-in as mitigation. The council also has its own housing company, Mercury Land Holdings, focused particularly on delivering homes for market rent. Significantly, the council is currently recruiting a new director to oversee its growing housing agenda.

The peer team visited key housing regeneration sites and was impressed by some of the bespoke tenant engagement activity that has supported its work to date. More generally, the council regularly communicates through 'At the heart' – a dedicated publication for tenants and leaseholders. In addition, there is a range of other consultation and engagement opportunities in place, including a monthly Cabinet Member surgery, Participation Panels and a Leaseholders Forum.

There is a wide range of broader regeneration activity planned and taking place in the borough. Investment in town centres is a key deliverable of the new corporate plan and the council has recently commissioned work to better understand the potential role of the creative industries. There is an emerging focus on social value – with the council seeking to develop a framework to maximise the benefits from doing business with others. The council has also secured significant external investment from the GLA and others for public realm improvements, digital infrastructure and to support the development of an innovation hub in Rainham. There will be a new station at Beam Park as well as improvement around Gildea Park. The council's regeneration team is highly regarded internally and externally and has achieved a lot.

However, despite the significant level of activity, the peer team did not get a clear sense of the council's strategic regeneration vision for Havering and how current and future initiatives fit together. The council has not yet fully articulated its leadership role in place-shaping and its broader regeneration offer. The council will need to ensure, for example, that development in the borough supports – rather than undermines – the organisation's cleaner and safer priorities. Similarly, the relative importance of

commercial space compared to other objectives, such as housing, needs careful consideration.

While the council has secured some inward investment, the peer team could not identify its overall approach. Similarly, notwithstanding the good work undertaken by Havering Works – the council’s employment and skills service – the peer team did not discern the council’s strategic approach to raising aspirations, skills and employment. Recent data shows that east London is the fastest growing sub-region of the capital. A more clearly articulated vision and approach to regeneration – beyond the delivery of housing – will help ensure that the forthcoming growth and change is managed effectively and in accordance with local priorities.

## **5. Next steps**

### **Immediate next steps**

We appreciate that senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Kate Herbert, Principal Adviser for London, is the main contact between your authority and the Local Government Association. Her contact details are:  
kate.herbert@local.gov.uk, 07867 632404.

In the meantime we are keen to continue the relationship we have formed with the council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

### **Follow up visit**

The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the council. Our expectation is that it will occur within the next 2 years.

### **Next Corporate Peer Challenge**

The current LGA sector-led improvement support offer includes an expectation that all councils will have a Corporate Peer Challenge or Finance Peer Review every 4 to 5 years. It is therefore anticipated that the council will commission their next Peer Challenge before spring 2024.

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## Appendix B: The Councils Draft Action Plan to Implement the Improvement Recommendations

### Date of Peer Challenge Review 26<sup>th</sup> February-1<sup>st</sup> March 2019

#### Peer Review Challenge Team

- Alan Jarrett, Leader of Medway Council
- John Pollard, Councillor (and former Leader), Cornwall County Council
- Nick Page, Chief Executive, Solihull Metropolitan Borough Council
- Tracy Darke, Service Director of Growth Economy and Culture, Milton Keynes Council
- Alison Michalska, Corporate Director of Children and Adults, Nottingham City Council
- Donna Parham, Director of Finance (and S151 officer), Bath and North Somerset Council
- Sophie Poole, LGA Programme Manager (Shadow)
- Kevin Kewin, LGA Peer Challenge Manager

#### SCOPE: The five core areas of focus in all Peer Challenge Reviews

1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
2. Leadership of place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders? Additionally: are the council's partnerships strong and effective enough to support delivery of its transformation plans?
3. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
4. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?

5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

### Three additional areas requested by Havering

1. In view of the demographic make-up of the Borough and the challenges of the local healthcare system, Havering's approach to delivering improvements in Adult Social Care in the Borough.
2. In relation to capacity to deliver, which is one of the five key themes, a particular focus on how Havering will ensure that it maintains the corporate capacity and resilience to continue on behalf of its residents across a range of services in the face of further funding cuts.
3. In respect of our significant regeneration and housing ambition do our priorities look like what you would expect?

No.	LGA Draft Peer Challenge Review Recommendation	Comment/Action	Timescale	Lead Thematic Steering Group/SLT Officer
1	<p><b>Build on the momentum to communicate the council's new priorities to staff, partners and residents</b></p> <p><i>The council has put in place a new corporate plan with a refreshed set of priorities. It is clear that both the council and the borough is changing. Now is an opportune time for the council to communicate its new priorities to employees, local people and key stakeholders.</i></p>	<p>The Council has undertaken several all staff events to discuss the 2019/20 corporate plan with staff. This has been backed up by Global emails, "pop-up", Core Brief and is available on the internet.</p> <p>The Corporate Plan for the first-time was published alongside the MTFS on in March 2019 and available for local people and key stakeholders.</p>	<p>Completed</p> <p>Completed</p>	<p>OPPORTUNITIES</p> <p>AD Communications and AD Policy</p> <p>AD Communications and AD Policy</p>

		<p>Communication Strategy to be developed and implemented promoting the Council's new priorities to employees, local people and key stakeholders</p> <p>SLT to keep the focus on the Corporate Plan via their monthly Thematic Steering Group meetings, involving external stakeholders as appropriate</p> <p>CLT to continue to raise awareness with their staff and key stakeholders</p> <p>Quarterly reporting of Corporate Plan PIs and Outcomes: Cabinet and on the website</p> <p>Annual Report setting out progress against Corporate Plan Priorities</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p> <p>On-going</p> <p>July 2020</p>	<p>AD Communications and AD Policy</p> <p>SLT Four Theme Steering Group Leads</p> <p>CLT</p> <p>AD Policy, Performance &amp; Communities</p> <p>AD Policy, Performance &amp; Communities</p>
<b>2</b>	<p><b>Consider and articulate Havering's offers and USP to attract inward investment and support managed growth</b></p> <p><i>The council could set out more clearly its approach to, and priorities for, growth. This includes an explicit articulation of the type of investment the borough is seeking and the benefits of doing business in Havering.</i></p>	<p>The Council will produce a clear narrative as part of the Regeneration strategy to address "Why Havering" and it's USP.</p> <p>A proactive Communications Campaign, setting out the approach agreed above.</p>		<p><b>CONNECTIONS</b></p> <p>Director of Regeneration and Member Portfolio Holder</p> <p>AD Customer, Communications and Culture</p>

		The development of a clear Inward Investment Strategy as part of the Regeneration Strategy.		Director of Regeneration
3	<p><b>Maximise potential from a more collective one-team approach</b></p> <p><i>While both the council's political and managerial leaders are generally well-regarded, there are potential benefits from a more collaborative approach. The creation of a series of boards, which seek to bring officers and members together, is a good first step. This structural change will need to be complemented by a cultural shift, where senior officers and members work more collectively together, including when developing strategy and problem solving.</i></p>	<p>The Cabinet and SLT are committed to improving transparency and communication amongst them. A specific project will be established to identify actions to facilitate this.</p> <p>The Council has changed its "governance" structure, from a Directorate/Service decision making approach to a cross-cutting outcome one. This is reflective of the Council's ambition to maximise resources and tackle the larger challenges facing the borough, e.g. demographic changes</p> <p>The Council has agreed a new governance structure to increase transparency across the organisation.</p> <p>The "Cultural-Shift" began back in February 2018, comprising of five CLT awaydays and two all staff events, externally facilitated. Further externally facilitated events are planned through 2019 with staff, senior management and Members.</p>	<p>On-going</p> <p>Completed</p> <p>Completed</p> <p>On-going</p>	<p>Chief Executive</p> <p>SLT/All Thematic Steering Groups</p>

4	<p><b>Sharpen decision making and delivery through better forward planning</b></p> <p><i>The council has a clear set of priorities and will be undergoing a significant level of organisational change. The council will need to improve its business management, including decision making and forward planning, to successfully achieve its ambitious agenda.</i></p>	<p>The Council is reviewing its decision-making and forward planning process as part of its Governance changes. These changes are already underway but will need to be refined during 2019.</p>	On-going	<p>OPPORTUNITIES</p> <p>COO and Leader's Office</p>
5	<p><b>Ensure there is sufficient focus on developing a single narrative and ownership from SLT to the front-line – this is needed to deliver the council's ambitions</b></p> <p><i>The new corporate plan and transformation programme are positive developments. Significant staff engagement and involvement – at all levels of the organisation – is now required to support cultural change and delivery.</i></p>	<p>SLT are working with staff on the single narrative and how it can be embedded across the organisation.</p> <p>External facilitators have been engaged to develop events to inform the future staff engagement and cultural change required</p> <p>An important part of this work will be to engage staff on the further development of Staff Values and Behaviours to shape cultural change. This work will continue through 2019.</p>	31 December 2019	<p>OPPORTUNITIES</p> <p>COO/Director of HR/AD Transformation</p> <p>COO/Director of HR/AD Transformation</p> <p>COO/Director of HR/AD Transformation</p>

<b>6</b>	<p><b>Develop a strategic approach to the workforce, linked to the corporate plan, to better release capacity to deliver</b></p> <p><i>Although the council has a range of workforce initiatives, there is not currently a coordinated view of organisational development. A strategic approach to the workforce, explicitly linked to the new corporate plan, may release additional capacity to deliver.</i></p>	Develop the future OD Strategy and Talent Management Approach to underpin the Council's future Target Operating Model	December 2019	<p>OPPORTUNITIES</p> <p>Director of HR/AD Transformation</p> <p>CE/DoHR</p>
<b>7</b>	<p><b>Articulate a broader regeneration vision for place-shaping building upon the council's clear ambitions for housing</b></p> <p><i>Strong plans have been put in place to deliver on the council's housing priorities. The organisation's wider regeneration vision is not as clearly articulated. In particular, the council could set out its broader place-shaping role more clearly, including its strategic approach to inward investment, skills and growth.</i></p>	Develop the Council's Vision for Place and underpinning Regeneration Vision and Strategy	December 2019	<p>PLACE</p> <p>Director of Place and Director of Regeneration</p>
<b>8</b>	<p><b>Explore further ways of supporting community engagement and maximising community capacity</b></p> <p><i>While the council has a track-record of consulting</i></p>	Agree the Developing the Local Voluntary and Community Sector Strategy	15 <sup>th</sup> May 2019 Cabinet	COO/AD Policy and Performance and

	<p><i>with residents, there is an opportunity for greater engagement and to better utilise community capacity. The peer team identified an appetite amongst some local groups for a greater role. A cross-council approach to developing community resilience may help residents to reduce, and better manage, their own needs.</i></p>	<p>Establish the “Community Hubs Steering Group”</p> <p>Co-design a Communications and Engagement Strategy with councillors and residents.</p> <p>Establish a Corporate Approach and Resource for Consultation: (“Citizen Space” acquired/funded for one year trial).</p> <p>SLT to consider and agree future requirement/funding</p>	<p>April 2019</p> <p>September 2019</p> <p>April 2019</p> <p>December 2019</p>	<p>Community</p> <p>COO/AD Policy and AD Transformation</p> <p>AD Customer, Communications and Culture</p> <p>COO/AD, Policy and Performance and Community</p> <p>COO/AD, Policy and Performance and Community</p>
9	<p><b>Support scrutiny to be more effective and play a more positive role in policy development</b></p> <p><i>The council’s existing scrutiny arrangements are atypical with seven committees. A cross-party review of scrutiny was undertaken in 2018 but its findings do not appear to have been taken forward. While many stakeholders identified the potential for scrutiny to improve, there was not a clear consensus on the best approach. The council should consider all options including the importance of officer support, member development and an enabling culture, as well as structural governance changes.</i></p>	<p>Consider and agree future scrutiny arrangements as part of new Governance Arrangements.</p>	<p>December 2019</p>	<p>CE/Monitoring Officer</p>

10	<p><b>Ensure adult social care has sufficient resources to continue its integration and improvement journey with pace</b></p> <p><i>The peer team is confident that the council has the right approach to adult social care improvement. The council's key plans to better manage demand, support further integration and prioritise safeguarding will require sustained attention and investment.</i></p>	Review resources and identify appropriate actions	September 2019	Director of Adults
11	<p><b>Maximise the opportunity to put 'Havering on the map'</b></p> <p><i>The peer challenge team identified many positives about the council and borough, and there are clearly big opportunities ahead. Now is a good time to undertake further work to put Havering 'on the map' to maximise these potential benefits. This should include more proactive regional and national communications about how the borough is changing and the benefits of living, working and investing in the borough</i></p>	<p>Develop and execute a value for money campaign across the borough demonstrating the quality services residents receive for their Council Tax.</p> <p>Develop and execute "Havering as your Destination of Choice" Campaign</p> <p>Seek out opportunities to showcase good practice in professional and sector press.</p> <p>Are there other live examples we can add?</p>	<p>On-going</p> <p>On-going</p> <p>On-going</p>	<p>AD Customer, Communication and Culture</p> <p>AD Customer, Communication and Culture</p> <p>SLT</p>



12	<p>The LGA Corporate Peer Challenge process includes a follow-up visit</p> <p><i>To help the Council assess the impact of the peer challenge and demonstrate progress against the key recommendations</i></p>	<p>Agree a provisional date and advise the LGA Lead Officer: date should be by the end of February 2021</p>	July 2019	CE/Leader
13	<p>The expectation is that all councils will have a Corporate Peer Challenge or Finance Peer Review every 4-5 years.</p>	<p>Agree a provisional date (Should be undertaken by Spring 2024)</p>	July 2021	CE/Leader

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## CABINET

**Subject Heading:**

Approval for preparation of the Site Specific Allocations Development Plan Document

**Cabinet Member:**

Councillor Damian White

**SLT Lead:**

Sue Harper,  
(Interim) Director of Neighbourhoods

**Report Author and contact details:**

Tim Solomon, Planner  
[Tim.Solomon@havering.gov.uk](mailto:Tim.Solomon@havering.gov.uk)

**Policy context:**

National Planning Policy Framework (NPPF) (2019)  
London Plan 2016 (consolidated with Alterations since 2011)  
Havering Corporate Plan (2019)  
Havering Vision – ‘Cleaner, Safer, Prouder Together’ (2019)  
Havering Local Plan Draft Submission Version (2019)  
Havering Local Development Framework (2008)

**Financial summary:**

The Site Specific Allocations Development Plan Document must be underpinned by a robust evidence base and consultation process.

£600,000 has been identified from the Business Risk Reserve for 2019/20 for the policy planning work programme, of which the Site Specific Allocations Development Plan Document is a key component. Approval is being sought Corporately for the funding of future years. No work beyond this finance year will be commissioned unless and until additional funding has been agreed.

**Is this a Key Decision?**

Yes – Expenditure will be above £500,000 and there will be a significant effect on two or more Wards

**When should this matter be reviewed?** Summer/ Autumn 2020

**Reviewing OSC:** Towns and Communities

**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. Havering should have an up to date Site Specific Allocations Development Plan Document (DPD) to form part of the local development plan documents for the borough, alongside the Havering Local Plan (once adopted), any early review of the Local Plan, the Joint Waste Development Plan, and the London Plan. A Site Specific Allocations DPD plays a critical role in giving effect to the spatial strategy outlined in Havering's Local Plan and delivering the Council's vision: *Cleaner, Safer, Prouder Together*.
2. This report seeks Cabinet approval to begin the preparation of a draft Site Specific Allocations DPD, including the initial statutory stage of public consultation.

**RECOMMENDATIONS**

That Cabinet:

- (1) **Approve** the preparation of a new draft Site Specific Allocations DPD for Havering, which will support the Havering Local Plan and replace the Romford Area Action Plan 2008 and Site Specific Allocations 2008 within the Local Development Framework.
- (2) **Delegate** authority to the Assistant-Director of Planning, following consultation with the Lead Member for Planning to finalise and approve the

documents to be released for initial community and stakeholder consultation.

- (3) **Note** that a 'Preferred Options' document will be brought back to Cabinet following the initial community and stakeholder consultation.

<b>REPORT DETAIL</b>
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**1. Why should Havering prepare a Site Specific Allocations DPD?**

- 1.1. The Proposed Submission Havering Local Plan 2016-2031, currently at examination, seeks to replace the current Core Strategy (and Proposals Map) 2008, Development Control Policies 2008 and the policies within the Romford Area Action Plan 2008. It sets out the Council's ambitious vision and strategy for future growth and sustainable development over the next 15 years up to 2031. The Local Plan will have a key role in the delivery of the Council's 'place-making' role and responsibilities and help to ensure that Havering is a place where people want to live and visit, and where businesses will choose to invest. An early review of the Local Plan is likely to be required to ensure it is in line with the NPPF 2019 and in general conformity with the draft London Plan, once adopted.
- 1.2. The preparation of a Site Specific Allocations DPD is outlined in the Havering's current Local Development Scheme. This DPD will;
- A) Update the Site Specific Allocations Document 2008 and Romford Area Action Plan 2008 allocations; and
  - B) Support the proposed Local Plan (or any early review of the Local Plan) by allocating sites to deliver the strategic priorities of the area and/or setting out more detailed non-strategic policies for specific areas, neighbourhoods or types of development.

**2. Purpose of the Site Allocations DPD**

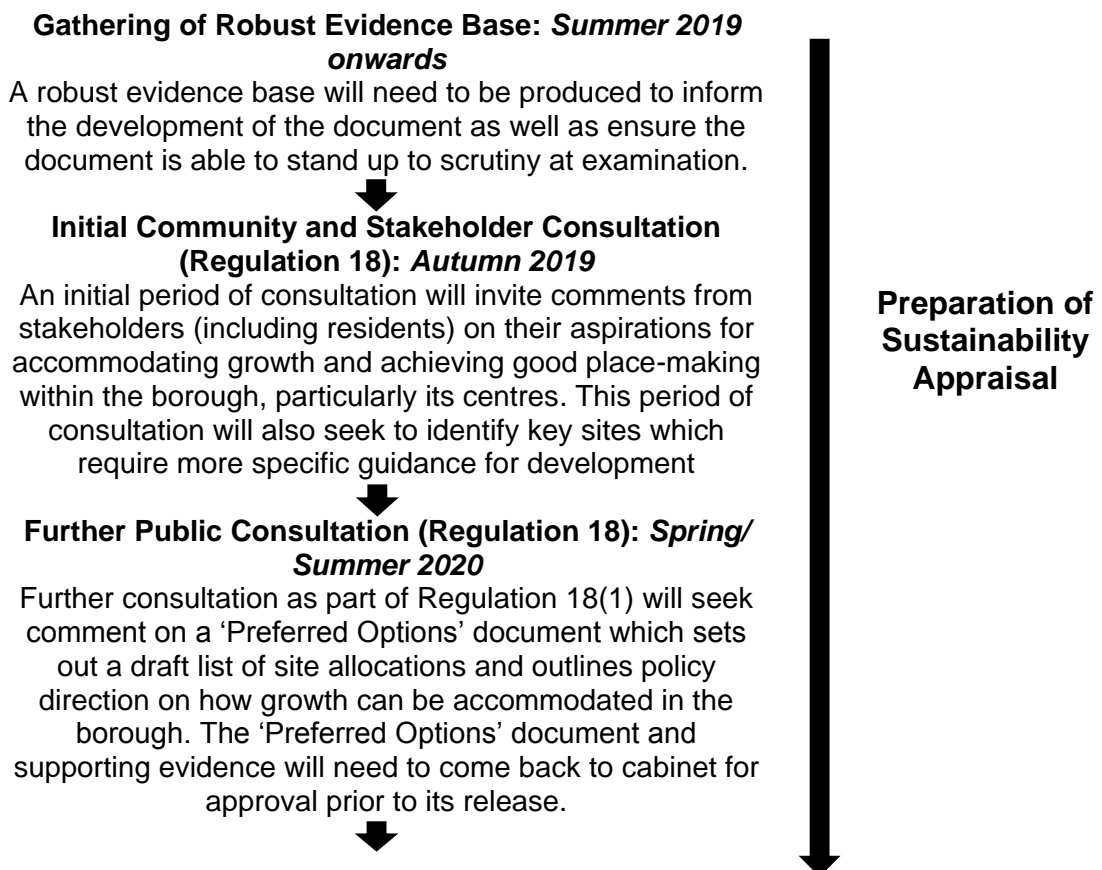
- 2.1. The Havering Local Plan sets out the Council's long term vision for Havering. It contains strategic policies and a spatial strategy for achieving the vision.

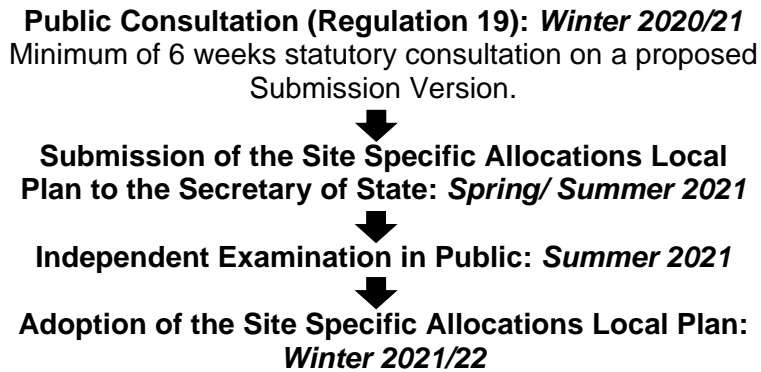
- 2.2. The Site Specific Allocations DPD is intended to give effect to the spatial strategy by:
- A) Allocating appropriate sites that can help to accommodate the development and infrastructure needs of the borough, including housing, jobs, schools, healthcare, leisure facilities, and open space.
  - B) Providing direction and guidance on how these sites can be developed in a way that supports good place making.
  - C) Providing direction on how growth can be accommodated in the borough's centres in a way that enhances their character and creates places that support people's health, happiness and wellbeing.
- 2.3. It will assist the Council in ensuring that it can secure high quality development that will enhance Havering and maintain its established Outer-Borough suburban character.
- 2.4. The Site Specific Allocations DPD is unable to include every site to be developed over the plan period as a number of these sites will come forward on an ad hoc basis over the plan period. The Local Plan policies are considered able to satisfactorily manage the bringing forward of sites not included in the document. The Site Specific Allocations DPD focuses on sites that the Council is aware of or is made aware of through the development of the plan and where more specific direction and guidance is warranted. It is anticipated that such direction and guidance to be provided will be at a strategic level. The document will not look to masterplan areas providing detailed guidance; however, it may provide guidance on whether a masterplan or other more detailed plans, such as planning briefs, are required.
- 2.5. Importantly, the production of a new Site Specific Allocations DPD provides an opportunity to deliver the themes in the Council's Corporate Vision (Communities, Places, Opportunities and Connections) by:
- A) Enabling place-making by identifying the characteristics of Havering's neighbourhoods that contribute to a sense of identity and place and providing direction on how anticipated growth can preserve and/or enhance these characteristics.
  - B) Guiding and managing development and growth to enable the creation of a safe environment, with high-quality homes and development opportunities that support a thriving local economy.
  - C) Making sure that fewer sites come forward as windfall, thereby allowing for more effective planning for a range of infrastructure needs.

- D) Identifying where the development of sites can contribute to the provision of current and future infrastructure needs.
- E) Providing greater certainty to landowners, developers and the public about the type of development and infrastructure provision that is expected on individual sites.
- F) Providing an opportunity for stakeholders (including residents) to be involved in decisions on how growth is accommodated in Havering.

**3. The process for preparing the Site Specific Allocations DPD**

- 3.1. The Site Specific Allocations DPD will be prepared in accordance with the statutory process set out in Local Planning Regulations 2012.
- 3.2. Development plan documents are subject to two stages of public consultation (Regulation 18 and Regulation 19) and an examination in public before an independent inspector. Development plan documents have to be supported by a sustainability appraisal, the role of which is to promote sustainable development by assessing the extent to which the emerging plan, when judged against reasonable alternatives, will help to achieve relevant environmental, economic and social objectives. The key stages of the Local Plan process are set out below:





#### **4. The relationship between the Site Specific Allocations Document and other documents**

- 4.1. The Site Specific Allocations Document will form part of a suite of plans and strategies which will support implementation of the Local Plan and help achieve the Council's Corporate Vision. These documents are identified in the Council's Local Development Scheme.
- 4.2. Work is already in progress on a Romford Masterplan which will feed into the Site Specific Allocations Document and support the Local Plan by setting out a detailed vision, framework, and planning and design guidance for one of Havering's Strategic Development Areas. Future planning could involve further masterplans for other key growth and regeneration areas/ centres such as Rainham and Beam Park.
- 4.3. Close collaboration within the Council is occurring to ensure that these documents complement each other and their production avoids duplication of resources.

#### **5. Initial community and stakeholder consultation for Regulation 18(1)**

- 5.1. In line with the Local Planning Regulations 2012, the first stage of consultation must invite representations on what the Site Specific Allocations Local Plan ought to contain (Regulation 18(1)).
- 5.2. The National Planning Policy Framework places great importance on early, proportionate and effective engagement with communities, local organisations, businesses, infrastructure providers and operators, and statutory consultees. A wide section of the community should be proactively engaged so that the Site Specific Allocations Local Plan, as far as possible, responds to the needs of Havering's diverse neighbourhoods and communities and sets out a collective vision.
- 5.3. This period of initial engagement is an important part of the development of the plan. The Council has committed to consultation occurring for a minimum of 6 weeks with further consultation occurring in Spring/ Summer 2020 subject to Cabinet approval.



- 5.4. Consultation for the Site Specific Allocations DPD will be in line with previous Local Plan consultation. It will reflect the statutory requirements, the Havering Public Consultation Policy and Havering Statement of Community Involvement.
- 5.5. The Council will need to ascertain what locations are available for allocation in the borough. This will involve asking landowners, developers and the wider public to identify sites for potential development and allocation. Not all sites will be suitable for allocation and will need to be assessed by the Council and be subject to public consultation.
- 5.6. The Council will likely focus on large sites that are at least 0.25ha, can accommodate at least 100 additional houses, or are of strategic importance. It will also look for smaller sites in areas with high public transport accessibility, close to stations and centres. In line with national policy the sites will be assessed as to whether they are suitable, available and achievable for development. They will also be assessed on the extent to which they accord with the Council's Spatial Strategy as set out in the Local Plan.

## **6. Further public consultation for Regulation 18(1)**

- 6.1. Further public consultation as part of Regulation 18(1) is anticipated to occur in Spring/ Summer 2020. This will seek stakeholder and community views on a 'Preferred Options' document which sets out a draft list of site allocations and policy direction on how growth can be accommodated in the borough taking into account comments received during the initial period of community and stakeholder consultation. The 'Preferred Options' document and supporting evidence will be brought to Cabinet for approval prior to this period of public consultation.

## **7. Duty to Cooperate**

- 7.1. The duty to cooperate was established in the Localism Act 2011 and places a legal duty on planning authorities to engage constructively, actively and on an ongoing basis to maximise the effectiveness of plan preparation in the context of strategic cross boundary matters. Significant work has been undertaken to fulfil this duty in respect of the Local Plan's development. This work will continue through the development of the Site Specific Allocations DPD.
- 7.2. The Council will meet this test by producing, maintaining and/or updating statements of common ground throughout the plan-making process. The level of cooperation detailed in each statement will be proportionate to the matters being addressed.

## **8. Next Steps**

- 8.1. In parallel and further to the initial stage of consultation, the Council will develop the robust evidence base to support the Site Specific Allocations DPD. The Site Specific Allocations DPD must be based on adequate, up-to-date and relevant evidence about the economic, social and environmental characteristics and prospects of Havering, its key centres and allocated sites. The Council will lead development of the evidence base using existing data, evidence and resources where appropriate and working with key stakeholders to produce any additional evidence that is required. Where resources are not available within the Council, external specialist input and advice will be sought as appropriate. This is to ensure that the Plan and its policies are robust enough to withstand challenges and public scrutiny during its preparation and examination. A robust evidence base will also support effective development control decision making and any subsequent planning appeals.
- 8.2. A Submission Version of the Plan will be prepared, informed by the evidence base and responses received as part of the initial community and stakeholder consultation described in section 5 and the further public consultation described in section 6. The Submission Version of the Plan will be subject to another minimum six weeks public consultation (under Regulation 19) before it is submitted to the Secretary of State. The Plan will then be subject to an examination in public by an independent planning inspector.
- 8.3. The development and eventual adoption of the Site Allocation DPD is anticipated to take 2-3 years in line with good practice across other local authorities.

## REASONS AND OPTIONS

### **9. Reasons for the decision:**

1. The Site Specific Allocations DPD is recommended to be prepared in order to comply with legislation and national policy and ensure that Havering has an up to date development plan.
2. This will enable the Council to control and influence growth and change in the borough to support good place making and meet its identified needs. The document will assist the Local Plan and deliver the Council's vision: Cleaner, Safer, Prouder *Together*.

### **Other options considered:**

3. The option of not taking forward a Site Specific Allocations DPD and continuing to rely on the Local Development Framework has been considered and rejected for the following reasons:
- It is a statutory requirement for every local planning authority to have an up to date development plan; and
  - A Site Specific Allocations DPD is considered to be a critical document to give effect to the Local Plan which forms one of the development documents.
  - Over time the current Development Plan (the LDF 2008) will require updating as it becomes increasingly out of date and eventually will not provide sufficient policy support for refusing inappropriate development within the Borough.

## IMPLICATIONS AND RISKS

### **10. Financial implications and risks:**

- 10.1. Currently there is no budget allocation for work on the policy planning work programme, of which the Site Specific Allocations DPD is a key component. £0.600m has been identified from the Business Risk Reserve for 2019/20. Any costs associated with the work above £0.600m will be met from existing resources. Approval is being sought Corporately for the funding of future years. No work beyond this financial year will be commissioned unless and until additional funding has been agreed.

### **11. Legal implications and risks:**

- 11.1. Section 17 of the Planning and Compulsory Purchase Act 2004 requires the Council to prepare development plan documents that will form part of the Council's Local Plan. The Town and Country Planning (Local Planning) (England) Regulations 2012 ("the 2012 Regulations"), Regulation 5(1) states that:
- 11.2. "documents which are to be prepared as local development documents are:
- 11.3. (a) any documents prepared by a Local Planning Authority which includes statements regarding:
- (i) the allocation of sites for a particular type of development or use...
  - (ii) ...site allocation policies, which are intended to guide the determination of applications for planning permission."

- 11.4. The intent of the proposed draft Site Allocations document is that the investigation work and finalised document will inform the delivery of any future policies and objectives on the strategic direction for site allocations within the borough. Subsequently to form part of the development plan documents at a later date.
- 11.5. It is officers' intent to consult on the proposed draft Site Allocations Document in accordance with the statutory requirements of Regulation 18 of the 2012 Regulations, which is to include a consultation exercise with stakeholders as to which sites and what policies which should be included.
- 11.6. Regulation 2 of the 2012 Regulations states that any document referred to in Regulation 5, as set out above at paragraph 10.1, are prescribed as Development Plan Documents. The London Borough of Havering Constitution at Part 3: Responsibility for Functions states that all Development Plan Documents must be approved by Full Council.
- 11.7. This report requests approval to initiate the initial preparation on the draft Site Allocation Document subject to agreement for funding. Once a Site Allocation Document is prepared in draft form approval should be sought from Council to continue on further consultation and submission to the Secretary of State for confirmation.

## **12. Human Resources implications and risks:**

- 12.1. There are no human resource implications. Officers consider that the consultation on the Site Specific Allocations DPD can be delivered within existing staff resources. Preparation of the evidence base will require the use of external consultants, reflecting the small size of the Development Planning team, existing and ongoing work commitments, and the need for specialist expertise not held in house. The external consultants will be engaged via an appropriate procurement route using the Council's existing procedures.

## **13. Equalities implications and risks:**

- 13.1. The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:
- (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
  - (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
  - (iii) foster good relations between those who have protected characteristics and those who do not.

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

- 13.2. The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.
- 13.3. A full Equalities Impact Assessment was undertaken of the Local Plan as set out in the Cabinet and Council reports for the Submission Havering Local Plan in March 2018. This concluded that there were no known negative equalities implications on protected persons listed in the Equality Act 2010.
- 13.4. The Submission Local Plan will provide the Council with a strategic framework to help deliver a range of outcomes including new homes, jobs, local economic growth and improved social infrastructure for all residents across Havering including those who share the characteristics protected by the Equality Act 2010. Ensuring that the Local Plan has addressed these outcomes has been a priority in its preparation throughout the process since 2015. As the Local Plan has a key role in influencing the built environment and how people use it, a key aspect of the EIA is to ensure that access issues for people with disabilities is considered.
- 13.5. An updated equality impact assessment that supports the Submission Local Plan was formally submitted with the Local Plan and the suite of supporting documents to the Secretary of State in April 2018.
- 13.6. As work progresses on additional planning documents to support the Local Plan, the equality impact assessment will be reviewed and updated as required.

**BACKGROUND PAPERS**

None

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## CABINET

**Subject Heading:**

Approval and publication of Havering Local Development Scheme 2019-2021

**Cabinet Member:**

Councillor Damian White

**SLT Lead:**

Sue Harper

**Report Author and contact details:**

Suzanne Lansley Interim Planning Policy Team Leader  
[Suzanne.lansley@havering.gov.uk](mailto:Suzanne.lansley@havering.gov.uk) 43 2931

**Policy context:**

National Planning Policy Framework (2018)  
 London Plan (2016)  
 Havering Corporate Plan 2019 / 2020  
 Havering Local Plan Draft Submission version 2019

**Financial summary:**

£0.600m has been identified from the Business Risk Reserve for 2019/20. Any costs associated with the work above £0.600m will be met from existing resources. Approval is being sought corporately for the funding of future years. No work beyond this financial year will be commissioned unless and until additional funding has been agreed.

**Is this a Key Decision?**

Yes- Significant effect on two or more Wards

**When should this matter be reviewed?**

June 2021

**Reviewing OSC:**

**Towns and Communities**

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

- ✓ Communities making Havering
- ✓ Places making Havering
- ✓ Opportunities making Havering
- ✓ Connections making Havering

## SUMMARY

1.1 Local planning authorities are required to prepare and maintain a Local Development Scheme (LDS) under Section 15 of the Planning and Compulsory Purchase Act 2004, as amended by the Localism Act 2011 and the Housing and Planning Act 2016.

1.2 This report seeks approval for the updated LDS for 2019-21.

## RECOMMENDATIONS

That Cabinet:

1. **APPROVE** the adoption of the Local Development Scheme which is to have effect from 1<sup>st</sup> Sept 2019.
2. **DELEGATE** authority to the Assistant Director Planning following consultation with the Leader of the Council to make and approve any final changes to the wording and content of the Local Development Scheme, and to publish the Local Development Scheme on the Councils website.
3. **DELEGATE** authority to the Assistant Director of Planning following consultation with the Leader of the Council to approve any minor changes to the timelines of the production of documents in Local Development Scheme as required by the process during the period 2019-2021.

## REPORT DETAIL

3.1 Local planning authorities are required to prepare and maintain a Local Development Scheme under Section 15 of the Planning and Compulsory Purchase Act 2004, as amended by the section 111 of the Localism Act 2011 and the Housing and Planning Act 2016.

3.2. The Planning and Compulsory Purchase Act 2004, together with related regulations and Government guidance, introduced a revised planning system based around the Local Development Framework. This has been subsequently amended by the Localism Act, revised Regulations and the National Planning Policy Framework which, amongst other things, refer to Local Plans rather than Local Development Frameworks.



3.3 This LDS (2019- 2021) reflects the timeframe for the production of a new Local Plan and supersedes the previous LDS (2018) which had been prepared to ensure that the Council had an up to date LDS for the Local Plan Examination.

3.4 Havering's LDS (2019-21) provides a formal work programme of the planning documents set to be produced during the timeframe including where necessary, reviews of adopted documents. For completeness, though not part of the Local Plan suite of documents, the LDS also details the development of any Supplementary Planning Documents (SPD's) that will support the Local Plan.

3.5 The LDS needs adjusting as the current version (2018) is out of date and does not reflect the latest time table for the preparation of the Local Plan.

3.6 The LDS provides opportunities for the local community and stakeholders to be involved in preparing planning policies by setting out an indicative timetable for the preparation of each document.

3.7 All planning policy documents which the Council produces must be:

- Consistent with national planning policies.

Additionally,

- They should be in general conformity with the London Plan (2016); and
- All planning policy documents and subsequent SPD's must conform to the Local Plan Spatial Strategy.

3.8 The LDS (2019-21) sets out:

- The planning policy documents that Havering have already prepared;
- The planning policy documents that Havering intend to produce;
- The subject matter and geographical area of each of the proposed documents;
- The timetable for the preparation of the documents over the next three years.

3.9 Development Plan Documents contain the policies which all planning applications are considered against, unless a material consideration indicates otherwise.

3.10 Preparing the LDS also enables the Council to make financial provision for its plan-making role and the work that needs to be undertaken in order to deliver its statutory obligations.

3.11 A recommended revised LDS, taking account of these matters, is set out in Annex 1 for Cabinet Approval.

**REASONS AND OPTIONS**

**4.0 Reasons for the decision:**

4.1 Local planning authorities are required to prepare and maintain a Local Development Scheme under Section 15 of the Planning and Compulsory Purchase Act 2004, as amended by the Localism Act 2011 and the Housing and Planning Act 2016.

4.2 The current LDS approved in 2018 does not include some documents which are now to be developed.

**Other options considered:**

4.3 The option of not publishing an up to date LDS has been rejected as the current version is out of date and does not reflect the latest time table for the preparation of the Local Plan and the legal requirement to have an up to date LDS.

**IMPLICATIONS AND RISKS**

**5.0 Financial implications and risks:**

5.1 Currently there is no budget allocation for work on the policy planning work programme. £0.600m has been identified from the Business Risk Reserve for 2019/20. Any costs associated with the work above £0.600m will be met from existing resources. Approval is being sought corporately for the funding of future years. No work beyond this financial year will be commissioned unless and until additional funding has been agreed.

**6.1 Legal implications and risks:**

6.1 The Local Planning Authority is required pursuant to section 15 of the Planning and Compulsory Purchase Act 2004 (as amended) to prepare, revise and make a Local Development Scheme available to the public. This Duty by necessity also requires the Council to ensure that the Local Development Scheme is maintained as an up to date document, pursuant to section 15 subsection 9A of the Planning and Compulsory Purchase Act 2004 (as amended).

6.2 A Local Development Scheme must specify (amongst other matters) the development plan documents which when prepared, will comprise the Development Plan for the area. A Local Development Scheme, as officers correctly state above at paragraph 2.4 comprises the combination of strategic policies and non-strategic policies and consequently include the Local Plan and supplementary planning documents. The draft Local Development Scheme the appendix to this Cabinet report, correctly includes and identifies the relevant

documents.

6.3 There is a risk that by not ensuring an up to date Local Development Scheme is published and available to the public that the Council will be found to be in breach of its statutory duties. Approval of the Local Development Scheme is recommended.

### **7.0 Human Resources implications and risks:**

7.1 Whilst some of the work will be able to be undertaken within the constraints of current staff resources and due to the nature of the work that is required to be undertaken there will be a requirement for some of the work to be undertaken by external consultants who will be engaged via an appropriate procurement route using the Councils existing procedures.

### **Equalities implications and risks:**

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

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

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

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

8.4 A full Equalities Impact Assessment was undertaken of the Local Plan as set out in the Cabinet and Council reports for the Submission Havering Local Plan in March 2018. This concluded that there were no known negative equalities implications on protected persons listed in the Equality Act 2010.

8.5 The Submission Local Plan provides the Council with a strategic framework to help deliver a range of outcomes including new homes, jobs, local economic growth and improved social infrastructure for all residents across Havering including those who share the characteristics protected by the Equality Act 2010. As such ensuring that the Local Plan has addressed these has been a priority in its preparation throughout the process since 2015. As the Local Plan has a key role in influencing the built environment and how people use it, a key aspect of the EIA is to ensure that access issues for people with disabilities is considered.

8.6 As work progresses on forthcoming documents listed in the LDS further review and updating as necessary of the equalities impact assessment will take place.

**BACKGROUND PAPERS**

**None**



**Haverling**  
LONDON BOROUGH

## **Local Development Scheme (LDS) 2019-2021**

**June 2019**

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## 1.0 INTRODUCTION

1.1 Local planning authorities are required to prepare and maintain a Local Development Scheme (LDS) under Section 15 of the Planning and Compulsory Purchase Act 2004, as amended by the Localism Act 2011 and the Housing and Planning Act 2016.

1.2 A Local Development Scheme sets out all the planning documents to be produced by the authority. The LDS is a rolling project plan setting out and the timetable for their preparation. The timetable should identify specific milestones for measuring completion of each part of the document preparation process.

1.3 Local Plan Documents contain the policies which all planning applications are considered against, unless a material consideration indicates otherwise.

1.4 This Local Development Scheme 2019- 2021 reflects the timeframe for the production of a new Local Plan (2016-2031) currently undergoing its Examination In Public and supersedes the previous LDS (2018).

1.5 This LDS sets out:

- The planning policy documents that Havering have already prepared;
- The planning policy documents that Havering intend to produce;
- The subject matter and geographical area of each of the proposed documents;
- The timetable for the preparation of the documents over the next three years;
- The opportunities for the local community and stakeholders to be involved in preparing planning policies by setting out an indicative timetable for the preparation of each document.

## 2.0 Planning Policies

### 2.1 Plan Making

2.1.1. The Planning and Compulsory Purchase Act 2004, together with related regulations and Government guidance, introduced a revised planning system based around the Local Development Framework. This has been subsequently amended by the Localism Act, revised Regulations and the National Planning Policy Framework which, amongst other things, refer to Local Plans rather than Local Development Frameworks.

2.1.2 All planning policy documents which the Council produces must be:  
Consistent with national planning policies

- In general conformity with the London Plan (2016); and
- All planning policy documents and subsequent SPD's must conform to the Local Plan Spatial Strategy.

### 2.2 Statement of Community Involvement

2.2.1 The Statement of Community Involvement (2015) (SCI) sets out how the community and other stakeholders will be involved in the preparation of future

planning policy documents such as the Local Plan and in decision making regarding planning applications.

## **2.3 National Planning Policy**

2.3.1 In March 2012 the Government published its National Planning Policy Framework (NPPF) which sets out the planning policies for England and how these are expected to be applied. Alongside the NPPF, Planning Policy for Traveller Sites was published in 2012 which sets out specific planning policies in relation to Local Plan making and determining planning applications.

2.3.2 The NPPF 2012 was replaced by the revised NPPF 2018, which has now been updated by the NPPF 2019 on 19 February 2019.

## **2.4 London Plan**

2.4.1 The London Plan (2016) is the statutory spatial development strategy for London and it forms part of the Development Plan for Havering. A new London Plan (2019-2041) has been submitted to the Planning Inspectorate. Examination of the new London Plan began on 15 January 2019 and is expected to be completed by June 2019. Once this document is adopted it will replace the London Plan (2016).

## **2.5 Development Consent Orders**

2.5.1 Development Consent Order (DCO) are the means of obtaining permission for developments categorised as Nationally Significant Infrastructure Projects (NSIP). This includes energy, transport, water and waste projects.

2.5.2 Development Consent Orders are required for designated Nationally Significant Infrastructure Projects rather than other consents such as planning permission, listed building consent and compulsory purchase orders.

2.5.3 Havering is currently involved in three Development Consent Orders. Havering has registered as an Interested Party in the Cory Riverside Energy Park in the London Borough of Bexley. There are also two Development Consent Orders located within the borough itself which are Lower Thames Crossing and the M25/J28 Capacity Improvement scheme. Havering is involved in both of these as a “host” borough. Havering is in regular discussions with the scheme promoter for both these DCOs, and it is expected that Planning Applications will be submitted to the Planning Inspectorate (PINS) for both of them later this year. Examinations in Public (EIP) for the Lower Thames Crossing and M25/J28 Capacity Improvement scheme are not expected until 2020.

## **2.6 Neighbourhood Plans**

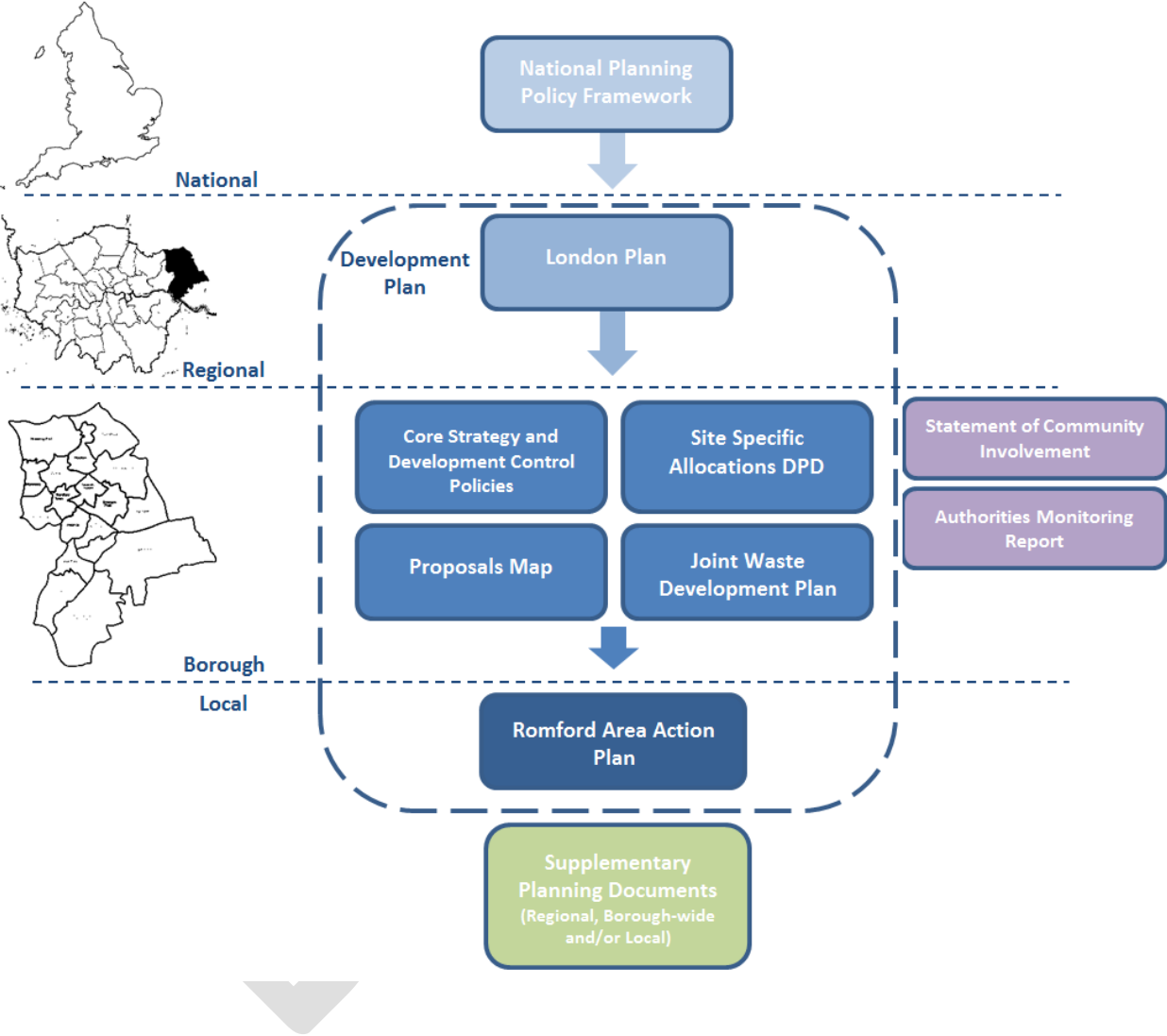
2.6.1 Through the Localism Act (2011), local communities have the power to influence the future of the places they live by preparing neighbourhood plans. Neighbourhood plans are led and prepared by the community, not the Council. The Council has a statutory role to provide advice and support to those producing a plan.



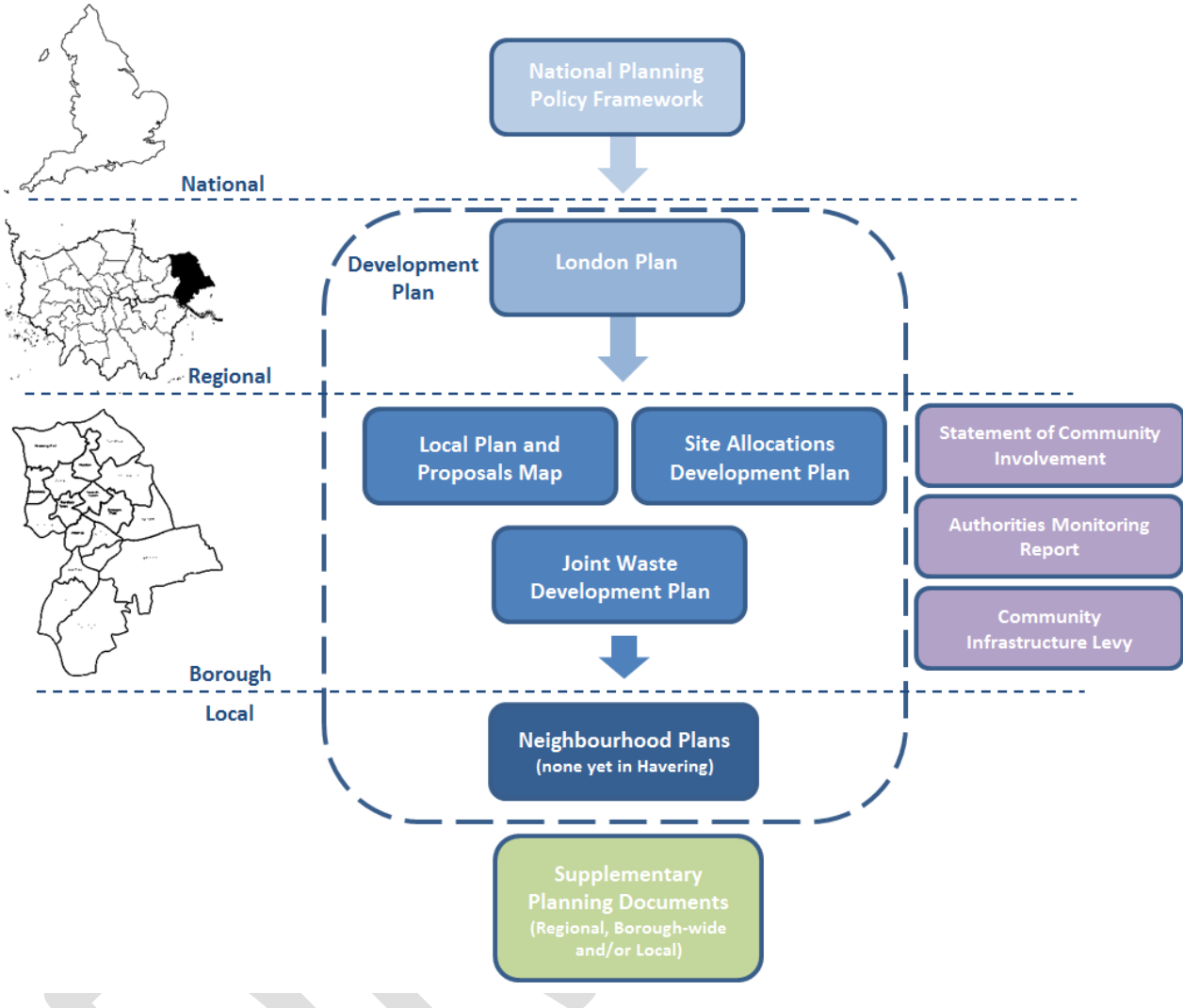
2.6.2 As neighbourhood plans are not prepared by the Council and their timetables are dependent on the progress made by the community, we have not included them in the list of documents in this Local Development Scheme.

2.6 .3 There are currently no Neighbourhood Plans and Local Development Orders in Havering.

**Figure 1.** Havering’s Current Planning Framework



**Figure 2. Havering's Future Planning Framework**



**3.0 Havering Local Plan**

**3.1 Local Plan overview**

3.1.1 Local Development Frameworks are now being replaced with Local Plans.

3.1.2 The Council is now taking forward a new Havering Local Plan which will guide future growth and development within the borough over the next 15 years up to 2031 and will help deliver the Council’s new vision ‘Cleaner, Safer, Prouder, *Together*’ and its Corporate Plan 2019/2020.

3.1.3 The Local Plan was submitted to the Planning Inspectorate and is currently in the process of undergoing its Examination in Public. When adopted Havering’s planning policy documents will include:

- The Havering Local Plan
- Proposals Map

- Site Specific Allocations Development Plan Document (DPD)
- Supplementary Planning Documents (SPD's)
- Statement of Community Involvement
- Authority Monitoring Report
- Community Infrastructure Levy
- Joint Waste Plan

3.1.3 The Council will continue to keep the Conservation Area Appraisals and Management Plans up-to-date. The Romford Conservation Area will be the first to be updated as it is currently on Historic England's Heritage at Risk Register and Romford Town Centre will see a significant quantum of development over the next 15 years.

### **3.2 Monitoring and Review**

3.2.1 The Localism Act 2011 requires local authorities to prepare and publish an Authority Monitoring Report containing information on the implementation of the Local Development Scheme and the extent to which the policies set out in the Local Development Framework or Local Plan are being achieved. This report was previously known as the Annual Monitoring Report and is published each year for the preceding financial year.

3.2.2 The Council will continue to prepare an Authority Monitoring Report each year.

## 4.0 Document Schedules

### 4.1 Adopted Documents

4.1.1 This section of the LDS outlines the current status of adopted policy documents, review process and the timeframe for the new Local Plan.

Document	Status	Description	Geographical Coverage	Chain of conformity/	Adoption date	Review
<b>Core Strategy</b>	Development Plan Document	Establishes the Council's vision, objectives and spatial strategy for the future development of the Borough and contains strategic policies.	Borough-wide	National Planning Policy, The London Plan and Havering's Sustainable Community Strategy	July 2008	Will be superseded once the local Plan is adopted
<b>Development Control Policies</b>	Development Plan Document	Provides detailed guidance on the criteria against which planning applications will be determined.	Borough-wide	National Planning Policy, The London Plan and Havering's Sustainable Community Strategy	October 2008	Will be superseded once the local Plan is adopted
<b>Proposals Map</b>	Development Plan Documents	Provides a spatial representation of the policies in the Core Strategy and Development Control Policies DPDs	Borough-wide	National Planning Policy, The London Plan and Havering's Sustainable Community Strategy	October 2008	A new Proposals Map will be adopted as part of the Local Plan process.
<b>Site Specific Allocations</b>	Development Plan Document	Sets out the specific allocations for individual sites across the borough	Borough-wide	Core Strategy and Development	July 2008	Will be superseded once the local Plan is adopted. A new Site

		except for sites in Romford Town Centre which are identified in the Romford Area Action Plan and sites for waste management which are identified in the Joint Waste Development Plan Document.		Control Policies DPD and Proposals Map		Specific Allocations Document will be produced.
<b>Romford Area Action Plan</b>	Development Plan Document	Provides the planning framework for the future development and regeneration of Romford town centre up to 2020. It includes specific policies and site allocations relevant to Romford.	Romford Town Centre – as defined on the Proposals Map 2008.	Core Strategy and Development Control Policies DPD	October 2008	Will be superseded once the local Plan is adopted
<b>Joint Waste Development Plan</b>	Development Plan Document	The Joint Waste DPD sets proposals and policies for sustainable waste management for the four East London Waste Authority boroughs.	London Borough of Havering and the adjoining Boroughs of Barking and Dagenham, Newham and Redbridge (forming the East London Waste Authority – ELWA)	Core Strategy and Development Control Policies DPD and the Proposals Map 2008.	February 2012	Newham and East London Waste Authority are pushing for a review of the Plan.
<b>Statement of Community Involvement</b>	Local Development Document	Sets out how the community and other stakeholders will be involved in the preparation of future planning policy	Borough-wide		February 2015	To be reviewed Spring/Summer 2019

		documents such as the Local Plan and in decision regarding planning applications.				
<b>Shop Front Design</b>	Supplementary Planning Document	Provides guidance to businesses, developers and the public on shop front and signage schemes and key issues to be considered in developing an appropriate design.	Borough-wide	Core Strategy and Development Control Policies DPD and Romford Area Action Plan DPD.	June 2013	SPD will be reviewed following adoption of the Local Plan
<b>Planning Obligations</b>	Supplementary Planning Document	Sets out the Council's approach to planning obligations and sets a 'standard charge' for new residential development to ensure that development contributes financially towards the provision of required infrastructure and services.	Borough-wide	Core Strategy and Development Control Policies DPD	February 2013	Will be replaced by the Havering Community Infrastructure Levy
<b>Landscaping</b>	Supplementary Planning Document	Provides guidance on the implementation of those Core Strategy and Development Control policies which seek to promote and facilitate the creation of high quality landscapes as part of all developments and conserve and enhance the quality of Havering's landscape.	Borough-wide	Core Strategy and Development Control Policies DPD	July 2011	SPD will be reviewed following adoption of the Local Plan and could be incorporated into new Public Realm and Greening the Borough SPD.

<b>Heritage</b>	Supplementary Planning Document	Seeks to ensure appropriate identification, protection, enhancement and management of Havering's heritage assets by providing additional guidance on the implementation of those Core Strategy and Development Control policies relating to heritage.	Borough-wide	Core Strategy and Development Control Policies DPD	April 2011	SPD will be reviewed following adoption of the Local Plan
<b>Residential Extensions and Alterations</b>	Supplementary Planning Document	Provides design guidance to ensure householder development is sympathetic to the existing property and the street scene and does not detrimentally affect the living conditions of neighbouring properties.	Borough-wide	Core Strategy and Development Control Policies DPD	March 2011	SPD will be reviewed following adoption of the Local Plan. This document will be incorporated into a new Residential Design SPD.
<b>Residential Design</b>	Supplementary Planning Document	Provides design guidance on the implementation of those Core Strategy and Development Control Policies relating to new residential development in order to improve the quality of new residential schemes.	Borough-wide	Core Strategy and Development Control Policies DPD	April 2010	SPD will be reviewed following adoption of the Local Plan. This document will be incorporated into a new Residential Design SPD.
<b>Designing</b>	Supplementary	Provides guidance on	Borough-wide	Core Strategy	February 2010	SPD will be reviewed

<b>Safer Places</b>	Planning Document	the implementation of Core Strategy and Development Control Policies setting out how crime prevention measures can be incorporated into a scheme from the start of the design process to create positive places where people are safe and feel safe.		and Development Control Policies DPD		following adoption of the Local Plan.
<b>Protecting and Enhancing the Borough's Biodiversity</b> 06	Supplementary Planning Document	Provides guidance on how to protect and enhance existing biodiversity and seize opportunities for creating new biodiversity where opportunities arise particularly in new development proposals.	Borough-wide	Core Strategy and Development Control Policies DPD	May 2009	SPD will be reviewed following adoption of the Local Plan and could be incorporated into new Public Realm and Greening the Borough SPD
<b>Protection of Trees During Development</b>	Supplementary Planning Document	Providing guidance to ensure that the amenity and biodiversity value afforded by trees and woodland will be protected and improved. In particular, it seeks to ensure that adequate measures are put in place when granting planning permission to protect trees during construction works.	Borough-wide	Core Strategy and Development Control Policies DPD	April 2009	SPD will be reviewed following adoption of the Local Plan and could be incorporated into new Public Realm and Greening the Borough SPD



<b>Sustainable Design and Construction</b>	Supplementary Planning Document	Provides further detail on the implementation of those Core Strategy and Development Control Policies focused on ensuring that new developments are built to a high standard of sustainable construction and design.	Borough-wide	Core Strategy and Development Control Policies DPD	April 2009	Superseded by National Policy
<b>Hall Lane Policy Area</b>	Supplementary Planning Document	Provides further detail on the implementation of Development Control Policy DC69 (Other Areas of Special Townscape or Landscape Character) which aims to maintain or enhance the special character of the Hall Lane Policy Area.	Hall Lane Policy Area as shown on the Proposals Map 2008.	Core Strategy and Development Control Policies DPD	February 2009	SPD will be reviewed following adoption of the Local Plan
<b>Emerson Park Policy Area</b>	Supplementary Planning Document	Provides further detail on the implementation of Development Control Policy DC69 (Other Areas of Special Townscape or Landscape Character) which aims to maintain or enhance the special character of the Emerson Park Policy Area.	Emerson Park Policy Area as shown on the Proposals Map 2008.	Core Strategy and Development Control Policies DPD	February 2009	SPD will be reviewed following adoption of the Local Plan

## 4.2 Documents under preparation

4.2.1 This section outlines policy documents which are being prepared/will be prepared and taken forward for adoption during the period of this LDS (2019-21)

Document	Status	Description	Geographical Coverage	Chain of conformity/	Key milestones/ Scheduled date of adoption
<b>Havering Local Plan</b>	Development Plan Document	Establishes the Council's vision, objectives and spatial strategy for the future development of the Borough and contains strategic policies. The Local Plan will set out policies which guide how and where development should take place up to 2031.	Borough-wide	Consistent with National Planning Policy, The London Plan and Havering's Sustainable Community Strategy	Adoption Winter 2019
<b>Local Plan Proposals Map</b>		Illustrates on a map base, the geographical extent of all policies identified in the Local Plan.	Borough Wide	Consistent with National Planning Policy (NPPF), in general conformity with the London Plan and in conformity with the Local Plan	Adoption Winter 2019
<b>Havering Local Plan Review</b>	Development Plan Document	Local Plan will need to be reviewed once the new London Plan has been adopted to ensure conformity.	Borough Wide	Consistent with National Planning Policy, The London Plan and Havering's Sustainable Community Strategy	Dependant on date of adoption of the current draft London Plan .
<b>Site Specific Allocations Document (SSA)</b>	Development Plan Document	This document will allocate specific development sites for particular uses and will provide direction on the future	Borough-wide	Consistent with National Planning Policy (NPPF), in general conformity	<ul style="list-style-type: none"> <li>• Call for sites Summer 2019</li> <li>• REG 18 Consultation</li> </ul>

		development of key growth areas in Havering.		with the London Plan and in conformity with the Local Plan	<p>Autumn/Winter 2019</p> <ul style="list-style-type: none"> <li>Preparation of Proposed Submission Document Winter/Spring 2019/20</li> </ul>
<b>Community Infrastructure Levy</b>	Local Development Document	The Havering Community Infrastructure Levy (CIL) will set the rates for developer contributions that the Council will charge on new developments towards the cost of infrastructure.	Borough-wide	National Planning Policy and Planning Regulations and the Mayoral Community Infrastructure Levy	<ul style="list-style-type: none"> <li>Examination via written representations Spring 2019</li> <li>Adoption Summer 2019</li> </ul>
<b>Romford Master Plan</b>	SPD	Establishes the Council's vision and objectives for the objectives for Romford for the future development of Romford.	Romford Strategic Development Area (as defined in the Havering Local Plan)	Consistent with National Planning Policy (NPPF), in general conformity with the London Plan and in conformity with the Local Plan	<ul style="list-style-type: none"> <li>Evidence gathering and preparation Spring/Summer 2019</li> <li>Consultation (SPD) Winter 2019</li> <li>Adoption Winter 2019 (Dependant on date of adoption of the Local Plan)</li> </ul>
<b>Rainham Master Plan</b>	SPD	Establishes the Council's vision and objectives for the objectives for the future development of Rainham	Rainham Strategic Development Area (as defined in the Havering Local Plan)	Consistent with National Planning Policy (NPPF), in general conformity with the London Plan and in conformity with the Local Plan	<ul style="list-style-type: none"> <li>Scoping, Evidence gathering and Preparation Spring/Summer 2019</li> <li>Consultation Autumn/ Winter 2019/20</li> <li>Adoption Winter</li> </ul>

					<p>2020</p> <ul style="list-style-type: none"> <li>• Dependant on date of adoption of the Local Plan)</li> </ul>
<b>Affordable Housing</b>	SPD	Provides more detailed guidance on how Policy 4 of the Havering local Plan will be implemented, in order to deliver affordable homes and to help promote mixed and sustainable communities.	Borough wide	Consistent with National Planning Policy (NPPF), in general conformity with the London Plan and in conformity with the Local Plan	<ul style="list-style-type: none"> <li>• Evidence gathering and preparation Summer 2020</li> <li>• Consultation Summer 2020</li> <li>• Adoption Autumn 2020</li> </ul>
<b>Viability Assessments</b> Page 94	SPD	Provides clarity for developers and stakeholders on matters relating to the role of financial viability assessments in planning.	Borough Wide	Consistent with National Planning Policy (NPPF), in general conformity with the London Plan and in conformity with the Local Plan	<ul style="list-style-type: none"> <li>• Evidence gathering and preparation Summer 2020</li> <li>• Consultation Autumn 2020</li> <li>• Winter 2020</li> </ul>
<b>Healthy Places</b>	SPD	Practical guidance to developers on how they can make their developments 'healthier'	Borough wide	Consistent with National Planning Policy (NPPF), in general conformity with the London Plan and in conformity with the Local Plan	<ul style="list-style-type: none"> <li>• Evidence gathering and preparation Winter 2020</li> <li>• Consultation Spring 2021</li> <li>• Adoption Summer 2021</li> </ul>

<p><b>Delivering skills, employment, enterprise and training from development.</b></p>	<p>SPD</p>	<p>Sets out the Councils approach to delivering, skills employment, and enterprise and training initiatives with funding from development.</p>	<p>Borough wide</p>	<p>Consistent with National Planning Policy (NPPF), in general conformity with the London Plan and in conformity with the Local Plan</p>	<ul style="list-style-type: none"> <li>• Evidence gathering and preparation Autumn 2019</li> <li>• Consultation Spring 2020</li> </ul> <p>Adoption Spring 2020</p> <p>(Dependant on date of adoption of the Local Plan)</p>
<p><b>Public Realm and Greening the Borough</b></p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 95</p>	<p>SPD</p>	<p>Will provide guidance on the design of Public Realm across the Borough.</p> <p>Provides guidance on the implementation of those Local Plan policies which seek to promote and facilitate the creation of high quality landscapes as part of all developments and conserve and enhance the quality of Havering's landscape.</p> <p>Providing guidance to ensure that the amenity and biodiversity value afforded by trees and woodland will be protected and improved. In particular, it seeks to ensure that adequate measures are put in place when granting planning permission to protect trees during construction works.</p> <p>Provides guidance on how to</p>	<p>Borough wide</p>	<p>Consistent with National Planning Policy (NPPF), in general conformity with the London Plan and in conformity with the Local Plan</p>	<p>Incorporates Landscaping, Protecting and Enhancing the Borough's Biodiversity and Protection of Trees During Development SPD's.</p> <ul style="list-style-type: none"> <li>• Evidence gathering and preparation Summer 2019</li> <li>• Consultation Spring 2020</li> <li>• Adoption Summer 2020</li> </ul> <p>(Dependant on date of adoption of the Local Plan)</p>

		protect and enhance existing biodiversity and seize opportunities for creating new biodiversity where opportunities arise particularly in new development proposals.			
<b>Waste Management</b>	SPD	Provide guidance on waste management in development to facilitate the sustainable management of waste.	Borough wide	National Planning Policy (NPPF), in general conformity with the London Plan and in conformity with the Local Plan	<ul style="list-style-type: none"> <li>• Evidence gathering and preparation Summer 2020</li> <li>• Consultation Autumn 2020</li> <li>• Adoption Spring 2021</li> </ul>
<b>Air Quality</b>	SPD	Sets out Havering's requirements for reducing the air quality impacts from new developments within the Borough and seeks to ensure that all possible measures to reduce the impact of developments on air quality are considered and, where possible, adopted in a consistent way within Havering.	Borough Wide	National Planning Policy (NPPF), in general conformity with the London Plan and in conformity with the Local Plan	<ul style="list-style-type: none"> <li>• Evidence gathering and preparation Summer 2019</li> <li>• Consultation Spring 2020</li> <li>• Adoption Spring 2020</li> </ul> <p>(Dependant on date of adoption of the Local Plan)</p>
<b>Residential Design</b>	SPD	To replace the current Residential Extensions and Alterations and Residential Design SPDs. Aims to substantially raise housing	Borough Wide	National Planning Policy (NPPF), in general conformity with the London Plan and in	<ul style="list-style-type: none"> <li>• Evidence gathering and preparation Spring/Summer 2019</li> <li>• Consultation (SPD)</li> </ul>

		design standards across the borough, providing clear guidance for developers. This should set out a process for contextual analysis required for schemes of different scales, and inform how design proposals should respond.		conformity with the Local Plan	Spring 2020 • Adoption Autumn 2020 (Dependant on date of adoption of the Local Plan)
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## **APPENDIX I GLOSSARY**

**Adoption** – The final confirmation of a Development Plan or Local Development Document status by a local planning authority.

**Authority Monitoring Report (AMR)** – The Localism Act 2011 requires local authorities to prepare and publish an Authority Monitoring Report containing information on the implementation of the Local Development Scheme (LDS) and the extent to which the policies set out in the Local Development Framework (LDF) or Local Plan documents are being achieved (previously known as Annual Monitoring Report).

**Conservation Area** – an area of special architectural or historic interest, the character or appearance of which is desirable to preserve or enhance.

**Community Infrastructure Levy (CIL)** – A new levy that allows local authorities in England and Wales to raise funds from developers undertaking new building projects in their area.

**Core Strategy** – A Development Plan Document setting out the spatial vision and strategic objectives of the planning framework for an area, having regard to the Community Strategy

**Development Plan** – A document setting out the local planning authority's policies and proposals for the development and use of land and buildings in the authority's area. This includes adopted Local Plans, neighbourhood plans and the London Plan.

**Development Plan Document** – Statutory documents within the Local Development Framework which are subject to specified consultation periods and are subject to independent examination.

**Evidence Base** – The information and data gathered by local authorities to justify the "soundness" of the policy approach set out in Local Development Documents, including physical, economic, and social characteristics of an area.

**Independent Examination** – The process by which a planning inspector may publicly examine a Local Plan before issuing a binding report.

**Inspector's Report** – A report issued by a planning inspector regarding the planning issues debated at the independent examination of a development plan or a planning inquiry.

**Local Development Framework (LDF)** – A 'folder' of documents, which includes all the local planning authority's Local Development Documents.

**Local Development Scheme (LDS)** – The local planning authorities scheduled plan for the preparation of Local Development Documents.



**Local Plan** – The plan for the future development of the local area, drawn up by the local planning authority in consultation with the community

**London Plan** – The Spatial Development Strategy prepared by the Greater London Authority (GLA) for the strategic planning of the Greater London area. The London Plan forms part of the Development Plan for the Borough.

**National Planning Policy Framework** – (replaces previous Planning Policy Statements and Planning Policy Guidance)

**Statement of Community Involvement** – The Statement of Community Involvement sets out the processes to be used by the local authority in involving the community and other stakeholders in the preparation, alteration and continuing review of all Local Development Documents and Development Control decisions.

**Supplementary Planning Documents (SPD)** – Documents which add further detail to the policies in the Local Plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Supplementary Planning Documents are capable of being a material consideration in planning decisions but are not part of the Development Plan.

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**CABINET**

<b>Subject Heading:</b>	Havering Community Infrastructure Levy – Adoption
<b>Cabinet Member:</b>	Councillor Damian White Leader of the Council
<b>SLT Lead:</b>	Sue Harper Interim Executive Director Neighbourhoods
<b>Report Author and contact details:</b>	Martyn Thomas Development and Transport Planning Group Manager Tel : 01708 432845 E-mail : <a href="mailto:martyn.thomas@havering.gov.uk">martyn.thomas@havering.gov.uk</a>
<b>Policy context:</b>	Havering Corporate Plan 2019/2020 National Planning Policy Framework (2019) Draft London Plan (2017) Havering Local Development Framework (2008) Submission Havering Local Plan (2018) Community Infrastructure Levy Regulations 2010 (as amended)
<b>Financial summary:</b>	The Community Infrastructure Levy is a potential income stream to be applied against Havering’s infrastructure requirements and will be used to provide infrastructure within the Borough in accordance with the Regulation123 List.
	Yes – affects more than two wards and potential significant income to the Council
<b>Is this a Key Decision?</b>	Yes

<b>When should this matter be reviewed?</b>	June 2021
<b>Reviewing OSC:</b>	Towns and Communities

**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 Havering Community Infrastructure Levy (CIL) will be the primary mechanism for the Council to secure financial contributions from development to help deliver necessary new infrastructure across Havering. Without CIL, the Council would have to rely on other funding including via Section 106 planning obligations and other external sources of funding to help deliver the infrastructure necessary to support the timely delivery of the development set out in the Havering Local Plan.
2. An independent Examiner has recently reviewed the proposed Havering CIL. The Examiner’s Report (set out in Appendix 1) was published in June 2019. This report considers the outcomes from the Examination.
3. The report notes that subject to modifications recommended by the Examiner, the Havering CIL Charging Schedule provides an appropriate basis for the collection of the levy in Havering and satisfies the necessary legal requirements.
4. The Examiner recommends that the Charging schedule, with modifications, be approved. These address comments from the Examiner about how the CIL charging zones will be identified in the CIL ‘charging schedule’ document and for the supporting maps in this to be on an Ordnance Survey ‘base’. The Charging Schedule is attached as Appendix 2.
5. Given the above and the endorsement of the Examiner to the approach taken by the Council to preparing CIL rates, it is now proposed that the Council formally adopts the CIL Charging Schedule with the Inspector’s modifications and commences charging CIL for applications determined from September 1 2019.

**RECOMMENDATIONS**

That Cabinet recommends to Council to:

- Adopt the Havering Community Infrastructure Levy (CIL) Charging Schedule and the Regulation 123 list (set out in Appendices 2 and 3, respectively)
- Agree that the CIL Charging Schedule will be implemented and effective from September 1 2019; and
- Agree delegated powers to the Director of Neighbourhoods or the Assistant Director of Planning in consultation with the Leader of the Council for future changes to the Regulation 123 list following its review as appropriate

**REPORT DETAIL**

**1. Background**

- 1.1 The Council has prepared a Community Infrastructure Levy (CIL) Charging Schedule which will place non-negotiable financial charges on some types of new development in Havering. This funding will help to deliver infrastructure considered necessary within Havering to support anticipated growth. CIL funds will complement and work alongside Section 106 agreements and the financial contributions secured from developers through those. The Council already collects CIL funds on behalf of the Mayor of London and these are used towards the cost of Crossrail. Those arrangements will continue and are outside of the scope of Havering preparing and adopting a Havering specific CIL regime.
- 1.2 Public consultation has been undertaken on the proposed CIL rates as required by the relevant CIL legislation.
- 1.3 An independent Examiner has reviewed the submission CIL documents following the submission of the Havering Community Infrastructure Levy in autumn 2018
- 1.4 During the Examination, the Examiner sought information and clarification from the Council on technical and 'presentational' matters linked to the CIL and these matters have been addressed to the satisfaction of the Examiner.
- 1.5 In short, the Examiner requested that the Council prepare modifications to the Draft Charging Schedule relating to how the CIL documents set out

where CIL charges would apply the application of CIL charges and the legislative background to CIL.

- 1.6 These proposed modifications were the subject of a 4 week consultation period in early 2019. Four consultations responses were received: Highways England, Natural England, Environment Agency and Williams Gallagher (on behalf of the Mercury Mall shopping centre). These were forwarded to the Inspector and taken into account in his published report. The Examiner did not hold a hearing as none of the parties exercised their right to be heard during the consultation on the Draft Charging Schedule and based on his own assessment of the representations.

## **2. Examiner's Report**

- 2.1 The Examiner's Report on the proposed CIL rates was received recently and published by the Council in June 2019. It is included as Appendix 1. A copy was:

- Included on the Council's website
- Placed 'on deposit' at the PASC in Romford and at all libraries where the CIL consultation documents were lodged

- 2.2 In forming his view on the Council's approach to CIL, the Examiner concluded that:

- 'The Infrastructure Delivery Plan (IDP) reflects the infrastructure requirements of the emerging Local Plan for the borough and there is a funding gap. The proposed charges will make a modest contribution and I consider that the need to impose CIL has been demonstrated by the figures.' (paragraph 16 Examiner report)
- 'The Viability Assessment follows good and accepted practice'. (paragraph 22 Examiner report)
- 'The CIL rates for residential development are justified' and 'the appraisals and the absence of any contrary evidence lead me to conclude that the retail rates are justified.' (paragraphs 33 and 36 Examiner report)

- 2.3 Overall, the Examiner concluded:

'In setting the CIL charging rates the Council has had regard to detailed evidence on infrastructure planning and the economic viability evidence of the development market in the London Borough of Havering. The Council has been realistic in terms of achieving a reasonable level of income to address a gap in infrastructure funding while ensuring that in general development remains viable across most of the authority's area. An appropriate balance has been struck.' (Paragraph 40 Examiner report)

- 2.4 The Examiner has recommended that the Charging Schedule be approved with his specified modifications (see paragraph 5 above). Subject to approval and adoption by Members, it is proposed that CIL comes into effect and is applied to relevant planning permissions granted after 1 September 2019.
- 2.5 The Council as planning authority has been advising developers and applicants of the proposed date for the introduction of CIL. Planning applications determined after this time (including those which involve the signing of associated legal agreements) will become CIL liable, where a CIL charge is to be applied for that form of development.
- 2.6 Work is underway to ensure that there are appropriate administrative processes in place linked to the Council's development management role as the local planning authority to collect CIL receipts and manage the process of receiving these.

**3. The CIL Regulation 123 List**

- 3.1 Under the current legislation including the CIL Regulations, the Council is required to have a Regulation 123 list to set out the infrastructure that it intends to fund through CIL receipts. Its purpose is to ensure that the authority does not use developer contributions secured through Section 106 (S106) agreements to fund infrastructure that it has determined it will fund through CIL contributions. Planning obligations cannot be sought for infrastructure intended to be funded by CIL and the Regulation 123 list has been carefully drafted to avoid identifying development specific infrastructure items that it is expected would be required through a S106 agreement to mitigate its impacts. As this report was being finalised for consideration by Members, the Government announced its intention to further amend the CIL Regulations with anticipated effect from September 2019 in regard to some of its specific provisions including the 'pooling' restrictions linked to planning obligations, the scope for infrastructure to be funded by both CIL monies and developer contributions secured through planning obligations and the replacement of the Regulation 123 list with an Infrastructure Funding Statement to be published from the end of 2020. This is part of the Government's aim to provide more flexibility to fund and deliver infrastructure. It is considered that the Council should adopt the CIL that was the subject of independent Examination (including the amendments required by the Examiner) subject to implementation in accordance with the relevant legislative changes as and when these become effective
- 3.2 The Regulation 123 list is drawn from the Infrastructure Delivery Plan (IDP) prepared to support the submission Havering Local Plan in early 2018. The Regulation 123 list and the IDP were both submitted to the Examiner for information.

- 3.3 The Regulation 123 list details the infrastructure types that will, and will not, receive funding from CIL. A governance process will be developed to determine CIL funding priorities and allocations. It is likely that this decision making process will be informed by the Infrastructure Delivery Plan
- 3.4 It is expected that the IDP and the Regulation 123 list will be kept under review and updated as necessary depending on development progress across Havering. This report includes a recommendation that the review of the Regulation 123 list be delegated to the Director of Neighbourhoods/ Assistant Director of Planning in consultation with the Leader of the Council.
- 3.5 A copy of the current Regulation 123 list (as submitted to the Examiner) is provided in Appendix 3 and will come into effect at the same time as CIL is introduced.
- 3.6 Alongside the introduction of CIL, there will be a continued need to make use of Section 106 agreements in the future, in order to mitigate the impact of a specific development. Such agreements must be drafted in line with the CIL regulations such that they are:
- Necessary to make the development acceptable in planning terms;
  - Directly related to the development; and
  - Fairly and reasonably related in scale and kind to the development.

#### **4. The scope for CIL to be paid in instalments**

- 4.1 The CIL monies due from a development are generally paid 60 days after a development has formally 'commenced'. However, the CIL Regulations provide the flexibility for CIL schemes to include an instalments policy to allow for the phased payment of the CIL amount for larger sites (where the CIL liability could be a significant financial obligation). This is to assist in supporting a developer's cash-flow, which is important to ensure that a site comes forward for development in a timely manner, given that the majority of development costs are 'up-front'.
- 4.2 The Charging Schedule will include provision for payment of CIL charges by instalments in specific circumstances. These are:
- If the CIL liability is less than £100,000 then no instalments are allowed and the total amount payable is required to be paid within 60 days of the commencement of development
  - If the CIL liability is £100,001 or above, then two instalments are allowed. The greater of £100,000 or half the value of the total amount payable within 60 days of commencement of development and the remainder within 240 days of commencement of development.



4.3 This approach is consistent with the Mayoral CIL instalment policy. No consultation responses commented on this aspect of the Havering CIL. It is proposed that the CIL should be adopted with this provision.

**5. Discretionary Matters**

5.1 The draft CIL Charging Schedule includes details on the exceptional circumstances where the Council will offer 'discretionary relief' from CIL liability. This includes circumstances where land is transferred to the Council and/or where infrastructure is provided and also provisions for charitable relief.

**6. Payment in Kind**

6.1 In the vast majority of cases, CIL will be passed to the borough council in the form of a financial payment. However, the CIL Regulations allow for the charging authority, at its discretion, to accept land and/or infrastructure from the body liable in exceptional circumstances, instead of money to satisfy the CIL charge arising. It may be more beneficial for all parties for a developer to provide the infrastructure as a component of a scheme, where this serves a strategic function and this is not to be provided through a Section 106 agreement. .

**7. Havering Planning service restructure and its implications for CIL**

7.1 A service wide restructure has been implemented with a recruitment campaign shortly to be launched. The restructure includes the provision of a specific Infrastructure and Delivery team overseen by the Head of Strategic Development. The team will address matters linked to these areas including:

- Section 106 planning obligation database and monitoring
- Community Infrastructure Levy collection and monitoring
- Lobbying for key infrastructure
- Development Plan Document infrastructure policy
- Infrastructure Delivery Plan
- Community Infrastructure Levy review
- Section 106 planning obligation and Community Infrastructure Levy management and infrastructure delivery co-ordination

7.2 The provision of a specific and 'dedicated' officer team linked to CIL will enable the Council to optimise its approach to CIL in regard to infrastructure planning, establishing priorities for spending CIL funds and keeping CIL under review.

**8. Summary and reasons for the recommendation**

8.1 In conclusion, and recognising the modifications set out in the Examiner's Report, it is recommended that the updated CIL Charging Schedule is adopted at the July 2019 meeting of Full Council.

8.2 After formal adoption of the CIL Charging Schedule by the Council, the necessary regulatory requirements will be undertaken in order to commence charging CIL for planning applications determined from September 1 2019.

9. **Next steps**

9.1 Cabinet is asked to recommend to the Council that the CIL Charging Schedule and Regulation 123 list be adopted.

9.2 Subject to the adoption of the charging schedule and related documents by the Council, it is proposed that the Council implements CIL with effect from September 1 2019. This provides time to complete preparations for internal teams/processes and sufficient time to liaise with the development industry to enable them to complete their negotiations and prepare their applications in the knowledge of whether or not they will be liable to pay CIL.

9.3 Planning approvals made on, or after September 1 2019 for development specified in the Charging Schedule which is liable for CIL charges, will be subject to the requirements of the Charging Schedule, regardless of when the applications were submitted.

**REASONS AND OPTIONS**

The approval of the Havering Community Infrastructure Levy will ensure the early adoption of the Levy and will optimise the potential financial contributions from developers towards the cost of infrastructure provision.

1. **Reasons for the decision:**

To ensure:

- The effective adoption of the Havering Community Infrastructure Levy; and
- That the potential financial contributions from developers/development are optimised to assist in the provision of necessary infrastructure to support development in Havering.

2. **Other options considered:**

2.1 The option of not accepting the report from the Examiner and not recommending the adoption of the Havering Community Infrastructure Levy has been rejected because this would prevent the Council from optimising

the financial contributions it secures from development towards the cost of infrastructure needed to support development in the borough.

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

1. The introduction of a Havering CIL will enable the Council to secure developer contributions towards the provision of specific infrastructure matters within the borough with these monies being outside the 'pooling' restrictions currently in place for contributions from developers. The level of CIL funds generated will be dependent on the type, size and quantity of development in the borough. The potential income from the Havering CIL is set out below.
2. CIL will be another potential funding stream towards the cost of infrastructure (as identified in the Regulation 123 list supporting the Havering CIL. It will sit alongside the financial contributions that the Council will continue to seek from developers for on-site/off-site/site specific infrastructure. Details of these are set out in Appendix 3.
3. The Council has produced viability evidence to inform the setting of its CIL rates as well as providing supporting evidence of the infrastructure funding gap based on the Havering Local Plan.
4. The level of contributions received under CIL will represent only a proportion of the cost of the infrastructure needs of Havering and as such funding will need to be allocated to projects which are identified as having the highest priority.
5. The Infrastructure Delivery Plan estimates that the infrastructure needed to support development in the borough over the period of the Havering Local Plan will be in the region of £580m. The Havering Community Infrastructure Levy Infrastructure Funding Gap Report sets out further detail on this and the potential sources of funding towards this which will complement the Havering Community Infrastructure Levy.
6. CIL legislation and regulation requires that a proportion of CIL funds from a development are spent within the area where the development is located. The proportion varies from 15-25% depending on factors such as whether there is a neighbourhood plan in place and if there are parish, community or town Councils in place. In the case of Havering, the proportion to be spent in the local neighbourhood will be required to be 15%.
7. Once adopted, the Council will be able to use an element of the CIL monies towards the cost of administering and collecting the CIL itself. There are

provisions within the CIL regulations to use up to 5% of funds derived from CIL to administer and monitor the system.

8. The Council's consultants have reviewed the potential CIL income based on the development envisaged in the Local Plan (based on the housing trajectory as at April 2019). They estimate that over the period 2017/18 – 2031/32 the potential Havering CIL income may be:

<b>Year</b>	<b>Potential CIL income £m</b>	<b>Potential CIL income per annum £m</b>
2017/18 – 2021/22	10.600	2.650
2022/23 – 2026/27	40.500	10.125
2027/28 - 2031/32	12.400	3.100
<b>Total</b>	<b>63.500</b>	<b>5.000</b>

9. Havering CIL charges will be collected from developers alongside any relevant London Mayoral CIL charges as one overall CIL obligation. Havering will then forward Mayoral CIL monies to the London Mayor as it does currently.
10. The Council has employed specialist advisers to assist officers in preparing the Havering CIL. An overall cost of around £0.075m is expected to be incurred over the period 2018/2020 to deliver the Havering CIL for adoption. This includes final costs for the Examination and for the Programme Officer to be incurred in 2019/20 (confirmation of these is awaited but they are expected to be circa £0.013m in total). The Programme Officer acts as an independent 'conduit' between the Council and its consultants and the Examiner.

**Legal implications and risks:**

1. The power to charge by way of the Community Infrastructure Levy (CIL) was introduced by Part 11 (Sections 205-225) of the Planning Act 2008. The Community Infrastructure Levy Regulations 2010 (as amended) deal with the detailed implementation of CIL and cover matters such as the procedure for setting CIL, the charging and collecting of the levy and liability for payment. A charging authority cannot adopt CIL unless it has first produced a charging schedule based on appropriate available evidence, which has informed the preparation of the charging schedule.
2. Setting and reviewing the Community Infrastructure Levy (CIL) must follow a statutory process, as defined in the Planning Act 2008 and the Community Infrastructure Levy Regulations 2010 (as amended). In addition, there is considerable Government Planning Policy Guidance dealing with the

approach to be adopted in setting and reviewing rates within the Charging Schedule.

3. The statutory process requires demonstrable evidence of how the Council has derived the Regulation123 Schedule and liable development, and consultation of that evidence. There is also a requirement to consider the outcome of that consultation prior to setting or reviewing a rate, which includes external validation by an examiner with the Charging Schedule being subject to any modifications recommended by the examiner.
4. The report from the independent Examiner concluded that the Havering Community Infrastructure Levy Charging Schedule, with the modifications that have been consulted upon, satisfies the requirements of Section 212 of the 2008 Planning Act and 2010 Regulations (as amended).

**Human Resources implications and risks:**

1. There are no specific implications for the Council's workforce arising from this report.
2. The work involved in progressing the CIL through consultation and examination will be undertaken by officers in the Planning Service except where it is necessary to engage the specialist skills provided by the consultants retained to advise on the preparation of the Havering CIL. The project team will need to consider the IR35 Intermediaries implications

**Equalities implications and risks:**

1. The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:
  - (i) The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
  - (ii) The need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
  - (iii) Foster good relations between those who have protected characteristics and those who do not.

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

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

3. The Community Infrastructure Levy is unlikely to have an adverse impact on any social group. By making communities more sustainable, the Community Infrastructure Levy will facilitate economic growth and liveability and so create opportunity for all. The infrastructure and services that the Community Infrastructure Levy will provide will enhance accessibility and liveability for all sectors of society, and could help to deliver new infrastructure that serves different needs within the community, for example by increasing mobility and accessibility.
4. The Havering Community Infrastructure Levy has been subject to public consultation and is informed by the emerging new Havering Local Plan and its Equalities Impact Assessment.
5. An Equality Impact Assessment was undertaken to consider the implications of the introduction of CIL for the Public Sector Equality Duty and the impact on the protected characteristics groups (Equality Act 2010). No differential impact has been identified for any groups. It was noted that all residents will benefit from improvements to infrastructure in their local area and the borough as a whole.

**BACKGROUND PAPERS**



## **Report to the London Borough of Havering Council**

by Terrence Kemmann-Lane JP DipTP FRTPI MCI  
an Examiner appointed by the Council

Date: 29 May 2019

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PLANNING ACT 2008 (AS AMENDED)  
SECTION 212(2)

### **REPORT ON THE EXAMINATION OF THE LONDON BOROUGH OF HAVERING COMMUNITY INFRASTRUCTURE LEVY DRAFT CHARGING SCHEDULE**

Charging Schedule submitted for examination on 19 November 2018

## Non Technical Summary

This report concludes that the modified London Borough of Havering Council Community Infrastructure Levy Draft Charging Schedule, submitted and consulted on during the course of this examination, provides an appropriate basis for the collection of the levy in the borough. The proposed rates will not put developments at risk, and it can be recommended for approval.

## Introduction

1. This report contains my assessment of the London Borough of Havering Council (LBH) Community Infrastructure Levy (CIL) Draft Charging Schedule (DCS) in terms of Section 212 of the Planning Act 2008. It considers whether the schedule is compliant in legal terms and whether it is economically viable as well as reasonable, realistic and consistent with national guidance (Ministry of Housing, Communities and Local Government Guidance on the Community Infrastructure Levy). There were no requests for a hearing in the consultation responses and I have taken the view that the written representations are sufficient for the purposes of my examination.

2. To comply with the relevant legislation the local charging authority has to submit a charging schedule that sets an appropriate balance between helping to fund necessary new infrastructure and the potential effects on the economic viability of development across the borough.

3. The basis for my examination is the modified schedule that was published for public consultation during the course of the examination, with a closing date for representations of 24 April 2019. I now provide a brief explanation of the reasons that the Council has modified the DCS.

## Modifications to the Draft Charging Schedule

4. The submitted DCS included differential charging rates in relation to residential and retail developments. Following my initial reading of the submitted documents, it became clear that the submitted DCS was not completely compliant with the Community Infrastructure Regulations 2010 (as amended). The specific regulations were concerned with the format and content of charging schedules. Under Regulation 12, a charging authority may determine the format and content of a charging schedule, subject to certain provisions. In particular, Regulation 12(2)(c) specifies specific content that a DCS must contain:

*"12(2)(c) where a charging authority sets differential rates in accordance with regulation 13(1)(a), a map which—*

*(i) identifies the location and boundaries of the zones,*

*(ii) is reproduced from, or based on, an Ordnance Survey map,*

*(iii) shows National Grid lines and reference numbers, and*

*(iv) includes an explanation of any symbol or notation which it uses;*

*and*

*12(3)(c) a statement that it has been issued, approved and published in accordance with these Regulations and Part 11 of PA 2008."*

5. The residential rates were differentiated by 2 Zones – Zone A and Zone B –



and these zones were depicted on a map, while retail supermarkets, superstores and retail warehouses were differentiated from other retail by being above 280m<sup>2</sup> gross internal area. However, the 'All other retail' charging zones were not depicted on a map, which must be contained in the charging schedule. The submitted DCS requires that reference is made to the Local Plan, wherein the Metropolitan, District and Local Centres are defined, which obviously is not included as part of the DCS.

6. I made a number of points: a map is not contained in the charging schedule with an identification of 'All other retail' charging zone boundaries or any relevant symbol or notations, and there needed to be a Map or Maps which show each of the areas within which the 'All other retail' charge would be applied. In addition there were other more minor matters, such as National Grid lines and reference numbers that needed to be added. The Council readily acknowledged these points. Although the charging rates were not to be altered, the fact that additional mapping needed to be added within the DCS meant that these were modifications that needed to go through the Statement of Modifications procedure.
7. The Modifications were then advertised and the documents made available to view online and at various locations within the Borough. A period of 4 weeks was provided for representations to be made, ending on 24 April 2019. At the end of this period I was provided with the representations thus made, and have taken them into account along with those made in respect of the October 2018 DCS. This report now deals with the DCS as modified through the procedure described above.
8. For convenience, I set out below the CIL rates proposed by the Council. As mentioned in paragraph 6 above, the modifications did not affect the proposed charging rates.

TYPE OF DEVELOPMENT (and use class)	CIL RATE (£ PER M <sup>2</sup> OF NET ADDITIONAL FLOORSPACE)	
	ZONE A (NORTH)	ZONE B (SOUTH)
Residential*	£125	£55
Office and industrial	£0	
Retail – supermarkets**, superstores and retail warehouses*** above 280m <sup>2</sup> gross internal area	£175	
All other retail (A1-A5) in Metropolitan, District and Local Centres as shown on the retail zoning maps	£50	
Hotels	£20	
All other development	£0	

\*Including private care homes and retirement homes (excluding Extra Care)

\*\* Supermarkets/Superstores are defined as shopping destinations in their own right, where weekly food needs are met, catering for a significant proportion of car-borne customers, and which can also include non-food floorspace as part of the overall mix of the unit.

\*\*\*Retail Warehousing is defined as shopping destinations specialising in the sale of household goods (such as carpets, furniture and electrical goods), DIY items and other ranges of goods, catering for a significant proportion of car-borne customers.

**Note:** the Residential Charging Zones Map and the Retail Zoning Maps are appended at the end of this Schedule.

## Other Examiner's Questions

9. In addition to my question to the Council (EQ-1) concerning compliance with the Regulations, dealt with above, I also raised a number of questions (under reference EQ-2) with the Council. These included reference to some of the representations made, and inviting further responses to these. I also sought clarification from the Council's viability consultants of the level of 'buffer' against the maximum CIL charge. This was because, whilst it was apparent that a buffer had been allowed for, I could find no clear indication of its scale. Further, I questioned Benchmark Land Value (BLV) figure for industrial use, since it was shown as £650,000 in Table 4.39.1 – Summary of Benchmark Land Values in document CIL-CD07, but a figure of £750,000 is used in Figure 5.5.1 – Sample format for residential results, and this value is used throughout the appendices to the document.
10. In relation to the question about the extent of buffer allowed for in setting the rates, the response was that for residential development, after allowing for the Mayoral CIL charge in addition to the proposed Borough charge, the buffer was close to 30% (see the Council's response to EQ-2 for precise figures). With respect to commercial uses, the proposed charge of £175 psm for supermarkets etc equates to a buffer of between 65.28% and 28.28%, whilst for 'all other retail', the buffer equates to between 90.88% and 44.44%, and for hotels the buffer is 71.42%.
11. In relation to my query about inconsistency between BLVs of £750,000 and £650,000 I am told that the correct figure is the latter and that the £750,000 was a typographical error. However, this error, which was used to establish the viability and maximum CIL charge for residential and retirement housing has the effect of an additional cost of £100,000 per gross hectare and effectively provides a greater buffer.
12. I ensured that my questions and answers were put on the Council's CIL webpage and sent to the original consultation respondents, who were invited to comment if they wished. I have taken all responses into account in my examination.

### **Is the charging schedule supported by background documents containing appropriate available evidence?**

#### Does the Infrastructure Delivery Plan support the introduction of CIL?

13. The Council commissioned an Infrastructure Delivery Plan (IDP), document CIL-CD05, which was published in March 2018. The aim of the IDP is to set out the type and scale of infrastructure required to underpin the Local Plan's vision and framework for the future development of the Borough. The Local Plan (LP) was submitted for examination in March 2018, covering the period 2016 -2031: at the time of writing the Inspector's report on that examination has not yet been delivered, but the LP is expected to be adopted during the summer of 2019.
14. The IDP was compiled in consultation with all the relevant delivery agencies. The need for infrastructure was assessed in the following categories: Transport; Education; Health and Well-being; Utilities; Flood

Protection; Culture & Community; Green Infrastructure; Recreation & Leisure; Emergency Services; Waste Management; Urban Regeneration; and Environment. It includes an explanation of the main funding sources likely to be available. Tables ES1 and 7.1 within the document set out the estimated total cost of identified infrastructure requirements, arriving at a total of £578m.

15. A further document, the Infrastructure Funding Gap Report (IFGR), document CIL-CD04, was commissioned. This report, dated October 2018, demonstrates an aggregate funding gap after taking into account CIL projected income. The estimated CIL receipts are based on an assessment of likely development that will come forward during the LP period, excluding that which has planning permission granted already. The projected CIL income amounts to about £67m. The report also provides an estimate of the total available funding, which includes the Council's capital funding, funding from the Greater London Authority/Transport for London, developer contributions, central government allocations, lotteries and charities, and direct charges for services as in the case of utility companies. The total funding from these sources is circa £134m. Thus, after allowing for funding from other sources, there remains a gap of the order of £444m. Clearly CIL will make a contribution to meeting this, but there will still be a gap of some £377m: CIL can be a useful contributor, but will make only a modest contribution.
16. Thus I am satisfied that the IDP reflects the infrastructure requirements of the emerging Local Plan for the Borough and that there is a funding gap. The proposed charges will make a modest contribution, and I consider that the need to impose the CIL has been demonstrated by the figures.

Does the economic viability evidence support the introduction of CIL?

17. The Council commissioned a report, called the Havering CIL – Viability Assessment (VA), from a consultancy specialising in development viability studies. This report, dated October 2018 (document CIL-CD07) with 5 Appendices, followed on from an earlier report prepared for the Preliminary Draft Charging Schedule (PDCS) that was dated February 2015 (document CIL-SD03). In addition a Retail Warehouse Sensitivity Test was produced (document CIL-CD12).
18. The VA uses a residual valuation method of calculating the value of each development. This involves calculating the value of the completed scheme and deducting development costs (construction, fees, finance, sustainability requirements, CIL and other plan policy costs) and developer's profit. The residual amount is the sum left after these costs have been deducted from the value of the development and guides the amount available for site acquisition. A 'Benchmark Land Value' (BLV) is used, being the value above the existing use value a landowner would accept, including an incentive to sell, to bring the site to market for development. This is a standard approach advocated by the Harman Report. The VA also includes allowance for Mayoral CIL (Mayor of London CIL 2) at the rate of £25 per square metre (psm).

19. The VA considers the type and likely locations for residential growth in the borough. This ensures that any proposed CIL charge will be applied to those developments most likely to come forward. The study's methodology compares the residual land values (RLVs) of a range of generic developments (typologies) to a range of BLVs as an indication of existing or alternative land use values relevant to site use and locality. Ten residential development typologies were appraised, representing the types of site that the Council expects to come forward.
20. A series of commercial development typologies are also appraised reflecting a range of use classes on existing commercial sites. The assessment assumed that the site could currently accommodate one of three existing uses (thereby allowing the site to be assessed in relation to a range of three current use values ('CUVs')) and that the development involves the intensification of the site. Lower rents and higher yields for existing space than the planned new floorspace have been assumed, reflecting the lower quality and lower demand for second hand space, as well as the poorer covenant strength of the likely occupier of second hand space. A modest refurbishment cost is allowed for to reflect costs that would be incurred to secure a letting of the existing space. A 15% - 20% landowner premium is added to the resulting existing use value as an incentive for the site to come forward for development. The actual premium would vary between sites, and be determined by site-specific circumstances, so the 15% - 20% premium has been adopted as a 'top of range' scenario for testing purposes.
21. In relation to locality, for residential development only, the VA identifies two areas or zones where differential rates should be applied. For commercial development, retail development is shown as being able to support a CIL charge, but with differential rates, one for supermarkets, superstores and retail warehouses and one for all other retail (A1-A5) in Metropolitan, District and Local Centres as defined in the Local Plan. The only other commercial development found to have viability levels able to absorb a charge is hotel development. The VA finds that all other development should be set at a nil charge.

### Conclusion

22. The DCS is supported by evidence of community infrastructure needs and a funding gap has been identified. I am satisfied that the VA follows good and accepted practice. Furthermore, there is evidence for the various inputs used and adequate headroom – a minimum 'buffer' of at or just below 30% is allowed for. I conclude that the DCS is supported by satisfactory viability evidence and evidence of the costs of infrastructure and that the background documents contain appropriate available evidence.

### **Are the charging rates informed by and consistent with the evidence?**

#### Is the level of CIL proposed for residential development justified?

23. At paragraph 22 above I conclude that the DCS is supported by satisfactory viability evidence. However among the responses to the consultation on the DCS there were two issues raised that I need to deal with: firstly whether

the delivery of the LP's housing requirement will be adversely affected by the introduction of CIL, and secondly the justification for the increase in charges in Zones A and B in the DCS compared with those in the PDCS.

24. The first of these issues – whether CIL will affect the supply of housing in the Borough, so that the LP target for new dwellings may not be met – essentially revolves around whether CIL is set at a level that does not damage the viability of residential development generally. It is the role of this examination to ensure, on the basis of the evidence, that CIL is not set at rates that harm the viability of development in the Borough.
25. As I report in paragraphs 17 to 21 above, the DCS is supported by a VA that has been carried out in accordance with appropriate advice and follows normal practice in such studies and by the development industry generally. The setting of CIL rates can only be done on the basis of evidence. No evidence has been submitted that throws any significant doubt on the inputs or the outcome of the VA.
26. It is clear that there is particular difficulty in producing viable higher density (flatted) schemes while providing the profit margin of 20% allowed for in the assessments. The VA explains that there are tested schemes that will not be viable even if CIL was set at a zero rate, and only a change in other factors will make them viable. Indeed, the VA has taken the approach that, if a scheme is unviable before CIL is levied, it is unlikely to come forward and CIL will not be a critical factor. The VA has therefore disregarded 'unviable' schemes in recommending an appropriate level of CIL (VA paragraph 6.8). The footnote to this text also refers to sensitivity analyses that reduce affordable housing in increments down to 0%, which shows that even such reductions do not always remedy viability issues.
27. This approach (of dismissing schemes that are indicated as being unviable irrespective of the imposition of CIL) is challenged in representations, but there is no alternative evidence or analysis put forward. In fact, it is stated that a high-level scheme specific appraisal, supported by a development viability specialist, supports the view that high density flatted schemes will be unviable with the imposition of CIL: but there is no comment on whether the analysed scheme would be viable at a lower rate or with a zero rate. No additional evidence arising from the scheme specific appraisal has been put forward. The only further comment made in the representation in this regard is that the proposed CIL rate would have the effect of reducing developer profit to below an acceptable level – ie below the 20% profit margin adopted in the VA.
28. My conclusions on this are that, for reasons other than the imposition of CIL, there are areas of the Borough, and schemes of high density, that are important for housing delivery, that are very testing from the point of view of viability. It may be that, as a result, housing delivery to meet LP targets will be challenging. However, I cannot find fault with the rationale behind the approach that if a scheme is unviable without a CIL charge, it is not a critical factor in setting charging rates and CIL itself will not be a prime determining factor.

29. A further matter that I must address in this part of the report is the allowance in the VA for continuing section 106 contributions. Representations criticise the allowance of £2,000 per residential unit as being without supporting justification. I have seen similar figures put into viability appraisals elsewhere. In the context of site specific requirements varying from site to site, I consider that to put a reasonable proxy figure into the assessment at least leans towards caution. I and other Examiners have accepted this approach and I accept it here.
30. The second issue, as put by a representor, is the fact that the uplift in the proposed DCS rate for Zone A represents a large increase on the PDCS rate and this puts in doubt the justification for that rate. Arithmetically it is correct that the currently proposed residential charge in Zone A is 79% higher than the rate proposed in the PDCS, whilst the same calculation for Zone B is a modest 10% uplift.
31. The Council accepts that the simple analysis of the percentage increase in the charges is methodologically correct. However, the percentages of rate increases in themselves can be misleading as the increase is expressed by reference to the starting point charge, and provides no information as to the likely impact on development of the revised charge. As explained for the Council, if a rate of say £10 psm were to be increased by 50% this would take the charge up to £15 per sq ft. An increase of 50% appears to be significant, however this in fact only represents a £5 per sq m increase. More particularly however, the percentage uplift does not identify the impact on development viability of such a charge. The important issue to consider is the amount of the actual charge being proposed and the impact of this on residual land value of developments.
32. As set out in the VA analysis of the appraisal testing, the charge amounts to an average of 2.3% of total scheme value in the residential Zone B (south of the A1306) and an average of 3.8% in zone A (north of the A1306). The simple calculation of the percentage increase between PDCS and DCS residential rates is no indication that the currently proposed rates are not founded on cogent evidence. I agree with the Council and its viability consultants that the proposed charges are unlikely to adversely impact on the viability of development generally in the Borough, and that where, in certain areas and for high density schemes there are viability issues, CIL is not the significant driver for this difficulty.

### Conclusion

33. The rates proposed for residential development in the Borough have been established by the Council on the basis of a Viability Assessment commissioned from experienced consultants in development economics. The methodology used is consistent with CIL Guidance and industry practice. The CIL rates proposed for residential development are justified.

### **Is the CIL rate for Retail development justified by the Viability Assessment?**

34. Representations question the two retail typologies chosen to be tested in the VA – 'retail supermarkets, superstores and retail warehouses' and 'all

other retail' and what is seen as an insufficient number of developments/locations assessed.

35. In my experience the two typologies are not uncommon in CIL viability assessments and CIL charging schedules, as is the divide between units that are above and below the Sunday Trading Threshold levels. The larger store types are clearly identifiable in everyday experience, whilst I can accept that the smaller units, below 280m<sup>2</sup>, reasonably reflect the 'all other retail' category. For the 'high level' appraisals required to establish CIL viability, I consider the 2 typologies adequately represent the retail market.
36. The explanations given on behalf of the Council that experience shows that retail warehouses and supermarkets have a similar capacity to absorb CIL charges, despite rent and yield differences, is persuasive. I also support the contention that to test smaller or larger developments would be a matter of scaling, resulting in the same outcome for the level of charge. In addition I note that a further sensitivity test for retail warehouses (document CIL-CD12) has been run with build costs identified in BCIS, demonstrating the ability to accommodate a maximum CIL charge ranging between £32m<sup>2</sup> to £504m<sup>2</sup>. The appraisals and the absence of any contrary evidence lead me to conclude that the retail rates are justified.

**Does the evidence demonstrate that the proposed charge rates would not put the overall development of the area at serious risk?**

37. The Council's decision to set differential rates for residential and retail, and a rate for hotel developments is based on reasonable assumptions about development values and likely costs. All other development has a Nil rate, and the evidence gives reasonable confidence that development will remain viable across most of the area if the charge is applied.

**Other Matters**

38. There is a representation that contends that the six weeks allowed for consultation on the DCS was insufficient, bearing in mind that the PDCS was consulted on between February and April 2015. It is also suggested that it would have been more appropriate to have published a revised PDCS in view of the time that has passed. I note that the six week period for consultation is in excess of the requirements of the CIL Regulations. Furthermore there is no requirement for a revised PDCS to be produced, irrespective of the length of time that elapses between a PDCS and the DCS. I am satisfied that sufficient time has been allowed for properly judged responses to be made.
39. A small final point: on page 2 above I have set out the charging rates table for the convenience of readers of this report. I have amended the text slightly to refer to the Zoning Maps, in the row for 'All other retail' and in a 'Note' following the existing footnotes to the table. I consider that it is necessary to be clear within the table that the Zoning Maps are referred to and where to find them. I do not consider that it is necessary for me to make a formal recommendation about this. The Council has confirmed that it will make the appropriate changes to the text, and I am happy to leave it to the Council to do so.

## **Overall Conclusion**

40. In setting the CIL charging rates the Council has had regard to detailed evidence on infrastructure planning and the economic viability evidence of the development market in the London Borough of Havering. The Council has been realistic in terms of achieving a reasonable level of income to address a gap in infrastructure funding, while ensuring that in general development remains viable across most of the authority's area. An appropriate balance has been struck.

## **Are the Legal Requirements met?**

41. The Legal Requirements are met:

- The Charging Schedule complies with national policy/guidance
- The Charging Schedule complies with the 2008 Planning Act and 2010 Regulations (as amended), including in respect of the statutory processes and public consultation, consistency with the emerging Havering Local Plan 2016 – 2031, and the Infrastructure Delivery Schedule and is supported by an adequate financial appraisal.

42. I conclude that Havering Community Infrastructure Levy Charging Schedule, with the modifications that have been consulted upon, satisfies the requirements of Section 212 of the 2008 Act and meets the criteria for viability in the 2010 Regulations (as amended). I therefore recommend that the Charging Schedule be approved.

**Terrence Kemmann-Lane**

Examiner





**Havering**  
L O N D O N B O R O U G H

**HAVERING COMMUNITY  
INFRASTRUCTURE LEVY**

**CHARGING SCHEDULE**

**LONDON BOROUGH OF HAVERING**

**JULY 2019**

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This charging schedule has been issued, approved and published in accordance with the Community Infrastructure Regulations 2010 and subsequent amendments and Part 11 of the Planning Act 2008.

## 1 Planning Act 2008 and CIL Regulations 2010

The Community Infrastructure Levy (CIL) was established through the Planning Act 2008 (Part 11) and is bound by the Community Infrastructure Levy Regulations 2010 and subsequent amendments.

The London Borough of Havering is a charging authority in view of this legislation and will charge the Community Infrastructure Levy in respect of development within Havering.

The CIL charge will be additional of the Mayoral CIL of £20 per square metre<sup>1</sup>.

## 2 Draft Charging Schedule: CIL rates

TYPE OF DEVELOPMENT (and use class)	CIL RATE (£ PER M <sup>2</sup> OF NET ADDITIONAL FLOORSPACE)	
	ZONE A (NORTH)	ZONE B (SOUTH)
Residential*	£125	£55
Office and industrial	£0	
Retail – supermarkets**, superstores and retail warehouses*** above 280m <sup>2</sup> gross internal area	£175	
All other retail (A1-A5) in Metropolitan, District and Local Centres as shown on the retail zoning maps	£50	
Hotels	£20	
All other development	£0	

\*Including private care homes and retirement homes (excluding Extra Care)

\*\* Supermarkets/Superstores are defined as shopping destinations in their own right, where weekly food needs are met, catering for a significant proportion of car-borne customers, and which can also include non-food floorspace as part of the overall mix of the unit.

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<sup>1</sup> The MCIL2 rate will rise to £25 per square metre from April 2019 (<https://www.london.gov.uk/what-we-do/planning/implementing-london-plan/mayoral-community-infrastructure-levy>)

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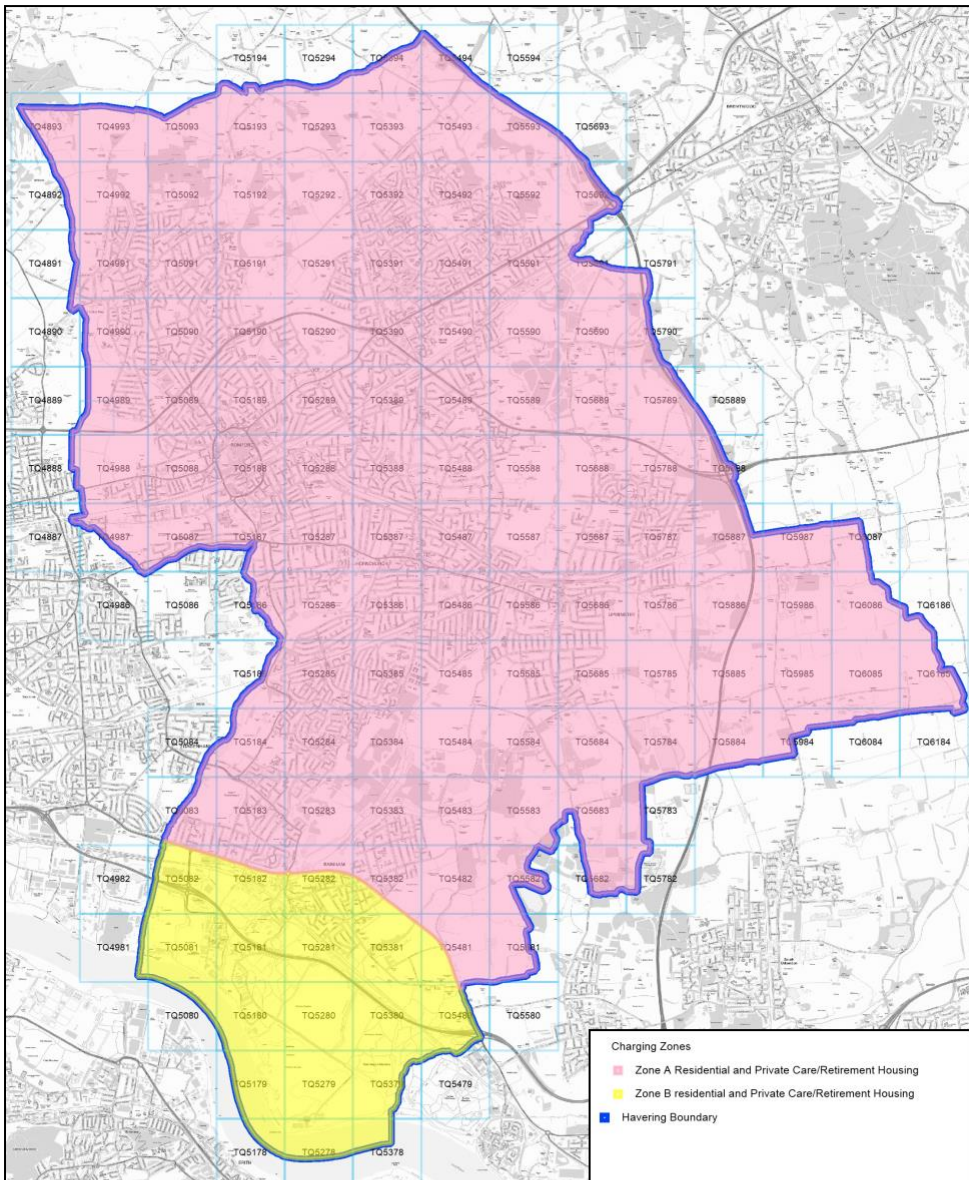
\*\*\* Retail Warehousing is defined as shopping destinations specialising in the sale of household goods (such as carpets, furniture and electrical goods), DIY items and other ranges of goods, catering for a significant proportion of car-borne customers.

**NOTE:** The Retail Zoning Maps are appended at the end of this Schedule.

### 3 CIL charging zones

As the charging authority, the Council will charge differential CIL rates for two geographical zones to reflect locational differences in viability.

The map below shows the boundary and location of the north and the south charging zones. This geographical differential rate will only apply to residential and private care/retirement housing developments in Havering. CIL rates for other forms of development apply borough-wide.



		<b>Scale: 1:75000</b> <b>Date: 06 June 2019</b> 
	<b>London Borough of Havering</b> <b>Town Hall, Main Road</b> <b>Romford, RM1 3DD</b> <b>Tel: 01708 434343</b>	<b>© Crown copyright and database rights 2019</b> <b>Ordnance Survey 100024327</b>

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## 4 Liability to pay CIL

The levy may be payable on development which creates net additional floor space, where the gross internal area of new build is 100 square metres or more. That limit does not apply to new houses or flats, and a charge can be levied on a single house or flat of any size. See section 5 for details of exclusions, exemptions and reliefs from the levy that may be available.

## 5 Exemptions

The following do not pay CIL:

- Development of less than 100 square metres (see regulation 42 on minor development exemptions) – unless this is a whole house, in which case the levy is payable
- Houses, flats, residential annexes and residential extensions which are built by ‘self-builders’ where an exemption has been applied for and obtained, and, in regard to a self-build home or a residential annex, a Commencement (of development) Notice served prior to the commencement of the development (see regulations 42A, 42B, 54A, 54B and 67(1A), inserted by the 2014 Regulations)
- Social housing that meets the relief criteria set out in Regulation 49 or 49A (as amended by the 2014 Regulations) and where an exemption has been obtained, and a Commencement (of development) Notice served, prior to the commencement of the development
- Charitable development that meets the relief criteria set out in regulations 43 to 48 and where an exemption has been obtained, and a Commencement (of development) Notice served, prior to the commencement of the development
- Buildings into which people do not normally go (see regulation 6(2))
- Buildings into which people go only intermittently for the purpose of inspecting or maintaining fixed plant or machinery (see regulation 6(2))
- Structures which are not buildings, such as pylons and wind turbines
- Specified types of development which local authorities have decided should be subject to a ‘zero’ rate and specified as such in their charging schedules
- Vacant buildings brought back into the same use (see regulation 40 as amended by the 2014 Regulations)

Where the levy liability is calculated to be less than £50, the chargeable amount is deemed to be zero so no levy is due.

Mezzanine floors, inserted into an existing building, are not liable for the levy unless they form part of a wider planning permission that seeks to provide other works as well.

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## 6 Calculating the chargeable amount

CIL will be calculated as set out in the regulation 40 of the CIL Regulations 2010 (as amended).

On chargeable development, CIL is charged on net additional floor space (Gross Internal Area measured in square metres), subject to the relevant exemptions outlined above.

The rates shown in the CIL rates table will be updated annually for inflation in accordance with the national All-In Tender Price Index of construction costs published by the Building Cost Information Service (BCIS) of the Royal Institution of Chartered Surveyors.

## 7 Instalments policy

Havering's instalment policy is in line with the Mayor of London's instalment policy.

From the 1st January 2018, a new Mayoral instalments policy was implemented, which lowered the threshold from which instalments can be applied from £500,000 to £100,000. The Mayoral CIL instalments policy is set out below:

Amount of CIL liability	Number of instalment payments	Amount or proportion of CIL payable in any instalment/time at which payments are due
£100,000 or less	No instalments	Total amount payable within 60 days of commencement of development
£100,001 or more	Two instalments	<ul style="list-style-type: none"><li>• The greater of £100,000 or half the value of the total amount payable within 60 days of commencement of development</li><li>• The remainder within 240 days of commencement of development</li></ul>

## 8 Discretionary Matters

The Council proposes to offer 'discretionary relief for exceptional circumstances'<sup>2</sup> from liability to pay CIL. Offering exceptional circumstances relief would provide the Council with some flexibility to deal with individual sites where development is desirable, but which are proved to have exceptional costs or other requirements which make them unviable. Exceptional circumstances relief can be activated and deactivated at any time and a notice of intention will be published by the Council.

The Council proposes, at its discretion, to allow the value of land, where the land is transferred to the Council, and infrastructure provided to be offset against the chargeable

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<sup>2</sup> Under the provisions and limitations of Regulations 55 and 57 of the CIL Regulations 2010

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amount of CIL. The Council proposes, at its discretion, to enter into agreements for a land payment to discharge part or all of a levy liability and may also enter into agreements to receive infrastructure as payment. The value of land acquired and infrastructure provided as 'payment in kind' will be determined by the District Valuer (at the cost of the developer).

The Council proposes that it may apply CIL funds to 'administrative expenses'<sup>3</sup> incurred in connection with CIL.

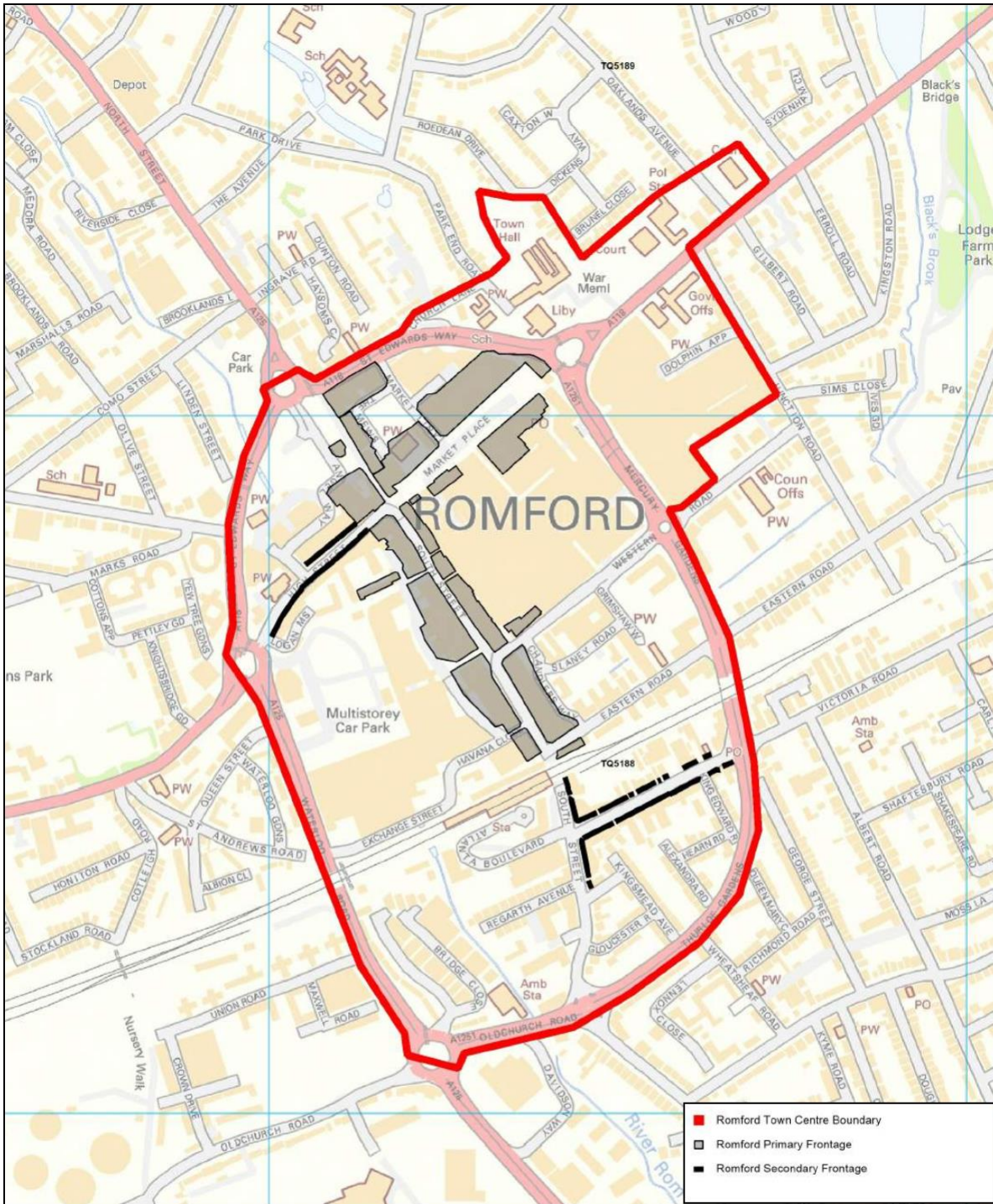
The Council proposes to offer 'discretionary charitable relief for investment activities'<sup>4</sup> where a charity landowner will hold the development as an investment from which the profits are applied for charitable purposes. This discretionary relief can be activated and deactivated at any time and a notice of intention will be published by the Council.






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<sup>3</sup> Under the provisions and limitations of Regulation 61 of the CIL Regulations 2010

<sup>4</sup> Under the provisions and limitations of Regulations 44-48 of the CIL Regulations 2010

## Appendix A: Romford Metropolitan Centre



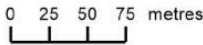



<p><b>Romford Metropolitan Centre</b></p>	<p style="text-align: right;">N ↑</p>
<p>    </p> <p>The National Land &amp; Property Gazetteer NATIONAL STREET GAZETTEER Licensed Partner</p>	<p> <b>Scale: 1:7500</b>  <b>Date: 21 March 2019</b> </p> <p style="text-align: right;">0 100200300 metres</p> 
<p>  <b>Havering</b>  <small>LONDON BOROUGH</small> </p> <p> <b>London Borough of Havering</b>  <b>Town Hall, Main Road</b>  <b>Romford, RM1 3BD</b>  <b>Tel: 01708 434343</b> </p>	<p> <b>© Crown copyright and database rights 2019</b>  <b>Ordnance Survey 100024327</b> </p>








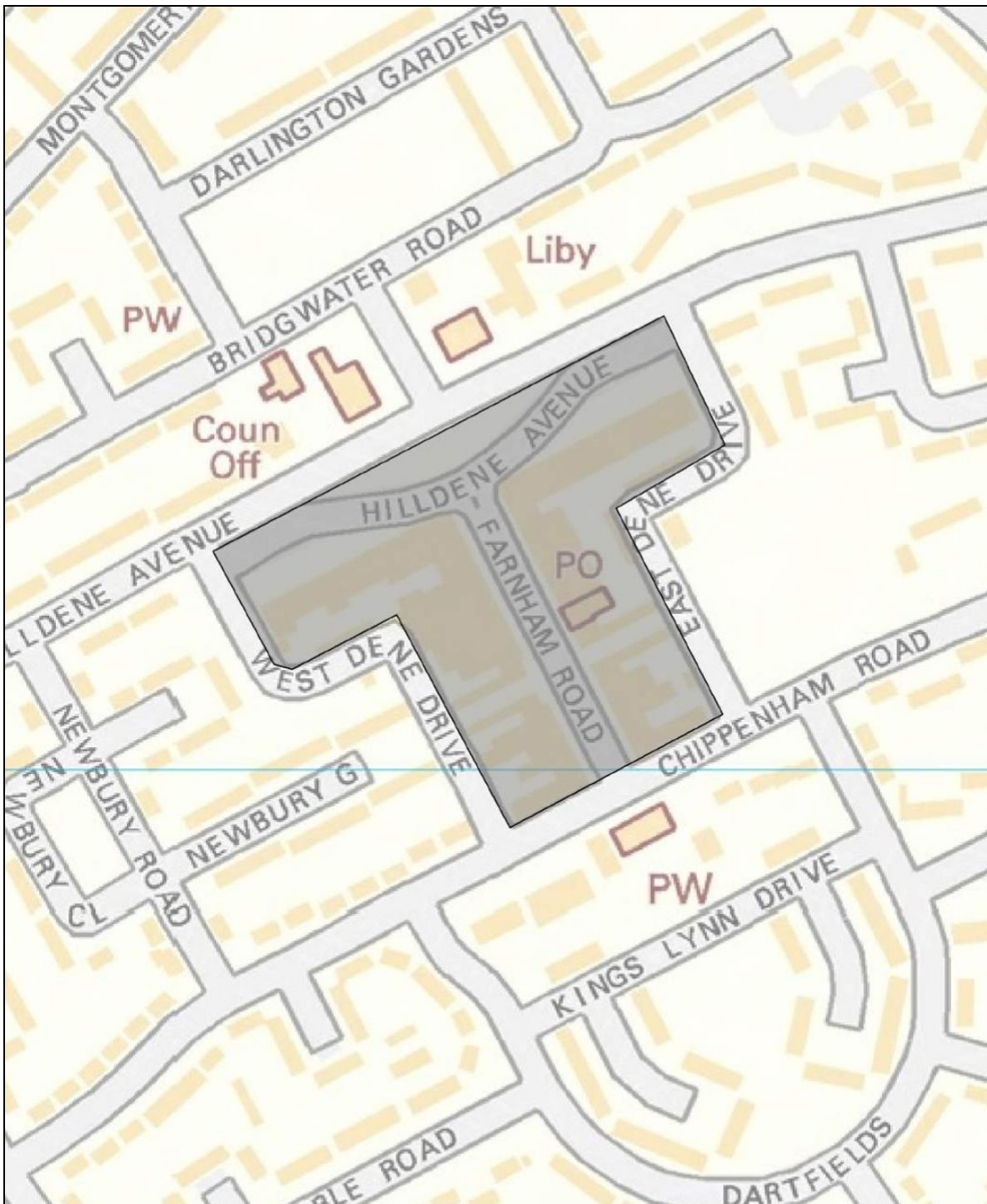
**Appendix B: District Centres**



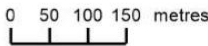



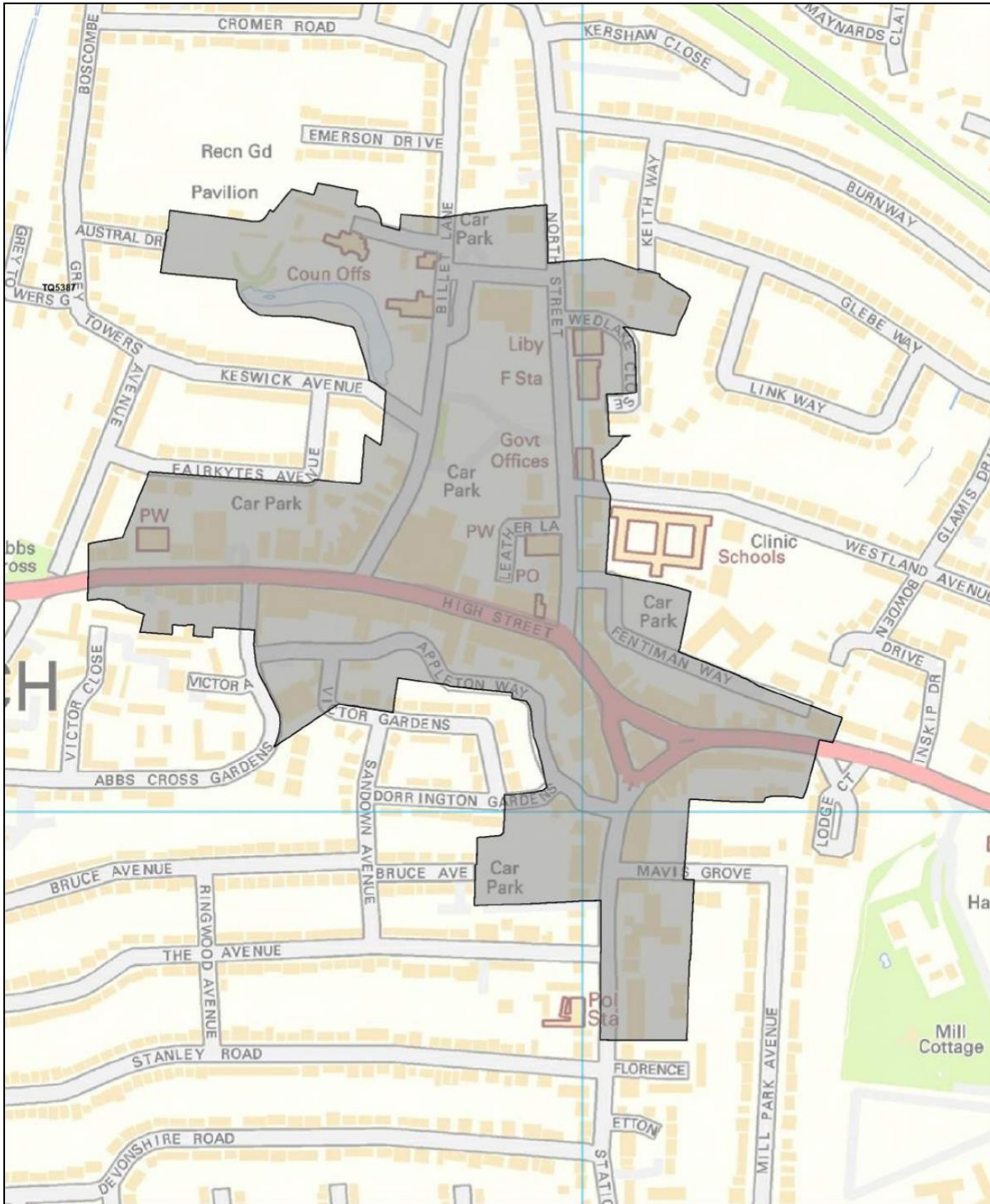
<p><b>Collier Row District Centre</b></p>	
	<p><b>Scale: 1:2500</b>  <b>Date: 21 March 2019</b></p> 
	<p>London Borough of Havering          Town Hall, Main Road          Romford, RM1 3BD          Tel: 01708 434343</p> <p>© Crown copyright and database rights 2019          Ordnance Survey 100024327</p>




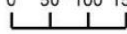



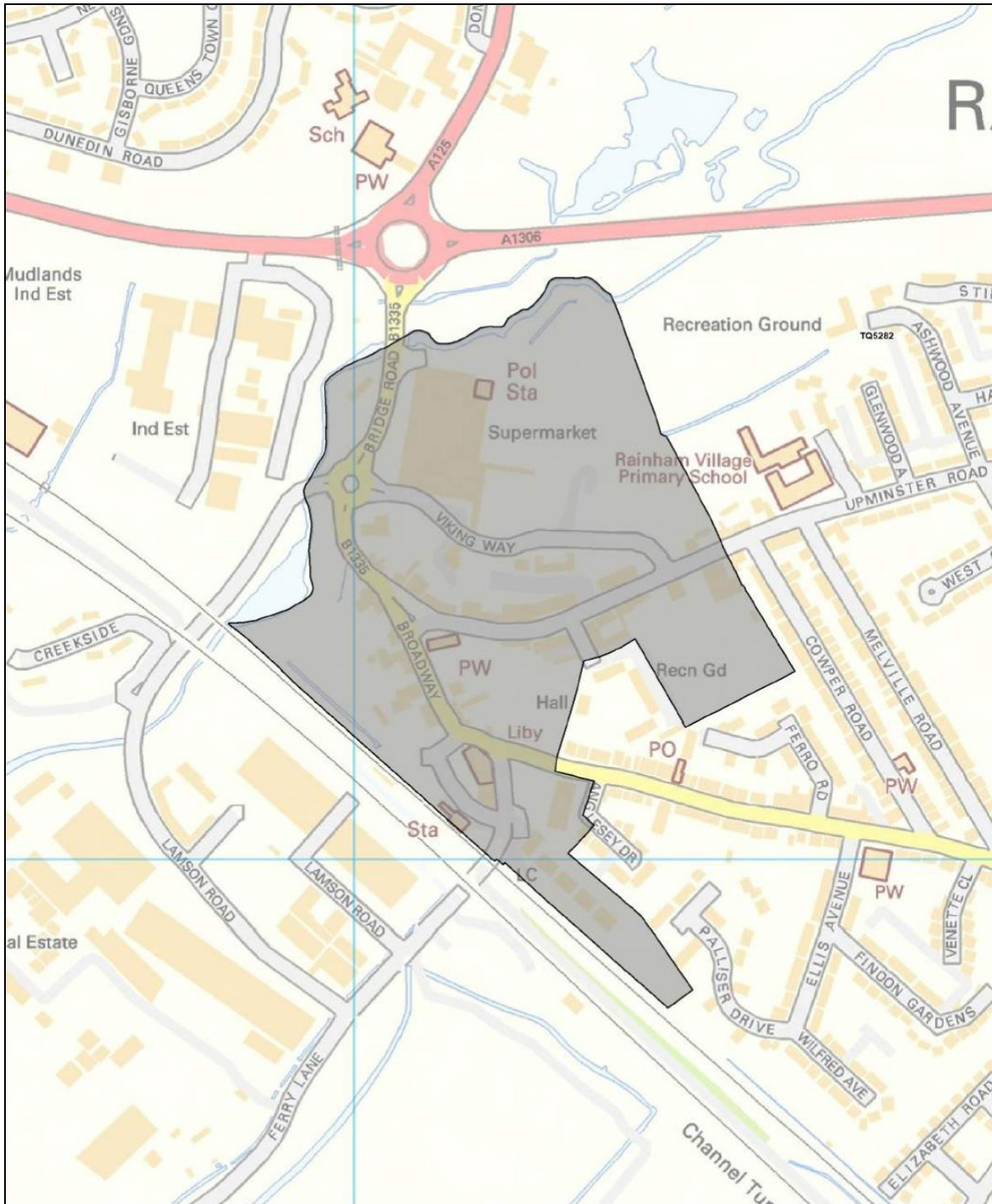
<p><b>Elm Park District Centre</b></p>	<p style="text-align: right;">N ↑</p>
<p>    </p> <p><small>The National Land &amp; Property Gazetteer Licensed Partner</small></p>	<p> <b>Scale: 1:5000</b>  <b>Date: 21 March 2019</b> </p> <p style="text-align: right;">0 50 100 150 metres</p> 
<p>  <b>Havering</b>  <small>LONDON BOROUGH</small> </p> <p> <b>London Borough of Havering</b>  <b>Town Hall, Main Road</b>  <b>Romford, RM1 3BD</b>  <b>Tel: 01708 434343</b> </p>	<p> <b>© Crown copyright and database rights 2019</b>  <b>Ordnance Survey 100024327</b> </p>




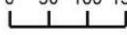



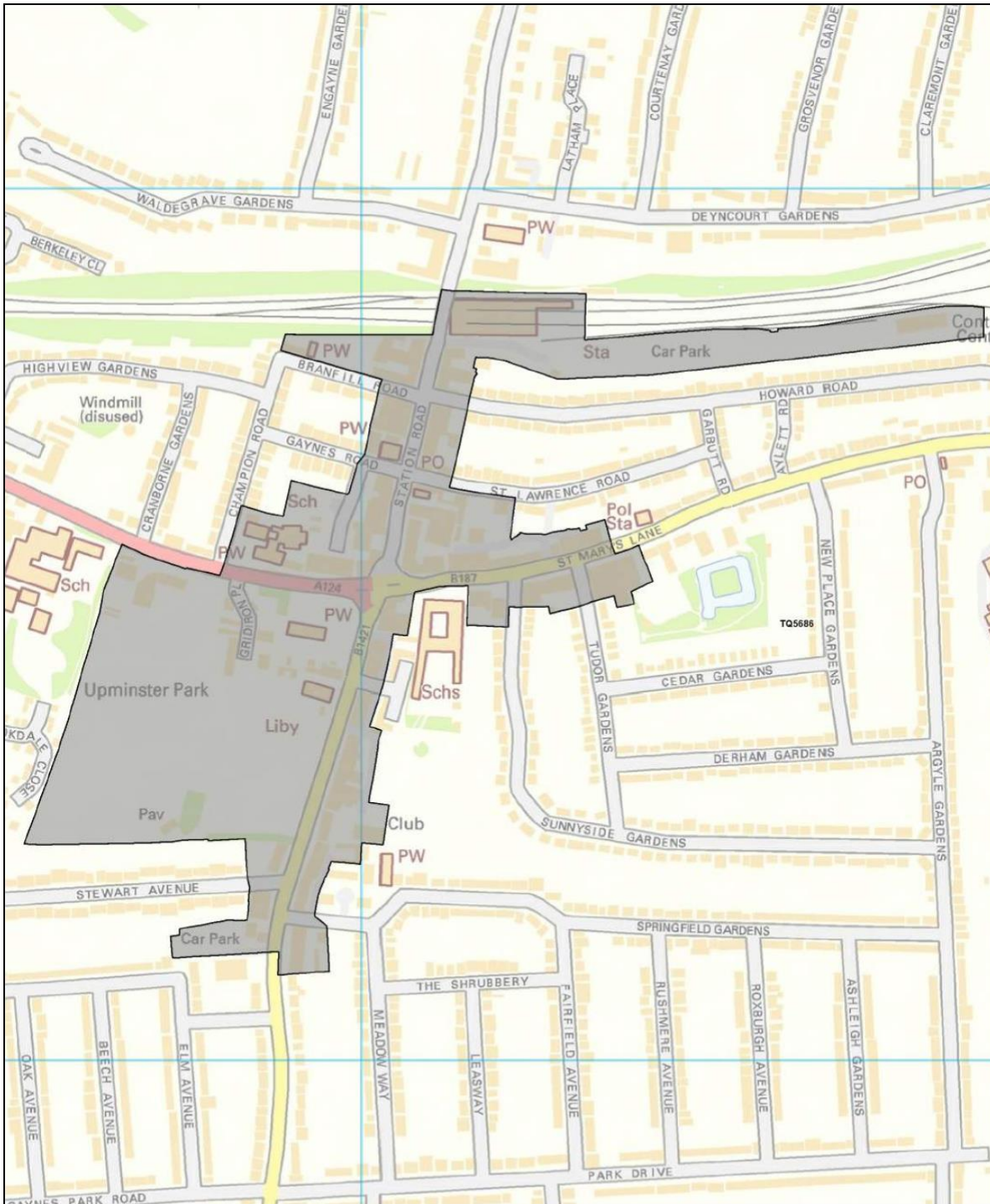
<p><b>Harold Hill District Centre</b></p>	
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 <p><b>Havering</b> LONDON BOROUGH</p>	<p>London Borough of Havering  Town Hall, Main Road  Romford, RM1 3BD  Tel: 01708 434343</p> <p>© Crown copyright and database rights 2019  Ordnance Survey 100024327</p>



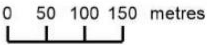



<p><b>Hornchurch District Centre</b></p>	<p style="text-align: right;">N ↑</p>
<p>    </p> <p>The National Land &amp; Property Gazetteer NATIONAL STREET GAZETTEER Licensed Partner</p>	<p> <b>Scale: 1:5000</b>  <b>Date: 21 March 2019</b> </p> <p style="text-align: right;">0 50 100 150 metres</p> 
<p>  <b>Havering</b>  <small>LONDON BOROUGH</small> </p> <p>         London Borough of Havering          Town Hall, Main Road          Romford, RM1 3BD          Tel: 01708 434343       </p>	<p>         © Crown copyright and database rights 2019          Ordnance Survey 100024327       </p>

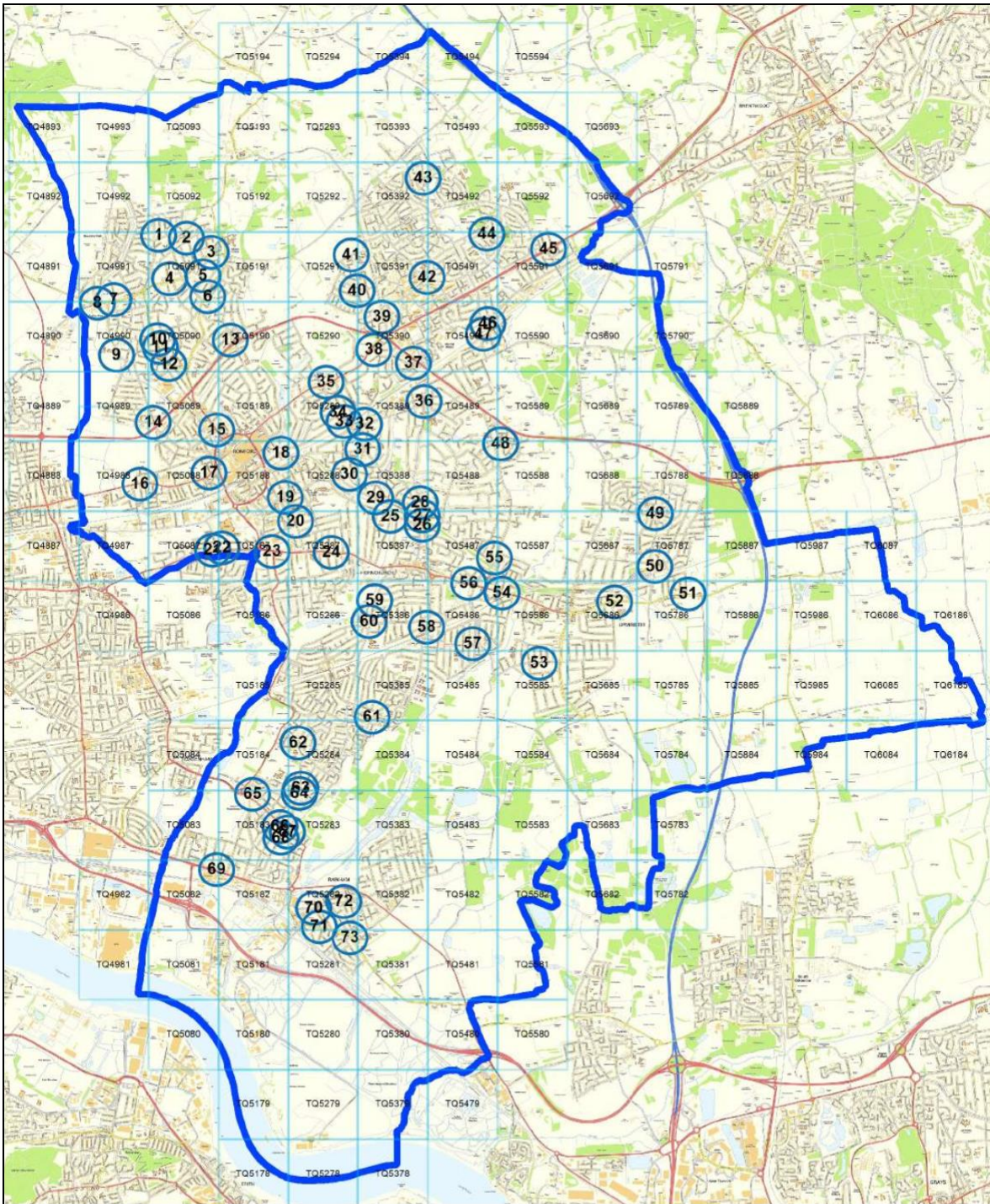





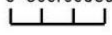

<p><b>Rainham District Centre</b></p>	<p style="text-align: right;">N ↑</p>
<p>    </p>	<p> <b>Scale: 1:5000</b>  <b>Date: 21 March 2019</b> </p> <p style="text-align: right;">0 50 100 150 metres</p> 
<p>  </p>	<p> <b>London Borough of Havering</b>  <b>Town Hall, Main Road</b>  <b>Romford, RM1 3BD</b>  <b>Tel 01708 434343</b> </p> <p> <b>© Crown copyright and database rights 2019</b>  <b>Ordnance Survey 100024327</b> </p>



<b>Upminster District Centre</b>		
		<b>Scale: 1:6000</b> <b>Date: 21 March 2019</b> 
	<b>London Borough of Havering</b> <b>Town Hall, Main Road</b> <b>Romford, RM1 3BD</b> <b>Tel: 01708 434343</b>	<b>© Crown copyright and database rights 2019</b> <b>Ordnance Survey 100024327</b>

# Appendix C: Local Centres



<p><b>Local Centres</b></p>	<p style="text-align: right;">N ↑</p>
<p>    </p>	<p> <b>Scale: 1:75000</b>  <b>Date: 21 March 2019</b> </p> <p style="text-align: right;">0 5001000500 metres</p> 
<p>  </p> <p> <b>London Borough of Havering</b>          Town Hall, Main Road          Romford, RM1 3BD          Tel: 01708 434343     </p>	<p>         © Crown copyright and database rights 2019          Ordnance Survey 100024327     </p>

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## Appendix D: Key

Note: the boundaries on the maps enclose the addresses listed below.

### Annex A: Romford Metropolitan Centre (as identified in the draft Havering Local Plan : Table 7 Annex A6)

#### Primary frontage

South Street, 2-116 (evens), 1-129 (odds)

Eastern Road, 2 (evens)

Western Road, 1-13 (odds)

North Street, 8-56 (evens) 7-9 (odds), 21-23 (odds)

High Street, 2-4 (evens), 3, 7-13 (odds)

Market Place, 1-19 (odds), 25-49 (odds), 20, 24, 28-42 (evens), 56-78 (evens), 82-96 (evens)

Arcade Place, 1 (odds)

Exchange Street, 1-2

#### Secondary frontage

South Street, 143, 147-159 (odds) 163-183 (odds)

High Street, 6-46 (evens), 15-17 (odds), 25-59 (odds)

Victoria Road (Station Chambers), 5, 6, 7, 7a

Victoria Road (Old Mill Parade), 1, 2, 3, 4, 5, 6

Victoria Road, 3-17 (odds), 35-41 (odds), 14-64 (evens), 70, 80, 84-86 (evens)

Victoria Road (Station Parade), 1, 2, 3, 4, 5, 6, 7, 7a, 9

### Annex B: District Centres (as identified in the draft Havering Local Plan : Table 8 Annex A6)

#### Collier Row

##### Primary frontage

Collier Row Road : 2-62 (evens), 1-43b (odds);

Chase Cross Road : 2-18 (evens);

Collier Row Lane : 316-322 (evens);

Clockhouse Lane : 1-23 (odds).

##### Secondary frontage

Collier Row

Chase Cross Road : 1-11 (odds);

Collier Row Lane : 299-315 (odds), 314 (evens).

#### Elm Park

##### Primary frontage

Station Parade : 1-28b (all nos.);

Tadworth Parade : 1-20 (all nos.);



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Broadway Parade : 7-13 (odds);  
The Broadway : 14-42 (all nos.);  
Elm Parade : 1-12 (all nos.);  
Elm Park Avenue : 13-26 (all nos.)

**Secondary frontage**

Broadway Parade : 1-6 (all nos.).

**Harold Hill**

**Primary frontage**

Farnham Road : 2-16 (evens), 44-48 (evens), 3-17 (odds), 65-73 (odds)  
Hilldene Avenue : 94-120 and 170-198 (evens);  
Chippenham Road : 65 and 83 (odds).

**Secondary frontage**

Chippenham Road: 59-63 and 85-89 (odds);  
The Arcade : 1-12b (all nos.).

**Hornchurch**

**Primary frontage**

High Street : 70-168 (evens), 63-187 (odds)  
North Street : 4-14 (evens), 1-23 (odds)  
Station Lane : 4-32 (evens)

**Secondary frontage**

High Street : 5a-17 (odds), 23-61 (odds), 189-199 (odds), 44-66 (evens) and 172-212 (evens);  
North Street : 16-22 (evens);  
Station Lane : 36-62 (evens), 1-43 (odds);  
Billet Lane : 1-25 (odds)

**Rainham**

**Primary frontage**

Properties/land included  
Upminster Road South : 9-53 (odds), 2-26 (evens);  
Bridge Road, 1 (odds).

**Secondary frontage**

Broadway : 12-32 (evens);  
Upminster Road South : 1-7 (odds)  
Local Centres to be identified in the CIL Maps.

**Upminster**

**Primary frontage**

Station Road : 1-65 (odds), 2-72 (evens);  
St. Mary's Lane : 119-149 (odds);

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Corbets Tey Road : 1-63 (odds);  
Bell Corner : 1-7 (odds);  
Station Approach : 2 (evens)

**Secondary frontage**

St. Mary's Lane : 151-213 (odds), 160-166 (evens), 172-218 (evens);  
Corbets Tey Road : 28-52 (evens), 69-127 (odds).

---

## **Annex C: Properties within Local Centres**

1. **Boxmoor Road, Collier Row** : Boxmoor Road, 15-27 (odds) and 37
2. **Highfield Link, Collier Row** : Highfield Link, 1-7 (odds)
3. **Chase Cross Road, Collier Row** : Chase Cross Road, 257-263 (odds)
4. **Chase Cross Road, Collier Row** : Chase Cross Road, 87-93 (odds)
5. **Gobions Avenue, Rise Park** : Gobions Avenue, 25, 27, 33, 39, 43, 45, 47, 53, 55.
6. **Moray Way, Rise Park** : Moray Way, 2-16 (evens)
7. **Collier Row Road, Collier Row** : Collier Row Road, 98-120 (evens)
8. **Collier Row Road, Collier Row** : Collier Row Road, 164-178 (evens)
9. **White Hart Lane, Collier Row** : White Hart Lane, 37-59 (odds)
10. **Collier Row Lane, Collier Row** : Collier Row Lane, 162 -174 (evens)
11. **Collier Row Lane, Collier Row** : Collier Row Lane, 134 -142 (evens)
12. **Collier Row Lane, Collier Row** : Collier Row Lane, 52-62 (evens), 37-55 (odds)
13. **Pettits Lane North, Rise Park** : Rise Park Parade, Pettits Lane North, 169-179 (odds), 211-223 (odds)
14. **Mawney Road North, Collier Row** : Mawney Road,170-178 (evens); Denbar Parade, 1-6 (all nos.); Marlborough Road, 6-8 (evens)
15. **North Street, Romford** : North Street 68-78, 88 -148 (evens), 95 -105, 117-137(odds)
16. **London Road West, Romford** : London Road, 257-277 (odds)
17. **London Road East, Romford** : London Road, 53-65 (odds), 30-60 (evens)
18. **Carlton Road, Romford** : Carlton Road, 2-16 (evens)
19. **Brentwood Road, Romford** : Brentwood Road, 46 -92 (evens); Albert Road, 89-93 (odds); Park Lane, 1, 7, 9 (odds), 2-4 (evens)
20. **Park Lane, Romford** : Park Lane, 65-93 (odds), 134-140 (evens)
21. **Rush Green Road, Rush Green** : Rush Green Road, 162-180 (evens), 197-205 (odds),Dagenham Road; 68-96 (evens)
22. **Rush Green Road, Romford** : Rush Green Road, 138-146 (evens)

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23. **Roneo Corner, Romford** : Hornchurch Road, 307-323 (odds); Roneo Corner, 2-32 (evens)
24. **Hornchurch Road, Hornchurch** : Hornchurch Road, 134-194 (evens), 202-228 (evens), 121-137 (odds)
25. **Lyndhurst Drive, Hornchurch** : Lyndhurst Drive, 202-210 (evens)
26. **North Street, Hornchurch** : North Street, 88-112, 118-124, 128-142 (evens); Billet Lane, 153-163 (odds); 'The Chequers' Public House
27. **Butts Green Road, Emerson Park** : Butts Green Road 1-9, 23 (odds); Berther Road, 2 (evens)
28. **Butts Green Road, Emerson** : Park Butts Green Road, 43-79 (odds)
29. **Hillview Avenue, Heath Park** : Hillview Avenue, 136-144 (evens)
30. **Brentwood Road, Romford** : Brentwood Road, 284-290 (evens), 317-319 (odds)
31. **Drill Corner, Squirrels Heath** : Heath Park Road, 143-155 (odds), 160-168 (evens); Balgores Lane, 236-238 (evens); Brentwood Road, 364-392 (evens), 395-405 (odds); 'The Drill' Public House
32. **Station Road, Gidea Park** : Station Road, 84-94 (evens)
33. **Balgores Lane, Gidea Park**, Balgores Lane, 97-105 (odds), 81-85 (odds), 142-168 (evens); Station Road, 2-8 (evens); Balgores Square, 1-4 (all nos.)
34. **Hare Hall Lane, Gidea Park** : Hare Hall Lane, 4-9 (all nos.)
35. **Main Road Gidea Park** : Main Road 168-248 (evens), 73-89 (odds), 91-101 (odds), 107 (odds) and 'The Unicorn Hotel' Public House; Balgores Lane 1-9 (odds)
36. **Ardleigh Green Road, Squirrels Heath** : Ardleigh Green Road, 88-122 (evens), 187 - 207 (odds); Squirrels Heath Lane, 177-179 (odds)
37. **Belgrave Avenue, Harold Wood** : Belgrave Avenue, 117-127 (odds)
38. **Upper Brentwood Road, Gidea Park** : Upper Brentwood Road, 622-630 (evens)
39. **Masefield Crescent, Harold Hill** : Masefield Crescent, 61-67 (odds), 66-72 (evens)
40. **Tennyson Road, Harold Hill** : Tennyson Road, 39-45 (odds)
- 41 **Grange Road, Harold Hill** : Grange Road, 1-7 (odds)
42. **Camborne Avenue, Harold Hill** : Camborne Avenue, 1-15 (odds)

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43. **Whitchurch Road, Harold Hill** : Whitchurch Road, 145-167 (odds)
44. **Petersfield Avenue, Harold Hill** : Petersfield Avenue, 90-132 (evens)
45. **Harold Park** : The Parade, Colchester Road, 1-8 (all nos.); Colchester Road, 15-21 (odds);  
Tudor Court, Harold Court Road, 1-5 (all nos.)
46. **Station Road, Harold Wood** : Station Road, 1-29 (odds), 33-49 (odds) and 'The King Harold' Public House
47. **Oak Road, Harold Hill** : Oak Road, 1-17 (odds)
48. **Essex Gardens, Emerson Park** : Essex Gardens, 2-8 (evens)
49. **Avon Road, Cranham** : Avon Road, Cranham, 119-151 (odds)
50. **Front Lane, Cranham** : Front Lane, 69-81 (odds), 85 -103 (odds) and 'The Plough' Public House; Willow Parade, Front Lane 1-12 (all nos.); Broadway, Front Lane, 1-2; Moor Lane, 2-12 (evens)
51. **Lichfield Terrace St. Marys Lane** : Cranham, Lichfield Terrace, 41-46 (all nos.)
52. **St. Mary's Lane, Upminster** : St. Mary's Lane, 302-314
53. **Gaynes Park Road, Upminster** : Gaynes Park Road, 49-57 (odds)
54. **Upminster Bridge, Upminster** : Upminster Bridge, 97-107 (odds), 122-164A (evens)
55. **Wingletye Lane, Emerson Park** : Wingletye Lane, 65a-81 (odds)
56. **Upminster Road, Upminster** : Upminster Road, 25-33 (odds)
57. **Bevan Way, Hornchurch** : Hacton Parade, Bevan Way/Central Drive, 1-8 (all nos.)
58. **Station Lane, Hornchurch** : Station Lane, 171-213 (odds); 142-144 (evens).  
Suttons Lane, 1-25 (odds)
59. **Abbs Cross Lane, Hornchurch** : Abbs Cross Lane, 115 -119 (odds)
60. **Abbs Cross Lane, Hornchurch** : Abbs Cross Lane, 224 -228 (evens)
61. **Northolt Way, South Hornchurch** : Blenheim Court 1-7 (all nos.)
62. **Mungo Park Road, South Hornchurch** : Mungo Park Road, 105-131 (odds)
63. **Elmer Gardens, South Hornchurch** : Elmer Gardens 2-8 (evens)

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64. **South End Road, South Hornchurch** : South End Road, 166-174
65. **Ongar Way, South Hornchurch** : Writtle Walk, 1-5 (all nos.)
66. **Rainham Road, South Hornchurch** : Rainham Road, 145 -149
67. **Cherry Tree Corner, South Hornchurch** : Rainham Road, 70-90 (evens), 109-119 (odds) and 'The Cherry Tree' Public House; South End Road, 2-12 (evens);Cherry Tree Lane, 205-211 (odds)
68. **Cherry Tree Lane, Cherry Tree Lane, South Hornchurch** : Cherry Tree Lane, 183, 183a, 185 (odds)
69. **Southview Parade, New Road, Rainham** : Southview Parade, 1-6 (all nos.)
70. **Upminster Road South** : 107-119 (odds), 76-84 (evens)
71. **Wennington Road, Rainham** : Wennington Road, 113-139B (odds)
72. **Crown Parade, Upminster Road South** : Upminster Road South 193, 215-223 (odds), 188-200 (evens); Crown Parade, 1-8 (all numbers)
73. **Wennington Road, Rainham** : Wennington Road, 194-198 (evens)

Note: The list is based on the list in the Submission Local Plan (2018) and information in the Town Centre Position Statement document. The former Local Centres at Briar Road, Harold Hill and Roman Close, South Hornchurch no longer exist and are not included.



### **Havering Community Infrastructure Levy – The Regulation 123 list and funding towards infrastructure costs that will be secured through Section 106 planning obligations**

#### **Havering Community Infrastructure Levy – Regulation 123 list**

The Council's Community Infrastructure Levy scheme includes a Regulation 123 list to set out those types of infrastructure projects that Havering intends will be, or may be, wholly or part funded by CIL.

The list of infrastructure projects or types that will or may be wholly or partly funded by the Havering Community Infrastructure Levy comprises:

- Provision, improvement, replacement, operation or maintenance of libraries, sport and leisure facilities (including Hornchurch Leisure Centre, new sports and leisure facilities in the south of Havering, Central Park Leisure Centre, Bretons Outdoor Recreation Centre and 3G Artificial Grass Pitches) , emergency services, cultural facilities, and green infrastructure
- Provision, improvement, replacement, operation or maintenance of education infrastructure
- Provision, improvement, replacement, operation or maintenance of public realm (including built environment and street scene)
- Provision, improvement, replacement, operation or maintenance of health and wellbeing infrastructure

#### **Infrastructure to be funded through developer contributions secured through Section 106 planning obligations**

The Havering Community Infrastructure Levy sets out that the Council intends to negotiate planning obligations, in particular to secure specific infrastructure in the key growth areas of Romford and Rainham and Beam Park. This will be in line with the focus in the emerging Havering Local Plan for these to be the main areas of development in Havering over the 15 year period of the Local Plan.

One of the 'drivers' for including items as to be funded by developer contributions secured through planning obligations was that this may generate greater funds than a 'simple' application of CIL formula. Contributions towards major transport infrastructure is a good example of where it may be possible to secure a greater monetary contribution from a developer than just using CIL formula. Additionally, including transport in infrastructure to be funded through CIL may result in other external funding being reduced.

Infrastructure secured using developer contributions secured through Section 106 planning obligations and outside of the Community Infrastructure Levy funding 'stream' will include:

- Transport infrastructure necessary to support new development including Beam Park station and Rainham Creek bus / walking / cycling bridge
- Public art
- Utilities including the diversion of public utilities main cables
- Education comprising primary schools at Bridge Close and within Rainham and Beam Park Housing Zone
- Public realm comprising Romford Town Centre Public Realm Masterplan and improved connectivity along the A1306 and within London Riverside
- Health and well-being facilities comprising a community care hub in Romford, a primary care facility in Rainham Beam Park and a primary care facility in Rainham
- Flood defence and protection measures

Other general matters not covered by the Regulation 123 List for which funding may be sought through planning obligations (rather than using CIL) include:

- Affordable housing
- Section 278 agreements for highway schemes (including junction improvements, safety improvements and re-instatements)
- Training programmes or employment support
- Job brokerage
- Securing employment premises
- Waste management
- Provision of on-site renewable energy equipment
- Carbon reduction projects
- Electric vehicle charging
- Mitigating the impact of development on air or water quality
- Enhancements to bio-diversity and geodiversity
- Preservation of historic assets
- Measures to secure safer environments
- Travel plans and car clubs
- On-site / off-site green space and play space
- Energy efficiency
- Renewable energy

Provided there is a direct link to the development proposed then some of the contributions could be used for specific revenue (e.g. employment training and job brokerage).



**CABINET**

9th July, 2019

**Subject Heading:**

Housing Estates Improvement Programme

**Cabinet Member:**

Councillor Joshua Chapman – Lead Member for Housing

**SLT Lead:**

Gerri Scott – Interim Director of Housing

**Report Author and contact details:**

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**Policy context:**

This report sets out in broad terms the scope of works and the geographical locations for the Estate Improvements Programme approved by Cabinet in February 2019 and subsequently ratified by Council

**Financial summary:**

This report identifies in more detail where, and on what, the £10,000,000 Estates Improvements budget for 2019/20 will be spent

**Is this a Key Decision?**

Key Decision:  
(a) Expenditure or saving (including anticipated income) of £500,000 or more  
(b) Significant effect on two or more Wards

**When should this matter be reviewed?**

December 2019

**Reviewing OSC:**

Towns and Communities

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

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

**SUMMARY**

1. At 13<sup>th</sup> February 2019 Cabinet meeting, approval was given to the proposals for the HRA Major Works Capital Programme 2019/20 – 2023/24.
2. This included a budget provision of £10,000,000 for an Estates Improvements Programme.
3. This report presents to Cabinet proposals on how that budget can be spent, the criteria applied to identify and prioritise areas for expenditure and the programme for delivery.

**RECOMMENDATIONS**

For the reasons set out in the report, that Cabinet:-

1. Approve the proposals for the Estates Improvements Programme as set out in Appendix 3 to this report.
2. Authorise officers to commence the tendering process to procure suitable contractors, in accordance with the Council's Contract Procedure Rules, to deliver the programme.
3. Authorise officers to carry out leaseholder consultation in accordance with Section 20 of the Landlord and Tenant Act 1985 as amended by S151 of the Commonhold and Leasehold Reform Act 2002.
4. Note the preference of Members to cap service charges where possible to a maximum level of £250.
5. Delegate decisions on reductions, waivers or caps of service charges, on a scheme by scheme basis to the Director of Housing in consultation with the Lead Member for Housing.
6. Authorise that, in the event that the full programme of works is not delivered during financial year 2019/20, the remaining budget is carried forwards to 2020/21 in order to complete the approved works
7. Authorise the Director of Housing to be responsible for the implementation of the programme in consultation with the Lead Member for Housing.

**REPORT DETAIL**

**1. Background**

- (i) In order to enhance and maintain the communal areas of our housing estates, both internal and external, in good repair and decorative order, a provision of £10M has been made in the HRA Capital Programme for 2019/20
- (ii) This provision is in addition to other planned programmes of works and is intended to deliver repairs and improvements to whole estates rather than isolated blocks or properties.
- (iii) With the Council's Regeneration programme leading the way across London in delivering high quality affordable homes, this £10M investment fund is designed to target those estates not within an existing regeneration programme, to ensure investment in our existing stock and a focus on maintenance needs, public realm and tackling crime and deprivation.
- (iv) Investment on this scale will allow the Council to make significant improvements to the public realm, for example by improving refuse areas, re-establishing defensible spaces through fencing and gates or remodelling block entrances. A core focus of this work is to find simple ways to design out crime from estates.

**2. Scope of Works**

- (i) This funding will be directed towards improving the external look and feel of estates, to include the refurbishment of the exteriors of blocks and the surrounding environment.
- (ii) The focus will be on:-
  - Improving the security of blocks and the safety of residents as they move around their neighbourhoods; this might include:
    - fencing
    - door entry systems
    - lighting
  - Designing out crime; working closely with the Police Secure by Design team.
  - Improving the look and feel of estates; this might include:
    - external decoration of blocks
    - internal decoration of blocks
    - landscaping

- re-paving
- re-arranging refuse disposal areas
- Improving accessibility; this might include:
  - installing ramps
  - widening entrances
  - repairing paving
  - improved signage
- Improving parking provision; this might include:
  - demolishing un-used garage blocks
  - extending parking on verges
  - introducing parking controls
- Improving the longevity of estates by replacing high-maintenance elements with those which are more robust or require lower maintenance

(iii) Since February, officers in the Council's Housing and Environment departments have been identifying potential works on a block by block basis and the majority of estates identified for investment would benefit from a relatively small range of works to address the issues above.

### **3. Methodology and Criteria for Inclusion in Programme**

- (i) Council housing in Havering is predominantly in three areas: Harold Hill, Rainham and Collier Row, which contain approximately 80% of the stock, with some large areas of the borough with very few remaining Council homes.
- (ii) The Council owns just under 10,000 rented homes, and a further 2,500 leasehold homes which, for the purposes of asset management, have been split into 47 separate estates on a geographical basis; so far as possible these have similar property numbers with defined boundaries.
- (iii) In areas such as Harold Hill, estates are adjoining such that they effectively comprise single, much larger estates and this has been considered in the prioritisation.
- (iv) Officers have looked at a variety of information about each of those estates in order to identify the work that is needed and to prioritise it.
- (v) Those estates which are part of the "12 Estates" joint venture with Wates have been excluded from consideration, with the exception of the Delta TMO Estate where the regeneration will be in-fill and does not involve existing buildings.

- (vi) A set of criteria has been established and agreed with the Lead Member for Housing (See Appendix 1) by which the estates have been scored, using:-
- investment data from Keystone (our asset management database),
  - the Council's own data on anti-social behaviour,
  - crime and deprivation data from Government reports,
  - "on the ground" scores from Tenancy Sustainment, Estate Management and Maintenance staff.
- (vii) Application of the criteria identified those estates which it was felt would most benefit from investment under the Estates Improvements Programme, and a subsequent tour of the borough by Cabinet members supported the approach taken and the preliminary scope of works for inclusion under the programme.
- (viii) Each of the criteria is scored in line with Appendix 1, giving an overall score for each estate. The higher the score, the higher the priority the estate is given. The resultant prioritised list is included as Appendix 2.
- (ix) Two other estates were also considered, at least in part:
- White Hart Lane on the basis that a new-build development is poised to commence on two sites behind the shops, and behind Durham House and adjoining blocks as these areas may subsequently suffer by comparison
- Rainham and Wennington on the basis that whilst the overall estate does not score highly, St. Helen's Court is a pocket of blocks which do need investment.
- (x) Appendix 1 also includes a worked example of the scoring methodology and Appendix 2 shows the ranking of all of the estates.

#### **4. Proposals**

- (i) Appendix 3 sets out in broad terms the works which are proposed for each of the prioritised areas along with the estimated costs. Full details will be confirmed following further consultation.
- (ii) Items 1-40 are ordered to reflect the estate priority derived from Appendix 2 and are therefore proposed generally as the priority order for the works.
- (iii) It must be noted that the overall budget of £10M includes for any professional fees and statutory costs associated with the works.

## **5. Consultation**

- (i) Subject to agreement of the works in Appendix 3, consultation will be undertaken with residents on each of the affected estates to present the outline proposals and to draw up detailed plans with the benefit of that feedback.
- (ii) This will allow the proposals to be tailored to the specific needs of those most affected by the improvements.
- (iii) Consultation will also be carried out with other departments within the Council, in particular Highways and Environment, with the intention of coordinating and maximising the impact of respective plans and budgets and deriving added benefit from these proposals.
- (iv) Housing officers have also and will continue to liaise closely with the Regeneration team where proposals may be affected by current or potential regeneration plans.
- (v) Further consultation will be carried out with partner organisations, in particular the Police and London Fire Brigade to ensure that proposals draw upon their specialist knowledge of the estates, and accord with best practice regarding safety and security.
- (vi) It should be noted that the number and percentage of leaseholders on an estate has been recorded and in some cases approaches 50% of the total properties but this has not been applied to the scoring and ranking.
- (vii) The works are subject to the requirements for consultation with Council leaseholders under Section 20 of the Landlord and Tenant Act 1985 as amended by S151 of the Commonhold and Leasehold Reform Act 2002.
- (viii) The works are of a nature for which leaseholders could be charged their relevant contribution under their respective leases and Cabinet is asked to authorise officers to carry out consultation under the Act.
- (ix) If formal consultation is not carried out, or not carried out correctly, leaseholder contributions are capped at £250 per property, which is the maximum allowed under the Act.
- (x) At this stage, it is not possible to provide an estimate of the total, or any individual leasehold costs nor therefore the total which would not be recovered should leasehold contributions be capped. These estimates will be provided to leaseholders through the consultation process.
- (xi) Those figures can only be provided with any accuracy once the specific scope of works is agreed through stakeholder consultation and is estimated more accurately, and the liability of each leaseholder is determined through reference to the individual leases.

**6. Issues**

- (i) The housing stock has been divided into estates for ease of analysis and the prioritisation has been carried out on whole estates but it is acknowledged that within estates with a better level of repair can sit properties requiring maintenance.
- (ii) The Keystone data used contains records of rented and leasehold properties only. No account can be taken of the condition of privately owned properties which may impact upon the overall impression of the estate, and which will benefit from any investment without contribution.

**7. Programme and Delivery**

- (i) The Estate Improvements Programme is being overseen by a dedicated officer within the Land and Property Services team in Housing Services.
- (ii) Additional external resources will be procured as part of this programme to assist with the detailed consultation, specification and procurement of contractors to deliver the works.
- (iii) It is intended to utilise a mixed approach to delivery of the basket of works, with existing framework contractors undertaking work within the scope of their contracts, such as highways and parking improvements, and separate contractors being procured on the basis of a framework contract to deliver the rest of the work.
- (iv) Cabinet is asked to authorise officers to undertake the necessary tender processes in accordance with the Council's contract procedure rules to procure contractors to deliver the programme. This is to be delegated to the Director of Housing in consultation with the Lead Member for Housing.
- (v) It is proposed to commence detailed resident consultation in June 2019 and to tender for contractors in July and August 2019. Works will commence once all statutory consultation and procurement tender processes have been complied with, which is expected to be by October 2019 and it is expected completion of the approved works will be by July 2020.

**REASONS AND OPTIONS**

**Reasons for the decision:**

- (i) The decisions are required in order to deliver the Estate Improvements Programme approved by Cabinet in February 2019.
- (ii) Approval is required to the proposed scope and locations of work to allow officers to proceed with detailed consultation, specification and subsequent delivery of works.
- (iii) Approval is required to commence the tendering process in order to procure the contractors necessary to carry out the works, in accordance with the Council's contract procedure rules.
- (iv) Approval is required to authorise officers to undertake consultation with Council leaseholders under Section 20 of the Landlord and Tenant Act 1985 as amended by S151 of the Commonhold and Leasehold Reform Act 2002.
- (v) Approval is required to delegate to Officers decisions regarding the reduction or waiving of leaseholder service charges in accordance with the Social Landlords Discretionary Reduction of Service Charges (England) Directions 2014 as the values involved on each estate are expected to be below that which require Member or Cabinet decision.
- (vi) In the event that the full programme of works is not delivered during financial year 2019/20, the remaining budget is to be carried forwards to 2020/21 in order to complete the approved works, due to the complex nature of the works and the degree of both statutory and non-statutory consultation required.

**Other options considered:**

- (i) The Council has already confirmed its intention to undertake a £10,000,000 Estates Improvements Programme.
- (ii) This report presents the proposals from officers for expenditure and delivery of that programme, based upon a methodology approved by the Lead Member for Housing and site surveys by officers.
- (iii) Other prioritisation criteria have been considered and rejected but Cabinet may wish to adopt a different methodology, or to prioritise different works in different locations.
- (iv) The report proposes that Council leaseholders are consulted in accordance with Section 20 of the Landlord and Tenant Act 1985 as amended by S151 of the Commonhold and Leasehold Reform Act 2002



- (v) The Social Landlords Discretionary Reduction of Service Charges (England) Directions 2014 provides social landlords a discretion to waive or reduce service charges by an amount the landlord considers to be reasonable.

**IMPLICATIONS AND RISKS**

**Financial implications and risks:**

- (i) A budget provision of £10,000,000 from the HRA has been approved by Cabinet in February 2019 for this work.
- (ii) As the work is proposed to be undertaken using a mixed approach to contracts and procurement, care must be taken that the total of authorised works and any subsequent variations does not exceed the approved budget.
- (iii) As stated above, the Council owns just under 10,000 rented homes, and a further 2,500 leasehold homes
- (iv) £10,000,000 expenditure on 12,500 properties equates to approximately £800 per property, which if the consultation process was followed is mostly recoverable.
- (v) The recommendation to note the preference of Members to cap service charges where possible to a maximum level of £250. If charges are capped at £250, this will result in the HRA having to cover the cost of one- off expenditure of £1,375,000 and additionally ongoing borrowing costs in the region of £41,250 per annum.
- (vi) This will have detrimental financial impact on HRA balances and could also restrict borrowing for future opportunities.
- (vii) Procurement of contractors for programme delivery will be subject to further approvals and the financial implications will be considered further in those reports.

**Legal implications and risks:**

- (i) Officers have been advised that while budget provision has been granted, procurement procedures have not yet been complied with, and that the Contract Standing Orders and governance requirements for contracts must be followed.
- (ii) Statutory consultation of leaseholders is required under s20 Landlord and Tenant Act 1985 (as amended by the Commonhold and Leasehold Reform Act 2002) and subject to the Service Charges (Consultation Requirements)

(England) Regulations 2003 (“the Regulations”). Consultation is required for “Qualifying Works” which are defined as work on a building or any other premises; and entering into “Qualifying Long Term Agreements” which is any agreement entered into by or on behalf of the Landlord for a term of more than 12 months.

- (iii) The Regulations set out different requirements for consultation, depending on what is proposed, be it: a Qualifying Long Term Agreement; Qualifying Works arising under a Qualifying Long Term Agreement; or a stand alone contract for Qualifying Works. It would appear that the latter will be the most likely scenario for this project, but given the proposal for a mixed approach to contracts and procurement there needs to be an early identification of which consultation obligation arises, to ensure that the correct consultation process is followed.
- (iv) The implication and risk of failing to properly comply with the consultation process would be that the service charges recoverable from leaseholders would be capped at £250 (in relation to Qualifying Works) or £100 per service charge year (in respect of a Qualifying Long Term Agreement). This is likely to be significantly less than the costs it is possible to recover from the leaseholder if the consultation process is followed.
- (v) It is possible to apply for dispensation from statutory consultation of leaseholders after the event or where a mistake has been made, however, there would have to be very good reason to do so and also it would be necessary to demonstrate that no prejudice had been caused to leaseholder(s). The process would of course be costly and subject to litigation risk. Given the nature of this project as planned works, it is not recommended that dispensation is relied on; rather that correct statutory consultation of leaseholders is conducted before the event as proposed.
- (vi) As set out above statutory consultation applies to Qualifying Works, which are works to a building or premises. There may be additional works within the scope of this project, for example to communal areas, that it is also proposed will be recovered from leaseholders, but which are not subject to statutory consultation, but are subject to other requirements within the Landlord and Tenant Act 1985 or the Lease, for example around providing estimates. Whether works are subject to consultation or not, there must be provision within the Lease for recoverability of those costs from the leaseholder. There may be variance within the terms of the Leases which could affect the levels of recoverability of certain items of works.
- (vii) When service charges are raised to the leaseholders only relevant costs are payable if they are reasonably incurred and if the services or works are of a reasonable standard. If leaseholders do not agree that these provisions are met then the Council could be subject to legal challenges to the service charges levied.

- (viii) It is noted that Members preference is to cap service charges at the maximum level of £250 where possible. The Social Landlords Discretionary Reduction of Service Charges (England) Directions 2014 (“the Directions”) give the power to a social landlord to waive or reduce service charges by an amount the landlord considers to be reasonable. Paragraph 3 sets out the criteria the social landlord should apply when deciding whether to waive or reduce the charges. A decision under the Directions can be made at the time the service charges are raised or afterwards.
- (ix) If a decision to waive, reduce or cap the service charges is to be made prior to the time at which service charges are raised, then it would fall outside the Directions and fall within the general competence of the Council (section 1 Localism Act 2011). The Programme is at an early stage and there are insufficient facts available to make the decision to waive, reduce or cap charges at this point, including detailed financial analysis referred to at 5(x) and (xi) above, but that is not to say that the decision cannot be made once there is further information and the issues set out in (x) below have been addressed.
- (x) It is noted that the funding for the Programme is from the HRA budget, and before any decision is made regarding reduction, waiving or capping the service charges, advice should be sought regarding the financial implications. In particular, it should be ascertained whether there is an obligation to the HRA fund to recover monies to the fund where there is a power to do so, i.e. under the terms of the Lease. It must also be ensured that any such decision would not breach any financial regulations regarding the HRA.

**Human Resources implications and risks:**

- (i) There are no direct HR implications or risks to the Council or its workforce that can be identified from the recommendations made in this report.
- (ii) TUPE (Transfer of Undertakings (Protection of Employment) Regulations) will not apply as there will be no transferring staff.

**Equalities implications and risks:**

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

- (ii) Note: 'Protected characteristics' are: age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.
- (iii) The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.
- (iv) An Equality & Health Impact Assessment has been carried out and the Estates Improvements Programme is considered to have a neutral or positive impact against all Protected Characteristics and on Health and Wellbeing. (See Appendix 3)

**BACKGROUND PAPERS**

None

**Appendices**

- 1. Estate Prioritisation Criteria**
- 2. Top 20 Scoring Estates**
- 3. Proposed Schedule of Works**
- 4. Equalities and Health Impact Assessment**

**Criteria for Estate Prioritisation**

**Total 30 year investment**

This is the forecast investment required over the next 30 years in the estate on external and communal element replacements, according to the Keystone asset management database.

It excludes day to day repairs and excludes improvements such as alterations to the methods of refuse storage, or the addition of CCTV

0 marks under £500k

5 marks £501k to £1M

10 marks £1M to £2M

15 mark £2M to £5M

20 marks over £5M

**Backlog**

This is the investment which, according to the Keystone database, should have taken place and is now “late”, subject to validation surveys.

0 marks under £100k

5 marks £101k to £300k

10 marks £301k to £500k

15 marks over £500k

**Crime Weighting**

This utilises the overall ranking of wards provided by the Community Safety Tactical Analyst in Environmental Services.

Wards are scored from 1-18 with the highest (Central Romford) scoring 18.

These score are then divided by three to weight this criterion at 30%

Some estates straddle wards so the predominant ward has been used.

### **Deprivation Weighting**

This criterion uses the nationally published Index of Multiple Deprivation which is a Government study of deprivation based upon:

Income

Employment

Health deprivation and Disability

Education Skills and Training

Barriers to Housing and Services

Crime

Living Environment.

The index provides a score for each Lower Super Output Area, which divide the country into areas of approximately 1,500 homes.

The LSOA scores for each estate have been averaged to give an estate score, and these are then divided by two to weight the criterion at 50%

0 marks if under 10

5 marks if 11 – 20

10 marks if 21 – 30

15 marks if 31 - 40

20 marks if over 40

### **Size and Grouping Weighting**

This is a partly subjective criterion based upon the number of properties in the estate, their concentration into discrete geographical areas and the types and age of the properties.

The logic to this is that the opportunities for a meaningful and lasting impact from investment is greater where properties are concentrated into well defined and delineated estates where the benefits are shared by all residents, as opposed to a dispersed estate of houses with no clear focal point

0 marks for under 100 properties and/or widely dispersed

5 marks for estates of 100 to 150 properties and/or partially grouped

10 marks for 150 to 250 properties and/or areas of good grouping

## Appendix 1: Estate Improvements Programme – Criteria for Estate Prioritisation

15 marks for 250 to 350 properties and/or properties well grouped

20 marks for over 351 properties and/or closely grouped properties

### **Tenancy Sustainment, Estates Management and Maintenance Scores**

Having identified the top 20 estates by application of the criteria above, Tenancy Sustainment, Estates Management and Maintenance were asked to score each of those 20 estates from 1-10, where 1 is an estate which, in their opinion, requires little investment in communal areas.

Those scores have been added to the scores of the 20 estates to give an overall score and ranking – see Appendix 2

The three teams were also asked to identify any estates which required investment but which did not appear in the top 20, and they didn't identify any estates not already listed.

Appendix 1: Estate Improvements Programme – Criteria for Estate Prioritisation

**Worked Example**

This example uses the Kingsbridge Estate in Harold Hill, RM3.

The estate comprises 549 properties, of which 105 (19%) are leasehold.

Estate	Kingsbridge Estate	Score	Explanation
<b>No. of properties</b>	549		
<b>Leasehold</b>	105		
<b>L/H %</b>	19.12568306		
<b>30 Year Investment</b>	£ 4,268,150.00		
<b>30 Year Investment Score</b>	15.00	15	The asset management database indicates that investment of £4.2M is required over the next 30 years on works which fall under the definition of Estate Improvements, this therefore scores 15 marks.
<b>Backlog</b>	£ 477,250.00		
<b>Backlog Score</b>	10.00	10	There is an indicated backlog of spending of £477k which scores 10 marks.
<b>Crime Rank</b>	12.00		
<b>Crime Score</b>	4	4	The ward had the seventh most crimes out of the 18 wards in the borough and scored 12 marks, but this was weighted at 30% to give a score of 4 marks.
<b>Average Deprivation Weighting</b>	21		
<b>Deprivation Score</b>	10	10	The estate had a deprivation score of 42, which was then weighted at 50% to give a deprivation score of 21, which attracts 10 marks
<b>Size and Grouping Score</b>	20	20	The properties on the estate are quite closely grouped and the benefits of investment will be tangible for all residents, so the estate scored 20 on the Grouping criterion.
<b>Tenancy Sustainment Score</b>	7	7	Officers from Tenancy Sustainment, Estate Services and Maintenance were therefore asked to score the need for investment in the estate, from 1 (little investment required) to 10 (significant investment required) and each team scored this estate as a 7
<b>Estate Services Score</b>	7	7	As above
<b>Maintenance Score</b>	7	7	As above
<b>Overall Estate Score</b>	80	80	The total score for this estate is therefore 80 marks, which places it fourth out of twenty in the ranking (See Appendix 2).



Appendix 2 - Estates Improvements Programme - Full Estates List with Rankings							
Estate	Area	Ward	No. of prop	Leasehold	L/H %	Overall Estate Score	Comments
Petersfield Estate	Romford RM3	Gooshays	430	68	15.81395	86	Retford Path and Petersfield Avenue garage sites for demolition could be considered for future Regeneration.
Cherry Tree Estate	Rainham RM13	South Hornchurch	284	117	41.19718	81	New Zealand Way garage site for demolition. Cherry Tree Lane could be considered for future Regeneration.
Dagnam Park Estate	Romford RM3	Gooshays	450	61	13.55556	81	Leamington Road garage site for demolition
Kingsbridge Estate	Romford RM3	Harold Wood	549	105	19.12568	75	
Ongar Way	Rainham	South Hornchurch	302	97	32.11921	74	Theydon Gardens garage sites for demolition. Canfield Road area could be considered for future Regeneration.
Dartfields Estate	Romford RM3	Gooshays	422	96	22.74882	71	
Briar Road Estate	Romford RM3	Heaton	671	78	11.62444	69	Okehampton Road, Lucerne Way, Tulip Close, Veronica Close, Mimosa Close and Clematis Close garage sites for demolition
Malan Square	Rainham RM13	Elm Park	273	80	29.30403	69	Falcon Way garage site for demolition
Chelmsford Estate	Romford RM5	Havering Park	325	162	49.84615	65	
Chudleigh Road Estate	Romford RM3	Gooshays	392	67	17.09184	61	Whitchurch Road could be considered for future Regeneration.
Heaton	Romford RM3	Heaton	440	80	18.18182	59	Heaton Avenue could be considered for future Regeneration.
Neave/Shenstone Estate	Romford RM3	Heaton	249	45	18.07229	58	
Betra TMO	Romford RM3	Gooshays	252	59	23.4127	58	Estate is embedded within larger Hailsham Estate but is quite self-contained
Brentwood Road/South Street	Hornchurch RM11	Romford Town	274	100	36.49635	57	Lennox Close and Carlisle Road garage sites for demolition. Tolbut Court, Lennox Close could be considered for future Regeneration.
Rush Green Estate	Romford RM7	Brooklands	284	84	29.57746	54	Rush Green Road garage site for demolition. Clayton, Bellhouse and Meadow Roads largely houses and maisonettes
Taunton Road Estate	Romford RM3	Heaton	244	46	18.85246	48	
Ambleside	Hornchurch RM12	Elm Park	269	69	25.65056	47	
Delta TMO	Gidea Park	Squirrels Heath	275	97	35.27273	51	Durham Avenue garage site for demolition. Complaints about block decoration, request to treat stair decoration differently and car park needs a barrier. Estate is on Regeneration Programme 1 but included as regeneration is currently for infill areas only and not block demolition
Mawneys	Romford RM7	Mawneys	276	89	32.24638	47	Silver Way and Crownmead Way garage sites for demolition. Parking shortage acute at Barham Close.
Macon	Upminster RM14	Cranham	285	134	47.01754	46	Includes Brunswick Court, Regeneration Programme 1
Whitchurch Estate	Romford RM3	Gooshays	212	20	9.433962	31	
Avelon Road	Rainham	South Hornchurch	80	12	15	35	
Rainham and Wennington	Rainham RM13	Rainham and Wennington	207	59	28.50242	24	St Helens Court could be done in isolation but could be considered for future Regeneration.. Stirling Close garage sites for demolition
Lodge Avenue Estate	Romford RM5	Havering Park	290	70	24.13793	22	Defoe Way garage site for demolition
Wood Lane	Hornchurch RM12	Elm Park	150	30	20	27	Boulter Gardens garage site to demolish
Hacton Estate	Hornchurch RM12	Hacton	215	55	25.5814	26	Hacton Parade garage sites for demolition. Hacton Parade could be considered for future Regeneration.
Poplar/Brooklands Estate	Romford RM7	Brooklands	277	25	9.025271	20	
Harold Wood	Romford RM3	Harold Wood	206	30	14.56311	24	
White Hart Lane	Romford RM7	Mawneys	228	31	13.59649	28	Included for consideration due to new-build development due to start to rear of shops and rear of Durham, Devon, Cumberland and Rutland Houses
Collier Row Lane	Romford RM5	Mawneys and Pettits	252	61	24.20635	23	Fullers Close garage site for demolition. Estate includes Delderfield House, Regeneration Programme 1 block
Abbs Cross Estate	Hornchurch RM12	St Andrews	97	1	1.030928	20	
Diban Court	Hornchurch RM12	St Andrews	54	12	22.22222	20	Diban Court could be considered for future Regeneration.
Hailsham Road	Romford RM3	Heaton	327	12	3.669725	14	Estate surrounds the Betra TMO Estate but is mainly houses
Albany Estate	Hornchurch RM12	Hylands	165	14	8.484848	13	Adelphi and Apollo done recently
Painesbrook Estate	Romford RM3	Harold Wood	96	4	4.166667	4	Amersham Road Garages for demolition
London Road	Romford RM7	Brooklands	62	18	29.03226	5	Crowlands Avenue garage site for demolition
Petra TMO	Hornchurch RM12	St Andrews	146	45	30.82192	5	
Upminster	Upminster RM14	Upminster	69	9	13.04348	3	
Gidea Park/Squirrels Heath	Romford RM2	Squirrels Heath	39	12	30.76923	1	
Estates on Regeneration Programme 1 have not been included on this list, with the exception of Delta TMO							

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Appendix 3 - Estate Improvements Programme - Scope of Proposed Works

Item	Estate	Address	Postcode	Works	Estimated Cost	Comments	
1	Petersfield	Retford Path Garages	RM3	Demolition and Parking Spaces	£ -	Included in Garages budget	
2	Petersfield	Blocks between Leamington Road, Leamington Close and Hucknall Close	RM3	External Decoration	£ 200,000.00		
				Drying Areas	£ 150,000.00		
				Pram Sheds	£ 100,000.00		
				Bin stores	£ 100,000.00		
				Fencing	£ 100,000.00		
				Paving	£ 200,000.00		
					<b>£ 850,000.00</b>		
Page 165	3	Cherry Tree	Cherry Tree Lane Blocks 154 - 252	RM13	External Decoration	£ 200,000.00	
					Internal Block Decoration	£ 50,000.00	
					Drying Areas	£ 60,000.00	
					Bin Stores	£ 50,000.00	
					Pram Sheds	£ 30,000.00	
					Parking barrier	£ 20,000.00	
					Fencing	£ 20,000.00	
					Lighting	£ 20,000.00	
					<b>£450,000.00</b>		
4	Cherry Tree	Cherry Tree Lane Block 16-38	RM13	Drying Areas	£ 25,000.00		
				Pram Sheds	£ 20,000.00		
				Fencing	£ 20,000.00		
				Lighting	£ 10,000.00		
				Paths	£ 20,000.00		
					<b>£95,000.00</b>		

Appendix 3 - Estate Improvements Programme - Scope of Proposed Works

Item	Estate	Address	Postcode	Works	Estimated Cost	Comments
5	Dagnam Park	Leamington Road Garages	RM3	Demolition and Parking Spaces	£ -	Included in Garages budget
6	Dagnam Park	Blocks 14-44 Stratton Road	RM3	External Decoration	£ 10,000.00	
				Internal Block Decoration	£ 10,000.00	
				Fencing	£ 10,000.00	
				Paving	£ 20,000.00	
					<b>£ 50,000.00</b>	
7	Dagnam Park	Blocks on Redcar and Redruth Roads	RM3	External Decoration	£ 170,000.00	
				Internal Block Decoration	£ 50,000.00	
				Fencing	£ 60,000.00	
				Paving	£ 100,000.00	
				Drying Areas	£ 60,000.00	
				Bin stores	£ 60,000.00	
					<b>£ 500,000.00</b>	
8	Kingsbridge	Blocks around Kingsbridge Circus	RM3	External Decoration	£ 200,000.00	
				Internal Block Decoration	£ 100,000.00	
				Fencing	£ 100,000.00	
				Paving	£ 100,000.00	
				Drying Areas	£ 50,000.00	
				Bin stores	£ 50,000.00	
				Walls	£ 50,000.00	
					<b>£ 650,000.00</b>	
9	Ongar Way	Block 33-69 Danbury Road	RM13	External Decoration	£ 60,000.00	
				Internal Block Decoration	£ 30,000.00	
				Drying Areas	£ 50,000.00	
				Pram Sheds	£ 30,000.00	

Appendix 3 - Estate Improvements Programme - Scope of Proposed Works

Item	Estate	Address	Postcode	Works	Estimated Cost	Comments
				Bin stores	£ 20,000.00	
				Fencing	£ 10,000.00	
					<b>£ 200,000.00</b>	
10	Ongar Way	Blocks 17-57 Ongar Way	RM13	External Decoration	£ 30,000.00	
				Pram Sheds	£ 10,000.00	
				Bin stores	£ 10,000.00	
				Paving	£ 20,000.00	
				Lighting	£ 20,000.00	
					<b>£ 90,000.00</b>	
11	Ongar Way	Theydon Gardens Garage Sites - Various	RM13	Demolition and Parking Spaces	£ -	Included in Garages budget
Page 167	12	Dartfields	Blocks on Trowbridge Road	RM3	External Decoration	£ 300,000.00
				Drying Areas	£ 50,000.00	
				Bin stores	£ 50,000.00	
				Paths	£ 70,000.00	
				Parking	£ 200,000.00	
					<b>£ 670,000.00</b>	
13	Dartfields	Blocks on Dartfields	RM3	External Decoration	£ 200,000.00	
				Drying Areas	£ 80,000.00	
				Bin stores	£ 80,000.00	
				Paths	£ 50,000.00	
					<b>£ 410,000.00</b>	
14	Briar Road	Garage sites at Okehampton Road, Lucerne Way, Tulip Close, Veronica Close, Mimosa Close and Clematis Close	RM3	Demolition and Parking Spaces	£ -	Included in Garages budget

Appendix 3 - Estate Improvements Programme - Scope of Proposed Works

Item	Estate	Address	Postcode	Works	Estimated Cost	Comments
15	Malan Square	Blocks 1-72 Malan Square	RM13	External Decoration	£ 100,000.00	
				Drying Areas	£ 140,000.00	
				Pram Sheds	£ 50,000.00	
				Fencing	£ 100,000.00	
				Entrance canopies	£ 200,000.00	
					<b>£ 590,000.00</b>	
16	Malan Square	Blocks 122-204 Bader Way	RM13	External Decoration	£ 200,000.00	
				Drying Areas	£ 100,000.00	
				Pram Sheds	£ 80,000.00	
				Fencing	£ 100,000.00	
				Entrance canopies	£ 20,000.00	
					<b>£ 500,000.00</b>	
17	Malan Square	Blocks 84 - 154 Wood Lane	RM13	External Decoration	£ 50,000.00	
				Drying Areas	£ 50,000.00	
				Pram Sheds	£ 50,000.00	
				Fencing	£ 30,000.00	
				Entrance canopies	£ 10,000.00	
					<b>£ 190,000.00</b>	
18	Chelmsford	Blocks on Chelmsford Avenue and Galleywood	RM5	External Decoration	£ 150,000.00	
				Drying Areas	£ 75,000.00	
				Pram Sheds	£ 75,000.00	
					<b>£ 300,000.00</b>	
19	Chudleigh Road	Blocks on Chudleigh Road and Broseley Road	RM3	External Decoration	£ 500,000.00	
				Drying Areas	£ 200,000.00	
				Pram Sheds/Paths	£ 200,000.00	

Appendix 3 - Estate Improvements Programme - Scope of Proposed Works

Item	Estate	Address	Postcode	Works	Estimated Cost	Comments
					£ 900,000.00	
20	Heaton	Bards Court	RM3	Fencing	£ -	Included in Sheltered Housing programme
21	Neave/Shenstone	Blocks 75-97 Neave Crescent	RM3	Paving	£ 15,000.00	
				Plinths	£ 10,000.00	
					£ 25,000.00	
22	Neave/Shenstone	Blocks in Shenstone and Ramsay Gardens	RM3	External Decoration	£ 120,000.00	
				Balcony repairs	£ 120,000.00	
				Internal Block Decoration	£ 25,000.00	
				Fencing	£ 20,000.00	
					£ 285,000.00	
23	Betra TMO	Blocks on Banstaple Road, Montgomery Cresecent, Darlington Gardens	RM3	Drying Areas	£ 100,000.00	
				Pram Sheds	£ 20,000.00	
				Fencing	£ 30,000.00	
				Paving	£ 200,000.00	
				Bin stores	£ 100,000.00	
					£ 450,000.00	
24	Brentwood Road/South Street	Tolbut Court	RM1	Bin Stores	£ 50,000.00	
				External Decorations	£ 100,000.00	
					£ 150,000.00	
25	Rush Green	172 - 190 Rush Green Road	RM7	Balcony repairs	£ 10,000.00	

Appendix 3 - Estate Improvements Programme - Scope of Proposed Works

Item	Estate	Address	Postcode	Works	Estimated Cost	Comments
				Internal Block Decoration	£ 8,000.00	
				External Decoration	£ 20,000.00	
				Drying Areas	£ 5,000.00	
				Fencing	£ 5,000.00	
				Paving	£ 7,000.00	
				Bin stores	£ 7,000.00	
					<b>£ 62,000.00</b>	
26	Rush Green	196-214 Rush Green Road	RM7	Internal Block Decoration	£ 10,000.00	
				External Decoration	£ 8,000.00	
				Drying Areas	£ 20,000.00	
				Fencing	£ 5,000.00	
				Paving	£ 5,000.00	
				Bin stores	£ 7,000.00	
				Canopies	£ 7,000.00	
					<b>£ 62,000.00</b>	
27	Rush Green	216-226 Rush Green Road	RM7	Internal Block Decoration	£ 10,000.00	
				External Decoration	£ 8,000.00	
				Drying Areas	£ 20,000.00	
				Fencing	£ 5,000.00	
				Paving	£ 5,000.00	
				Bin stores	£ 7,000.00	
				Balcony repairs	£ 7,000.00	
					<b>£ 62,000.00</b>	
28	Rush Green	Blocks on Rush Green Gardens	RM7	Internal Block Decoration	£ 200,000.00	
				External Decoration	£ 250,000.00	
				Drying Areas	£ 100,000.00	
				Fencing	£ 50,000.00	
				Paving	£ 150,000.00	



Appendix 3 - Estate Improvements Programme - Scope of Proposed Works

Item	Estate	Address	Postcode	Works	Estimated Cost	Comments
				Bin stores	£ 50,000.00	
				Balcony repairs	£ 50,000.00	
					<b>£ 850,000.00</b>	
29	Taunton Road	Blocks in Taunton Road, Sevenoaks Close and Hitchin Close	RM3	Balconies	£ -	Included in Maintenance budgets
30	Ambleside	Dunningford Close RM12	RM12	Internal Block Decoration	£ 40,000.00	
				Drying Areas	£ 40,000.00	
				Pram Sheds	£ 30,000.00	
				Bin stores	£ 30,000.00	
				External Decoration	£ 60,000.00	
					<b>£ 200,000.00</b>	
31	Delta TMO	Delta TMO	RM2	Internal Block Decoration	£ 100,000.00	
				Parking	£ 150,000.00	
				Bin stores	£ 50,000.00	
				External Decoration to Low Rise	£ 200,000.00	
					<b>£ 500,000.00</b>	
32	Mawneys	Barham Close	RM7	Parking	£ 100,000.00	
				Drying Areas	£ 30,000.00	
				Bin stores	£ 30,000.00	
					<b>£ 160,000.00</b>	
33	Mawneys	Crownmead Way	RM7	Demolition of garages and Parking Spaces	£ 10,000.00	
				Bin stores	£ 20,000.00	
					<b>£ 30,000.00</b>	

Appendix 3 - Estate Improvements Programme - Scope of Proposed Works

Item	Estate	Address	Postcode	Works	Estimated Cost	Comments
34	Macon Way	Gadsden Close	RM14	Parking improvements	£ 100,000.00	
35	Rainham & Wennington	Stirling Close Garage Site	RM13	Demolition and Parking Spaces	<b>£0.00</b>	Included in Garages budget
36	Rainham & Wennington	St Helens Court	RM13	Parking Restrictions	<b>£ 10,000.00</b>	
37	Rainham & Wennington	Stirling Close	RM13	Drainage	£ 20,000.00	
				Bin stores	£ 60,000.00	
					<b>£ 80,000.00</b>	
38	White Hart Lane	Rodney Way Garages	RM7	Demolition and Parking Spaces	<b>£ -</b>	Included in Garages budget
39	White Hart Lane	Block 45A to 51A White Hart Lane - Flats above shops	RM7	External Decoration	£ 100,000.00	New-build development due soon on site behind
				Communal Glazing	£ 80,000.00	
				Internal Block Decoration	£ 30,000.00	
				Re-Roofing	£ 200,000.00	
					<b>£ 410,000.00</b>	
40	White Hart Lane	Blocks to East of White Hart Lane	RM7	External Decoration	£ 100,000.00	New-build development due soon on site behind
				Internal Block Decoration	£ 70,000.00	
				Drying Areas	£ 100,000.00	
				Pram Sheds	£ 80,000.00	
				Bin stores	£ 50,000.00	
				Balcony repairs	£ 30,000.00	
				Parking	£ 20,000.00	

Appendix 3 - Estate Improvements Programme - Scope of Proposed Works

Item	Estate	Address	Postcode	Works	Estimated Cost	Comments
					£ 450,000.00	
				<b>Total Estimated Cost</b>	<b>£10,331,000.00</b>	

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## Equality & Health Impact Assessment (EqHIA)

### Document control

<b>Title of activity:</b>	Housing Estates Improvements Programme
<b>Lead officer:</b>	Mark Howard: Programme Delivery Manager
<b>Approved by:</b>	Ian Brady: Interim Land and Property Services Manager
<b>Date completed:</b>	13/05/2019
<b>Scheduled date for review:</b>	06/01/2020

<b>Did you seek advice from the Corporate Policy &amp; Diversity team?</b>	Yes / No
<b>Did you seek advice from the Public Health team?</b>	Yes / No
<b>Does the EqHIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?</b>	Yes/ No

# 1. Equality & Health Impact Assessment Checklist

## About your activity

1	<b>Title of activity</b>	Housing Estates Improvement Programme		
2	<b>Type of activity</b>	The programme will deliver £10M of improvements to the public realm on Housing estates in the borough.		
3	<b>Scope of activity</b>	The works will differ from estate to estate, and detailed consultation will be carried out with residents on each estate, but generally will cover works to external and communal internal areas of blocks and wider estate areas, to enhance security, accessibility, maintainability and aesthetics.		
4a	<b>Are you changing, introducing a new, or removing a service, policy, strategy or function?</b>	Yes / No	If the answer to <u>any</u> of these questions is 'YES', please continue to question 5.	If the answer to <u>all</u> of the questions (4a, 4b & 4c) is 'NO', please go to question 6.
4b	<b>Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?</b>	Yes / No		
4c	<b>Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?</b>	Yes / No		
5	<b>If you answered YES:</b>	<b>Please complete the EqHIA in Section 2 of this document.</b> Please see Appendix 1 for Guidance.		
6	<b>If you answered NO:</b>	N/A		

<b>Completed by:</b>	Mark Howard: Programme Delivery Manager
<b>Date:</b>	15/5/2019

## 2. The EqHIA – How will the strategy, policy, plan, procedure and/or service impact on people?

### Background/context:

The Cabinet approved HRA budget for 2019/20 includes £10M for an Estates Improvement Programme, specifically intended to benefit those estates which are not part of the Council's Regeneration proposals.

The intention is to carry out works as required to certain prioritised estates to enhance the living environment of the estate, the exterior of homes and the communal internal areas

*\*Expand box as required*

### Who will be affected by the activity?

All residents living on the affected estates, as well as visitors to the estates and the homes within them.

The visual improvements will impact upon the general public as they move through and around the affected estates.

Residents on estates will be affected by the works as they are carried out.

*\*Expand box as required*

### Protected Characteristic - Age: Consider the full range of age groups

Please tick (✓)  
the relevant box:

Positive

Neutral

Negative

#### Overall impact:

The works envisaged will be to General Needs Housing estates, not to any designated Sheltered Housing and should be neutral with regards impact by age.

*\*Expand box as required*

#### Evidence:

N/A

*\*Expand box as required*

<p><b>Sources used:</b></p> <p>N/A</p>
--

*\*Expand box as required*

**Protected Characteristic - Disability:** Consider the full range of disabilities; including physical mental, sensory and progressive conditions

Please tick (✓) the relevant box:		<p><b>Overall impact:</b></p> <p>The proposed works for each estate are subject to survey and consultation with residents but it is envisaged that improvements to parking, block accessibility and refuse facility accessibility will have a positive impact upon those with mobility impairments</p>
<b>Positive</b>	<input checked="" type="checkbox"/>	
<b>Neutral</b>	<input type="checkbox"/>	
<b>Negative</b>	<input type="checkbox"/>	

*\*Expand box as required*

**Evidence:**

The evidence will come once the scope of works for each estate is agreed.

*\*Expand box as required*

<p><b>Sources used:</b></p> <p>Preliminary scope of works</p>
---

*\*Expand box as required*

**Protected Characteristic - Sex/gender:** Consider both men and women

Please tick (✓) the relevant box:		<p><b>Overall impact:</b></p> <p>The works envisaged will be to General Needs Housing estates and should be neutral with regards impact by sex/gender.</p>
<b>Positive</b>	<input type="checkbox"/>	
<b>Neutral</b>	<input checked="" type="checkbox"/>	
<b>Negative</b>	<input type="checkbox"/>	

*\*Expand box as required*



<b>Evidence:</b>	
N/A	
<i>*Expand box as required</i>	
<b>Sources used:</b>	
N/A	
<i>*Expand box as required</i>	

Protected Characteristic - Ethnicity/race: Consider the impact on different ethnic groups and nationalities		
<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b>  The works envisaged will be to General Needs Housing estates and should be neutral with regards impact by ethnicity/race.
<b>Positive</b>	<input type="checkbox"/>	
<b>Neutral</b>	<input checked="" type="checkbox"/>	
<b>Negative</b>	<input type="checkbox"/>	
		<i>*Expand box as required</i>
<b>Evidence:</b>		
N/A		
<i>*Expand box as required</i>		
<b>Sources used:</b>		
N/A		
<i>*Expand box as required</i>		

Protected Characteristic - Religion/faith: Consider people from different religions or beliefs including those with no religion or belief		
<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b>  The works envisaged will be to General Needs Housing estates and should be neutral with regards impact by religion/faith.
<b>Positive</b>	<input type="checkbox"/>	
<b>Neutral</b>	<input checked="" type="checkbox"/>	
<b>Negative</b>	<input type="checkbox"/>	

<b>Negative</b>			<i>*Expand box as required</i>
<b>Evidence:</b>			
N/A			
<i>*Expand box as required</i>			
<b>Sources used:</b>			
N/A			
<i>*Expand box as required</i>			

<b>Protected Characteristic - Sexual orientation:</b> Consider people who are heterosexual, lesbian, gay or bisexual			
<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b>	
<b>Positive</b>		The works envisaged will be to General Needs Housing estates and should be neutral with regards impact by sexual orientation.	<i>*Expand box as required</i>
<b>Neutral</b>	✓		
<b>Negative</b>			
<b>Evidence:</b>			
N/A			
<i>*Expand box as required</i>			
<b>Sources used:</b>			
N/A			
<i>*Expand box as required</i>			

<b>Protected Characteristic - Gender reassignment:</b> 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>		<b>Overall impact:</b>	

<b>Positive</b>		The works envisaged will be to General Needs Housing estates and should be neutral with regards impact on gender reassignment.
<b>Neutral</b>	✓	
<b>Negative</b>		
<i>*Expand box as required</i>		
<b>Evidence:</b>		
N/A		
<i>*Expand box as required</i>		
<b>Sources used:</b>		
N/A		
<i>*Expand box as required</i>		

<b>Protected Characteristic - Marriage/civil partnership:</b> Consider people in a marriage or civil partnership		
<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b>  The works envisaged will be to General Needs Housing estates and should be neutral with regards impact on marriage/civil partnership.  <i>*Expand box as required</i>
<b>Positive</b>		
<b>Neutral</b>	✓	
<b>Negative</b>		
<b>Evidence:</b>		
N/A		
<i>*Expand box as required</i>		
<b>Sources used:</b>		
N/A		
<i>*Expand box as required</i>		

<b>Protected Characteristic - Pregnancy, maternity and paternity:</b> Consider those who are pregnant and those who are undertaking maternity or paternity leave		
<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b>  The works envisaged will be to General Needs Housing estates and should be neutral with regards impact on pregnancy.    <i>*Expand box as required</i>
<b>Positive</b>	<input type="checkbox"/>	
<b>Neutral</b>	<input checked="" type="checkbox"/>	
<b>Negative</b>	<input type="checkbox"/>	
<b>Evidence:</b>  N/A    <i>*Expand box as required</i>		
<b>Sources used:</b>  N/A    <i>*Expand box as required</i>		

<b>Socio-economic status:</b> Consider those who are from low income or financially excluded backgrounds		
<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b>  The works envisaged will be to General Needs Housing estates and will primarily improve the quality of life of Council housing tenants and leaseholders.  On the basis that a higher percentage of Council tenants as opposed to private home owners are in receipt of benefits, this project should positively impact upon those from low income of financially excluded backgrounds    <i>*Expand box as required</i>
<b>Positive</b>	<input checked="" type="checkbox"/>	
<b>Neutral</b>	<input type="checkbox"/>	
<b>Negative</b>	<input type="checkbox"/>	
<b>Evidence:</b>  N/A    <i>*Expand box as required</i>		

**Sources used:**

N/A

*\*Expand box as required*

**Health & Wellbeing Impact:** Consider both short and long-term impacts of the activity on a person’s physical and mental health, particularly for disadvantaged, vulnerable or at-risk groups. Can health and wellbeing be positively promoted through this activity? Please use the Health and Wellbeing Impact Tool in Appendix 2 to help you answer this question.

*Please tick (✓) all the relevant boxes that apply:*

**Positive** ✓

**Neutral** ✓

**Negative** ✓

Overall impact:

The works will improve the physical environment in and around existing Housing estates; measures will differ from estate to estate according to local needs but should impact positively in the following ways:-

Personal Circumstances – on Housing conditions  
 Social Factors – through security and safety measures such as fencing on the level and fear of crime and ASB  
 Economic Factors – expenditure of £10M on works presents opportunities for local business and local employment  
 Environmental Factors – the works will improve land use on estates and reduce hazards; hard and soft landscaping will be renewed and enhanced.

Overall the programme is expected to have a positive impact upon the health and wellbeing of residents but it is acknowledged that construction and maintenance works are disruptive and create noise, dust and other hazards which will be actively managed during the works.

All works will be covered by the Construction (Design and Management) Regulations 2015 but garages, for example, may contain asbestos, so all works will additionally comply fully with the Control of Asbestos Regulations 2012

Prior to starting any works, consultation will be carried out with the affected residents to take into account any specific concerns or needs they have in relation to the impact of the works on their health and wellbeing. Where possible, all efforts will be made to mitigate for any negative impacts, such as through:




- Clearly stating the times the works will be taking place, and for how long, and restricting working hours to 8:00am to 5:00pm, weekdays only. Where particularly noisy work is envisaged, a break will be enforced in the middle of the day.
- Use of machinery, tools and techniques to minimise the amount of dust and air pollution caused by the works

	<ul style="list-style-type: none"> <li>- Good communication with the local residents to ensure they are kept informed, their needs are met, and an open dialogue is put in place to address concerns quickly</li> <li>- Avoiding trip hazards on pavements through clear signage and safe alternative routes</li> <li>- Phasing work to maintain safe ingress and egress and routes across estates</li> <li>- Main contractors registering with the Considerate Constructors scheme</li> <li>- Contractors to employ a dedicated Resident Liaison Officer</li> </ul> <p>Do you consider that a more in-depth HIA is required as a result of this brief assessment? Please tick (✓) the relevant box</p> <p style="text-align: right;">Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p><b>Evidence:</b></p> <p>Evidence will be in the delivery of the works</p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p><b>Sources used:</b></p> <p>N/A</p> <p style="text-align: right;"><i>*Expand box as required</i></p>	

### 3. Outcome of the Assessment

The EqHIA assessment is intended to be used as an improvement tool to make sure the activity maximises the positive impacts and eliminates or minimises the negative impacts. The possible outcomes of the assessment are listed below and what the next steps to take are:

Please tick (✓) what the overall outcome of your assessment was:

	1. The EqHIA identified <u>no significant concerns</u> OR the identified <u>negative concerns</u> have already been <u>addressed</u>		<b>Proceed with implementation</b> of your activity
	2. The EqHIA identified some <u>negative impact</u> which still needs to be <u>addressed</u>		<b>COMPLETE SECTION 4:</b> <b>Complete action plan</b> and finalise the EqHIA
	3. The EqHIA identified some <u>major concerns</u> and showed that it is <u>impossible to diminish negative impacts</u> from the activity to an acceptable or even lawful level		<b>Stop and remove</b> the activity or <b>revise</b> the activity <b>thoroughly</b> . <b>Complete an EqHIA on the revised proposal.</b>

## 4. Action Plan

The real value of completing an EqHIA comes from the identifying the actions that can be taken to eliminate/minimise negative impacts and enhance/optimize positive impacts. In this section you should list the specific actions that set out how you will address any negative equality and health & wellbeing impacts you have identified in this assessment. Please ensure that your action plan is: more than just a list of proposals and good intentions; sets ambitious yet achievable outcomes and timescales; and is clear about resource implications.

Protected characteristic / health & wellbeing impact	Identified Negative or Positive impact	Recommended actions to mitigate Negative impact* or further promote Positive impact	Outcomes and monitoring**	Timescale	Lead officer

**Add further rows as necessary**

\* You should include details of any future consultations and any actions to be undertaken to mitigate negative impacts

\*\* Monitoring: You should state how the impact (positive or negative) will be monitored; what outcome measures will be used; the known (or likely) data source for outcome measurements; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).



## 5. Review

In this section you should identify how frequently the EqHIA will be reviewed; the date for next review; and who will be reviewing it.

**Review:**

This EqHIA should be reviewed in January 2020 when the scope of works will have been agreed with stakeholders and works will have commenced on site.

**Scheduled date of review:** 6<sup>th</sup> January 2020

**Lead Officer conducting the review:** Mark Howard

*\*Expand box as required*

**Please submit the completed form via e-mail to [EqHIA@havering.gov.uk](mailto:EqHIA@havering.gov.uk) thank you.**

# Appendix 1. Guidance on Undertaking an EqHIA

**This Guidance can be deleted prior to publication.**

## What is it?

The Equality & Health Impact Assessment (EqHIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service, whilst at the same time ensuring a person's chance of leading a healthy life is the same wherever they live and whoever they are. We want to ensure that the activities of the Council are 'fit for purpose' and meet the needs of Havering's increasingly diverse communities and employees. This robust and systematic EqHIA process ensures that any potential detrimental effects or discrimination is identified, removed, or mitigated and positive impacts are enhanced.

## When to Assess:

An EqHIA should be carried out when you are changing, removing or introducing a new service, policy, strategy or function; for simplicity, these are referred to as an "activity" throughout this document. It is best to conduct the assessment as early as possible in the decision-making process.

## Guidance: Equality & Health Impact Assessment Checklist

The Checklist in Section 1 asks the key questions,

**4a) Are you changing, introducing a new, or removing a service, policy, strategy or function?**

**4b) Does this activity (policy/strategy/service/decision) have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?**

**4c) Does this activity (policy/strategy/service/decision) have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?**

- If the answer to ANY of the questions 4a, 4b or 4c of the Checklist is 'YES' then you must carry out an assessment. e.g. Proposed changes to Contact Centre Opening Hours  
'YES' = you need to carry out an EqHIA
- If the answer to ALL of the questions, 4a or 4b of the Checklist is NO, then you do not need to carry out an EqHIA assessment. e.g. Quarterly Performance Report  
'NO' = you DO NOT need to carry out an EqHIA. Please provide a clear explanation as to why you consider an EqHIA is not required for your activity.

## Using the Checklist

The assessment should take into account all the potential impacts of the proposed activity, be it a major financial decision, or a seemingly simple policy change. Considering and completing this EqHIA will ensure that all Council plans, strategies, policies, procedures, services or other activity comply with relevant statutory obligations and responsibilities. In particular it helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#) and its public health duties under the [Health and Social Care Act 2012](#).

## Having Due Regard

To have due regard means that in making decisions and in its other day-to-day activities, the Council must consciously consider the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups
- Reduce inequalities in health outcomes

## Combining Equality and Health Impact Assessment:

[Equality Impact Assessments \(EIAs\)](#) provide a systematic way of ensuring that legal obligations are met. They assess whether a proposed policy, procedure, service change or plan will affect people different on the basis of their 'protected characteristics' and if it will affect their human rights. 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.

An activity does not need to impact on all 9 protected characteristics – impacting on just one is sufficient justification to complete an EqHIA.

[Health Impact Assessments \(HIAs\)](#) consider the potential impact of any change or amendment to a policy, service, plan, procedure or programme on the health and wellbeing of the population. HIAs help identify how people may be affected differently on the basis of where they live and potential impacts on health inequalities and health equity by assessing the distribution of potential effects within the population, particularly within vulnerable groups. 'Health' is not restricted to medical conditions, or the provision of health services, but rather encompasses the wide range of influences on people's health and wellbeing. This includes, but is not limited to, experience of discrimination, access to transport, housing, education, employment - known as the 'wider determinants of health'.

This [Equality and Health Impact Assessment \(EqHIA\)](#) brings together both impact assessments into a single tool which will result in a set of recommendations to eliminate discrimination and inequality; enhance potential positive impacts and mitigate where possible for negative impacts. In conducting this EqHIA 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), **socio-economic status** and **health & wellbeing**. Guidance on what to include in each section is given on the next pages.

### Guidance: What to include in background/context

In this section you will need to add the background/context of your activity, i.e. what is the activity intending to do, and why?

Make sure you include the scope and intended outcomes of the activity being assessed; and highlight any proposed changes. Please include a brief rationale for your activity and any supporting evidence for the proposal. Some questions to consider:

- What is the aim, objectives and intended outcomes?
  - How does this activity meet the needs of the local population?
  - Has this activity been implemented in another area? What were the outcomes?
  - Is this activity being implemented as per best practice guidelines?
  - Who were the key stakeholders in this activity?
- \*Note that the boxes will expand as required

## Guidance: Who will be affected by the activity?

The people who will be affected may be

**Residents:** pay particular attention to vulnerable groups in the population who may be affected by this activity

**Businesses/ manufacturing / developers / small, medium or large enterprises**

**Employees:** e.g. Council staff for an internal activity, other statutory or voluntary sector employees, local businesses and services

\*Note that the boxes will expand as required

## Guidance: What to include in assessing a Protected Characteristic e.g. AGE

Please tick (✓) the relevant box:

**Positive**

**Neutral**

**Negative**

**Overall impact:** In this section you will need to consider and note what impact your activity will have on individuals and groups (including staff) with protected characteristics based on the data and information you have. You should note whether this is a positive, neutral or negative impact.

**It is essential that you note all negative impacts. This will demonstrate that you have paid 'due regard' to the Public Sector Equality Duty if your activity is challenged under the Equality Act.**

\*Note that the boxes will expand as required

**Evidence:** In this section you will need to document the evidence that you have used to assess the impact of your activity.

When assessing the impact, please consider and note how your activity contributes to the three aims of the Public Sector Equality Duty (PSED) as stated in the section above.

It is essential that you note the full impact of your activity, so you can demonstrate that you have fully considered the equality implications and have paid 'due regard' to the PSED should the Council be challenged.

- If you have identified a **positive impact**, please note this.
- If you think there is a **neutral impact** or the impact is not known, please provide a full reason why this is the case.
- If you have identified a **negative impact**, please note what steps you will take to mitigate this impact. If you are unable to take any mitigating steps, please provide a full reason why. All negative impacts that have mitigating actions must be recorded in the **Action Plan**.
- **Please ensure that appropriate consultation with affected parties has been undertaken and evidenced**

**Sources used:** In this section you should list all sources of the evidence you used to assess the impact of your activity. This can include:

- Service specific data
- Population, demographic and socio-economic data. Suggested sources include:
  - o Service user monitoring data that your service collects
  - o [Havering Data Intelligence Hub](#)
  - o [Office for National Statistics \(ONS\)](#)

If you do not have any relevant data, please provide the reason why.

\*Note that the boxes will expand as required

## Guidance: What to include in assessing Health & Wellbeing Impact:

Please tick (✓) all the relevant boxes that apply:

**Positive**

**Neutral**

**Negative**

**Overall impact:** In this section you will need to consider and note whether the proposal could have an overall impact on, or implications for, people's health and wellbeing or any factors which determine people's health.

How will the activity help address inequalities in health?

Include here a brief outline of what could be done to enhance the positive impacts and, where possible, mitigate for the negative impacts.

\*Note that the boxes will expand as required

**Do you consider that a more in-depth HIA is required as a result of this brief assessment?** Please tick (✓) the relevant box

Yes  No

**Evidence:** In this section you will need to outline in more detail how you came to your conclusions above:

- What is the nature of the impact?
- Is the impact **positive** or **negative**? It is possible for an activity to have **both positive and negative impacts**. Consider here whether people will be able to access the service being offered; improve or maintain healthy lifestyles; improve their opportunities for employment/income; whether and how it will affect the environment in which they live (housing, access to parks & green space); what the impact on the family, social support and community networks might be
- What can be done to mitigate the negative impacts and/or enhance the positive impacts?
- If you think there is a **neutral impact**, or the impact is not known, please provide a brief reason why this is the case.
- What is the likelihood of the impact? Will the impact(s) be in weeks, months or years? In some cases the short-term risks to health may be worth the longer term benefits.
- Will the proposal affect different groups of people in different ways? A proposal that is likely to benefit one section of the community may not benefit others and could lead to inequalities in health.

**Please use the Health & Wellbeing Impact Tool in Appendix 2 as a guide/checklist to assess the potential wider determinants of health impacts.**

This tool will help guide your thinking as to what factors affect people's health and wellbeing, such as social support, their housing conditions, access to transport, employment, education, crime and disorder and environmental factors. It is not an exhaustive list, merely a tool to guide your assessment; there may be other factors specific to your activity.

Some questions you may wish to ask include:

- Will the activity impact on people's ability to socialise, potentially leading to social isolation?
- Will the activity affect a person's income and/or have an effect on their housing status?
- Is the activity likely to cause the recipient of a service more or less stress?
- Will any change in the service take into account different needs, such as those with learning difficulties?
- Will the activity affect the health and wellbeing of persons not directly related to the service/activity, such as carers, family members, other residents living nearby?
- If there is a short-term negative effect, what will be done to minimise the impact as much as possible?

- Are the longer-term impacts positive or negative? What will be done to either promote the positive effects or minimise the negative effects?
- Do the longer term positive outcomes outweigh the short term impacts?

\*Note that the boxes will expand as required

**Sources used:** In this section you should list all sources of the evidence you used to assess the impact of your activity. This could include, e.g.:

Information on the population affected

- Routinely collected local statistics (e.g. quality of life, health status, unemployment, crime, air quality, educational attainment, transport etc.)
- Local research/ Surveys of local conditions
- Community profiles

Wider Evidence

- Published Research, including evidence about similar proposals implemented elsewhere (e.g. Case Studies).
- Predictions from local or national models
- Locally commissioned research by statutory/voluntary/private organisations

Expert Opinion

- Views of residents and professionals with local knowledge and insight

\*Note that the boxes will expand as required

## Guidance: Outcome of the Assessment

On reflection, what is your overall assessment of the activity?

The purpose of conducting this assessment is to offer an opportunity to think, reflect and **improve** the proposed activity. It will make sure that the Council can evidence that it has considered its due regard to equality and health & wellbeing to its best ability.

It is not expected that all proposals will be immediately without negative impacts! However, where these arise, what actions can be taken to mitigate against potential negative effects, or further promote the positive impacts?

Please tick one of the 3 boxes in this section to indicate whether you think:

1. all equality and health impacts are adequately addressed in the activity – proceed with your activity pending all other relevant approval processes
2. the assessment identified some negative impacts which could be addressed – please complete the Action Plan in Section 4.
3. If the assessment reveals some significant concerns, this is the time to stop and re-think, making sure that we spend our Council resources wisely and fairly. There is no shame in stopping a proposal.

\*Note that the boxes will expand as required

## Guidance: Action Plan

For each protected characteristic/health & wellbeing impact where an impact on people or their lives has been identified, complete one row of the action plan. You can add as many further rows as required.

State whether the impact is Positive or Negative

Briefly outline the actions that can be taken to mitigate against the negative impact or further enhance a positive impact. These actions could be to make changes to the activity itself (service, proposal, strategy etc.) or to make contingencies/alterations in the setting/environment where the activity will take place.

For example, might staff need additional training in communicating effectively with people with learning difficulties, if a new service is opened specifically targeting those people? Is access to the service fair and equitable? What will the impact on other service users be? How can we ensure equity of access to the service by all users? Will any signage need changing? Does the building where the service being delivered comply with disability regulations?

## Guidance: Review

Changes happen all the time! A service/strategy/policy/activity that is appropriate at one time, may no longer be appropriate as the environment around us changes. This may be changes in our population, growth and makeup, legislative changes, environmental changes or socio-political changes.

Although we can't predict what's going to happen in the future, a review is recommended to ensure that what we are delivering as a Council is still the best use of our limited resources. The timescale for review will be dependent on the scale of the activity.

A major financial investment may require a review every 2-3 years for a large scale regeneration project over 10-15 years.

A small policy change may require a review in 6 months to assess whether there are any unintended outcomes of such a change.

Please indicate here how frequently it is expected to review your activity and a brief justification as to why this timescale is recommended.

## Appendix 2. Health & Wellbeing Impact Tool

Will the activity/service/policy/procedure affect any of the following characteristics? Please tick/check the boxes below  
The following are a range of considerations that might help you to complete the assessment.

Lifestyle YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	Personal circumstances YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Access to services/facilities/amenities YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
<input type="checkbox"/> Diet <input type="checkbox"/> Exercise and physical activity <input type="checkbox"/> Smoking <input type="checkbox"/> Exposure to passive smoking <input type="checkbox"/> Alcohol intake <input type="checkbox"/> Dependency on prescription drugs <input type="checkbox"/> Illicit drug and substance use <input type="checkbox"/> Risky Sexual behaviour <input type="checkbox"/> Other health-related behaviours, such as tooth-brushing, bathing, and wound care	<input type="checkbox"/> Structure and cohesion of family unit <input type="checkbox"/> Parenting <input type="checkbox"/> Childhood development <input type="checkbox"/> Life skills <input type="checkbox"/> Personal safety <input type="checkbox"/> Employment status <input type="checkbox"/> Working conditions <input type="checkbox"/> Level of income, including benefits <input type="checkbox"/> Level of disposable income <input type="checkbox"/> Housing tenure <input checked="" type="checkbox"/> Housing conditions <input type="checkbox"/> Educational attainment <input type="checkbox"/> Skills levels including literacy and numeracy	<input type="checkbox"/> to Employment opportunities <input type="checkbox"/> to Workplaces <input type="checkbox"/> to Housing <input type="checkbox"/> to Shops (to supply basic needs) <input type="checkbox"/> to Community facilities <input type="checkbox"/> to Public transport <input type="checkbox"/> to Education <input type="checkbox"/> to Training and skills development <input type="checkbox"/> to Healthcare <input type="checkbox"/> to Social services <input type="checkbox"/> to Childcare <input type="checkbox"/> to Respite care <input type="checkbox"/> to Leisure and recreation services and facilities
Social Factors YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Economic Factors YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Environmental Factors YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
<input type="checkbox"/> Social contact <input checked="" type="checkbox"/> Social support <input type="checkbox"/> Neighbourliness <input type="checkbox"/> Participation in the community <input type="checkbox"/> Membership of community groups <input checked="" type="checkbox"/> Reputation of community/area <input type="checkbox"/> Participation in public affairs <input checked="" type="checkbox"/> Level of crime and disorder <input checked="" type="checkbox"/> Fear of crime and disorder <input checked="" type="checkbox"/> Level of antisocial behaviour <input checked="" type="checkbox"/> Fear of antisocial behaviour <input type="checkbox"/> Discrimination <input type="checkbox"/> Fear of discrimination <input checked="" type="checkbox"/> Public safety measures <input checked="" type="checkbox"/> Road safety measures	<input type="checkbox"/> Creation of wealth <input type="checkbox"/> Distribution of wealth <input type="checkbox"/> Retention of wealth in local area/economy <input type="checkbox"/> Distribution of income <input type="checkbox"/> Business activity <input type="checkbox"/> Job creation <input checked="" type="checkbox"/> Availability of employment opportunities <input type="checkbox"/> Quality of employment opportunities <input type="checkbox"/> Availability of education opportunities <input type="checkbox"/> Quality of education opportunities <input type="checkbox"/> Availability of training and skills development opportunities <input type="checkbox"/> Quality of training and skills development opportunities <input type="checkbox"/> Technological development <input type="checkbox"/> Amount of traffic congestion	<input type="checkbox"/> Air quality <input type="checkbox"/> Water quality <input type="checkbox"/> Soil quality/Level of contamination/Odour <input type="checkbox"/> Noise levels <input type="checkbox"/> Vibration <input checked="" type="checkbox"/> Hazards <input checked="" type="checkbox"/> Land use <input type="checkbox"/> Natural habitats <input type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Landscape, including green and open spaces <input checked="" type="checkbox"/> Townscape, including civic areas and public realm <input type="checkbox"/> Use/consumption of natural resources <input type="checkbox"/> Energy use: CO2/other greenhouse gas emissions <input checked="" type="checkbox"/> Solid waste management <input type="checkbox"/> Public transport infrastructure