



## CABINET

22 JANUARY 2014

**Subject Heading:**

Harold Hill Ambitions

**Cabinet Member:**

Cllr Steven Kelly  
Deputy Leader of the Council

**CMT Lead:**

Cynthia Griffin  
Group Director Culture, Community and  
Economic Development

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**Policy context:**

Harold Hill Ambitions Strategy  
Harold Hill Ambitions Cabinet Reports  
April 2007, February 2008 and November  
2008, March 2010

**Financial summary:**

This report is primarily reporting outcomes against plan, and has no specific financial implication. Moving forward, once infrastructure plans are complete, Programme spend will largely be revenue spend, within existing resources

**Is this a Key Decision?**

No

**When should this matter be reviewed?**

January 2016

**Reviewing OSC:**

**Towns and Communities**

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

Ensuring a clean, safe and green borough	x
Championing education and learning for all	x
Providing economic, social and cultural activity in thriving towns and villages	x
Valuing and enhancing the lives of our residents	x
Delivering high customer satisfaction and a stable council tax	x

**SUMMARY**

At the beginning of this term, ten Strategic Administration Projects were established to help deliver services more effectively and in new ways. The Projects were each to be driven by a Member of the Cabinet, working with a select team of officers, representing a diverse variety of disciplines within the Council.

The projects were:

**Council Effectiveness  
Think Family  
Open Government  
Community Action  
Harold Hill Ambitions**

**Neighbourhood Responsibility  
Civic Pride  
Future Financing  
Rainham Compass  
Romford Regeneration**

In the last year of this Administration, it is intended that each Project will be reporting back to Cabinet, to note the achievements attained and the progress made.

The Harold Hill Ambitions Programme is an **on-going** 20 year programme that is working with the local community to transform Harold Hill and open up new and exciting opportunities for local people to improve their lives. The long term ambition for Harold Hill, expressed in the November 2008 Cabinet Report is to; create more opportunities for local people; to work with the police to stamp out unacceptable behaviour and crime; to build a learning village to provide a centre of educational excellence on Harold Hill; modernise and improve community facilities for everyone; create new housing opportunities; improve health and wellbeing; and provide excellent new sports and recreation facilities.

The Harold Hill Ambitions Programme was drawn up following an extensive initial consultation with the community and key stakeholders in the summer of 2007 when a range of ideas and options were developed. Progress was reported to Cabinet in February 2008, and in August 2008 the Deputy Leader gave approval to consult the public on specific proposals to address the key priorities and opportunities which had been identified by the community and stakeholders. This report sets out progress since this date.

The first five years of this Programme have been highly successful in delivering and initiating a complex series of physical change projects which have improved the built environment. In taking the programme forward it is proposed that delivery of the remaining physical elements continue, while sustaining an even stronger focus on opportunities for local people, particularly through the development of the Community Programme focussing on jobs, education, skills and health.

**RECOMMENDATIONS**

Recommendations

1. That the Cabinet note the progress made to date on the Harold Hill Ambitions Programme.

**REPORT DETAIL**

**1.0 Strategy and Programme**

1.1 Harold Hill Ambitions aims to improve quality of life for residents of Harold Hill in line with the rest of the Borough. It contributes to the delivery of the Council's 20 year Living Ambition (aiming for the highest quality of life in London) and is an essential element in the delivery of the goal for towns and communities: to provide opportunities for all through economic, social and cultural activity.

1.2 The Council developed the programme in consultation with the local community. The programme began in 2007 with an extensive consultation engaging approximately 1200 people and identifying key issues and aspirations for the area. Key issues and aspirations included:

- Community Safety – addressing anti-social behaviour and the fear of crime
- Youth – improving the level and quality of facilities for youth, including engagement on their views.
- Housing – the need to provide environmentally friendly, family sized accommodation including affordable housing
- Education, Skills and Employment – a desire to improve school results and to create a learning culture in the area was identified. There was some concern about the availability of local employment opportunities
- Environment and Culture – a desire to maintain the green character of Harold Hill and improve the quality of open space including better play facilities
- Public Realm – improving pathways and roads, fly-tipping, litter and the cleanliness of streets
- Transport – issues were identified around public transport and parking in residential and shopping areas
- Shopping – the need to revitalise the shopping area and tackle empty shops by attracting a wider variety of services to the Hilldene area
- Community Development – the need to develop a cohesive community amongst all ages in Harold Hill and to address the perception of the area.

- Health – the need for health promotion and better use of the health centre.

1.3 The views of the community were taken as the starting point for the development of the Harold Hill Ambitions Plan. These were combined with the statistical evidence about priority issues affecting Harold Hill and the views of key stakeholders and partners, to develop options and ideas for the future, which aimed to make the most of the many positive features and opportunities in the area. These options and ideas were then presented back to the community in a second in-depth consultation over the summer of 2008.

1.4 The second consultation was designed to give as many local people as possible the opportunity to comment on proposals. Elements of the consultation included:

- A survey of a representative sample of local residents to confirm key issues, assess awareness of the Ambitions programme and determine the best means of communicating proposals to local people.
- First 30 days - awareness raising programme prior to the launch of the proposals including articles in Living, press releases, production and distribution of leaflets highlighting recent achievements and further discussion with community groups.
- Launch of proposals at a festival held on 7 September 2008 in Central Park attended by approximately 1000 local residents.
- Second 30 days - subsequent consultation on proposals including an exhibition in the local library and a series of road show events at community venues across Harold Hill where local people had the opportunity to discuss proposals with staff. A summary of the proposals was distributed to all households in the area through the Living magazine. Full copies of the brochure were also available at venues across Harold Hill including the Library and road show events.
- A final survey was undertaken of a representative sample of local residents to compare views with those gathered at the beginning of the programme to assess support for the key proposals.

1.5 Overall the consultation revealed high levels of support for the proposals.

The final representative survey, which was undertaken at the end of the engagement process, mentioned previously highlighted the following key findings :

- More than half of Harold Hill residents had heard of Harold Hill Ambitions
- The proportion of residents saying they felt informed about the Council's proposals for Harold Hill had almost doubled
- More than six in ten residents agreed with the proposition for housing development to fund better services and facilities in Harold Hill
- Over half of Harold Hill residents *'would welcome more housing for local people on Harold Hill.'*

- There were high levels of support for the Councils main proposals including
  - New Youth Centre (96% agree)
  - Improvements to parks (93% agree)
  - Improvements to Hilldene Shopping Centre (90% agree)
  - Improvements to Harold Hill Library (89% agree)
  - Learning Village (86% agree)
  - Improvements to Broxhill and Whitworth (74% agree)

1.6 The findings from the second wave of consultation were used to further refine proposals that were presented to Cabinet in November 2008. The Cabinet report listed over 30 recommendations in a 20 year programme of improvements in services accompanied by economic, social, environmental and physical regeneration projects designed to improve quality of life for residents. The report identified five main areas for the focus of the Regeneration Programme:

- Whitworth and Broxhill
- Briar Road;
- Hilldene
- Gooshays
- Learning Village.

1.7 Alongside the major areas of renewal a whole series of new projects and improvements to service delivery were identified in areas such as community development, road and footway improvements, transport, decent homes, primary school improvements, Ingrebourne Centre, garage sites, community safety, health, employment and the environment.

1.8 To ensure the programme could be afforded the financial costs were assessed and presented in the Cabinet report. External funding was identified to fund some of the proposals, however, others required additional Council expenditure. These included:

- Investment to improve Central Park
- Investment in Dagnam Park
- Improvements to Hilldene Shopping Centre
- New, bigger Library with community learning facilities
- Improvements to community facilities including a new community centre in the former Ingrebourne School, improvements to Harold Hill Community Centre and the new youth centre (if external funding was not available)
- Investment in roads and pavements

1.9 To generate the funds required the Council proposed the sale of land to the east of Gooshays Gardens – from south of the Leisure Centre to Petersfield Avenue. The Council presented this proposal in its second consultation to the public explaining that the resulting housing development was essential to

provide the funds for all of the projects listed above. More than six in ten residents agreed that these were the right proposals for housing development in order to provide the funds required for these improvements.

In addition, to general support for more housing throughout Harold Hill, over half of Harold Hill residents surveyed (54%) *'would like more housing for local people on Gooshays'*.

- 1.10 In addition to the initial consultation, the community has been engaged and involved throughout the delivery of the programme. This has included; consultation on improvements at Central Park, the regeneration of the Briar Road Estate and formation of the Briar Resident's Action Group, pre planning application consultations at Broxhill and the Harold Hill Library and distribution of various media, which includes to-date 18 newsletters delivered throughout Harold Hill.

## **2.0 Delivery of the Programme**

The following section highlights the significant progress made in the first five years of this on-going programme, assessed against the recommendations included in the original November 2008 Cabinet Report.

### **Gooshays Drive Site**

- 2.1.1 The Council committed to the sale of the Gooshays Drive site to provide finance for the Ambitions Programme and the provision of family homes in the area.
- 2.1.2 In order to fund the delivery of the programme and ensure the aspirations of local people were met, the November 2008 Cabinet approved the disposal of land at Gooshays Drive, Harold Hill. This guaranteed that the programme was self-financing. Without the sale of this site, a number of the projects included in the original November 2008 Cabinet report would not have been delivered by the Council.
- 2.1.3 The disposal of the site has now gone through, with the initial receipt received by the Council on completion of the sale. This will ensure resident aspirations set out during the consultation for the delivery of projects and capital projects, can be funded.
- 2.1.4 In addition to the programme funding, as part of the development, the Council has provided two new pitches at Dagnam Park and upgraded existing grass football pitches at Broxhill to ensure that overall pitch provision in the Harold Hill area has been improved.
- 2.1.5 As part of the disposal the purchaser of the land at Gooshays Drive is obliged to carry out improvements to areas adjacent to the site including improving the car park and access roads to the Community Centre, creating

new car parking areas adjacent to the Health Centre and resurfacing part of the access road to Central Park from Gooshays Drive

- 2.1.6 Over 60% of residents expressed a strong aspiration for more family housing in Harold Hill. Planning permission has now been granted for development on the site, which will deliver 242 high quality family homes, consisting of a mix of private and intermediate housing. At least 80% will be houses and no units will exceed 3 storeys.

### **Community Association**

- 2.2.1 The November 2008 Cabinet Report recommended that discussions should be held with the Harold Hill Community Association to increase scope for improvement of their facilities and fully identify how the Ambitions programme could contribute to their activities.
- 2.2.2 Since the start of the Programme, in addition to financial investment in the building on Gooshays Drive, administrative support to the centres committee has been maintained, including engagement in the regeneration programme through Council support.
- 2.2.3 Financial support of £20,000 has allowed the committee to upgrade the structure of the community centre, which has included new windows and entrance doors. The developer of the Gooshays site will also be obligated to improve the car park and access to the Community Centre. In addition to this investment, the committee, made up of local residents has also been proactive in obtaining grants which has further improved the Centre's facilities.
- 2.2.4 The Council has provided local groups which use the halls facilities with grants totalling over £8,000. This has contributed to the on-going sustainability of the centre
- 2.2.5 In addition, the Ambitions Programme itself has delivered various community events at the centre; such as skills and employment sessions, again improving usage and enhancing this asset for the local community.

### **Youth Centre**

- 2.3.1 The Council committed to build a new youth centre, to replace the Albermarle, in the November 2008 Cabinet report, in the area of land bounded by Gooshays Drive and Hilldene Avenue, utilising either the receipt from the land at Gooshays or external funding.
- 2.3.2 Young people, as part of the original Ambitions consultation identified that it was important for them to have a good quality facility where they could access a range of facilities. Over 96% of residents supported the principle of a new youth centre with longer opening hours to be located in Gooshays.

- 2.3.3 The Council also committed to on-going engagement of young people in the design process.



Images: myplace theatre and building

- 2.3.4 Within 3 years of the Ambitions Programme starting the Council had delivered a £4.5million youth and community centre predominantly through securing external funding and a £125,000 Council contribution.

- 2.3.5 'myplace' has proved to be a landmark youth and community building in the centre of Harold Hill. It is the Borough's greenest building, achieving BREEAM Excellent and a Green Apple Environmental Award.

The Green Apple Awards are a national campaign to find Britain's greenest Councils, companies and communities. The myplace building was recognised as it is zero carbon and has a whole host of other environmentally friendly attributes.

- 2.3.6 The centre provides a variety of high quality youth based services and activities, including the borough's 2<sup>nd</sup> largest auditorium after the Queen's Theatre, a music recording suite, games room, workshops. These are administered by the Council and partner organisations including voluntary and community sector support based services.

- 2.3.7 Throughout the construction period and its operational delivery, young people have been involved with the building's development and operation, through a youth board. This was in response to Recommendation 3 of the November 2008 Cabinet Report which agreed that the 'design should be in collaboration with young people'. This group has engaged more widely in the Harold Hill Ambitions programme and provided valuable contributions to the design of the improvements proposed for Central Park.

- 2.3.8 In addition to supporting a high quality youth offer, the centre has provided a key link to the wider community and businesses, hosting events such as the



Havering Business Expo, Homes and Housing Residents' Conference and BBC Question Time.

- 2.3.9 To further increase the sites effectiveness, and in consultation with local residents, an additional 56 car parking spaces will be provided, utilising land adjacent to the site. Planning permission was given in August 2013, with works due to be completed in 2013/14.
- 2.3.10 Improvements at Central Park will complement 'myplace', with new facilities in the park located near to the centre with a new bridge linking the building with Central Park.

### **Central Park**

- 2.4.1 The Council committed to improve Central Park following the sale of the land at Gooshays. With 93% of residents saying they wanted improvements to parks, Cabinet in 2008, therefore, resolved to upgrade the park in consultation with local people.
- 2.4.2 A large scale public engagement exercise took place which consulted over 1500 people on plans for the park. The consultation process included a wide range of events and activities to engage as widely as possible. Engagement included the Council undertaking electronic and paper based surveys, outreach events hosted in the park and workshops at various locations including local schools and myplace.



Image (left): Youth engagement in the consultation process

Image (right): Consultation event hosted in Central Park

- 2.4.3 The design of the park, reflecting the views from the consultation, will provide the following facilities:

- MUGA
- Upgraded play area
- Skate park
- BMX racing track
- New gates

- New planting
- New pathways
- New catering kiosk
- New bridge linking the park to 'myplace'

Complementing the 'myplace' centre, the enhanced park design will provide facilities for all sections of the Harold Hill Community and the new Gooshays Drive development. The site will also retain existing sports facilities on the site, such as the cricket pitch.



Images: New facilities currently being installed at Central Park.

2.4.4 In addition to work funded by the Gooshays Drive development, the Council secured additional funding from Sustrans for the Connect2 cycling and walking route through the borough, which passes through the park. The long distance cycle path also involved the installation of some public art in the centre of the park. The 'Portrait Bench', 'includes sculptures of three famous I figures with links to Harold Hill chosen by local residents.



Images: Connect2 launch event and portrait benches in Central Park

## **Whitworth Housing**

2.5.1 Redevelopment of the Whitworth site was included within the November 2008 Cabinet Report and a separate December 2007 Cabinet Report, which specifically approved the disposal of the Council's freehold interest in the site for residential development and the creation of a high quality sports park at Broxhill.

2.5.2 In accordance with the approved Local Development Framework which approved re-designation of the sites, Cabinet approval has been given to the disposal of the Whitworth site and the creation of a high quality sports park at Broxhill

2.5.3 The disposal of the Whitworth site is to take place in 2 phases. The disposal of the first phase will produce 144 new homes, which are nearing completion. A planning application for Phase 2, comprising 105 units, has been submitted and is currently under consideration by the Council.

2.5.4 Both phase one and two will constitute mainly family homes, a key recommendation of the initial Ambitions consultation. Phase one has proved to be popular with over 50% of units sold.



Image: Whitworth Housing

### **Broxhill Park**

2.6.1 The Council committed to develop facilities at Broxhill which would involve the removal of the redundant buildings and provide a high quality park with modern sports facilities.

2.6.2 The consultation expressed 93% support for improvements to parks, specific feedback on the site identified that the public would like to see Broxhill deliver facilities that focussed on high quality sports provision

2.6.3 Planning permission has now been granted with plans to increase the variety of sports facilities on offer in Harold Hill and improve the overall Borough's sports offer through the delivery of a 60m running track.

2.6.4 Access to the site will be improved, with car parking and pedestrian crossings from the adjoining Noak Hill Road.

2.6.5 The plans will further enhance provision for existing community groups on the site and will retain all of the existing users of the site. The bowls club and the tennis club will operate from the Bowls pavilion building currently on site.



The Havering Disabled Sports Association will also continue to operate from the site.

- 2.6.6 The site will also include, children's play area, football pitches, parking facilities, five outdoor gym areas, MUGA, pavilion including café facilities, sports hall and upgraded green space.



Images: Football pitches installed at Broxhill Park

### **Hilldene Shops**

- 2.7.1 The Cabinet committed to deliver a programme of improvements for the Hilldene Shopping Area. This shopping centre forms the heart of Harold Hill and to ensure it remains a thriving district shopping centre which serves residents and local businesses, the November 2008 Cabinet Report agreed a series of improvements, including improvements to the public realm, increased parking and improvements to traffic flow and pedestrian safety.
- 2.7.2 The Cabinet Report highlighted that finance for these works should be funded by the Gooshays receipt. In order to ensure the benefits were realised, the Cabinet committed that these works should be undertaken in advance of receiving the land receipt at Gooshays via a bridging agreement.
- 2.7.3 A variety of measures to improve pedestrian safety, restrict commuter parking, increasing the number of car parking spaces and enhancements to the green space have improved the vitality and viability of the shopping centre.
- 2.7.4 The first phase of works included the provision of new pavements and street furniture including lighting and benches, increased parking between Hilldene Avenue and changes to traffic flow to improve safety and the shopping environment. These measures have increased the amenity value of the public realm, and have allowed events such as the Harold Hill Christmas light switch on to occur in this central location at the end of Farnham Road.

- 2.7.5 Building on the initial works, and as part of the on-going review of parking and traffic management in the area, a further consultation ascertained the views of local residents and business on a variety of additional improvements in the winter of 2012/13.
- 2.7.6 Completed in October 2013 the works included the creation of additional parking bays through the demolition of garage units, resident and business only parking bays, a one way system through East and West Dene drives, pay and display parking and improvements to pedestrian safety through enhanced street lighting.
- 2.7.7 Separate from the Hilldene parking scheme, 32 car parking spaces have been created at Chippenham Road for local residents.

### **Hilldene North and East**

- 2.8.1 The November 2008 Cabinet approved the redevelopment of the sites of Hilldene North and East to provide mainly affordable family homes.
- 2.8.2 The areas to the north and east of Hilldene originally provided 89 sheltered housing bungalows and flats. These properties were more than 50 years old and did not comply with modern standards.  
  
In July 2006 Cabinet agreed a consultation with residents of Chippenham Road and Darlington Gardens based on the Council's in principle decision to dispose of the site.
- 2.8.3 Following the results of consultation with the affected residents and the November 2008 Cabinet, the sheltered housing complexes at Darlington Gardens and Chippenham Gardens were closed and residents were offered improved and fit for purpose accommodation
- 2.8.4 Planning permission was granted early in 2013 for residential development on both sites, comprising 100 units on the North site, of which 58% are affordable housing, and 72 units on the East site, all of which are to be provided as affordable housing. Work to implement these permissions has recently commenced on both Hilldene North and East. The current phase of development will provide 83 of the total units. The majority of the affordable housing, around 130 units, is scheduled to be completed by Notting Hill, the developer of the site, by March 2015. This will provide much needed locally available homes helping local people to stay in the area. The remaining private housing consisting of 42 units is currently scheduled for completion at the end of 2016.
- 2.8.5 To reinforce the benefit of the new high quality family homes to local people, an innovative local lettings plan will apply on this site. The plan, operational from the date of the first available rental property, will allow the Council to have 100% nomination rights on the first phase of lettings of affordable housing units. The local lettings plan is an amendment to the standard

allocations policy, and gives Harold Hill residents top priority when bidding for homes.

- 2.8.6 The Council, further responding to residents wishes, ensured that no development on either site was over 3 storeys in height. In addition, both sites will provide adequate parking for cars and additional cycle storage.
- 2.8.7 In addition to payments relating to legal agreements (S.106) attached to the planning consent, received for both sites for infrastructure investment, totalling over £100,000, both planning permissions include the requirement for the developer to undertake a training and recruitment scheme for local people to be employed during construction.
- 2.8.8 The November 2008 Cabinet agreed certain elements of the site could, if deemed suitable, be retained for alternative purposes other than housing. Separate from the housing development Abercrombie House and 153 Hilldene Avenue have been identified for separate developments.
- 2.8.9 The site of the Abercrombie House hostel was originally included within the Hilldene North site. The Council, after an options appraisal, has improved the hostel, investing £1million. The site now provides 33 rooms with beds, a sink and a fridge, offering space and privacy for residents increasing the borough's offer to vulnerable homeless people.
- 2.8.10 The petrol filling station, existing Library site and 153 Hilldene will be brought forward for disposal separately in due course.



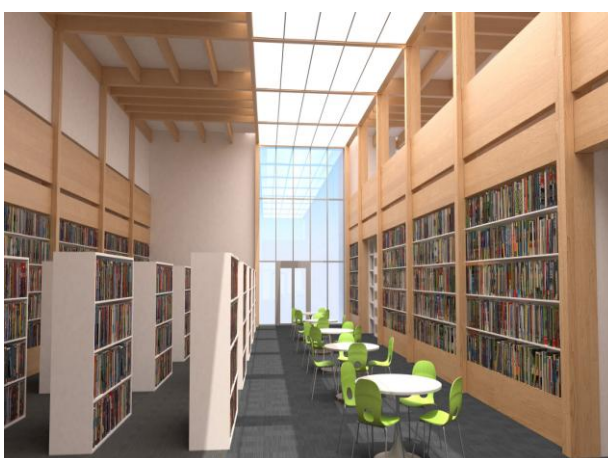
Images: Hilldene North and East

## **Library**

- 2.9.1 Cabinet in November 2008 agreed that a new Library should be provided in Harold Hill, funded from the sale of land at Gooshays.

2.9.2 After a detailed feasibility, East Dene Arcade was identified as the preferred site for the new Library, which would provide improved facilities compared to the existing 1950s library building located along Hilldene Avenue.

2.9.3 Planning permission was granted in August 2013 and preliminary work has begun on delivery of the library which will be over 50% bigger than the present building. The building will become a centre of community activity and provide a range of upgraded facilities. The scheme will improve the public realm of East Dene Arcade, complimenting previous works undertaken in the Hilldene area. This focus of activity within the Hilldene shopping area will create increased footfall along Farnham Road having a positive effect on local businesses in the area and supporting the housing at Hilldene North and East.



Images: Concept images of the Harold Hill Library

## **Learning Village**

2.10.1 The November 2008 Cabinet Report agreed to establish a new Learning Village including the replacement of Kingswood School with an Academy for 11-19 year olds sponsored by the Drapers Company and Queen Mary (a college of the University of London).

2.10.2 It was reported that 86% of residents supported the proposals and Cabinet agreed that the site should include:

- Replacement of Kingswood School with an Academy, sponsored by Drapers.
- Nursery and Children's Centre
- New Primary and Special Schools to replace Pyrgo and Dycorts
- New Havering College of Further and Higher Education Campus, replacing the Quarles site

2.10.3 The new Drapers Academy building was officially opened by Queen Elizabeth II in September 2012. Drapers Academy, a school with a maths and science speciality, is now located in a new £24 million state of the art building complex. Financed through the Drapers Livery Company, this



landmark building has enabled the range of education to increase beyond the age of 16, and now provides education for 11-19 years old.

2.10.4 Educational attainment of the school has increased rapidly. In 2012 pupils securing five good GCSEs, including English and Maths, increased to 62%. This is a significant improvement from 27% achieved by the former Kingswood School in 2009.

2.10.5 The Academy has an established link with Queen Mary College (a college of the University of London). This coincided with the opening of the Academy's sixth form college. The partnership will provide an important link to Higher Education for the pupils of the Academy and children within Harold Hill. The Academy has also provided a key link to the Harold Hill Community, offering £3000 of funding to the Summer Festival in 2012, 2013 and 2014.



Images: The Drapers Academy building and opening by The Queen.

2.10.6 The council continues to provide family support in the learning village area through outreach from two local children's centres. These include universal groups and targeted support for those most in need. Pyrgo School have taken over the site of the Pyrgo Children's Centre where pre-school provision will be established.

2.10.7 To complement the new Academy building, investment of £100k was secured by the Council from TfL's Local Implementation Plan for improved pedestrian safety outside the school, providing a better link between the street and the Academy's central plaza.

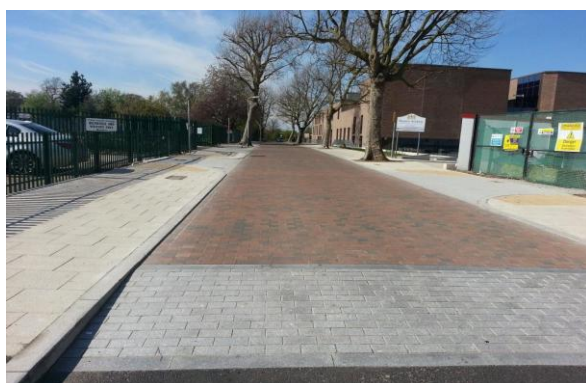


Image: Improvements along Settle Road



2.10.8 Original plans included in the November 2008 Cabinet Report for the Learning Village were based on previous DfE funding streams and programmes. However due to Central Government funding changes, refreshed plans and options are being considered in partnership with key stakeholders to deliver this vision.

## **Young People**

2.11.1 Cabinet in November 2008 agreed that work should continue with young people and partners of the Council to develop a wide range of accessible, affordable and exciting positive activities and information, advice and guidance services that young people can access.

2.11.2 A key recommendation from the November 2008 cabinet report highlighted that residents expressed an aspiration that they wanted 'more for young people to do'.

2.11.3 In addition to the vastly increased youth offer through the provision of myplace, the programme has continued to engage young people in positive activities.

2.11.4 Young people have been involved in various projects funded through the Community Programme, from activities such as performing at the Summer Festival to getting involved with the design of the public art figures included in the Central Park Portrait Bench.

2.11.5 Young people have been working with the Council, local schools and children's centres on projects such as the Healthy Cook and Eat Programme and Young Enterprise Project delivered in Drapers Academy, through the Community Programme.

2.11.6 Involving young people with the physical regeneration of Harold Hill has been an underlying theme. Projects have included the Hildene Hoardings – where the community programme worked with a range of young people and community groups to install public art on the hoardings of the demolished sites of Darlington and Chippenham Gardens



Image: The Hildene Hoardings

- 2.11.7 In line with the original 2008 Cabinet Report where young people expressed significant support (over 90%) for improvements to local parks, high levels of targeted consultation was undertaken with young people on future proposals for Central Park, resulting in over half of the 1500 responses to the consultation coming from 11-17 year olds.

## **Primary Schools**

- 2.12.1 The Cabinet committed to include Primary Schools in Harold Hill in the borough wide programme of improvements.
- 2.12.2 Through the schools capital programme, various schools in the Harold Hill Ambitions area have received capital investment to improve facilities.
- 2.12.3 Broadford Primary, with investment of £4.5 million, was partially rebuilt. All phases of the scheme are now complete, which includes the addition of a nursery and refurbishment of existing buildings. Improvements also include a new library, resurfaced playground, new sports equipment, a large gym, cookery room and an improved main hall. The rebuilt reception area includes a new main entrance, safer pedestrian access, an external canopy to provide outdoor shelter, sensor lights, improved safety features and improved parking.
- 2.12.4 Beyond this investment in school buildings and facilities, Harold Hill schools have been supported in increasing their offering to local children, notably via the Harold Hill Ambitions Community Programme which has financed activities such as Healthy Cook and Eat demonstrations and the opportunity for school choirs to perform at the Harold Hill Summer Festival and Christmas event. As a result of the partnership between the Community Programme and Harold Hill schools, two received accreditation from the Food for Life Partnership, which promotes and rewards schools for promoting healthy eating.
- 2.12.5 Harold Hill Schools have responded positively to the Harold Hill Ambitions Programme, such as actively engaging pupils in the physical regeneration of the area, such as the Central Park consultation. Schools also continue to be engaged in the programme through a regular e-bulletin service and events such as the Harold Hill Ambitions Christmas Event.



Images: Broadford Primary School

## **Children's Centres**

- 2.13.1 Cabinet committed to ensuring that Children's centres should continue to be integral to the implementation of the Harold Hill Ambitions Programme, notably through the projects included in the community programme.
- 2.13.2 Various projects, undertaking targeted intervention, have utilised the Harold Hill Children's Centres, including allotment visits for single fathers and children funded through the Harold Hill Ambitions Community Programme.
- 2.13.3 Children's centres continue to work in partnership with Havering Adult College, Havering College of further education, local schools and JCP around employment and skills building. Children's Centres have recruited volunteers for each of their centres and are continuing the recruitment drive into 2014.
- 2.13.4 Further work will be undertaken to engage users of the centres in the emerging Skills and Employment Programme.

## **Ingrebourne School**

- 2.14.1 Cabinet decided in November 2008 to bring forward proposals for the future use of the former Ingrebourne School by community groups or organisations in consultation with the community.
- 2.14.2 Following Cabinet's decision and a subsequent more detailed report in March 2009, the former Ingrebourne site was appropriated for community use. Part of the Harold Hill Ambitions Programme Budget was utilised to support the transition and conversion of the school to a community asset in the north of Harold Hill
- 2.14.3 A bidding process was undertaken with preferred bidders from the community and voluntary sector identified in 2010. Two local organisations; the Romford Drum and Trumpet Corps and Family Information Group, are now located at the site, providing a valuable resource to the local community through their own charitable activities and through the additional availability of community space on offer.
- 2.14.4 Further support to local community groups has been provided via the Harold Hill Community Programme, Small Grants Programme and Gooshays Community First, which is administered locally through the Ambitions Community Programme. Projects have included funding for improvements to the site ranging from accessible facilities to family advice sessions.

**Briar Road**

- 2.15.1 The November 2008 Cabinet report committed to bringing forward proposals for the improvement of Briar Road Estate in line with the preferences expressed following consultation with local residents
- 2.15.2 Consultation commenced in October 2008 and focussed on the aspirations of local people and engaging them in the regeneration of the estate. Since this time a series of public meetings held on the estate have involved local residents in the development of the regeneration proposals for the estate from the initial options stage, to ratification of finalised plans.
- 2.15.3 In addition to physical regeneration of the estate, the Council was keen to work with the local community to address a range of community issues such as anti-social behaviour and crime.
- 2.15.4 The Briar Residents Action Group (BRAG) was therefore established to provide a vital link between the council and local residents, as part of the development of physical regeneration proposals for the area, and to help address the issues faced by local residents on the estate.
- 2.15.5 Since the creation and funding of BRAG, supported by the Baroness Newlove initiative - local residents have become engaged with the local authority and statutory organisations in addressing local issues such as anti-social behaviour, and communicating to the wider population information about the regeneration on the estate.
- 2.15.6 Since the group was set up, crime on the estate has been reduced, with overall crime down, and burglary from September 2011 to September 2012 down by 47% (this period was used as a measure as this was six months after the establishment of BRAG). This reduction has been sustained. BRAG meetings are well attended, with funding now secured for the continuation of a community shop where residents can visit to report incidents of crime and gain advice on housing or specialist information from other services. The shop is now largely run by volunteers from the Estate with support from the Council.
- 2.15.7 To address the issues of the quality of the housing stock highlighted in the original November 2008 Cabinet Report, a programme of regeneration which includes 33 separate sites has been developed, resulting in a net gain of 102 homes.
- The first phase of work, undertaken by Notting Hill Housing Trust, includes the construction of all the housing units, which will all be for affordable rent and includes environmental improvements to street lighting and carriageways. Phase 2 includes potential improvements to the shopping arcade, with options currently being considered, which will add to the amount of housing delivered on the site.



Images: Works have commenced on the Briar Road Estate, including Bosworth Field

In addition to new family housing, additional investment has been seen throughout the estates existing housing stock as part of the Decent Homes Programme.

- 2.15.8 The Briar Local Lettings Plan will feature the same elements as the Hilldene Plan, with the addition that further preference will be given to Briar Road Residents specifically. The Council will also retain nomination rights on 100% of new properties (net gain to the original housing stock). This plan will deliver on views expressed during original feedback obtained in the Harold Hill Ambitions initial consultation, which indicated residents of the estate would like local people to benefit from the new housing being constructed in the area.
- 2.15.9 The £300k investment in Bosworth Field green space is included in the regeneration proposals for the Briar Road. These proposals were developed in partnership with the local community. The site prior to this investment provided little amenity value to the area. Facilities includes a new football pitch, multi-use games area, improved planting and play equipment. The works will complement the adjoining refurbished Betty Strathern centre.
- 2.15.10 Throughout the construction period of the 33 separate sites, a local employment programme will be undertaken in partnership with Notting Hill's 'Construction Training Initiative' that aims to offer local unemployed people the chance to become skilled trades people in the industry.

### **Betty Strathern Centre**

- 2.16.1 Cabinet agreed to complete the refurbishment and extension of the Betty Strathern Community Centre to provide improved youth facilities and a resource for the wider community.
- 2.16.2 With funding of £1.1 million to refurbish and extend the centre from the Big Lottery Fund, Veolia Havering Riverside Trust and from the Council, the



community facility has been refurbished. The centre provides a variety of community services, including an IT suite, high quality rental space and specific youth area.

### **Crime and anti-social behaviour**

- 2.17.1 The Council committed to continue to work in partnership to develop a wide range of responses to reduce concerns about crime and anti-social behaviour in Harold Hill.
- 2.17.2 Crime is managed in the Locality by the North Area Safety Group, a group of stakeholders including Police.
- 2.17.3 The work of this partnership has successfully reduced crime in Harold Hill. The rate of all crimes since the Ambitions Programme begun has reduced in Gooshays and Heaton from rate of 91 in 2008/09 in Gooshays to a rate of 78 in 2012/13 (per 1000 population). More significant is the improvement in the Briar Road estate, which has reduced from 253 offences in 2008/09 to 172 in 2012/13.<sup>1</sup>

### **Garage sites**

- 2.17.1 The issues associated with vandalised and under-used garage sites were initially covered in the November 2008 Cabinet Report with a recommendation, "That the Head of Housing and Public Protection be authorised, in line with resident consultation and feasibility testing, to bring forward options for garage sites (on a separate Cabinet report)."
- 2.17.2 In September 2009 a Cabinet agreed that a number of these sites were no longer viable for their existing use and authority was given to  
*'...commence the process of procuring a development partner or partners for the provision of new housing, including affordable housing, on sites where this would be viable'*
- 2.17.3 Cabinet agreed that 100% of the income from the sale of sites would be invested in further housing or regeneration activity.
- 2.17.4 When the Harold Hill Ambitions Programme was developed it was recognised that the locality had a large number of garage courts, within residential areas. Although a number of these sites were well used and maintained, many were underused and acted as magnets for anti-social behaviour and fly tipping. These hard-to-let garage sites typically lacked natural surveillance and were not always close to people's homes.

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<sup>1</sup> Source. london.data.gov.uk

- 2.17.5 A number of these sites were of sufficient size to develop a mixture of houses built to high quality design standards, including affordable housing for local people and for people with disabilities.
- 2.17.6 To date, over 120 housing units have been created within phase one, turning underused areas with minimal amenity value in to areas of high community value. Once completed phase one will provide 139 housing units for families and disabled residents.
- 2.17.7 Phase two will provide additional family housing for those wishing to buy their own properties.



Images: Navarre Gardens 'before' and 'after'

### **Roads and Pavements**

- 2.18.1 The November 2008 Cabinet report agreed that a package of improvements were to be undertaken funded by the Gooshays receipt which would improve the street scene throughout Harold Hill. These works were to be undertaken in advance of the Gooshays receipt via a bridging agreement.
- 2.18.2 Residents throughout the consultation process identified the importance of improving roads and pavements.
- 2.18.3 To date there has been significant investment in roads and pavements in the Harold Hill Ambitions area totalling £2 million. This has included a variety of carriage and footway improvements including major roads such as Gooshays Drive, Petersfield Avenue and Dagnam Park Drive in addition to smaller residential roads of Dudley Road and Edenhall Road.
- 2.18.4 In addition a number of schemes have been delivered with support from Transport for London LIP in the Harold Hill area. This has included; complimentary footway and carriageway works on Settle Road adjoining the new Drapers Academy and drop off at the Gooshays Drive health clinic, public realm improvements along the Gooshays Drive/Gubbins Lane Corridor and environmental improvements to the Briar Road Estate.

## **Local Shopping Areas**

- 2.19.1 Due to the importance of local shopping areas, which are essential to the vibrancy of a local economy, the November 2008 Cabinet agreed that a variety of street and pavement improvements should be undertaken.
- 2.19.2 A variety of improvements have been undertaken across the shopping centres in the Harold Hill locality. This has included improvements to the public realm at Petersfield Avenue which includes improved cycling facilities and footway and improvements along Whitchurch Road.
- 2.19.3 In addition to the road and pavements improvements contained within the Hilldene improvements, and at Petersfield and Whitchurch, the Council will undertake investment of approximately £190,000 in Council owned shopping units, in areas such as Petersfield Avenue.

## **Public Transport**

- 2.20.1 To ensure the on-going vibrancy of the various sites in Harold Hill and ensure best value, the November Cabinet Report agreed that the Council liaise with Transport for London and partners to develop and implement projects that improve public transport, and other sustainable modes of transport.
- 2.20.2 The Council has worked with Transport for London and other partners to develop and implement projects that improve public transport, and walking and cycling amenities in Harold Hill. This has included obtaining funding and improvements to service delivery.
- 2.20.3 Investment to date within the Harold Hill area via TfL's Local Implementation Plan has totalled £160,000. Schemes have included a variety of improvements including Settle Road with upgrades to the public realm which complement the newly constructed Drapers Academy building and central plaza; improvements to pedestrian safety and enhanced access to Harold Wood station (increase in footway width and removal of excess street furniture): preliminary investigation into road widening at the intersection of Gubbins Lane and the A12 .Further schemes in Harold Hill will be implemented within the 2013/14 allocation, complementing works along Settle Road and upgrading bus stops in the Harold Hill area to meet the appropriate accessibility standard.
- 2.20.4 The Council continues to lobby TfL to further increase capacity of the bus network and link strategically important sites throughout Harold Hill. Long term aspirations that will continue to be discussed with TfL include improving bus access to the Polyclinic site and new housing sites.
- 2.20.5 Additional support to the bus network has been provided through the extension throughout 2013/14 of the Harold Link service, which now



operates Monday to Friday and links sites such as the Polyclinic to areas not served on the traditional bus routes.

2.20.6 As part of the legal agreement (S106) payment on the Gooshays planning permission, a specific amount will be paid by the developer to TfL to improve local public transport.

2.20.7 Crossrail is potentially a huge opportunity for Harold Hill and Harold Wood. To ensure this benefit is realised the Council has been working closely with TfL and Crossrail to ensure designs for Harold Wood Station improve both the function of the station and the accessibility and inclusivity of the surrounding environment.

2.20.8 As previously stated the Council secured funding from Sustrans and Transport for London to create a 13 mile cycle route starting in Dagnam Park through to Rainham. Phase one, which is predominantly located in Harold Hill was launched with a community event, hosted by the Harold Hill Ambitions Community Programme. The event included guided walks and cycle rides, in addition to links with the historic environment of Dagnam Park.

### **Opportunities for Older People**

2.21.1 The Cabinet agreed in November 2008 to incorporate the conclusions of the 2008 consultation on day care facilities into the delivery of the programme and to ensure that opportunities to involve and engage older people were maximised in taking forward the key regeneration proposals in Harold Hill Ambitions.

2.21.2 Throughout the Ambitions Programme and on-going consultation on projects such as Central Park, older residents have been actively engaged in discussions relating to the Programme, including direct updates through presentations at the Harold Hill Library and quarterly update of the Harold Hill Ambitions Newsletter.



Images: Briar Road Older Persons' Event.

- 2.21.3 Specific projects such as the Over 65s consultation project, Briar Road Older Persons' Event and Intergeneration events have improved the lives of older people throughout Harold Hill, increasing their knowledge of the support available in the locality and improving cohesion with other sections of the community.

### **Extended Health Services**

- 2.22.1 Cabinet agreed in November 2008 to continue to work with the PCT and partner organisations to further improve and develop healthcare services across Harold Hill.
- 2.22.2 Work is still on-going with the Havering's Clinical Commissioning Group (CCG) who are responsible for health service provision and with Public Health on programmes such as increasing access to the Harold Hill Polyclinic.
- 2.22.3 Due to this partnership, improvements in health have been seen since the Ambitions Programme began. This has had a financial impact with less people reliant on incapacity benefits; in 2008, 9.5% of the 16-64 population in Gooshays claimed this benefit as opposed to 7% in 2011.
- 2.22.4 The Ambitions Programme has complemented delivery of health provision in the area, utilising volunteers through a variety of projects included in the Community Programme, such as the Briar Road Older Persons Event.
- 2.22.5 To further reinforce this work, the Council proposing to focus future activities of the Community Programme on improving health outcomes working with Public Health and the CCG alongside addressing skills and employment in the area.



Images: Healthy Cook and Eat Programmes run in schools and the local community

**‘Employment ‘Job Brokerage’**

- 2.23.1 The November 2008 Cabinet Report agreed there was a need for the Council to continue to work with partner organisations to obtain funding for a job brokerage programme to be based at the library.
- 2.23.2 The percentage of Job Seekers has reduced by 15% since October 2009 in Gooshays. Key Out of Work Benefits have improved (a reduction of 11.8%) faster than the London average of 9.5%.
- 2.23.3 The Council has worked to address employment issues through a variety of projects, working with partners such as Job Centre Plus (JCP) to support job clubs in the locality such as Briar Road or delivery of direct job brokerage programmes such as Jobnet. The Council has sought to increase the skills of local residents throughout outreach events which focus on skills building and volunteering opportunities.
- 2.23.4 In the next stage of the programme, in addition to focussing on other key issues facing Harold Hill, the Council is undertaking work to assist residents in obtaining employment such as seeking funding to implement a job brokerage programme to be based at the new Library in Harold Hill.

**Dagnam Park**

- 2.24.1 The Council, in November 2008 committed to enhance the Dagnam Park’s natural environment for families to enjoy and to draw up proposals for access improvements to be funded from Gooshays Drive site capital receipt.
- 2.24.2 Dagnam Park was extended by 190 acres after planning permission was obtained to convert land from agricultural use to public open space. Additional land parcels are being acquired, which will increase the site by 200 acres, making the area the largest park in Havering. Funding was agreed in advance of the Gooshays capital receipt to allow the project to move forward.
- 2.24.3 The majority of Dagnam Park, including the extension, is covered under a new Higher Level Stewardship agreement which began in May 2013. This agreement provides a framework and financial incentive of £23k annually to manage the area in a way that is beneficial for both the landscape and wildlife for the enjoyment of local people.
- 2.24.4 The Friends of Dagnam Park and Broxhill Angling Club have both been supported financially by the Harold Hill Community Programme to undertake projects in the park, further supporting the site’s amenity value to local people, including on-going educational talks and pond maintenance.
- 2.24.5 Funded by the BIG Lottery, phase one of a new Ingrebourne Way Connect 2 cycle and footpath through Harold Hill was completed in 2011. This travels in from Noak Hill to the River Thames at Rainham.

- 2.24.6 Additional funding is being sought to enhance the site's historic and natural significance, promoting improved access to open space and nature.
- 2.24.7 Two additional football pitches have been provided at Dagnam Park, funded as part of the re-provision of pitches arising from the disposal of the Gooshays site.

**Friends of Parks Groups**

- 2.25.1 The November 2008 Cabinet Report agreed that the Council should support Friends of Parks Groups to make best use of the green spaces in Harold Hill.
- 2.25.2 Prior to the physical investment at Central and Broxhill Parks, in-depth consultation has occurred with local people to ensure facilities meet the aspirations of local people.
- 2.25.3 Funding, via the Harold Hill Ambitions Community Programme has supported the aims of existing groups such as the Friends of Dagnam Park. Additional groups will be established as physical works on parks are further advanced.

**Working with the Community**

- 2.26.1 The November 2008 Cabinet Report committed to initiating a three-year social regeneration programme and that the programme be developed to ensure local people benefit from and play an active role in the regeneration of Harold Hill both in the short and long term.
- 2.26.2 Working in partnership with over 50 internal and external organisations the Community Programme, initiated in August 2009, has helped to ensure that services are, where possible, tailored to meet local needs. Key elements of the programme not only included providing links between local residents and the Council but also promoting volunteering, improving residents' skills and the strengthening of community spirit.
- 2.26.3 The Community Programme has delivered a variety of outcomes against its initial business case, such as, distributing £50,000 in grants to local grassroots community groups to undertake projects in the local area, securing central government investment of £54,000 for groups in the Gooshays Ward, establishment of a partnership of local people willing to deliver the Summer Festival beyond the Community Programmes operation, delivery of 32 separate community based events focusing on a variety of themes from volunteering and employment support and to older persons support events.





Images: The Harold Hill Summer Festival (left) and Broadford Primary School Choir performing at the Harold Hill Christmas Event (right)

2.26.4 The programme has established an important link between local residents and the physical programme of works, such as engaging over 1500 residents in the planned improvements at Central Park and installation of Hilldene artwork hoardings. The level of this success is emphasised by local residents who sit on the grants assessment panel on a voluntary basis and volunteers who support events such as the Christmas event.

2.26.5 The programme has delivered a thorough and consistent communications strategy relating to the wider programme including, quarterly newsletters delivered to every household in Harold Hill, regular fortnightly press releases, e-bulletins released to 500 key members of the community and local organisations, dedicated pages on the Council website on the regeneration programme. It has also ensured positive news stories are shared, increasing resident aspirations of the area.

### **Havering as an Employer**

2.27.1 The Council committed as a key local employer to work closely with the community and other local businesses to ensure that practical opportunities for skills development and employment experiences are available and actively promoted.

2.27.2 A Job brokerage project in Harold Hill has been delivered and the Council now works closely with the Jobcentre to identify opportunities to increase employment in Harold Hill – for example the Jobcentre have run a series of employment and skills fairs in Harold Hill to encourage participation in training and employment activity.

2.27.3 This year's Business Expo was held in Harold Hill at the myplace centre attracting a number of businesses and other participants.

2.27.4 The Council's future plans include strengthening the employability and skills of local people in Harold Hill which will further build on the reduction in

unemployment which has occurred in the area since the Programme began in 2009.

### **Havering Adult College**

- 2.28.1 The November 2008 Cabinet Report committed to draw up proposals for integrating Adult Education with the new library and Learning Village.
- 2.28.2 In order to meet local priorities, the Adult College is continuing to utilise local community venues, such as myplace, to deliver targeted provision in the Harold Hill area. Due to reductions in the budget the Adult College receives from the Skills Funding Agency, the Council in partnership with the Adult College is currently reviewing various options around the accommodation strategy of the Adult College.

### **Energy Efficiency**

- 2.29.1 The November 2008 Cabinet report agreed that the Council should utilise and deliver the East London Warm Zones programme, targeting households facing fuel poverty.
- 2.29.2 The Council has delivered the East London Warm Zones Programme, specifically targeting households suffering from fuel poverty. Since 2008, sixty-seven households (private housing residents) in Harold Hill have benefitted from grants through the East London Warm Zones programme to replace boilers and repair or replace broken heating systems.
- 2.29.3 In addition, funding has been allocated within the Decent Homes programme to install cavity wall insulation in Council housing and to deliver a programme of external wall insulation on non-traditional housing stock. This has improved the energy efficiency of housing in Harold Hill and helped reduce energy costs for residents facing rising energy prices.
- 2.29.4 All housing stock built within the Ambitions Programme conforms, or exceeds, current standards for energy efficiency as set out by Building Regulations and the Council's planning policies.
- 2.29.5 The myplace centre in Harold Hill is designed as a zero carbon building (Havering's greenest building). The sustainable design features include high levels of energy efficiency through the insulation, building materials and the heating and ventilation systems. There is a solar panel array on the roof which will reduce energy costs by £11,000 per year.

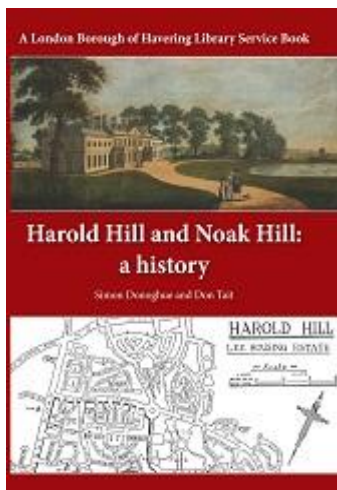
### **Historic Landscape of Harold Hill**

- 2.30.1 The November 2008 Cabinet Report agreed that the Council should seek to obtain external funding and engage with community partners to establish

more clearly the historic development of the landscape of Harold Hill before construction of the estate in the 1950s.

2.30.2 As part of the Harold Hill Ambitions Programme the Council secured funding for the 'Heritage Lottery Fund' to compile a Heritage Walk of the area. This encompasses the built and green environment

2.30.3 The Harold Hill Book now published creates a highly detailed picture of the historic aspects of Harold Hill.



Images: The Harold Hill and Noak Hill history book and launch event

2.30.4 To ensure the historic and conservation aspects of Dagnam Park are valued as part of the recently extended park, a conservation and management plan has been produced. This will be implemented utilising a phased approach whilst the park is open to the public.

## **Design**

2.31.1 The November 2008 Cabinet agreed that housing and other buildings should reflect the design and distinctive character of the surrounding area which supports a sense of local pride and civic identity.

2.31.2 The Harold Hill Ambitions Programme, will deliver approximately 900 family homes in the Harold Hill area. All sites;

- Align to relevant standards concerning parking and open space
- Meet or exceed regulations concerning energy efficiency.

Sites at Hilldene North and East including Gooshays, respecting local character are not over three storeys.

To increase the variety of housing stock available in the Harold Hill area a mixture of affordable and market homes are being built, including a varied tenure and size.

- 2.31.3 Investment through the Decent Homes Programme in excess of £15 million throughout Harold Hill has ensured a number of properties has been delivered to the Decent Homes Standard. Improvements have included new kitchens and bathrooms but also structural upgrades such as roofs. Improvements, in addition to upgrading the councils existing stock, have ensured that residents' bills are reduced through the implementation of energy efficiency measures.

### **Implementation**

- 2.32.1 In November 2008 Cabinet agreed that delivery and management of the Programme should be overseen by a Programme Board including the Leader and Deputy Leader of the Council, with the appointment of a project manager and a project co-ordinator to support the implementation of the Harold Hill Ambitions programme.
- 2.32.2 A programme board has been established with both the Leader and Deputy Leader and the Programme has been overseen by this Harold Hill Ambitions Programme Board. The Ambitions programme has delivered in line with MSP and Prince2 methodology by a Programme Manager and Programme Co-ordinator. The Project team included a Housing Stock Options Manager who has dealt specifically with the delivery of the housing focussed recommendations.

### **3.0 Next phases of the programme**

- 3.1 The Programme to date has delivered a variety of physical improvements in the locality, with further projects at advanced stages of delivery. These improvements have included improvements to housing, education and cultural facilities, the urban realm and green spaces throughout Harold Hill.
- 3.2 Improvements to residents' lives have been seen in employment, health, community participation and reduction in crime. There still remain significant opportunities to capitalise on the substantial progress that has been made delivering the Council's commitments to Harold Hill. It is proposed, therefore, to ensure the continued delivery of key physical improvement projects and to maximise the benefits of those projects to local people through a range of initiatives delivered as part of the Community Programme.
- 3.3 In the next stage of the programme, the Council will work closely with the community and other public sector bodies to further address social issues, education, health, employment, business growth, skills, community safety and community participation.
- 3.4 In particular the next stage of the programme will focus on improving employment, skills, health outcomes and social cohesion in the area as well as engaging local people in the delivery of local services.



## REASONS AND OPTIONS

### Reasons for the decision:

- 4.0 Harold Hill Ambitions in its first five years of delivery has successfully delivered investment in its physical environment. Some of these schemes are completed, whilst other elements are at advanced contractual and development stages. Improvements to the community have been made, such as improvements to Life Expectancy at Birth and reduction in Unemployment. However there is still a need to continue with a targeted approach to delivery in the area and complete remaining elements of the November 2008 Cabinet Report.
- 4.1 It is envisaged that the next phase of the 20 year programme will focus on improving the life chances of local people, whilst continuing to manage out the delivery of the few remaining projects outlined in the November 2008 Cabinet report. As part of this phase the Council will work to support and improve the community of Harold Hill and ensure the new facilities built within the Programme are utilised and value for money is obtained.

### Other options considered:

- 4.2 The Council, as part of its on-going management of the Programme constantly seeks to improve delivery with various options considered throughout the Programme. These include various options considered as part of the initial scoping of the Programme prior to the original November 2008 Cabinet Report.

## IMPLICATIONS AND RISKS

### Financial implications and risks:

- 5.0 This report is primarily reporting outcomes against plan, and has no specific financial implication. Moving forward, once infrastructure plans are complete, Programme spend will largely be revenue spend, within existing resources.

### Legal implications and risks:

- 5.1 Legal implications will be identified as specific projects are taken forward.

**Human Resources implications and risks:**

- 5.2 It is not envisaged that the Programme will require additional staff resourcing, however if required; Employment of new staff will follow the Council's human resources policies. In addition as a key local employer the Council will work closely with the community and other local businesses to ensure that practical opportunities for skills development and employment experiences are available and actively promoted

**Equalities implications and risks:**

- 5.3 The Harold Hill Ambitions regeneration programme is expected to have a significant positive impact on local residents and businesses over its 20-year implementation period.
- 5.4 The implementation of the programme has already improved and will further improve the quality of life, health and well-being of Harold Hill residents across all protected characteristics, particularly older people, disabled residents, children and young people, socio-economic and other vulnerable groups.
- 5.5 Some of the positive equality and diversity outcomes from the programme, include;
- Reduced social and economic exclusion
  - Improved community cohesion and enhanced community spirit
  - Improved green spaces and the urban realm
  - Created new and affordable housing solutions for local people
  - Improved education and training facilities
- 5.6 The Programme will continue to align to the Harold Hill Ambitions Equality Analysis report 2012-15, which will be reviewed as required. Any potential/likely negative impact is identified and addressed as part of individual projects' management and monitoring arrangements. Where required, relevant projects within the programme will continue to be subject to separate Equality Analyses.

**BACKGROUND PAPERS**

**Background Papers List**

None