

CABINET

7.30 p.m.

**Wednesday
24 October 2007**

**Council Chamber
Town Hall**

Members 10: Quorum 5

Councillor Michael White

Leader of the Council (Chairman)

Councillor Steven Kelly (Deputy Leader)

Sustainable Communities & Health

Councillor Michael Armstrong

Housing & Regeneration

Councillor Peter Gardner

Public Safety

Councillor Andrew Curtin

Public Realm

Councillor Barry Tebbutt

StreetCare & Parking

Councillor Paul Rochford

Environmental & Technical Services

Councillor Eric Munday

Performance & Corporate

Councillor Roger Ramsey

Resources

Councillor Geoffrey Starns

Children's Services

***For information about the meeting please contact:
Ian Buckmaster (01708) 432431 ian.buckmaster@havering.gov.uk***



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3. CONDUCT AT THE MEETING

Although members of the public are welcome to attend meetings of the Cabinet, they have no right to speak at them.

The Chairman has discretion, however, to invite members of the public to ask questions or to respond to points raised by Members. Those who wish to do that may find it helpful to advise the Committee Officer before the meeting so that the Chairman is aware that someone wishes to ask a question.

PLEASE REMEMBER THAT THE CHAIRMAN MAY REQUIRE ANYONE WHO ACTS IN A DISRUPTIVE MANNER TO LEAVE THE MEETING AND THAT THE MEETING MAY BE ADJOURNED IF NECESSARY WHILE THAT IS ARRANGED.

If you need to leave the meeting before its end, please remember that others present have the right to listen to the proceedings without disruption. Please leave quietly and do not engage others in conversation until you have left the meeting room.

Cabinet, 24 October 2007

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 DECLARATION OF INTERESTS

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

4 MINUTES

To approve as a correct record the minutes of the meeting held on 19 September 2007, and to authorise the Chairman to sign them

5 REPORT OF THE CULTURE & REGENERATION OVERVIEW AND SCRUTINY COMMITTEE: PUBLIC TRANSPORT OPERATORS TOPIC GROUP

6 PROPERTY DISPOSALS

7 GREEN SPACES PROJECT

8 BUSINESS RATES SHARED SERVICE INITIATIVE IN PARTNERSHIP WITH THE LONDON BOROUGH OF BARKING AND DAGENHAM

9 EXCLUSION OF THE PUBLIC

To consider whether the public should now be excluded from the meeting on the grounds that it is likely that, in view of the nature of the business to be transacted or the nature of the proceedings, if members of the public were present during the following item there would be disclosure to them of exempt information within the meaning of paragraph 3 of Schedule 12A to the Local Government Act 1972 which it is not in the public interest to publish; and, if it is decided to exclude the public on those grounds, Cabinet to resolve accordingly on the motion of the Chairman.

Cabinet, 24 October 2007

10 **CHIEF EXECUTIVE'S REPORT CONTAINING EXEMPT INFORMATION**

Cheryl Coppel
Chief Executive

CABINET, 24 OCTOBER 2007

Unfortunately, the order of items shown on the published agenda does not reflect the intended order of items (the reports have been assembled in the correct order). The correct agenda order is below:

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MINUTES OF A CABINET MEETING
Havering Town Hall, Romford
Wednesday, 19 September 2007
(7.30pm – 8.45pm)

Present:

Councillor Michael White, Leader of the Council, in the Chair

	Cabinet Member responsibility:
Councillor Steven Kelly (Deputy Leader)	Sustainable Communities & Health
Councillor Michael Armstrong	Housing & Regeneration
Councillor Andrew Curtin	Public Realm
Councillor Peter Gardner	Public Safety
Councillor Roger Ramsey	Resources
Councillor Paul Rochford	Environmental & Technical Services
Councillor Geoffrey Starns	Children's Services
Councillor Barry Tebbutt	StreetCare & Parking

Councillors Geoff Brace*, Dennis Bull, David Charles, Keith Darvill, Gillian Ford, Linda Hawthorn, Andrew Mann, Barbara Matthews, Robby Misir, Fred Osborne, Lynden Thorpe and Melvin Wallace*

* For part of the meeting

Three members of the public and a representative of the press were also present.

An apology was received for the absence of Councillor Eric Munday.

All decisions were agreed with no vote against.

On behalf of the Chairman, those present were reminded of the action to be taken in the event of an emergency.

20 **MINUTES**

The minutes of the meeting held on 1 August 2007 were agreed as a correct record and were signed by the Chairman.

21 **REPORT OF THE ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE: TRADE WASTE TOPIC GROUP**

Councillor Barry Tebbutt, Cabinet Member for StreetCare and Parking, introduced the report

Cabinet received the report of the Environment Overview & Scrutiny Committee about a Topic Group investigation of the Council's Trade Waste Service (the conclusions and recommendations of which are set out in Appendix 1 of these minutes).

The Topic Group had found that the Council's Service was competing with a number of private sector providers but had about one quarter of the local market – other providers serviced a similar number. There was a significant number of businesses whose waste disposal arrangements were unknown and there was concern that some of those businesses were using illegal means to dispose of their waste. Council Enforcement Officers were engaged in seeking those disposing of waste illegally and it was clear that robust enforcement action undertaken in accordance with the StreetCare Enforcement Policy had a key role to play in minimising the adverse impact incorrectly managed trade waste could have on the street scene.

Despite significant annual price increases over the last three years, the trade waste service was still operating at a loss and a further increase would be required in April 2007 to achieve a balanced trading account, though the charges would still be competitive. The Group agreed that the service needed to be self financing but were concerned about the impact a price increase would have on schools who subscribe to the service. The Group felt that recycling options available to schools should be fully explored and promoted.

Once the service was on a secure financial footing, it should be marketed with the joint aims of increased income generation and increasing the proportion of trade waste managed by the Council.

Reasons for the decision:

The Environment Overview & Scrutiny Committee Topic Group report on the Trade Waste Service had been referred to Cabinet for consideration.

Other options considered:

No alternative had been considered.

Members recorded their thanks to the Topic Group for its work on this matter. Concern was expressed that the Topic Group had not taken on board a number of suggestions that had been made for the development of the service.

Cabinet accepted the recommendations in principle but decided that implementation would await consideration by the Cabinet Member for StreetCare & Parking of the detailed implications of putting them into effect.

22 **STREETCARE ENFORCEMENT POLICY UPDATE**

Councillor Barry Tebbutt, Cabinet Member for StreetCare and Parking, introduced the report

The Enforcement Team within StreetCare had been established in 2005 and, in April 2006, Cabinet had approved the StreetCare Enforcement Policy. Since then, enforcement had made progress and effective enforcement action had contributed towards a cleaner safer Borough.

The Policy covered activities associated with nuisance vehicles, litter and fly tipping, fly posting and graffiti, dog fouling, commercial and domestic waste controls, damage to the Public Highway, compliance with Council licences, illegal signs and tree damage. The activities of the enforcement officers had led to a significant reduction in the number of offences relating to waste, litter and fly tipping. Graffiti and other forms of antisocial behaviour had also been tackled, in conjunction with other agencies, as had on-street abandoned and untaxed vehicles. The team was now engaged in public consultation on dealing with abandoned supermarket shopping trolleys and authority was to be sought to expand the enforcement powers by use of a wider range of legislation.

Cabinet also noted that the Council's levels of "flexible" Fixed Penalty Notice fines were lower than those in use in the majority of London boroughs and it was suggested that they should be brought into line.

Reasons for the decision:

Effective StreetCare enforcement contributed to a safer and cleaner Borough and it was important that Members were informed of the progress being made in this area. By agreeing to adopt the level of Fixed Penalty Fines levied by other London Borough Councils, Havering would be supporting a consistent approach to financial penalties for environmental crime.

Other options considered:

Havering could continue to issue fixed penalties at the current levels but it was felt that a London-wide approach to levels of fines associated with Fixed Penalty Notices would be beneficial. Increased revenue would also contribute towards achieving income requirements.

It was noted that further enforcement powers, available through London Local Authorities legislation, had recently become available and that it was intended that the Council should take advantage of these new powers. It was agreed that there should be at least yearly reports to Members on the effectiveness of the enforcement activity. It was also confirmed that enforcement activity was not revenue-driven.

Cabinet:

- 1 Noted the progress made in the implementation of the StreetCare Enforcement Policy and its contribution to a cleaner and safer Borough.**

- 2 **Agreed that the level of fines for “flexible” fixed penalties for StreetCare managed environmental offences be brought into line with those of other London Boroughs, as set out in Appendix 2 to these minutes.**

23 **IMPROVING THE QUALITY OF LIFE FOR HAVERING – DEVELOPING THE COUNCIL’S CORPORATE BUSINESS PLANNING PROCESS 2008-11 – SUPPORTING STRATEGIES**

Councillor Michael White, Leader of the Council, introduced the report

At its last meeting, Cabinet had received a report outlining the Corporate Planning Process for 2008. The report now submitted advised Cabinet that the supporting strategies, which were aimed at ensuring that all of the Council’s resources and assets were being used to support the priorities, had been reviewed and were available for perusal on the Internet.

Reasons for the decision:

To enable the Council to develop its corporate plan and budget as set out in the Constitution.

Other options considered:

None. The Constitution required this as a step towards setting the Council’s budget.

Cabinet agreed:

- 1 **The supporting strategies, as outlined in Appendix 3 to this report.**
- 2 **To RECOMMEND to Council that the strategies be adopted.**

24 **PROPOSAL TO SEEK GOVERNMENT APPROVAL TO TRANSFER THE MARDYKE ESTATE TO OLD FORD HOUSING ASSOCIATION**

Councillor Michael Armstrong, Cabinet Member for Housing & Regeneration, introduced the report

Cabinet had previously approved in principle a proposal to transfer ownership of the Mardyke Estate to the Old Ford Housing Association. The report reminded Members of the various steps take to date and gave details of the outcome of the formal ballot of tenants on the proposal. Members were pleased to note that an overwhelming majority of those voting – 315 (87%) – had voted in favour of the transfer, with those voting being some 80% of all tenants eligible.

Cabinet noted that the voting turnout had been the highest of any similar vote in London since 2001, reflecting the high level of community engagement that had been achieved through the consultation exercise.

A similar outcome had been achieved in the ballot of leaseholders.

The report accordingly sought approval to apply to the Secretary of State for Communities and Local Government to transfer ownership of the estate to Old Ford Housing Association.

Reasons for the decision:

Transfer of the Mardyke estate to Old Ford Housing Association was dependent upon application to, and approval from, the Secretary of State in the Communities and Local Government department.

Other options considered:

None applicable.

Cabinet:

- 1 Noted the clear mandate for transfer afforded by the very high turnout rate and clear vote among tenants in favour of transfer.**
- 2 Agreed that application be made to the Secretary of State for Communities and Local Government for consent to the transfer pursuant to sections 32-34 and section 43 of the Housing Act 1985.**
- 3 Authorised the Group Director, Sustainable Communities in consultation with the Group Director, Finance & Commercial and the Cabinet Members for Housing & Regeneration and for Resources to negotiate and conclude the terms of the agreement for the transfer of the Mardyke estate to Old Ford Housing Association, which is a prerequisite of the application to the Secretary of State, together with all supporting documentation including:**
 - the proposed tenancy agreement for use by Old Ford Housing Association**
 - the obligations for refurbishment and repair of the Mardyke estate and for wider community regeneration**
 - any arrangements for any transferring staff under TUPE**
 - nomination rights for the Council and**
 - the giving of any necessary warranties to Old Ford Housing Association and/or its parent group and/or funders.**
- 4 Agreed that application be made to the Secretary of State for Communities and Local Government for gap funding for the regeneration of the estate.**
- 5 Authorised the Group Director, Sustainable Communities in consultation with the Group Director, Finance & Commercial and the Cabinet Members for Housing & Regeneration and for Resources to negotiate with the Communities and Local Government Department regarding the negative value of the estate, the public expenditure implications of the transfer and the profile of gap funding draw-down by Old Ford Housing Association, all prerequisites of the gap funding application.**

- 6 **Authorised the Group Director, Sustainable Communities to agree any minor matters between the Council, and Old Ford Housing Association and/or the Communities and Local Government Department necessary or expedient to secure the transfer, but not having a financial implication for the Council.**

25 **SCHOOLS TRUSTS**

Councillor Geoff Starns, Cabinet Member for Children's Services, introduced the report

Certain provisions of the Education and Inspections Act, 2006 (EIA) were intended to take forward the trend towards autonomy for schools, begun by the Education Reform Act, 1988. The report submitted examined the new role of the local authority as set out in the EIA, examined the issues which Schools Trust status presented and, from its position of strategic community leadership, set out a proposed Council policy stance on Schools Trusts.

Cabinet noted that the policy was intended to help schools frame proposals for Trust Status which were likely to gain support and participation from the local authority and the communities it represents, including the Havering Strategic Partnership and the Children's Trust.

Reasons for the decision:

A clear policy statement from the Council would assist schools consider how to configure Trusts in a way which preserves and enhances the best aspects of school / local authority partnership to the overall benefit of local communities.

Other options considered:

None.

Cabinet was advised that five schools had expressed an interest in Trust status; the present report had been prepared to assist their consideration of the issue. The role of the local authority (previously the local education authority – LEA) had changed, and it was no part of its role to persuade schools to seek, or to dissuade them from seeking, Trust status. The aim was to preserve the existing strong relationship between the Council and schools in the borough, and to get provision right. The local authority's powers of intervention to maintain and improve standards had been strengthened, but the intention was to use "influence" rather than "powers". The role of planning education provision remained with the Council, although an aim of the government was to introduce a degree of competitiveness in order to generate improvement. Grouping of schools, and the involvement of external partners (including out-borough organisations), were all options being considered.

The Children's Services Overview & Scrutiny Committee would have opportunity to consider the issues.

Cabinet adopted the policy statement (as set out in Appendix 4 of these minutes) and instructed officers actively to engage with schools in encouraging and shaping diversity.

26 **HAVERING LOCAL DEVELOPMENT FRAMEWORK: ROMFORD AREA ACTION PLAN: APPROVAL OF SUBMISSION DOCUMENT**

Councillor Michael Armstrong, Cabinet Member for Housing & Regeneration, introduced the report

Cabinet noted that excellent progress had been made in preparing the suite of documents comprising Havering's Local Development Framework (LDF). Following on from the Core Strategy, Development Control Policies and Site Specific Allocations, the report now submitted brought forward the Romford Area Action Plan for approval for formal submission to the Secretary of State.

The Romford Area Action Plan was a key part of Havering's LDF, which would guide change in Romford up to 2020 and promote and enhance its position as east London's premier town centre. It established a statutory basis upon which planning decisions could be made and built on the extensive work that the Council and its partners had undertaken in preparing the Romford Interim Planning Guidance and recently-launched Romford Urban Strategy. As with the LDF Core Strategy, the preparation of the Area Action Plan had involved several key stages of public consultation, the latest being on the Preferred Options Report. The report outlined the public consultation undertaken on the Area Action Plan at the preferred options stage from August to October 2006 and included a comprehensive assessment of all the representations submitted from the public and organisations.

Approval was invited of the submission version of the Area Action Plan, which closely followed the approach Members had endorsed in the preferred options document. Once submitted to the Secretary of State, Independent Examination of the submission version of the Plan was scheduled for August-September 2008 and adoption as formal Council policy was expected in April 2009.

Cabinet was also invited, as with the Core Strategy at this stage, to adopt the Plan for the purposes of Development Control pending its formal adoption.

Reasons for the decision:

The Submission Romford Area Action Plan had been prepared to satisfy Section 19 (1) and (2) of the Planning and Compulsory Purchase Act 2004 and Regulation 28 of The Town and Country Planning (Local Development) (England) Regulations 2004. The Council was required to submit this plan if it wanted it to become part of the future development plan for the borough. It had already committed to do so as the Romford Area Action Plan was identified in the Council's approved Local Development Scheme. If it did not do so, the ability of the Council to resist inappropriate developments would be weakened. The Final Sustainability Appraisal Report had been undertaken as part of the Sustainability Appraisal process which was necessary to satisfy European Union Directive 2001/42/EC, and Sections 19 (5) a and (5) b of the Planning and Compulsory Purchase Act 2004.

Section 20 of the Planning and Compulsory Purchase Act stated that the purpose of the Independent Examination was to determine in respect of the Development Plan Documents whether they were

'sound'. The tests of 'soundness' were contained in PPS12. The Submission Romford Area Action Plan had been prepared with regard to these tests. If a DPD were considered unsound by the Inspector he/she would issue a set of binding recommendations. The Council would have to incorporate any changes received by the Inspector and then adopt the DPD.

Other options considered:

Other options had been considered in the Issues and Options Report (April 2006) but not pursued.

Members asked that their appreciation of the work done by officers in respect of these issues be recorded.

Cabinet agreed:

A To recommend to the Council:

- 1 That the comprehensive assessment of responses received from the public and organisations on the preferred options (Appendices 1a and 1b) be approved and included in the Statement of Compliance.**
- 2 That the Submission Romford Area Action Plan (attached as Appendix 2) be approved.**
- 3 That the Proposals Map showing the designations and site allocations set out in the Submission Romford Area Action Plan, be approved.**
- 4 That the tests of 'soundness' and the commentary on how the Romford Area Action Plan complies with them (attached as Appendix 3), which the Inspector will use to test the Area Action Plan at the examination before issuing recommendations in a binding report, be noted.**
- 5 That the Romford Area Action Plan be considered in conjunction with, and where appropriate complementary to, Havering's existing UDP (adopted in March 1993) with the weight attached to each policy in the decision making process dependent on the nature and number of the representations received during the submission consultation period in accordance with the principles set out in the Government Guidance note 'The Planning System General Principles'.**

B To authorise the Cabinet Member for Housing and Regeneration to approve the Final Sustainability Appraisal Report to accompany the Submission Romford Area Action Plan.

27 **SOCIAL SERVICES BUDGET**

Councillor Roger Ramsey, Cabinet Member for Resources, introduced the report

Cabinet was advised that, earlier in the summer, it had become clear that the social services budget was struggling to meet the demands placed upon it. The combination of London's largest proportion of over 65's and a commitment to ongoing improvements in the service meant that this pressure on the budget would continue in the future. At the same time, Havering received a low central government grant compared to many other London boroughs. The current revenue monitor was indicating that Adult Social Services required an additional investment of £5m.

There were service pressures throughout adult social care as a result of the rising numbers of clients in need and the rising costs of social care. Over the last 18 months the numbers of older people receiving intensive support to remain in their homes had increased substantially. The numbers of clients receiving substantial direct payments in order to be able to choose their own care arrangements had also risen substantially. Such clients needed continuing support from the Council and it was projected that their numbers would continue to rise, as would contract and placement costs. Modernisation of services was in hand, with a substantial work programme for the service.

In setting the budget, the Council had taken account of the pressures in the Adult Social Services position. A base £1m was held for amongst other things:

- Funding agreements with the PCT
- Transitional costs in relation to reprovisioning
- Adult Placement pressures

and a contingency sum of £2m was set having regard to the capacity to meet in year budget pressures and a number of risks including:

- Demand led services
- Savings not being delivered
- Income problems

However, following a "root and branch" review of the financial pressures facing adult social services, an increase to the service's budget was now proposed, to safeguard and improve the support provided to some of the most vulnerable people in the borough. Through careful management of the Council's overall finances, around £5 million would be added to the adult social care budget for this year by reviewing all services and utilising the majority of the base provision.

The £5m would be vired into the Social Services budget to provide this investment. Cabinet noted that the Council would need to maintain an adequate level of budget for adult social care for future years, to reflect the cost of providing the service but would also continue to maintain its overall financial stability by holding the contingency and maximising such things as interest generation. If the latter was positive and the former under-utilised, there would be opportunities to reinvest in the areas currently supporting this investment. Priorities would be Children's Services and other areas that enhance the Council's overall service to the borough.

Reasons for the decision:

The Council needed to ensure a balanced budget position and the financial procedure rules required action to be taken to ensure this was addressed.

Other options considered:

No action - which would affect the financial stability of the Council.

Members were advised that the current year's budget had been prepared on the basis of the best information available at the time but that demand for Adult Social Care services had developed to higher levels than expected. The budget readjustment was being effected in such a way as to minimise the impact on other services' budgets without having recourse to the use of reserves and with the aim of restricting the increase in next year's Council Tax.

Concern was expressed at the absence of more specific detail of the budget adjustments that were to be made to allow for the investment proposed. Members were given assurance that the proposed adjustments would not impact on services and that, should it prove possible to do so, monies from adjusted budgets not required to support the proposed investment would be released back to the contributing services, in accordance with the priorities set out in the report. Overview & Scrutiny Committees would be welcome to contribute to the process.

Robust action had been needed once the need for investment had become apparent and the steps now proposed were intended to address a specific and unforeseen problem.

Members asked that their appreciation of the work done by Adult Services and other staff in seeking to balance the demand for services against the budget available should be recorded.

Cabinet:

- 1 Agreed the investment of £5 million in Adult Social Care in 2007/08 and the virement of this amount from identified service budgets (as set out in Appendix 5 to these minutes).**
- 2 Authorised the Chief Executive and Group Director, Finance and Commercial to adjust the budgets accordingly within the overall approved budget.**
- 3 Authorised the Chief Executive and Group Director, Finance and Commercial to reallocate any resources that become available to the priorities providing the investment, after consulting with the Leader of the Council and the Cabinet Member for Resources.**

28 **EXCLUSION OF THE PUBLIC**

Cabinet decided on the motion of the Chairman that the public should be excluded from the remainder of the meeting on the ground that it was likely that, in view of the nature of the business to be transacted, if members of the public were present there would be disclosure to them of exempt information within the meaning of paragraph 3 of Schedule 12A to the Local Government Act 1972 and it was not in the public interest to publish the information.

29 **TO APPROVE THE AWARD OF THE INSURANCE SERVICES CONTRACT**

Councillor Roger Ramsey, Cabinet Member for Resources, introduced the report

The Council's current main insurance services contract would expire on 31 December 2007. In view of this, the contract has been tendered in line with EU Procurement requirements. In addition, the Leasehold Right to Buy Policy was due to expire on 1 April 2008 and this the policy was also tendered in line with EU Procurement requirements at the same time as the main programme.

The report submitted set out details of the tenders received, evaluating them and making recommendations as to the award of the two contracts.

Reasons for the decision:

Arrangements were needed for the award of the contracts for the Council's insurance services.

Other options considered:

The Council could become part of a mutual but it is not considered appropriate to do so at this time.

Cabinet agreed:

- 1 **To note the options considered.**
- 2 **To approve the award of the Council's main Insurance Services contract and the Council's Right to Buy Leasehold Flats Policy to Zurich Municipal, based on using the current excess levels.**

30 **TECHNICAL SERVICES – AWARD OF CONTRACT**

Councillor Paul Rochford, Cabinet Member for Environmental & Technical Services, introduced the report

The Council had entered into a Technical Services Partnership Agreement in 2001 for a period of 5 years. That Agreement had been due to expire in December 2006 but was extended to 31 December 2007. A previous report to Cabinet had reviewed the existing contractual arrangements and explored a number of procurement options for the future provision of Technical Services. In the light of the review, recommendations were made for the procurement of

a contract for the future provision of the Services. The report submitted examined the results of the Civil Engineering Services (Highways) part of the procurement process and made recommendations for the contract award.

Reasons for the decisions:

The Council had a statutory duty to maintain its assets. The current contract for this service had ended in December 2006 but had been extended to cover the necessary timescales for tendering under the European legislation.

The supplier now recommended for appointment provided best value and minimised the risks to the Council.

Alternative options considered:

These had been considered depth in the report to Cabinet of January 2007.

That the Civil Engineering Services (Highways) Top-Up Contract be awarded to Jacobs Ltd for a minimum period of 5 years commencing on 1 January 2008, with the option to extend for up to 5 years.

**REPORT OF THE ENVIRONMENT OVERVIEW AND SCRUTINY
COMMITTEE**

TRADE WASTE TOPIC GROUP

CONCLUSIONS

The Project Group concluded that once the trade waste service was operating on a cost recovery basis that a mid-range container be introduced and the service promoted.

The Group were also clear as regards the important role enforcement plays in the management of trade waste and supported the production of an educational 'Duty of Care' leaflet. Such a leaflet was produced and distributed with the business rate demand for 2007/08 and the Topic Group concluded that a similar leaflet should be circulated with the 2008/09 demand.

RECOMMENDATIONS

In order to address the above findings and conclusions, the Topic Group requests Cabinet to consider the following recommendations:

- 1) That a 360 litre wheeled bin service be introduced for trade waste customers at a price of £315 per year for a once weekly collection.
- 2) That the Council's trade waste service be promoted through the production of a sales brochure, via the Council's web site and through the Business Forum
- 3) To support the production and distribution of a 'Duty of Care' leaflet aimed at increasing awareness within the business community of their legal obligations regarding waste, and
- 4) That enforcement action continue to establish what measures businesses have in place to comply with their 'Duty of Care' obligations.
- 5) That all recommendations adopted by Cabinet, the relevant head of service to report back to the Overview and Scrutiny Committee at its first meeting after three months have elapsed since Cabinet adoption, giving an update on the implementation of these recommendations. The Overview and Scrutiny Committee to decide if further updates are needed beyond this.

STREETCARE ENFORCEMENT POLICY**Table of offences managed by StreetCare under the Clean Neighbourhoods and Environment Act 2005, with flexible FPN levels**

Offence	Legislation See key below	London level of penalty	Havering level of penalty (currently the DEFRA default level)	Proposed increase	Recommended new level of penalty
Litter	Sec 88(1) EPA	£80	£75	£5	£80
Street litter control & litter clearance Notices	Sec 94A(2) EPA	£110	£100	£10	£110
Distribution of free literature	Sch 3a & para 7(2) EPA	£80	£75	£5	£80
Graffiti & Fly-posting	Sec 43 ASBA	£80	£75	£5	£80
Waste Receptacles	Sec 47ZA(2) EPA	£110	£100	£10	£110
Dog Control Orders	Sec 59(2) CNEA	£80	Not in current Use	N/A	£80

Key to legislation referred to:

CNEA	Clean Neighbourhoods & Environment Act 2005 part 6
ASBA	Anti Social Behaviour Act 2003
EPA	Environmental Protection Act 1990

**THE COUNCIL'S CORPORATE BUSINESS PLANNING PROCESS 2008-11
– SUPPORTING STRATEGIES**

Medium Term Financial Strategy (MTFS): this summarises the Council's budget and identifies resource requirements for the next three years. It sets out the issues facing the Council and aims to ensure financial stability, that resources are directed to priorities, that the Council adapts to the prevailing financial climate and that stakeholders and the wider community can see the Council's plans for resources.

Although the strategy is developed as the year progresses, an annual refresh is done to reflect changes in priorities and background, national and local.

This year's refresh includes reference to the outcome of the Lyons review into local government financing, and the potential impact of the Government's Comprehensive Spending Review. It also sets out the Council's priority areas for investment and its aspiration for Council Tax rises to be kept at, or below, 3.5% and explains the further improvements made to the financial planning process. This helps to ensure that Council resources are directed towards community priorities.

Capital Strategy: this sets out the Council's approach to capital investment in the medium term and ensures that its capital resources are carefully planned and help the achievement of its priorities. The strategy is supported by the Capital Asset Management Plan which sets out the overall approach to the maintenance of the Council's assets. The refresh this year has streamlined the document and reflected that high level priorities are determined prior to detailed business case and prioritisation.

ICT Strategy: this ensures that the Council is making best use of strategic technology to deliver its business needs. It builds on the good progress the Council has made towards electronic service delivery and ensures that required progress is maintained towards meeting the Governments Priority Service Outcomes and BVPI 157. The refresh this year has assessed the base requirements to maintain our existing infrastructure as well as identifying opportunities to improve systems for better services.

Workforce Plan: this plan identifies the key challenges facing the Council over the next three years in recruiting and retaining the workforce it requires to meet its priorities.

Risk Management Strategy: the Council's well respected Risk Management Strategy is regularly reviewed by the Audit Committee. It includes outward, as well as inward, looking key risks. The risks are not an exhaustive listing, but those seen as being the highest priority to consider/address within corporate planning.

Other Supporting Plans and Strategies: the Council has to complete a number of other plans and strategies to meet government requirements and local circumstances. These reflect the ambitions, priorities and objectives set out in the corporate planning process. They may need to be revisited as this process moves forward.

SCHOOLS TRUSTS: THE POLICY STATEMENT

Havering Council is committed to raising continually educational standards and improving the well-being of every child and young person. It welcomes initiatives which enhance this ambition, including the acquisition of Trust Status in which the local authority would wish to be active.

Trust Status is a further development of greater autonomy of schools which Havering sees as a strength in the context of a partnership of interdependence between schools and other partners in Havering Children's Trust sharing values and priorities.

The Council would wish to encourage the development of diversity, as part of a mixed economy of provision, and would wish to add value to Trust development by participating in creating Trusts in which:

- new partners come to the relationship which brings innovative and proven added value to the well-being of children and young people;
- partners commit to working together to enhance the well-being of all children and young people;
- children and young people have a strong voice, collectively influencing the provision of services and decisions affecting them as individuals;
- there is sufficient focus on the most deprived;
- relationships with the Council, Children's Trust and within Havering's Strategic Partnership are enhanced; and
- the size of the Trust is sufficient to warrant the infrastructure needed its operation.
- Partners in the Trust agree that achieving value for money, maximising asset values and investing any receipts from asset release should be for the benefit of the whole community as an important component in achieving and maintaining community cohesion.

Details of in-year budget adjustments being made to facilitate the transfer of funds to adult social care

This appendix sets out the details of the in-year contributions being made by each directorate to ensure that an additional £5,000,000 can be invested in the adult social care budget.

The potential risks and impacts of **not** making this adjustment would be:

Vulnerable older people, people with disabilities and people who are mentally ill or with learning difficulties might not otherwise receive the services they need.

Finance and Commercial

Finance and Commercial are contributing £693,000 through the following measures:

Holding Vacancies and generally applying recruitment drag
Reduce fees with the Audit Commission
Debt restructuring and subsidy review
Delay in undertaking projects
Freeze unallocated Health & Safety monies
Increased income from Payroll contract -

Potential impacts and risks

The main impact is the slowing down of projects such as the roll out of document imaging, desired improvements in the audit plan, contingency for as yet unidentified Health & Safety improvements and potential for a reduction in the service support available.

Assistant Chief Executives

HR is contributing £49,000 through deferring the computerisation of Occupational Health patient records, withdrawal of catering provision for in-house training courses, and re-profiling diversity expenditure into the following financial year.

Strategy and Communications are contributing £55k through not filling a vacant post and implementing next year's savings proposals this year.

Legal and Democratic Services are contributing £88,000. These arise from deferring some recruitment, appointments made at the bottom of scale,

Cabinet, 19 September 2007

reduction in training budgets, some unfilled posts which are difficult to recruit to, and income from legal services for Section 106 Agreements.

Potential impacts and risks

Delays in recruitment and tight housekeeping required for the remainder of the year and potential for a reduction in service support available.

Sustainable Communities

Sustainable communities are contributing £410,000. These are made up of a combination of recruitment delay, application of Planning Delivery Grant together with capitalisation of a range of current revenue expenditure.

Potential risks and impacts

Whilst recruitment delay will cause some slowing of progress on projects it will not impact on the Council's key priorities.

Children's Services

Children's Services are contributing £740,000. The highest proportion comes from the non-filling of vacancies. The filling of some vacancies will be slowed down and other vacant posts not filled. Posts will continue to be filled where they are for social workers in the Child Protection teams, or are funded by grant where no saving accrues to the Council.

The main services which will be affected are: children with disabilities, the Leaving Care Service, the Education Welfare Service, and HIAS. It is unavoidable that, if posts remain vacant for a lengthy period, this will have some impact on service delivery and on performance.

In addition to vacancy control, the contribution will be made bringing forward some planned savings so the budget benefit is realised more quickly, e.g. Early Years Centres. It is anticipated that budget reductions will be made by work which has already begun in driving down unit costs. This combined with slowing of implementation of additional family support and Family Group Conferencing does carry some attendant risk of increasing numbers of LAC.

Potential Risks and Impacts

In summary, there are risks contained within this package of measures:

- that they will not prove financially achievable though management action will seek to ensure they are
- of service reduction directly to children
- on performance indicators
- of reversing recent trends and having increasing numbers of LAC
- of reversal of or significant delays in implementing the Directorate strategies, particularly in terms of preventative work

Public Realm

Public Realm is contributing £849,000. They include the use of a reserve on waste which is now longer identified as required, some slowing down of spend across the directorate, and some capitalisation of expenditure.

Potential Risks and Impacts

There is a risk of non delivery of some of these, should there be an exceptionally harsh winter. Tight housekeeping will be required throughout the directorate.

Corporate Contributions

In addition to the specific contributions listed above, further corporate contributions of £2,110,000 have been identified.

£500,000 has been contributed by slowing down expenditure on furniture and equipment. £200,000 contributed from interest accruing at a higher than anticipated rate, £800,000 from funds the special budget reserve, £350,000 has been contributed from unallocated LPSA grant, £260,000 has been contributed from windfall LABGI grant.

Potential Risks and Impacts

The corporate contributions made above reduce the Council's flexibility to allocate funds to any other emerging pressures within the budget.



MEETING	DATE	ITEM
CABINET	24 October 2007	5

Cabinet Member: Councillor Michael Armstrong

Relevant Overview & Scrutiny Committee: Culture and Regeneration

This is not a Key Decision

**REPORT OF THE
CULTURE & REGENERATION OVERVIEW & SCRUTINY COMMITTEE
PUBLIC TRANSPORT OPERATORS TOPIC GROUP**

1. BACKGROUND

- 1.1 At its meeting on 22 November 2006, the Culture & Regeneration Overview & Scrutiny Committee approved the establishment of a Topic Group to examine Council's influence on public transport operators.
- 1.2 The following Members formed the Topic Group at its outset: Councillors Mark Gadd (Chairman), John Clarke, Linda Hawthorn, Lesley Kelly, Ray Morgon and Sandra Binion as Co-optee-. The Topic Group was supported by Stephen Pauling and Daniel Douglas, Transport Planning Team. However, by change of Municipal Year Elections, Cllr Mark Gadd was replaced by Cllr Robert Benham as the new Chairman.
- 1.3 The Topic Group met on six occasions and reviewed the possible opportunities and parameters for improving public transport in Havering Borough. The Topic Group has now reached its recommendations and findings, which are detailed in this report.

2. THE SCOPE OF THE REVIEW

- 2.1 The Topic Group first met on 12 December 2006 and confirmed that the scope of the Scrutiny was:

To scrutinise Council's Influence on Public Transport Operators in Havering

Within the scope, the group aimed to establish the following:

- Current range of transport services available in Havering Borough
- Reviewing the current problems faced by residents and people in Havering
- Ways to improve the transport system in the Borough

3. GOOD PRACTICE

- 3.1 The Topic Group has sought examples of good practice to include in the review. To this end it has drawn upon a broad range of information sources in order to enhance its understanding of current strategies and innovative approaches to improve transport facilities in Havering.

4. FINDINGS

- 4.1 At the initial meeting the Topic Group received a presentation detailing the bus and railway transport within the borough. Discussion also took place regarding the wider context of improving the transport within Havering.
- 4.2 Public transport makes up some 19% of the total personal trips on a typical weekday in Havering and recent improvements in local public transport have helped influence a slight reduction in overall traffic volumes. While the provision of local public transport in Havering is not the direct responsibility of the Local Authority, the Council does take a very proactive position to support local services and is working with a wide range of partners and stakeholders to see aspirations for improvements secured and delivered.
- 4.3 **Bus Services** - Local Bus Services throughout Greater London are funded and managed directly by London Buses, a division of TfL's Surface Transport. All the local bus routes (red buses) are grouped together and let on a contractual basis by London Buses to commercial bus operators. TfL London Buses consult the Borough only when changes are proposed to these bus routes and when the Transportation Planning Team receives such consultations, it passes copies of TfL's consultation letter on to Elected Members whose wards are affected by the proposed changes. Responses direct to the Transportation Planning Team are invited, so that a coordinated Council response can be submitted to TfL. The contracts TfL let are on the basis of lowest operating cost, as TfL retains the revenue from ticket sales on these contracted bus routes.

There are several commercial bus operators who compete for such contracts in the Borough, primarily based upon where they have local operations established. The main operators in Havering are: -

- East London Buses (part of the Australian owned Macquarie Bank Group and formerly Stagecoach)
 - First London (part of the First group)
 - Arriva Essex (part of the Arriva Group)
 - Blue Triangle Buses.
- 4.4 The Topic Group established that Council's influence over local bus operations is limited to raising matters with TfL's London Buses, as the tendered contract system set out above and enshrined by Law prevents any other bus operator providing local bus services speculatively and without TfL approval. The Council does not have direct control of bus routes or railway services within the borough.
- 4.5 While 100% of local bus services in the Borough are fully accessible to wheelchairs (with all vehicles now fitted with ramps and being fully low floor), the Borough is also served by the North east London Dial-a-Ride service, which is operated by TfL and is available to persons who find accessing conventional bus services difficult.
- 4.6 Within the review, various areas for improvement were highlighted by Members:
- Limited bus services in villages in Havering. Members were particularly concerned with school children having to catch early buses due to the services running on hourly basis only
 - The outlying areas such as Havering atte bower, Cranham, Rainham and Harold Wood. The bus routes not operating on Sundays in atte-bower area
 - Lack of Oyster card availability within certain routes and areas such as the Havering atte bower area
 - Access for the Mobility Impaired persons at stations
- 4.7 There have been a number of improvements within the bus transport system in Havering. It was noted that the Queens Hospital is accessible from various areas both within Havering and neighbouring boroughs. However, it was noted that there are no bus services running from Rainham, Cranham and Upminster to Queens Hospital.
- 4.8 Policing in relation to bus stations is the responsibility of the Metropolitan Police force and Transport Operational Command Unit (TOCU) are the police force that operates on board local bus services. The Topic Group felt that increased police activity around certain areas is needed such as Romford and, Harold Hill. The Topic Group noted the improvement of 18 new Police officers allocated to target areas such as Upminster station. The British Transport Police will be targeting specific stations and also board local buses within the borough.
- 4.9 **Railway Services** - Havering is served by two Train Operating Companies and also the London Underground District Line. Serving Havering "One Railway" operates on the Great Eastern mainline through the Borough from London Liverpool Street serving Romford, Gidea Park and Harold Wood

stations providing access as far as Southend and Clacton during off peak periods C2C operates the London Fenchurch Street to Shoeburyness route, serving Upminster Station, and also a service on the Tilbury Loop which serves Rainham Station within the borough. Both 'One' and C2C are part of the National Express Group, currently the largest public transport operator in the country.

- 4.10 Crossrail is a scheme being jointly promoted by Transport for London (TfL) and the Department for Transport (DfT) to provide a continuous rail link across London and further from north east of London at Shenfield, to west of London at Maidenhead with links also to be provided to Abbey Wood, and Heathrow Airport. Implementation of Crossrail will lead to platform extensions at Romford, Gidea Park and Harold Wood stations to cater for longer Crossrail trains and improved access for mobility impaired passengers at stations and will lead to increased capacity on the Great Eastern Mainline to and from the north of the borough.

It was established that the Council already has several rail aspirations including, better transport linkages between Romford station to other transport modes, and more "fast" trains services calling at Romford station during peak periods as well as the lengthening of platforms to accommodate 12 car trains. Havering also has aspirations to see platform extensions along the C2C route to increase capacity on this line.

- 4.11 The Topic Group sought the need to improve the rail service at Romford station. It was considered that further fast train services from and to London direction in the peak times (morning/evening) are needed. Also the lengthening of trains from 8 cars to 12 cars to facilitate more services at Romford. Extension of platform lengths at Rainham and Romford were also suggested to increase the frequency of train service.

- 4.12 It was noted that the British Transport Police (BTP) work with TfL, the communities and train companies to tackle crime and ensure a safe railway environment. Rail and underground stations within the borough are policed by BTP. It was also noted that BTP interact with other Police such as TOCU where necessary.

- 4.13 The Topic Group established that there are a number of future projects planned along the C2C line including increasing (subject to funding available) the number of trains running via Rainham, to introduce 12 car platforms for the Thameside loop which would include Rainham station. There would also be investment in car parking at stations.

5. CONCLUSIONS

The Topic Group noted the successes of bus and rail transport services within Havering and recognized that there are many areas for improvement. The group is aware of the future plans and schemes in place for improving the transport services such as the future projects on the c2c line, and the Crossrail proposals. .

6. RECOMMENDATIONS

In order to address the above findings and conclusions, the Topic Group requests Cabinet to consider the following recommendations:

1. That the Lead Member for Housing & Regeneration continue pressuring Transport for London (TfL) to review, on a regular basis, bus services to outlying areas within the borough. Particular emphasis should be given to trying to rectify the current lack of bus services from Rainham/Cranham and Upminster to Queens Hospital.
2. That the Lead Member for Housing & Regeneration lobby London Buses to improve punctuality of bus time tables across the borough, in particular the 370 bus route.
3. That the Transport Planning Team and/or TfL officers provide an update on progress and the current position on Oyster Card availability both at Romford Station and on particular bus routes, after three months have elapsed since the Cabinet decision on the report.
4. That the Council continues supporting the Crossrail proposals and its future implementation within the borough.
5. That for all recommendations adopted by Cabinet, the relevant head of service to report back to the Overview and Scrutiny Committee at its first meeting after three months have elapsed since Cabinet adoption, giving an update on the implementation of these recommendations. The Overview and Scrutiny Committee to decide if further updates are needed beyond this.

7. ACKNOWLEDGEMENTS

The Topic Group wishes to place on record their thanks for the very positive approach displayed by officers that we have met during this review.

This report is presented by the Public Transport Operators Topic Group of the Culture & Regeneration Overview and Scrutiny Committee.

The following comments are submitted by members of staff:

Financial Implications and risks:

The Topic Group make five recommendations. None of these will have any direct financial implications to the Council. As explained in para 4.2. of the report, local transport is not the direct responsibility of the local authority. This report is targeted at influencing those responsible, to improve services to the Borough.

Legal Implications and risks:

There are no apparent legal implications

Human Resources Implications and risks:

There are no HR implications arising from this report.

Environmental risks and implications:

None

Equalities and Social inclusion risks and implications:

None



MEETING

DATE

ITEM

CABINET

24 October 2007

6

Cabinet Member: Councillor Paul Rochford

Relevant Overview & Scrutiny Committee: Culture and Regeneration

REPORT OF THE CHIEF EXECUTIVE

SUBJECT: Green Spaces Project

SUMMARY

This report sets out a way forward for the Havering Green Spaces Project, one of the Administration's eleven priority projects agreed in April 2007. The report deals with a range of issues relating to the future of parks and open spaces in Havering including the prioritisation of sites, resources required to make them fit for purpose and other improvement measures.

The Green Spaces Project has been set up to continue the improvement of Havering's parks and open spaces, building on investments that have been made in recent years. The overall objective of the Green Spaces Project is to "improve the quality and efficiency of the borough's green spaces".

RECOMMENDATION

It is recommended that:

1. The council designates those 25 sites listed in Appendix 1 as Principal Parks

2. The council designates those 13 sites listed in Appendix 2 as Principal Open Spaces
3. The investment strategy set out in section 3 is agreed, noting that this strategy includes an intention to secure resources at a level which is currently uncertain, and that agreeing this strategy does not commit the council in its application of scarce future resources
4. The other initiatives for improvement set out in section 4 are agreed

REPORT DETAIL

Background and Progress to Date

- 1.1 The Green Spaces Project is one of the council's priority projects agreed in April 2007. The Green Spaces Project has been set up to continue the improvement of Havering's parks and open spaces, building on investments and improvements that have been made in recent years.
- 1.2 The **Vision** for the project is to:

'Develop green spaces that the community want and that the Council can afford and that are well maintained.'
- 1.3 The Project also contributes to the Council's Culture Strategy, the Vision for which sees Havering as:

'A place where our culture is at the heart of our towns, the lives of our children, a cohesive community and our future.'
- 1.4 Like the other priority projects the Green Spaces project progress will be managed and monitored closely by officers and elected members. To date a Project Initiation Document has been drafted and agreed, a Project Board has been set up (the Parks Programme Board), and a Business Case and Project Plan has been drafted. Highlight reports will be produced on a monthly basis by the Project Manager, in this case, the Parks and Open Spaces Manager.
- 1.5 Alongside the Project, improvements to parks and open spaces continue via a variety of means including the Parks Capital programme. These improvements carried out over the last four years have contributed to an increase in public satisfaction of 9% (MORI poll 2006) and the award of Havering's first two Green Flag awards for Bedfords and Upminster Parks in 2007/8.

Prioritisation of Parks and Open Spaces

2.1 One of the primary initiatives within the Green Spaces project is the prioritisation of parks and open spaces in Havering whereby the council will be able to:

- Target resources in a strategic and systematic way
- Give focus and clarity to improvement and investment
- Manage Havering's green assets in a manner that provides best value

2.2 The Parks and Open Spaces Strategy, agreed in January 2007, features an assessment of Havering's parks and open spaces. The assessment was independently undertaken in 2004 and scored each space in terms of Quality and Value. The tables in Appendices 1 to 3 show the Quality/Value assessment for each park and a range of other information including:

- Site name
- Area of the site
- Typology
- Key facilities within the site
- Estimated cost of required improvements for the upgrade of the site to a condition to meet the needs of visitors

2.3 Utilising the quality/value data an exercise has been undertaken to prioritise parks and open spaces into:

Top 25 Principal Parks shown in Appendix 1:

It follows that future focus and investment should be concentrated on the Top 25 Principal Parks, these being:

- strategically and geographically significant
- having a broad range of facilities
- above average Quality and Value
- important to local communities
- worthy of higher levels of investment and maintenance

Top 13 Principal Open Spaces shown in Appendix 2:

Again investment and maintenance should be at significant levels for these strategically important sites.

Other Parks and Open Spaces shown in Appendix 3.

Sufficient resources to deal with health and safety issues and maintain these sites in a 'fit for purpose' condition should be allocated.

Financial Resources

3.1 The Appendices show that:

- An estimated £10.85 million is required to deliver the improvements required to the 25 Principal Parks
- An estimated £1.45 million is required to deliver the improvements required to the 13 Principal Open Spaces
- An estimated £5million is required to deliver improvements required to the remaining open spaces

giving a total of £17.3 million.

3.2 It is proposed that the required finances are provided / sought from a variety of sources including:

- Council capital funding
- The disposal of some Low Quality/Low Value open spaces in order to generate receipts that could be re-invested into the remaining portfolio of sites. This issue is dealt with elsewhere on this agenda.
- External funding at a local, regional and national level. For example in the last three years approximately £200,000 has been secured from the Veolia Cleanaway Havering Trust, £467,627 is expected to be allocated to Havering by the Big Lottery Fund for play in parks, over £400,000 has been secured from the Football Foundation and recent encouraging discussions with the Heritage Lottery Fund give rise to optimism regarding potential significant future funding. Other sources of external funding will include Thames Gateway, the Jack Petchey Foundation and the London Marathon Trust.

Other Initiatives to Deliver the Green Spaces Project.

4.1 **Management Plans** – In line with the Parks and Open Spaces Strategy Action Plan, Management Plans for all Principal Parks and Principal Open Spaces should be researched, drafted, consulted upon and adopted by the end of the Strategy period i.e. 2012

4.2 **Green Flag Awards** – Following the success in being awarded two Green Flag Awards for Bedfords and Upminster parks it is recommended that at least two further Green Flag awards are sought each year in order to drive up the quality of Principal Parks in particular

4.3 **Harold Hill Ambitions** – Green Spaces will contribute significantly to the success of the Harold Hill Ambitions project. Accordingly a separate Green Spaces plan will be drawn up for the Harold Hill area.

- 4.4 **Grounds Maintenance** – a range of initiatives are being progressed in order to improve the quality of the grounds maintenance of parks and open spaces including ongoing training of staff, the re-structure of teams and the modernisation of plant and machinery

Financial Implications and risks

- 5.1 The report sets out a 10 year spending plan for the parks and open spaces that are considered to be priority sites. The schemes included in this plan are agreed in principle only, and may only proceed after suitable funding sources have been identified and Lead Member consultation has taken place. There is a risk that sufficient funding will not be forthcoming and that some of the schemes identified will not be carried out.

- 5.2 It is intended that the other initiatives outlined in section 4 will be carried out as follows:

The Management plans for Parks and Open Spaces and the Harold Hill Green Spaces plan will be produced internally. The main input will be officer time and as such should be met from existing resources.

Similarly the administrative work associated with achieving further Green Flag Awards will be met from existing staffing resources, however it is likely that any improvements to the Parks will require capital funding. If sufficient funding is not available the desired level of Green Flag submissions will not be possible.

The Grounds Maintenance initiatives are mainly focused on making the best use of existing resources, however the modernisation of plant and machinery could have capital funding implications. This can only be fully assessed once more detailed proposals are available.

There is a risk that the potential costs associated with these initiatives cannot be contained within existing budgets. If this is the case, priorities will have to be re evaluated with regard to the level of resources available.

Legal Implications and risks

- 6.1 The disposal of low quality/low value open spaces may be constrained by statutory requirements or by the terms on which the land was initially required. This will need to be examined on a site specific basis in due course.

Human Resources Implications and risks

- 7.1 There are no Human Resource implications contained within this report.

Equalities and Social Inclusion Implications and risks

- 8.1 The Green Spaces Project will address both equalities and social inclusion issues and should have positive effects as the project unfolds. Improving the

borough's parks and open spaces will encourage more people from all sections of the community to visit them.

Reasons for the decision

- 9.1 The Green Spaces Project has been set up to continue the improvement of Havering's parks and open spaces, building on investments that have been made in recent years. The overall objective of the Green Spaces Project is to "improve the quality and efficiency of the borough's green spaces".

Alternative options considered

- 10.1 As the Green Spaces Project is one of the agreed priority projects for the administration, no alternatives have been considered

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CHERYL COPPELL
Chief Executive

Background Papers List

Appendices to this report
Green Spaces Project Project Initiation Document
Green Spaces Project Business Case
Green Spaces Project Project Plan
Green Spaces Project Communication Plan
Havering Culture Strategy 2007- 2011
Parks and Open Spaces Strategy 2007-2012

No.	PPG1 7 No	Site Name	Area (Hectares)	GLA Typology	Historic Interest	Quality/Value Assessment	Principal Park Y/N	Key Facilities	Estimated Cost to Upgrade over 10 years (£'s)	Required Improvements
TOP 25 PRINCIPAL PARKS										
1	2	Central Park	20.3	District park	Cat 2	Above Ave Q and V	Y	Play area, car parks, sports pitches, pavilion, water areas	£ 350,000.00	New play area, new teen area, footpath refurbishment, new park furniture, improve drainage, refurbishment of fencing, park fitters depot refurbishment
2	4	Bedfords Park	86.8	Metropolitan park	Cat 1	Above Ave Q and V	Y	Car parks, sports pitches, woodland, grass meadows, water areas, visitor centre, heritage features	£ 500,000.00	Driveway and footpath refurbishment, create accessible footpath network, interpretation, tree and woodland management, depot refurbishments, creation of events area/infrastructure
3	31	Hornchurch Country Park		Metropolitan park	Cat 1	Above Ave Q and V	Y	Car parks, woodland, grass meadows, water areas, heritage features	£750,000	New adventure play area to reflect heritage of park, interpretation, new car park, pathway refurbishment, entrance signage, enhancement of heritage features, park furniture, depot improvements, security measures e.g. CCTV, motorbike barriers
4	39	Harrow Lodge Park	53.1	Metropolitan park	Cat 2	Above Ave Q and V	Y	Car parks, woodland, water areas, play areas, teen areas, sports pitches, pavilions, tennis courts, café, toilets, boating	£ 750,000.00	new pathways, refurbishment and improvements to lakes and river including de-silting, refurbished car parks, café and toilet improvements, park furniture, additional play equipment buy sports centre, creation of events area/infrastructure
5	41	Lodge Farm Park	5.2	Local park	Cat 1	Above Ave Q and V	Y	Car parks, water areas, bowling greens, tennis courts, play area	£ 200,000.00	new play area, improvements to bowling greens, footpath repairs, improvement to car parks, signage, landscape rejuvenation
6	42	Raphael Park	16.8	District park	Cat 1	Above Ave Q and V	Y	Water areas, tennis courts, sports pitches, pavilions, grass meadow, woodland, café, toilets, heritage features	£ 2,500,000.00	refurbishment of heritage buildings e.g. bandstand, shelter, upgrade of footpaths, new park furniture, refurbishment of lake revetments, upgrade of café and toilets, new 'destination' play area, landscape rejuvenation, establishment of events area/infrastructure
7	45	Bretons Outdoor Rec Centre	67.4	Metropolitan park	Cat 1	Above Ave Q and V	Y	Car parks, sports pitches, equestrian centre, water areas, pavilion, heritage features, manor house, bmx facility, woodland, grass meadows	£ 500,000.00	refurbishment of sports changing facilities, lake refurbishment, fishing facilities, pathway installation, redesignate and improve landscape following resolution of stables/paddock issues, creation of events area/infrastructure, improvement of sports pitches, teenage urban sports facilities
8	46	Upminster Hall Playing Fields	13.5	District park	Cat 1	Above Ave Q and V	Y	Car park, play area, teen area, sports pitches, pavilion,	£ 250,000.00	refurbishment of sports pitches, entrance improvements, pathway refurbishment, landscape improvements, drainage works
9	58	Harold Wood Park	19.4	District park	Cat 2	Above Ave Q and V	Y	Car park, play area, teen area, sports pitches, pavilions, tennis courts, grass meadow, water area, woodland	£ 300,000.00	resolution of golf course future, landscape improvements, path and drive way refurbishment, tree planting, pitch improvements, depot improvements, pavilion re-instatement, park furniture
10	79	Gidea Park Sports Ground	6.7	Outdoor sports facility	N	Above Ave Q and V	Y	Car park, pavilions, sports pitches, bowling green	£ 200,000.00	depot and pavilion refurbishment, entrance improvements, pitch and bowls green improvements, car park reinstatement
11	92	Haynes Park	11.9	Local park	Cat 2	Above Ave Q and V	Y	Car parks, play area, teen area, tennis courts, sports pitches, bowling green, woodland, grass meadow	£ 200,000.00	car parks refurbishment, tennis court reinstatement, bowls green refurbishment, footpath repairs, park furniture, fencing repairs, additional teen equipment
12	100	Upminster Park	6.9	Local park	Cat 2	Above Ave Q and V	Y	Car park, play area, tennis courts, sports pitches, café, pavilion	£ 250,000.00	installation of teen area, new play area installation, tree planting, entrance improvements, pitch improvements, pathway refurbishment and new paths, interpretation, café improvements, changing room and depot resolution

No.	PPG1 7 No	Site Name	Area (Hectares)	GLA Typology	Historic Interest	Quality/Value Assessment	Principal Park Y/N	Key Facilities	Estimated Cost to Upgrade over 10 years (£'s)	Required Improvements
13	112	Langtons Gardens	2.3	Small local park	Cat 1	Above Ave Q and V	Y	Car park, water area, heritage features,	£ 1,500,000.00	restoration of historic landscape, lake improvement measures, walled garden restoration, interpretive facilities
14	126	Spring Farm Park	6.4	Local park	Cat 2	Above Ave Q and V	Y	Sports pitches, pavilions, play area,	£ 250,000.00	new play and teen areas, fencing and entrance repairs, new footpaths, park furniture, sports pitch improvements, resolution of Acer Ave car park
15	164	Cottons Park	6.4	Local park	Cat 2	Above Ave Q and V	Y	Car park, play area, teen area, sports pitches, pavilions	£ 250,000.00	enhanced teen zone, refurbishment of pathways, changing room and other buildings refurbishment, car park refurbishment, landscape improvements, park furniture
16	196	Clockhouse Gardens	1.3	Small local park	Cat 1	Above Ave Q and V	Y	Water area, heritage features, bowling green	£ 200,000.00	restoration of historic landscape, moat improvement measures, interpretive facilities, commission HLF study, fencing replacement, interpretation, landscape rejuvenation, pathway renewal
17	20	Havering Country Park		Metropolitan park	Cat 1	Below Ave Q and V	Y	woodland, grass meadows, water areas, heritage features, classroom, bungalow	£ 500,000.00	bridleway refurbishment, pathway renewal, establishment of car park, security measures, building repairs, water area improvements, interpretation and signage, park furniture renewal, arboriculture survey and works
18	138	King George's Playing Field	10.1	Outdoor sports facility	Cat 2	Below Ave Q and V	Y	Car park, play area, teen area, sports pitches, bowling green, water area, café, pavilions	£ 200,000.00	footpath refurbishment, tree and shrub planting, security measures, pitch improvements, park furniture, signage, café and changing refurbishment
19	8	Dagnam Park	47.4	Nat/semi nat greenspace	Cat 1	Below Ave Q/Above Ave V	Y	Car park, grass meadow, woodland, heritage features	£ 100,000.00	driveway and car park improvements, tree works, improvement to heritage area
20	105	St Andrews Park	3.0	Local park	Cat 3	Below Ave Q/Above Ave V	Y	Play area, sports pitches,	£ 200,000.00	new play and teen area, landscape rejuvenation, pitch improvements, footpath renewal, fencing repairs, park furniture and signage
21	140	Rise Park	9.5	Local park	Cat 2	Below Ave Q/Above Ave V	Y	Car park, sports pitches, play area, pavilion, grass meadows, woodland, water area,	£ 250,000.00	footpath repairs, park furniture and signage, tree planting, chafe/changing rooms improvements, pitch improvements, landscape rejuvenation
22	141	Lawns Park	7.1	Local park	Cat 2	Below Ave Q/Above Ave V	Y	Play area	£ 250,000.00	new play and teen areas, fencing and entrance repairs, new footpaths, park furniture, remove former tennis courts surfacing and restore to parkland
23	165	Collier Row Rec Ground	2.4	Small local park	Cat 3	Below Ave Q/Above Ave V	Y	Play area, teen area, meadow, water area	£ 100,000.00	footpath refurbishment, fencing provision, park furniture, water area improvements, signage
24	177	Grenfell Park	8.3	Small local park		Below Ave Q/Above Ave V	Y	Play area, sports pitches, grass meadows, water area	£ 100,000.00	new play area, entrance drive improvements, landscape improvements, pitch improvements, water area improvement
25	48	Hylands Park	6.8	Local park	Cat 2	Above Ave Q/Below Ave V	Y	Car park, play area, tennis courts, sports pitches, pavilion	£ 200,000.00	tennis court refurbishment, teen area, trim trail, pathway refurbishment, pitch improvements, landscape rejuvenation, fencing and gate improvements, park furniture
SUB TOTAL FOR PRINCIPAL PARKS									£ 10,850,000.00	

No.	PPG 17 No	Site Name	Area (Hectares)	GLA Typology	Reg Historic Landscape Y/N	Quality/Value Assessment	Historic Interest	Key Facilities	Estimated Cost to Refurbish over 10 years (£'s)	Required Improvements
TOP 13 PRINCIPAL OPEN SPACES										
26	47	Parklands Open Space	4.1	Local park	Cat 1	Above Ave Q and V	Y	Car park, water area, woodland, heritage feature,	£ 200,000.00	water area improvements, repairs to historic bridge and other heritage facilities, arboricultural works, car park improvements, signage and park furniture, interpretation, entrance improvements, drainage works
27	109	Hacton Parkway	5.2	Linear Open Space		Above Ave Q and V	Y	Car park, play area, water area, woodland, grass meadow	£ 100,000.00	teen area, landscape rejuvenation, signage, park furniture
28	76	Tyle Green Open Space	3.0	Local park		Above Ave Q and V	Y	Water area	£ 100,000.00	Pathway improvements, water area improvements, park furniture
29	134	Rainham Recreation Ground	1.5	Local park	Cat 3	Above Ave Q and V	Y	Car park, play area, water area, woodland, grass meadow	£ 100,000.00	teen area, additional play equipment, signage, parks furniture,
30		Coronation Gardens	0.4	Pocket park	Cat 1	Above Ave Q and V	Y	Heritage features	£ 250,000.00	Pathway improvements, memorial restoration, signage, fencing/wall repairs,
31	276	North Hill Recreation Ground	2.3	Local park		Above Ave Q and V	Y	Play area, teen area	£ 150,000.00	new play area, refurbishment of ballcourt into teen area, fencing repairs, signage, park furniture
32	287	Broxhill Centre	4.0	Outdoor sports facility		Above Ave Q and V	Y	Sports pitches, pavilions, tennis courts, bowling green, car park	?	development brief following sale of whitworth
33	43	Brittons Playing Field	11.0	Local park		Below Ave Q/Above Ave V	Y	Car parks, sports pitches	£ 200,000.00	play and teen area, car park and entrance improvements, park furniture, fencing improvements
34	52	Cranham Playing Field	8.7	Local park		Below Ave Q/Above Ave V	Y	Car park, play area, grass meadows, water area	£ 50,000.00	new pathways, car park improvements, fencing refurbishment, park furniture
35	65	Painsbrook Open Space	4.2	Local park		Below Ave Q/Above Ave V	Y	Play area, grass meadow, woodland, water area	£ 100,000.00	fencing repairs, pathway refurbishment, signage and park furniture, landscape rejuvenation, arboricultural works
36	186	Mardyke Open Space	4.1	Local park		Below Ave Q/Above Ave V	Y	Play area, teen area	£ 100,000.00	fencing refurbishment, landscape improvements, park furniture, improvements to ballcourt
37		Queens Theatre Grounds	0.7	Amenity greenspace		Below Ave Q/Above Ave V	Y	Grass area	£ 50,000.00	parks furniture, landscape improvements, events area/infrastructure
38	173	Jutsums Recreation Ground	1.8	Small local park	Cat 3	Above Ave Q/Below Ave V	Y	Play area	£ 50,000.00	additional play equipment, pathway and fencing repairs, park furniture
SUBTOTAL FOR PRINCIPAL OPEN SPACES									£ 1,450,000.00	
OVERALL TOTAL FOR PRINCIPAL PARKS AND OPEN SPACES									£11,900,000	#REF!

No.	PPG 17 No	Site Name	Area (Hectares)	GLA Typology	Historic Interest	Quality/Value Assessment	Principal Park/Open Space Y/N	Key Facilities	Estimated Cost to Return Over 10 years (£'s)	Required Improvements
OTHER PARKS AND OPEN SPACES										
39	54	Upminster Hall Lane Mini Golf	3.5	Outdoor sports facility		Above Ave Q and V	N	Crazy golf course		Most sites to require play area refurbishment, park furniture, signage, landscape rejuvenation, fencing and gate repairs
40	82	Myrtle Road Open Space		Small local park		Above Ave Q and V	N	Informal recreation		
41	99	Suttons Parkway	9.5	Linear open space		Above Ave Q and V	N	Grass meadows, water area		
42	127	Abbey Wood Open Space	6.2	Linear open space		Above Ave Q and V	N	Grass meadows, water area, woodland		
43	267	Hatters Wood	8.5	Nat/semi nat gr'space		Above Ave Q and V	N	Woodland		
44	277	Priory Road Open Space	6.8	Linear open space		Above Ave Q and V	N	woodland, water area, informal recreation		
45	279	Stirling Close	1.1	Small local park		Above Ave Q and V	N	Informal recreation		
46	285	Tylers Common	28.0	District park		Above Ave Q and V	N	Informal recreation		
47		St Helens and St Giles church	0.3	Cem/Churchyard	Cat 1	Above Ave Q and V	N	Churchyard, heritage features		
48		Havering Playing Field	1.7	Outdoor sports facility		Above Ave Q and V	N	Sports pitches		
49		Chudleigh Road Open Space	3.5	Small local park		Above Ave Q and V	N	Informal recreation, water area		
50		Rainham Bowling Green	0.4	Outdoor sports facility		Above Ave Q and V	N	Bowling green		
51	5	Collier Row Green Link	6.4	Liner open space		Below Ave Q/Above Ave V	N	Grass meadow, water area		
52	10	Duck Wood	8.2	Nat/semi nat gr'space		Below Ave Q/Above Ave V	N	Woodland		
53	38	Park Lane Recreation Ground	2.0	Local park		Below Ave Q/Above Ave V	N	Play area, sports pitches		
54	62	St Neots Play Site	2.8	Local park		Below Ave Q/Above Ave V	N	Play area, informal recreation, water area		
55	98	Gaynes Parkway	7.1	Linear open space		Below Ave Q/Above Ave V	N	Woodland, water area, informal recreation		
56	121	Louis Marchesi Play Site	0.2	Pocket park		Below Ave Q/Above Ave V	N	Play area, informal recreation		
57	237	Stratton Wood	0.9	Nat/semi nat gr'space		Below Ave Q/Above Ave V	N	Woodland		
58	264	Lodge Lane Play Site	0.4	Amenity greenspace		Below Ave Q/Above Ave V	N	Informal recreation		
59	280	Shoulder of Mutton Wood	1.9	Nat/semi nat gr'space		Below Ave Q/Above Ave V	N	Woodland		
60	288	Upminster Windmill Field	0.9	Small local park		Below Ave Q/Above Ave V	N	Heritage features, grass meadow		
61		Havering Well Garden	0.6	Pocket park	Cat 2	Below Ave Q/Above Ave V	N	Heritage features		
62		Long Wood	0.4	Nat/semi nat gr'space		Below Ave Q/Above Ave V	N	Woodland		
63		Sage Wood	2.5	Nat/semi nat gr'space		Below Ave Q/Above Ave V	N	Woodland		
64		Lilliput Road Open Space	1.0	Amenity greenspace		Below Ave Q/Above Ave V	N	Informal recreation		
65		Sheffield Drive Open Space		Amenity gr'nspace		Below Ave Q/Above Ave V	N	Informal recreation		
66		The Dell	2.4	Nat/semi nat gr'space		Below Ave Q/Above Ave V	N	Woodland, grass meadows		
67	6	Noak Hill Sports Ground	2.5	Outdoor sports facility		Above Ave Q/Below Ave V	N	Sports pitches		
68	21	Havering Village Green	0.5	Amenity greenspace	Cat 1	Above Ave Q/Below Ave V	N	Heritage features		
69	51	Fleet Close Play Site	0.7	Pocket park		Above Ave Q/Below Ave V	N	Play area, woodland		
70	113	Fielders Sports Ground	1.7	Outdoor sports facility		Above Ave Q/Below Ave V	N	Sports pitch, pavilion, heritage feature		
71	135	New Road Open Space	8.9	Liner open space		Above Ave Q/Below Ave V	N	Informal recreation		
72	136	Brookway Play Site	0.8	Pocket park		Above Ave Q/Below Ave V	N	Play area		
73	160	Oldchurch Park Play Area		Amenity greenspace		Above Ave Q/Below Ave V	N	Play area, teen area		
74	281	St. Edward the Confessor Church Yard	0.2	Cem/Churchyard	Cat 1	Above Ave Q/Below Ave V	N	Churchyard, Heritage features		
75	35	The Glens Play Site	0.3	Pocket park		Below Ave Q and V	N	Play area, informal recreation		
76	57	Ockendon Road Land	0.2	Amenity Greenpeace		Below Ave Q and V	N	Grass area		
77	60	A12 Bund	0.7	Amenity greenspace		Below Ave Q and V	N	Grass area		
78	73	Elliotts Playing Field	1.3	Small local park		Below Ave Q and V	N	Informal recreation		
79	81	Keats Avenue Play Site	2.9	Small local park		Below Ave Q and V	N	Play area, informal recreation		
80	88	Faringdon Avenue Flood laagoon	1.3	Small local park		Below Ave Q and V	N	Informal recreation		
81	114	Boscombe Avenue		Nat/semi nat greenspace		Below Ave Q and V	N	Woodland, grass meadows		
82	129	The Glen Rainham	1.3	Small local park		Below Ave Q and V	N	Play area, informal recreation		
83	143	Chelmsford Avenue Play Site	0.9	Pocket park		Below Ave Q and V	N	Play area, informal recreation		
84	168	Hood Walk Play Site	0.1	Pocket park		Below Ave Q and V	N	Informal recreation		
85	180	Rush Green Road Open Space	1.1	Nat/semi nat greenspace		Below Ave Q and V	N	Informal recreation		
86	187	Whybridge Close Play Site	0.3	Pocket park		Below Ave Q and V	N	Play area, informal recreation		
87	188	Maytree Close Play Site	0.2	Pocket park		Below Ave Q and V	N	Informal recreation		
88	283	Sunflower Way Flood Lagoon	0.5	Amenity greenspace		Below Ave Q and V	N	Informal recreation		
89		North Hill Drive Open Space		Amenity greenspace		Below Ave Q and V	N	Informal recreation		
90		Cornflower Way Open Space	0.5	Amenity greenspace		Below Ave Q and V	N	Informal recreation		
S/TOTAL FOR OTHER PARKS AND OPEN SPACES									£	5,000,000.00
GRAND TOTAL FOR ALL PARKS AND OPEN SPACES										#REF!

Notes:

- London Parks and Gardens Trust categories as follows:
 - Cat1 – sites that should be included in a future council local list of parks and gardens for their historic interest
 - Cat 2 – sites that may possibly be included in a future council local list of parks and gardens for their historic interest
 - Cat 3 – sites that are not candidates for including in a future council local list of parks and gardens for historic interest
- The Quality/Value Assessment referred to above relates to the independent assessment of Havering's parks and open spaces carried out by consultants in 2005 following Planning Policy Guidance 17 (PPG17) 'Planning for Open Space, Sport and Recreation.'



MEETING

DATE

ITEM

CABINET

24 OCTOBER 2007

7

Cabinet Member:
Councillor Roger Ramsey

Relevant Overview & Scrutiny Committee:
Corporate

REPORT OF THE CHIEF EXECUTIVE

SUBJECT: PROPERTY DISPOSALS

1. SUMMARY

- 1.1 At various occasions over the last two years Cabinet approval has been given to the disposal of a number of Council owned sites that had been identified as surplus either as a result of specific projects such as the Corporate Office Property Strategy or more general property reviews carried out by Strategic Property Services.
- 1.2 As the Council has pursued a policy of selling surplus sites for many years it becomes more difficult to identify new sites for disposal that do not pose challenges, either technically or in terms of planning, and especially in respect of objections to disposal that arise in many cases. Nonetheless, constant and ongoing appraisal of property assets to identify disposal opportunities is a requirement on all local authorities and at Havering is essential in providing capital receipts to fund spending to support and enhance Council services. The receipts will be used to support future expansions to the capital programme relative to Council priorities including improvements to parks, children's play facilities, highways and the Hornchurch Urban Strategy.

- 1.3 This report identifies further sites that do not appear to meet the Council's approved criteria for property ownership and therefore need to be considered for disposal.
- 1.4 The report also seeks authorisation to revise the disposal strategy in respect of a previously approved disposal.

2. RECOMMENDATIONS

- 2.1 **That the properties identified in Appendix 1 of this report be declared surplus and authorisation be given for their disposal (subject to obtaining any necessary planning permissions and other consents as appropriate) and that the Property Strategy Manager in consultation with the Assistant Chief Executive (Legal and Democratic Services) be authorised to deal with all matters arising and thereafter to complete the disposal of the properties identified.**
- 2.2 **In respect of the property identified in Appendix 1A that the Lead Member for Resources be authorised to approve all necessary arrangements to effect the disposal and development of the site (subject to any necessary planning permissions and other consents as appropriate).**
- 2.3 **That the revised strategy for the disposal of land at Colne Drive be approved and that the Property Strategy Manager in consultation with the Assistant Chief Executive (Legal and Democratic Services) be authorised to deal with all matters arising and thereafter to complete the disposal of the site.**

3. REPORT DETAIL

- 3.1 On 28 July 2004 Cabinet considered a report entitled "Identification of Potential Property Disposal Opportunities". This report set out the process that was being undertaken to systematically review the Council's land and property assets to ascertain whether the Council should retain ownership of these assets or whether they should be sold.
- 3.2 Since then Cabinet have considered a number of reports that dealt with the results of these systematic reviews and have approved a number of property disposals. Approval has also been given to the disposal of assets that have been declared surplus as a result of specific projects such as the Corporate Office Property Strategy (COPS).
- 3.2 The Council's Asset Management Plan states that land and property assets should only remain in Council ownership if they:
 - need to be retained in Council control for the provision of services

- are of great value to the Council, community and other stakeholders and are in need of the degree of protection from development or other uses afforded only by ownership
 - are investment properties providing a financial return that can fully satisfy relevant investment criteria
- 3.3 The Council continues to need to generate capital receipts from the disposal of assets in order to pursue capital projects. The identification of new disposal and capital receipt opportunities is essential in funding the Council's capital programme. The reality is that much of the capital programme in respect of service improvements relies entirely on new receipts, without which the Council will not be able to undertake capital projects and make improvements in services. The capital allocation bidding process regularly identifies need far in excess of capital availability and selected projects can only be funded with new receipts arising from property disposals. The only alternative is prudential borrowing but unless this involves equivalent savings, the impact would be to add costs to the revenue budget.
- 3.4 The combination of these factors has highlighted the need for a continuing systematic review of the Council's assets to ensure that those that continue to be retained match one of the definitions in paragraph 3.2 above and those that do not are considered for disposal or re-use.
- 3.5 One of these reviews has been carried out by the Head of Cultural and Leisure Services and this has focussed on a number of Council owned areas of open land. Elsewhere on this agenda, Cabinet is considering this review in a report entitled "Green Spaces Project". That report deals with a range of issues relating to the future of parks and open spaces in Havering including the prioritisation of sites, resources required to make them fit for purpose and other improvement measures.
- Paragraph 3.2 of that report proposes the disposal of some sites that are categorised as either Low Value or Low Quality (in amenity terms) and four sites categorised in this way have been looked at in further detail and are highlighted for disposal in Appendix 1 of this report.
- 3.6 In addition to the above a further general examination of disposal opportunities has taken place and, at this stage, a further 2 sites have been identified for disposal and, again, they are shown in Appendix 1 of this report. The financial implications of individual sales are covered within the individual appendices.
- 3.7 Furthermore, on 15th November 2006 Cabinet approved the disposal of an area of land at Colne Drive, Harold Hill. The information that was considered by Cabinet in reaching the decision is attached as Appendix 2 to this report. The decision taken was to sell the land subject to a restriction that the development would consist of older persons housing subject to an age restriction on the occupants of the scheme.

- 3.7.1 The land has been marketed on this basis and bids have been received. A number of these fully complied with the proposed conditions of sale but following a full evaluation process it was not possible to identify a preferred bidder either because the scheme proposed did not appear to be deliverable or because the size of the offer was not high enough to be recommended.
- 3.7.2 Other bids were received that did not comply with the conditions of sale. Some of these bids were considerably in excess of the compliant bids described above but a decision has been taken that none of these should be pursued further at this stage. Firstly, they were not made in line with the Cabinet approval and, therefore, no authority exists to accept them. Secondly, if it is evident that non-compliant bids may well be made at a level that far exceeds the compliant bids it would be prudent to consider whether a completely unrestricted marketing process would bring further benefits to the Council.
- 3.7.3 The site has been withdrawn from the market and it is recommended that it should now be re-marketed without any specific condition of sale. The market will indicate the most valuable form of development (subject to any planning or other legal constraints) and this would almost certainly be for residential development of some type.

4 Financial Implications and risks:

- 4.1 The disposal of the properties identified in this report would generate capital receipts that would accrue interest until they were used in the capital programme.
- 4.2 The Property Strategy Manager is authorised to agree and incur reasonable pre-sale expenses up to a limit of £100,000 per transaction when disposing of property. These pre-sale expenses are offset against the capital receipt from the sale.
- 4.3 Interest on the receipts identified will be dependent on the timing and size of the receipt but for every £million of capital received, interest in the order of £48,000 per annum would be available until the receipt was used for capital purposes.
- 4.4 Where appropriate other financial implications are highlighted on the individual appendices that deal with each of the proposed disposals.
- 4.5 There is a risk that the disposal proceeds may be less than anticipated or that additional pre sale expenses may be identified in which case the Property Strategy Manager would reconsider the position in consultation with the Cabinet Member for Resources
- 4.6 The receipts will be used to support future expansions to the capital programme relative to Council priorities including improvements to parks, children's play facilities, highways and the Hornchurch Urban Strategy.

5 Legal Implications and risks:

- 5.1 There are no direct legal implications in the property review itself or in identifying that certain properties are potentially surplus to the Council's requirements and can be sold.
- 5.2 The legal implications for each individual disposal will be considered on a site by site basis as they are brought to the market.

6 Human Resources Implications and risks:

- 6.1 The report deals with the disposal of surplus land and buildings and therefore has no direct Human Resources implications or risks

7 Equalities and Social Inclusion implications:

- 7.1 The report deals with the disposal of surplus land and buildings and therefore has no Equalities or Social Inclusion implications or risks

8 Reasons for the decision:

- 8.1 In order to improve the efficiency of the Council's portfolio of land and property assets and to generate further capital receipts it is important to ensure that surplus assets continue to be identified for disposal.

9 Alternative options considered:

- 9.1 If these sites are not sold, the most likely alternative is that they remain in their current use. Any other alternatives are identified in the individual appendices for each site.
- 9.2 If the sites are not sold it is likely that the capital programme will have to be reduced or funded from borrowing which will incur additional revenue costs.

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CHERYL COPPELL
Chief Executive

Background Papers List

None

APPENDIX 1

GENERAL FUND SITES

DISPOSAL OPPORTUNITIES IDENTIFIED THROUGH THE
REVIEW OF PARKS AND OPEN SPACES

APPENDIX NUMBER	SITE ADDRESS
1A	Land at Linley Crescent, Romford
1B	Land at Hood Walk, Collier Row
1C	Ex Park Keepers House, Spring Farm Park, Rainham
1D	Land at Lodge Lane, Collier Row

OTHER DISPOSAL OPPORTUNITIES

APPENDIX NUMBER	SITE ADDRESS
1E	Land at Corner of Wingletye Lane and Maywin Crescent, Hornchurch
1F	Land at Corner of Hornchurch Road and Abbs Cross Lane, Hornchurch

LAND AT LINLEY CRESCENT, ROMFORD

Housing Revenue Account or General Fund:	General
Site Area:	1.00 acres
Description:	Land
Current use:	Informal open area following the relocation of the playsite elsewhere within King Georges Playing Fields
Planning/Transportation/ Access Issues:	<p>The site is designated as Parks, Open Spaces and Playing Fields. Policy LAR5 of the UDP applies.</p> <p>LAR5 seeks the retention of existing parks and open spaces, with exceptions only being made where:</p> <ul style="list-style-type: none">• It can be clearly demonstrated that the leisure and recreation needs of the area will be at least as well provided for after development• There will be no significant reduction in the quality of the local environment• There will be no loss of a site of nature conservation importance <p>The site is a redundant play site with facilities formerly located there being subjected to vandalism. As a result, the equipment was removed and disposed of and a new playsite was built adjacent to the café at the other end of King George's playing Field. This was part of the 2006/2007 Parks Capital Programme. The site has one existing access route from Linley Crescent.</p> <p>Subject to further detailed appraisals and investigations it would seem that a low key development could be served by the existing access route.</p> <p>The site forms part of a flood zone 3 covered by Policy DC49 of the LDF. Any development proposal will need to demonstrate through formal flood risk assessment and liaison with the Environment Agency that there are no adverse flooding issues thereby satisfying the requirements of PPG25.</p>

Legal Title:	The site is registered and the title is subject to various restrictive covenants none of which would preclude residential development.
Other Issues:	There is a surface water sewer travelling across the site in a north westerly direction. This is not considered to be in a location which would restrict the development potential of the site.
Financial Implications/ Whole Life Costing and Risks :	The area of land that has been identified for possible disposal does not currently produce an income and is unlikely to do so in the future. Disposal will mean that the Council will not have an ongoing liability to maintain the land. Although this is likely to be a small saving that is difficult to accurately specify the overall effect of disposal will be to reduce revenue expenditure and generate a capital receipt.
Consultation with Service Department: Leisure	<p>The Head of Culture and Leisure advises that this site is not currently used as a play facility and is not likely to be required for such a use in future.</p> <p>Part of the capital receipt will be used to provide play equipment in this part of the park or reinforce provision elsewhere.</p>
Alternative Use Options:	If the site was not developed for residential accommodation, its current informal use would continue.
Disposal Options:	<p>The area is considered potentially suitable for disposal as a development site.</p> <p>It should be noted that the accessway from Linley Crescent is used by the public to obtain access into King George's Playing Field. Any disposal would need to take this into account.</p>
Recommended Strategy:	The site be declared surplus to Council requirements and the Lead Member for Resources be authorised to approve all necessary arrangements to effect the disposal and development of the site (subject to any necessary planning permissions and other consents as appropriate).

LAND AT HOOD WALK, COLLIER ROW

Housing Revenue Account or General Fund:	General
Site Area:	0.35 acres
Description:	Former playsite – play equipment removed due to consistent vandalism
Current use:	Open land
Planning/Transportation/ Access Issues:	<p>The site is subject to the relevant open space/play site policies. As such, it will need to be demonstrated that the disposal of the site will not adversely affect play space provision.</p> <p>The site has two access ways - a vehicular access from Clovelly Gardens (adopted highway) and a pedestrian access from Hood Walk.</p>
Legal Title:	Part of the title is registered and contains no covenants which would restrict residential development.
Other Issues:	Enquiries have shown that there is an underground electricity cable travelling across the site from Clovelly Gardens which runs along the western boundary and out into Hood Walk via the pedestrian accessway. There is also an underground surface water sewer which travels through the site. These are not considered to preclude residential development.
Financial Implications/ Whole Life Costing and Risks :	The area of land that has been identified for possible disposal does not currently produce an income and is unlikely to do so in the future. Disposal will mean that the Council will not have an ongoing liability to maintain the land. Although this is likely to be a small saving that is difficult to accurately specify the overall effect of disposal will be to reduce revenue expenditure and generate a capital receipt.

Cabinet,24 October 2007

Consultation with Service Department: Leisure	The Head of Culture and Leisure advises that this is not used as a formal play area and is unlikely to be required for such a use in the future. Alternative play space provision is provided nearby in Rodney Way.
Alternative Use Options:	If the site is not acquired for residential development, it could be acquired by adjoining residents for the purpose of extending their gardens but such disposals are extremely difficult to co-ordinate. Alternatively, its current use would continue.
Disposal Options:	The site is considered suitable for residential development or to extend rear gardens.
Recommended Strategy:	The site be declared surplus to Council requirements and sold.

EX-PARK KEEPERS HOUSE, SPRING FARM PARK

Housing Revenue Account or General Fund:	General
Site Area:	0.14 acres
Description:	Former park keepers property
Current use:	Vacant
Planning/Transportation/ Access Issues:	<p>The site is designated as Park / Open space and Greenbelt within the UDP. Policies LAR5, GRB2 and ENV28 will apply.</p> <p>Access to the site is via the public highway – Lambs Lane North.</p>
Legal Title:	<p>The title is unregistered.</p> <p>There are no covenants that are considered to restrict a future disposal.</p>
Other Issues:	Rainham Tennis Club had expressed interest in the site as a café/club house. This option has not been pursued by the tennis club since late 2006.
Financial Implications/ Whole Life Costing and Risks :	The area of land that has been identified for possible disposal does not currently produce an income. Disposal will mean that the Council will not have an ongoing liability to maintain the land. Although this is likely to be a small saving that is difficult to accurately specify the overall effect of disposal will be to reduce revenue expenditure and generate a capital receipt
Consultation with Service Department: Leisure	The Head of Culture and Leisure Services advises that this property is not required for the management of the adjacent park.
Alternative Use Options:	If the property is not sold it could possibly be used in association with the park (e.g., tennis club) but no current need / demand is apparent.

Cabinet, 24 October 2007

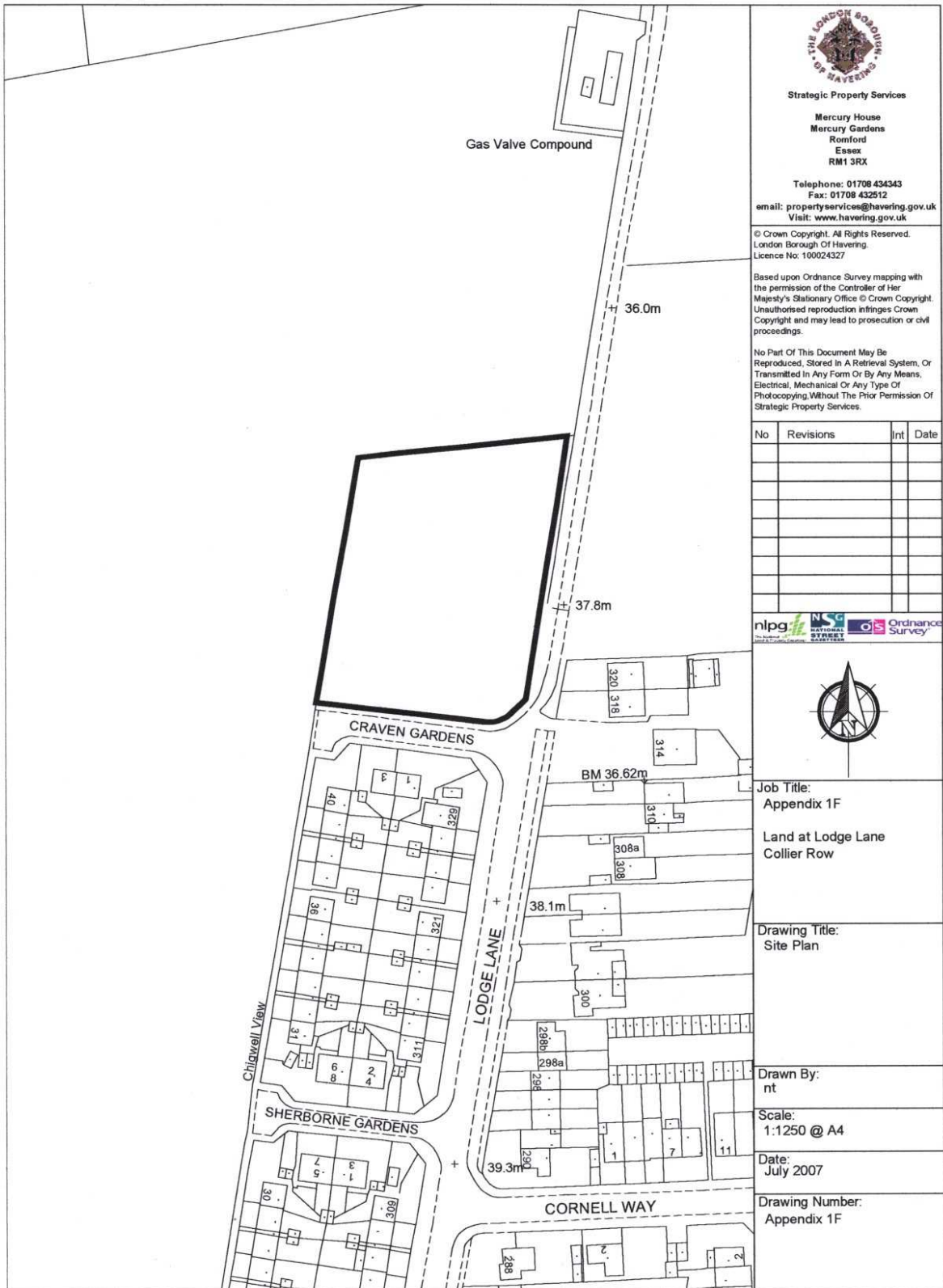
Disposal Options:	The site is considered suitable for residential disposal. There is the potential to demolish and rebuild the existing footprint.
Recommended Strategy:	The site be declared surplus to Council requirements and sold.


LAND AT LODGE LANE, COLLIER ROW

Housing Revenue Account or General Fund:	General
Site Area:	1.00 acres
Description:	Former playsite
Current use:	Informal open area – majority of play equipment removed due to consistent vandalism.
Planning/Transportation/ Access Issues:	The majority of the site is designated greenbelt. The remainder (approx. 0.2 acres) is subject to the relevant open space/play site policies. As such, it will need to be demonstrated that the disposal of the site will not adversely affect play space provision.
Legal Title:	Registered title to be deduced by Legal Services.
Other Issues:	None.
Financial Implications/ Whole Life Costing and Risks :	The area of land that has been identified for possible disposal does not currently produce an income and is unlikely to do so in the future. Disposal will mean that the Council will not have an ongoing liability to maintain the land. Although this is likely to be a small saving that is difficult to accurately specify the overall effect of disposal will be to reduce revenue expenditure and generate a capital receipt.
Consultation with Service Department: Leisure	<p>The Head of Culture and Leisure advises that the site is not required for recreational use and is unlikely to be required in the future.</p> <p>A new high quality playsite provision will be made available as part of the Forest Lodge site that is approximately 600 metres away in Lodge Lane.</p>
Alternative Use Options:	If the site is not sold for development, the current informal use will continue.

Cabinet, 24 October 2007

Disposal Options:	The non-greenbelt section of the site is considered suitable for residential development, possibly for a single dwelling subject to detailed planning and legal title.
Recommended Strategy:	The site be declared surplus to Council requirements and sold.





Strategic Property Services

Mercury House
Mercury Gardens
Romford
Essex
RM1 3RX




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No	Revisions	Int	Date



Job Title:
Appendix 1F

Land at Lodge Lane Collier Row

Drawing Title:
Site Plan

Drawn By:
nt

Scale:
1:1250 @ A4

Date:
July 2007

Drawing Number:
Appendix 1F

LAND AT THE CORNER OF WINGLETYE LANE & MAYWIN CRESCENT

Housing Revenue Account or General Fund:	General
Site Area:	0.35 acres
Description:	Land with gas transmission station on site
Current use:	Land with gas transmission station on site
Planning/Transportation/ Access Issues:	<p>Designated as part of the green chain. Policy LAR9 of the UDP applies.</p> <p>Although this site is designated as being part of the Green Chain the policy does allow for flexibility in the precise alignment of the route provided that the objectives of the Green Chain is achieved</p> <p>The Council treats areas such as this in accordance with Policy LAR5 which seeks the retention of existing parks and open spaces, with exceptions only being made where:</p> <ul style="list-style-type: none">• It can be clearly demonstrated that the leisure and recreation needs of the area will be at least as well provided for after development• There will be no significant reduction in the quality of the local environment• There will be no loss of a site of nature conservation importance <p>The site has frontage on Maywin Drive and Wingletye Lane. Both of these roads are adopted public highways.</p>
Legal Title:	<p>The title is unregistered and does not contain any covenants which would restrict development of the site.</p> <p>A small parcel of the land is subject to a lease in favour of British Gas.</p>
Other Issues:	<p>Any development of the site will need to take account of the existence of the gas governor and gas pipes on site. The location of these features are not considered to prevent residential development.</p>

Cabinet,24 October 2007

Financial Implications/ Whole Life Costing and Risks :	The current reserved rent for the gas governor is £10 per annum and the Council would not receive this if the freehold interest is sold. Disposal will mean that the Council will not have an ongoing liability to maintain the remainder of the land. Although the net effect of disposal is likely to be a small saving this is difficult to accurately specify. The overall effect of disposal will be to reduce revenue expenditure and generate a capital receipt
Consultation with Service Department: Leisure	The Head of Culture and Leisure advises that the site is not required for recreational use.
Alternative Use Options:	If the site is not sold for residential development, it will continue in its current use.
Disposal Options:	The area is considered suitable for disposal as a development site.
Recommended Strategy:	The site be declared surplus to Council requirements and sold.

LAND AT THE CORNER OF HORNCHURCH ROAD & ABBS CROSS LANE

Housing Revenue Account or General Fund:	General
Site Area:	2.29 acres
Description:	Land
Current use:	No existing formal use
Planning/Transportation/ Access Issues:	The site has no UDP designation. The site is situated at the junction of Abbs Cross Lane and Hornchurch Road. Access to the site is possible from either or both road frontages. A Planning Briefing Note has been produced and is attached.
Legal Title:	The title is unregistered and there are no covenants which would restrict the development of the land.
Other Issues:	The site has a number of large trees on it which would warrant protection
Financial Implications/ Whole Life Costing and Risks :	The area of land that has been identified for possible disposal does not currently produce an income and is unlikely to do so in the future. Disposal will mean that the Council will not have an ongoing liability to maintain the land. Although this is likely to be a small saving that is difficult to accurately specify the overall effect of disposal will be to reduce revenue expenditure and generate a capital receipt
Consultation with Service Department: Leisure	The Head of Culture and Leisure Services advise that the land is not part of the adjacent Harrow Lodge Park although operationally Culture & Leisure Services do carry out some grounds maintenance.
Alternative Use Options:	If the site is not sold for residential development, its current informal use will continue.

Cabinet, 24 October 2007

Disposal Options:	The site is considered suitable for residential development. In accordance with the policies being adopted within the Council's Hornchurch Urban Strategy, a high quality development will be pursued for this site.
Recommended Strategy:	The site be declared surplus to Council requirements and sold.

Abbs Cross Gardens – Planning Guidance

The purpose of this brief is to set out how the relevant development plan policies should be interpreted in relation to the site and to provide additional guidance to developers on how the Council's planning objectives can be achieved.

The briefing note provides planning policy guidance on the Abbs Cross Gardens site in Hornchurch. It highlights that this is a key gateway site on the approach to Hornchurch town centre, and that the site has the potential for a high quality residential development that embraces the privileged position the site enjoys and harnesses its topographical and ecological character.

The note refers to the Core Policies (CP) and Development Control Policies (DC) of Havering's recently Submitted Core Strategy and Development Control Policies Development Plan Document, which should be consulted for more detailed information.

Site description

The site is 0.92 ha in area and is grassed with a number of mature established trees within it and on the north, west and south of the site. The River Ravensbourne (and its banks) is a Site of Local Importance for Nature Conservation. The site slopes from west to east upwards away from the river to the point where Abbs Cross Road meets Hornchurch Road.

The site is on the western approach to Hornchurch town centre and is bounded to the north by the A124 (Hornchurch Road), to the east by Abbs Cross Lane, and to the west by the River Ravensbourne. The southern boundary is defined by the old people's bungalows (numbers 20-32 Abbs Cross Lane) and then extends westwards from the rear of 34 Abbs Cross Lane to the Ravensbourne.

Existing development is limited to the south and east of the site. The development to the south runs along Abbs Cross Lane and terminates at the entrance to this site. Development also runs along the eastern side of Abbs Cross Lane. Beyond Annabel Court the development changes from traditional terraced housing to flats which have an oblique relationship to Abbs Cross Lane. At Lyndhurst Drive east, Abbs Cross Lane and Grey Towers Avenue development has been set back from Hornchurch Road to provide a green buffer to Hornchurch Road which enhances the green and open character of the Ravensbourne Valley.

Vehicular access to the site is from Abbs Cross Lane and is currently limited to the bungalows. This road will need to be extended into the site to allow access to any new development. To the south of the site, the land to the rear of numbers 34-80 Abbs Cross Lane is privately owned. Any development of the site should provide and protect a development access route to this land.

Housing

Although this is a green open space, the site is not protected open space and does not form part of Harrow Lodge Park which is situated on the western side of the river. Therefore the land is undesignated on the Submission Proposals Map and, in line with CP1 which aims to increase the supply of new homes, housing is the first priority here.

Due to its proximity to Hornchurch Town Centre the site has a Public Transport Accessibility Level (PTAL) of 3-4, and enjoys a density range of 30-80 units per hectare with regard to DC2, and a corresponding maximum car parking standard of 1-2 spaces per unit. However, please note that due to the absence of a controlled parking zone in this area car free housing would not normally be allowed.

In line with CP2, the proposals must help create sustainable, attractive, mixed and balanced communities and aim to ensure that the needs of those households with special needs are met. As required by DC2 a design-led approach must be taken to determine the type, size and form of new development with regard to local and sub-regional housing needs. For market housing, the indicative mix is: one bed (24%), two bed (41%), three bed (34%), four bed (0) and five bed (1%).

Affordable housing policy will apply to this site. The current policy DC6 requires 35% affordable housing on sites above 15 units or 0.5 hectare, split 70/30 between social rented and intermediate housing. DC6 sets the indicative mix for affordable housing of: one bed (19%), two bed (25%), three bed (47%) and four and five bed (10%).

As highlighted in the introduction this site presents an exciting opportunity to provide a high quality development on a prominent site on the approaches to Hornchurch. In line with DC3, developers will be expected to demonstrate how they have addressed the policies in the plan which impact on the design and layout of new developments. In particular, DC61 sets out detailed urban design criteria that any proposal will need to satisfy and emphasises that development should maintain, enhance or improve the character and appearance of the local area. In this regard, the site presents a number of challenges which developers will need to respond to, in particular:

- The ecological character of the site, particularly the Ravensbourne and its banks which are a Site of Local Importance for Nature Conservation, and the mature trees which are within and bound the site;
- The topographical character of the site. The site rises away from the Ravensbourne to the junction of Abbs Cross Lane with Hornchurch Road, with a change in level of five metres which emphasises the prominent position of the site; and
- Open views to and from the site and the marked transition from the rural character of the Ravensbourne Valley to the more urban character of the Hornchurch approaches beyond Abbs Cross Lane.

Therefore in line with DC61, new development should respond positively to these unique characteristics, in particular by:

Cabinet,24 October 2007

- Providing a green buffer zone to the Ravensbourne (DC59);
- Integrating trees worthy of retention within the landscaping of the scheme (Please see DC60 and Supplementary Planning Guidance on the Protection of Trees During Development);
- Maintaining the open aspect along Hornchurch Road by setting back development from Hornchurch Road and ensuring development provides a positive frontage to Hornchurch Road and Abbs Cross Lane; and
- Evidencing the change in levels across the site.

At a more detailed level any proposal should not result in unacceptable overshadowing, loss of sunlight/daylight, overlooking or loss of privacy to existing and new properties. This is particularly important with regard to the old people's bungalows, most of which have open access onto the site.

In addition in line with DC7 the Council will seek all new homes to be built to Lifetime Home standards.

In line with DC34, developers will be required to take account of the needs of pedestrians in the design of the new development and access from it to local destinations including Hornchurch Town Centre and Hornchurch Sports Centre and the bus stops on Hornchurch Road and Abbs Cross Lane. Attention also needs to be paid to lighting, safety and security, and barriers to local movement. The need for a new pedestrian crossing across Abbs Cross Lane and access through the site to the westbound bus stop on Hornchurch Road should be investigated. There are no public rights of way on the site.

Similarly, DC35 requires that the design and location of access and circulation of the development takes into account the needs of cyclists and that safe and secure cycle parking is encouraged. Annex 6 of the Core Strategy sets out the following cycle standards:

- Flats – one cycle space per unit
- Dwelling Houses – one per 1 or 2 bed dwelling and two per 3 bed plus dwelling

Developers also need to adhere to DC63 which sets out a range of criteria focused on achieving the 'Secure by Design' award scheme. Please contact Donal Nolan for more advice and also see 'Safer Places' (ODPM, 2004).

Environmental Management

A high priority of the Council is to ensure new development is built to a high standard of sustainable design and construction and minimises its impact on the environment. Due to the Ravensbourne forming the western boundary of the site, part of the site is in a Flood Zone. Therefore with regard to CP15 and DC49, a Flood Risk Assessment will be required and the Environment Agency should be consulted at an early stage. A suitable green buffer should be provided alongside the river to manage flood risk.

Cabinet,24 October 2007

Surface water should be controlled as near to its source as possible. Any proposals should consider the use of sustainable urban drainage systems.

In line with DC50, development must be built to a high standard of sustainable construction. Applicants will be required to produce documentation from the Building Research Establishment to confirm that the development is predicted to achieve a rating of at least 'Very Good' under the Eco-Homes or BREEAM schemes, although the Council will encourage an 'Excellent' rating.

DC51 requires an energy assessment showing how the development has sought to ensure that energy consumption and carbon dioxide emissions are minimised and the incorporation of on-site renewable energy equipment to reduce carbon dioxide emissions by at least 10% (although the Council will encourage 20% in line with further alterations to the London Plan).

With regard to DC52, development of the site must avoid any significant impact on water quality, water courses, groundwater, surface water or drainage systems unless suitable mitigation measures can be secured. This is an issue for this site due to the western boundary being formed by the River Ravensbourne. Applicants will be required as a minimum to incorporate a high standard of water efficiency, including grey water and rainwater recycling, to help reduce water consumption. Sewers cross the site NE and SW quadrants. Thames Water need 6m clearance or diversion.

In line with DC57, the Council may seek river restoration and/or financial contributions towards restoration of the Ravensbourne. Developers are encouraged to refer to the Environment Agency publication 'Bringing Your Rivers Back To Life'. Development should be set back from the river, particularly as the western boundary of the site along the Ravensbourne is identified as a Site of Local Importance for Nature Conservation. In line with DC58, any development of the site should not have an adverse affect on this designation. Moreover, the Council will expect the development to enhance biodiversity in line with Havering Biodiversity Action Plan targets as an integral part of new development, please see DC59.

Other Guidance

Supplementary Planning Guidance on Residential Amenity Space sets out the residential amenity space standards and also includes guidance on distances between the backs of houses. For houses, rear gardens should normally have a minimum area equivalent to 100% of the gross floorspace of the house OR 100 square metres per dwelling, whichever is the greater. For flats and elderly persons accommodation, amenity space should normally be provided with a minimum area of 50 square metres per unit for two bed flats, 40 square metres per unit for one bed flats and 30 square metres per unit for unit for bedsits and studio flats. These are not absolute standards and an important consideration will be the quality of the amenity space; for example, is it screened from public view, convenient, usable and accessible. Of particular relevance to this site is the fact that buildings may overlook green space and if they are designed to benefit from this open aspect this too could justify a reduction in amenity space requirements.

Education contributions

Contributions will be sought towards the capital infrastructure of schools required to meet demands for school generated by the development. Interim Planning Guidance available from the Council's website provides detail on how contributions are calculated.

Colne Drive, Harold Hill

Housing Revenue Account or General Fund:	Housing Revenue Account
Site Area (acres):	0.85 acres
Description:	Land
Current Position:	The Council owns the freehold of the site. An adjacent site has recently been developed and is now in use as an Extra Care scheme.
Current use:	Unused area of larger development site
Planning/Transportation/ Access Issues:	The cleared site had formed part of a larger former residential scheme now demolished. The majority of that land has been used for the provision of an extra care residential scheme. That site was designed so as to not prejudice the possible future development of the remaining land. Therefore the remaining site has potential for residential or specialist residential development in character with the area. Frontage access is available. As with the adjoining site some trees on the site may be worthy of retention in any new development.
Legal Title:	The site is registered and there are no covenants which would restrict the development of the site.
Other Issues:	None
Financial Implications/ Whole Life Costing and Risks :	<p>This is a non-operational area of land which is not subject to Council expenditure barring routine grass cutting. The Council would, therefore, benefit from the complete capital receipt less disposal expenses.</p> <p>Interest from the receipt will be in the order of £48,000 per £million received and will accrue to the General Fund until the capital receipt is used for the provision of social housing, in accordance with Council policy.</p> <p>It should be noted that under the capital legislation, if the receipt is not used for social housing or</p>

	regeneration, 50% of the net receipt (after allowing for disposal costs) would have to be passed to the Government for pooling.
Alternative Use Options:	If the site is not sold on the basis set out below the Council would need to consider other options for disposal.
Disposal Options:	Develop the site in accordance with planning policy
Recommended Strategy:	That the site be declared surplus to Council requirements and sold.
Comments:	<p>When this site was originally considered for disposal the comments considered at that time were:</p> <p><i>“In view of its location immediately adjacent to a new Extra Care scheme and as a result of demand for additional facilities for elderly residents in this area this site will be offered for sale subject to restrictions that the development will consist of older persons housing subject to an age restriction on the occupants of the scheme. The Council will also seek nomination rights over some units.</i></p> <p><i>If these restrictions result in a best offer that is lower than would be expected if the site was sold on an unrestricted basis the Cabinet would need to approve a sale at below Market Value under the General Disposal Consent. It is recommended that the Cabinet Member for resources be delegated to deal with this decision should the need arise.”</i></p> <p>As stated earlier in this report a sale has not been completed on this basis and it is now recommended that it should be re-marketed on an unrestricted basis.</p>



MEETING	DATE	ITEM
CABINET	24 October 2007	8

Cabinet Member: Councillor Roger Ramsay

Relevant Overview & Scrutiny Committee: Corporate Overview & Scrutiny

This is a Key Decision

REPORT OF THE CHIEF EXECUTIVE

SUBJECT: Business Rates Shared Service Initiative in Partnership with the London Borough of Barking & Dagenham

SUMMARY

This report outlines the proposals for entering into a Joint Partnership arrangement with the London Borough of Barking & Dagenham for billing, administration, collection and recovery of Business Rates from commercial properties in both Boroughs.

The objective of moving towards the creation of a shared service is to maximise the use of shared resources, knowledge and experience that will create a more robust and resilient service, generate economies of scale, reduce operational service costs and make efficiency savings. It will also link in with the Audit Commission strategy on Best Value services and the shared services agenda.

Barking & Dagenham have opted to be the lead authority in the development of this partnership and have agreed to host the NNDR (National Non-Domestic Rates) joint team at the current location at 90 Stour Road and undertake the management of all the day to day operational processing work. Havering has agreed as part of their contribution to the partnership to host all the ICT Computer facilities and provide

Cabinet, 24 October 2007

support and maintenance to the joint team. Havering will also be providing other ancillary services such as Post Opening, Scanning & Indexing and Printing.

It is intended that a partnership agreement will be entered into which will detail exactly how the shared service arrangement will operate and identify roles and responsibilities for both parties. It will also include a governance model to determine how the joint team operation will be jointly managed and monitored on a regular basis and provide details of how the financial model will work in respect of costs to be borne by each party.

Having completed the feasibility and evaluation stage of the project this report is seeking approval to adopt this challenging new initiative and proceed to the project implementation and delivery stage with a view to having the new joint venture up and running by 1st April 2008.

RECOMMENDATION

The Cabinet is asked to agree:

1. The principle of entering into a Partnership agreement with the London Borough of Barking & Dagenham for the delivery of an NNDR shared service between the two councils.
2. To support the proposals outlined in the report to implement the NNDR Shared Service initiative.
3. To delegate to the lead member (Resources), together with the Assistant Chief Executive (Legal & Democratic Services) and Director of Finance & Commercial, the approval of the detailed partnership agreement and the finalised business case, unless it is appropriate for Cabinet consideration.

REPORT DETAIL

1. Shared service arrangements are considered to be an important way of achieving efficiencies.
2. Havering approached Barking & Dagenham about a possible shared service for NNDR because of concern over collection performance. Barking & Dagenham's collection rate was amongst the highest in London.
3. Collection rate performance at Havering has now improved, however it was still considered appropriate to continue with the proposition of a shared service and a feasibility study was undertaken.
4. Whilst this project may seem to be a small scale venture with relatively limited savings generated it is key to demonstrate that activities such as these proposals do work before further larger scale projects are undertaken.

Cabinet, 24 October 2007

5. This report details the work that has been undertaken in the feasibility study and the outcomes that can be achieved by developing a new joint team shared service approach.
6. Firstly, a due diligence and discovery process was undertaken to examine how each of the teams worked, resources deployed including ICT requirements, the volume of work undertaken, the policies and procedures in place and identification of the true cost of the current service provision in each Council.
7. From an initial analysis of the information obtained, it was evident that economies of scale could be achieved by establishing a joint team which also had the capability of providing a more resilient service with shared knowledge and expertise coming together in the one team.
8. In discussions between the two parties, it was agreed that Barking & Dagenham would become the lead authority on this project and consult with the relevant stakeholders in formulating proposals for a joint NNDR team approach to be developed and a project manager was engaged on behalf of the two authorities to undertake this assignment.
9. The concept of creating a joint NNDR team in partnership with another Council has already been successfully implemented at Wellingborough B.C. with Northampton B.C but this would be the first such model in London. Consequently, a meeting was convened with representatives of this established Business Rate consortium to discuss the practical implications of setting up a joint venture of this nature and to gain valuable information on how to positively take the project forward.
10. The model being proposed for Barking & Dagenham (LBBD) and Havering (LBH) is based on a true partnership agreement being formed between the two authorities and a governance model being agreed to give equal and fair representation to both parties in managing and monitoring performance. Barking and Dagenham will provide the accommodation to host the staff in the joint team at 90 Stour Road, Dagenham, while Havering will provide all ICT support. Barking and Dagenham will undertake all the processing and administration work required in the Back Office, and will manage the service delivery and performance on behalf of both Councils on a day to day basis. Front office operations (Telephone calls and Personal callers to the offices) will continue to be dealt with at each authority initially and a review undertaken later on to see if any further efficiencies can be gained.
11. It has been agreed that Havering will host all the ICT computer system requirements and provide support and maintenance at Havering to the joint team located at Dagenham. This will be achieved by the provision of a link using the London Public Sector Network environment (or similar) to give access to the computer systems used in the delivery of the service. Under the proposed Shared Service, Havering will also lead on scanning and indexing of all documents. All Business Rates post will be delivered to Havering and scanned & indexed on to the document management systems. Havering will

Cabinet, 24 October 2007

also provide services for the printing and dispatch of documents for the joint service.

12. The draft business case which is attached as an appendix to this report has identified the staffing structure required for a joint team operation and the relevant set up costs involved in taking this project forward and the potential savings that can be gained from adopting this shared service approach in the longer term.
13. The Partnership agreement that will be developed between both authorities will contain a proposed governance model and financial model and detail the specific arrangements under which the shared service partnership will operate.
14. It is therefore considered that in order to deliver a more cost effective and resilient NNDR service in both Councils, the opportunity to engage in a shared service partnership agreement is a groundbreaking way of providing this and will also make some significant efficiency savings in the process.
15. It is anticipated that if members agree this report the ICT support provided by Havering to Barking and Dagenham will be in place by February 2008 and the joint service will be fully functional from Barking and Dagenham by early 2008/09.

Financial Implications:

The financial implications of the project are detailed in the attached draft business case. This requires further refinement and discussions are continuing with the LBB&D. These include further consideration of the allocation of overheads and the final apportionment of the units' costs between boroughs. It is proposed to delegate to the Lead Member (Resources) approval of the final costs before entering into the partnership agreement.

It is however, anticipated that the project will create savings over a five year period, which will start to be realised from year 1.

There are £140k (£70k for each authority) of implementation costs identified to set up the joint team and the associated infrastructure. Havering's contribution will be funded from the bad debt provision on the basis of invest to save with the monies being repaid in the early years of the partnership.

The anticipated savings delivered through the initiative will be considered in the development of the 2008/09 MTFS.

Legal Implications:

The implications will be that a Partnership agreement will need to be drawn up between the two Councils specifying the terms under which the NNDR Shared service will operate and this will need to identify the respective roles and responsibilities within the Partnership. A copy of an existing agreement between two other Councils has been obtained to help formulate the specific needs of LBB&D & LBH.

Cabinet, 24 October 2007

Human Resources Implications:

It is proposed that the permanent established posts of Havering will be transferred to Barking and Dagenham under a TUPE arrangement. In anticipation of this joint initiative, vacant posts in the Revenues Service have been left unfilled and occupied by agency staff. Havering is now in the position of not having to transfer any permanent members of staff to Barking and Dagenham as part of this project. Recruitment of staff to any vacant posts in the new team structure will be undertaken in the normal way for existing staff.

Havering will retain responsibility for the management of ICT support to the proposed joint service.

Reasons for the decision:

The reasons for the adoption of the Shared Service are summarised as follows. Firstly, the proposed initiative, once implemented will deliver operational and cost efficiency savings, maximise the use of shared resources and will create a more robust team to deliver and maintain top quartile collection performance in both Boroughs. These outcomes align directly with the national Shared Services and efficiency agenda.

Secondly, and as one of the first shared service initiatives between two councils in London, the project will provide valuable lessons of how shared services in London may be successfully implemented, and modelling that can be successfully applied to other projects.

Alternative options considered:

Alternatives considered under the completion of this project are summarised:

- Do Nothing;
- Joint Service, Havering complete all Rates and ICT support;
- Joint Service, Barking and Dagenham complete all Rates and ICT support;
- Joint Service, Barking and Dagenham complete Rates, and ICT support outsourced to Academy; and
- Joint Service, Havering provides ICT, Barking and Dagenham provide Rates processing services.

The “Do Nothing” option has not been pursued because that fails to address the national savings and efficiency agenda.

Any of the other four options address the efficiency agenda, with each of the Joint Service options having their own advantages and disadvantages. The chosen option, whereby both Councils maintain a demonstrable stake in the partnership through continued ownership of key service responsibility (Havering retain the ICT support service for NNDR; while Barking and Dagenham retain the NNDR service) is the only approach that allows access to the efficiency agenda, as well as planning for ongoing, and genuine joint ownership of the service as it moves forward.

Staff Contact: Jeff Potter
Designation: Head of Exchequer Services

Cabinet, 24 October 2007

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E-mail address: jeff.potter@havering.gov.uk

**Cheryl Coppel
Chief Executive**

Background Papers List

The full draft Business Case, prepared by the Institute of Revenues Rating and Valuation (IRRV) and completed as a key outcome of the NNDR Feasibility study, is attached as the exempt appendix to this report.



MINUTES OF A CABINET MEETING
Havering Town Hall, Romford
Wednesday, 19 September 2007
(7.30pm – 8.45pm)

Present:

Councillor Michael White, Leader of the Council, in the Chair

Cabinet Member responsibility:

Councillor Steven Kelly (Deputy Leader)	Sustainable Communities & Health
Councillor Michael Armstrong	Housing & Regeneration
Councillor Andrew Curtin	Public Realm
Councillor Peter Gardner	Public Safety
Councillor Roger Ramsey	Resources
Councillor Paul Rochford	Environmental & Technical Services
Councillor Geoffrey Starns	Children's Services
Councillor Barry Tebbutt	StreetCare & Parking

Councillors Geoff Brace*, Dennis Bull, David Charles, Keith Darvill, Gillian Ford, Linda Hawthorn, Andrew Mann, Barbara Matthews, Robby Misir, Fred Osborne, Lynden Thorpe and Melvin Wallace*

* For part of the meeting

Three members of the public and a representative of the press were also present.

An apology was received for the absence of Councillor Eric Munday.

All decisions were agreed with no vote against.

On behalf of the Chairman, those present were reminded of the action to be taken in the event of an emergency.

20 **MINUTES**

The minutes of the meeting held on 1 August 2007 were agreed as a correct record and were signed by the Chairman.

21 **REPORT OF THE ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE: TRADE WASTE TOPIC GROUP**

Councillor Barry Tebbutt, Cabinet Member for StreetCare and Parking, introduced the report

Cabinet received the report of the Environment Overview & Scrutiny Committee about a Topic Group investigation of the Council's Trade Waste Service (the conclusions and recommendations of which are set out in Appendix 1 of these minutes).

The Topic Group had found that the Council's Service was competing with a number of private sector providers but had about one quarter of the local market – other providers serviced a similar number. There was a significant number of businesses whose waste disposal arrangements were unknown and there was concern that some of those businesses were using illegal means to dispose of their waste. Council Enforcement Officers were engaged in seeking those disposing of waste illegally and it was clear that robust enforcement action undertaken in accordance with the StreetCare Enforcement Policy had a key role to play in minimising the adverse impact incorrectly managed trade waste could have on the street scene.

Despite significant annual price increases over the last three years, the trade waste service was still operating at a loss and a further increase would be required in April 2007 to achieve a balanced trading account, though the charges would still be competitive. The Group agreed that the service needed to be self financing but were concerned about the impact a price increase would have on schools who subscribe to the service. The Group felt that recycling options available to schools should be fully explored and promoted.

Once the service was on a secure financial footing, it should be marketed with the joint aims of increased income generation and increasing the proportion of trade waste managed by the Council.

Reasons for the decision:

The Environment Overview & Scrutiny Committee Topic Group report on the Trade Waste Service had been referred to Cabinet for consideration.

Other options considered:

No alternative had been considered.

Members recorded their thanks to the Topic Group for its work on this matter. Concern was expressed that the Topic Group had not taken on board a number of suggestions that had been made for the development of the service.

Cabinet accepted the recommendations in principle but decided that implementation would await consideration by the Cabinet Member for StreetCare & Parking of the detailed implications of putting them into effect.

22 **STREETCARE ENFORCEMENT POLICY UPDATE**

Councillor Barry Tebbutt, Cabinet Member for StreetCare and Parking, introduced the report

The Enforcement Team within StreetCare had been established in 2005 and, in April 2006, Cabinet had approved the StreetCare Enforcement Policy. Since then, enforcement had made progress and effective enforcement action had contributed towards a cleaner safer Borough.

The Policy covered activities associated with nuisance vehicles, litter and fly tipping, fly posting and graffiti, dog fouling, commercial and domestic waste controls, damage to the Public Highway, compliance with Council licences, illegal signs and tree damage. The activities of the enforcement officers had led to a significant reduction in the number of offences relating to waste, litter and fly tipping. Graffiti and other forms of antisocial behaviour had also been tackled, in conjunction with other agencies, as had on-street abandoned and untaxed vehicles. The team was now engaged in public consultation on dealing with abandoned supermarket shopping trolleys and authority was to be sought to expand the enforcement powers by use of a wider range of legislation.

Cabinet also noted that the Council's levels of "flexible" Fixed Penalty Notice fines were lower than those in use in the majority of London boroughs and it was suggested that they should be brought into line.

Reasons for the decision:

Effective StreetCare enforcement contributed to a safer and cleaner Borough and it was important that Members were informed of the progress being made in this area. By agreeing to adopt the level of Fixed Penalty Fines levied by other London Borough Councils, Havering would be supporting a consistent approach to financial penalties for environmental crime.

Other options considered:

Havering could continue to issue fixed penalties at the current levels but it was felt that a London-wide approach to levels of fines associated with Fixed Penalty Notices would be beneficial. Increased revenue would also contribute towards achieving income requirements.

It was noted that further enforcement powers, available through London Local Authorities legislation, had recently become available and that it was intended that the Council should take advantage of these new powers. It was agreed that there should be at least yearly reports to Members on the effectiveness of the enforcement activity. It was also confirmed that enforcement activity was not revenue-driven.

Cabinet:

- 1 Noted the progress made in the implementation of the StreetCare Enforcement Policy and its contribution to a cleaner and safer Borough.**

- 2 **Agreed that the level of fines for “flexible” fixed penalties for StreetCare managed environmental offences be brought into line with those of other London Boroughs, as set out in Appendix 2 to these minutes.**

23 **IMPROVING THE QUALITY OF LIFE FOR HAVERING – DEVELOPING THE COUNCIL’S CORPORATE BUSINESS PLANNING PROCESS 2008-11 – SUPPORTING STRATEGIES**

Councillor Michael White, Leader of the Council, introduced the report

At its last meeting, Cabinet had received a report outlining the Corporate Planning Process for 2008. The report now submitted advised Cabinet that the supporting strategies, which were aimed at ensuring that all of the Council’s resources and assets were being used to support the priorities, had been reviewed and were available for perusal on the Internet.

Reasons for the decision:

To enable the Council to develop its corporate plan and budget as set out in the Constitution.

Other options considered:

None. The Constitution required this as a step towards setting the Council’s budget.

Cabinet agreed:

- 1 **The supporting strategies, as outlined in Appendix 3 to this report.**
- 2 **To RECOMMEND to Council that the strategies be adopted.**

24 **PROPOSAL TO SEEK GOVERNMENT APPROVAL TO TRANSFER THE MARDYKE ESTATE TO OLD FORD HOUSING ASSOCIATION**

Councillor Michael Armstrong, Cabinet Member for Housing & Regeneration, introduced the report

Cabinet had previously approved in principle a proposal to transfer ownership of the Mardyke Estate to the Old Ford Housing Association. The report reminded Members of the various steps take to date and gave details of the outcome of the formal ballot of tenants on the proposal. Members were pleased to note that an overwhelming majority of those voting – 315 (87%) – had voted in favour of the transfer, with those voting being some 80% of all tenants eligible.

Cabinet noted that the voting turnout had been the highest of any similar vote in London since 2001, reflecting the high level of community engagement that had been achieved through the consultation exercise.

A similar outcome had been achieved in the ballot of leaseholders.

The report accordingly sought approval to apply to the Secretary of State for Communities and Local Government to transfer ownership of the estate to Old Ford Housing Association.

Reasons for the decision:

Transfer of the Mardyke estate to Old Ford Housing Association was dependent upon application to, and approval from, the Secretary of State in the Communities and Local Government department.

Other options considered:

None applicable.

Cabinet:

- 1 Noted the clear mandate for transfer afforded by the very high turnout rate and clear vote among tenants in favour of transfer.**
- 2 Agreed that application be made to the Secretary of State for Communities and Local Government for consent to the transfer pursuant to sections 32-34 and section 43 of the Housing Act 1985.**
- 3 Authorised the Group Director, Sustainable Communities in consultation with the Group Director, Finance & Commercial and the Cabinet Members for Housing & Regeneration and for Resources to negotiate and conclude the terms of the agreement for the transfer of the Mardyke estate to Old Ford Housing Association, which is a prerequisite of the application to the Secretary of State, together with all supporting documentation including:**
 - the proposed tenancy agreement for use by Old Ford Housing Association**
 - the obligations for refurbishment and repair of the Mardyke estate and for wider community regeneration**
 - any arrangements for any transferring staff under TUPE**
 - nomination rights for the Council and**
 - the giving of any necessary warranties to Old Ford Housing Association and/or its parent group and/or funders.**
- 4 Agreed that application be made to the Secretary of State for Communities and Local Government for gap funding for the regeneration of the estate.**
- 5 Authorised the Group Director, Sustainable Communities in consultation with the Group Director, Finance & Commercial and the Cabinet Members for Housing & Regeneration and for Resources to negotiate with the Communities and Local Government Department regarding the negative value of the estate, the public expenditure implications of the transfer and the profile of gap funding draw-down by Old Ford Housing Association, all prerequisites of the gap funding application.**

- 6 **Authorised the Group Director, Sustainable Communities to agree any minor matters between the Council, and Old Ford Housing Association and/or the Communities and Local Government Department necessary or expedient to secure the transfer, but not having a financial implication for the Council.**

25 **SCHOOLS TRUSTS**

Councillor Geoff Starns, Cabinet Member for Children's Services, introduced the report

Certain provisions of the Education and Inspections Act, 2006 (EIA) were intended to take forward the trend towards autonomy for schools, begun by the Education Reform Act, 1988. The report submitted examined the new role of the local authority as set out in the EIA, examined the issues which Schools Trust status presented and, from its position of strategic community leadership, set out a proposed Council policy stance on Schools Trusts.

Cabinet noted that the policy was intended to help schools frame proposals for Trust Status which were likely to gain support and participation from the local authority and the communities it represents, including the Havering Strategic Partnership and the Children's Trust.

Reasons for the decision:

A clear policy statement from the Council would assist schools consider how to configure Trusts in a way which preserves and enhances the best aspects of school / local authority partnership to the overall benefit of local communities.

Other options considered:

None.

Cabinet was advised that five schools had expressed an interest in Trust status; the present report had been prepared to assist their consideration of the issue. The role of the local authority (previously the local education authority – LEA) had changed, and it was no part of its role to persuade schools to seek, or to dissuade them from seeking, Trust status. The aim was to preserve the existing strong relationship between the Council and schools in the borough, and to get provision right. The local authority's powers of intervention to maintain and improve standards had been strengthened, but the intention was to use "influence" rather than "powers". The role of planning education provision remained with the Council, although an aim of the government was to introduce a degree of competitiveness in order to generate improvement. Grouping of schools, and the involvement of external partners (including out-borough organisations), were all options being considered.

The Children's Services Overview & Scrutiny Committee would have opportunity to consider the issues.

Cabinet adopted the policy statement (as set out in Appendix 4 of these minutes) and instructed officers actively to engage with schools in encouraging and shaping diversity.

26 **HAVERING LOCAL DEVELOPMENT FRAMEWORK: ROMFORD AREA ACTION PLAN: APPROVAL OF SUBMISSION DOCUMENT**

Councillor Michael Armstrong, Cabinet Member for Housing & Regeneration, introduced the report

Cabinet noted that excellent progress had been made in preparing the suite of documents comprising Havering's Local Development Framework (LDF). Following on from the Core Strategy, Development Control Policies and Site Specific Allocations, the report now submitted brought forward the Romford Area Action Plan for approval for formal submission to the Secretary of State.

The Romford Area Action Plan was a key part of Havering's LDF, which would guide change in Romford up to 2020 and promote and enhance its position as east London's premier town centre. It established a statutory basis upon which planning decisions could be made and built on the extensive work that the Council and its partners had undertaken in preparing the Romford Interim Planning Guidance and recently-launched Romford Urban Strategy. As with the LDF Core Strategy, the preparation of the Area Action Plan had involved several key stages of public consultation, the latest being on the Preferred Options Report. The report outlined the public consultation undertaken on the Area Action Plan at the preferred options stage from August to October 2006 and included a comprehensive assessment of all the representations submitted from the public and organisations.

Approval was invited of the submission version of the Area Action Plan, which closely followed the approach Members had endorsed in the preferred options document. Once submitted to the Secretary of State, Independent Examination of the submission version of the Plan was scheduled for August-September 2008 and adoption as formal Council policy was expected in April 2009.

Cabinet was also invited, as with the Core Strategy at this stage, to adopt the Plan for the purposes of Development Control pending its formal adoption.

Reasons for the decision:

The Submission Romford Area Action Plan had been prepared to satisfy Section 19 (1) and (2) of the Planning and Compulsory Purchase Act 2004 and Regulation 28 of The Town and Country Planning (Local Development) (England) Regulations 2004. The Council was required to submit this plan if it wanted it to become part of the future development plan for the borough. It had already committed to do so as the Romford Area Action Plan was identified in the Council's approved Local Development Scheme. If it did not do so, the ability of the Council to resist inappropriate developments would be weakened. The Final Sustainability Appraisal Report had been undertaken as part of the Sustainability Appraisal process which was necessary to satisfy European Union Directive 2001/42/EC, and Sections 19 (5) a and (5) b of the Planning and Compulsory Purchase Act 2004.

Section 20 of the Planning and Compulsory Purchase Act stated that the purpose of the Independent Examination was to determine in respect of the Development Plan Documents whether they were

'sound'. The tests of 'soundness' were contained in PPS12. The Submission Romford Area Action Plan had been prepared with regard to these tests. If a DPD were considered unsound by the Inspector he/she would issue a set of binding recommendations. The Council would have to incorporate any changes received by the Inspector and then adopt the DPD.

Other options considered:

Other options had been considered in the Issues and Options Report (April 2006) but not pursued.

Members asked that their appreciation of the work done by officers in respect of these issues be recorded.

Cabinet agreed:

A To recommend to the Council:

- 1 That the comprehensive assessment of responses received from the public and organisations on the preferred options (Appendices 1a and 1b) be approved and included in the Statement of Compliance.**
- 2 That the Submission Romford Area Action Plan (attached as Appendix 2) be approved.**
- 3 That the Proposals Map showing the designations and site allocations set out in the Submission Romford Area Action Plan, be approved.**
- 4 That the tests of 'soundness' and the commentary on how the Romford Area Action Plan complies with them (attached as Appendix 3), which the Inspector will use to test the Area Action Plan at the examination before issuing recommendations in a binding report, be noted.**
- 5 That the Romford Area Action Plan be considered in conjunction with, and where appropriate complementary to, Havering's existing UDP (adopted in March 1993) with the weight attached to each policy in the decision making process dependent on the nature and number of the representations received during the submission consultation period in accordance with the principles set out in the Government Guidance note 'The Planning System General Principles'.**

B To authorise the Cabinet Member for Housing and Regeneration to approve the Final Sustainability Appraisal Report to accompany the Submission Romford Area Action Plan.

27 **SOCIAL SERVICES BUDGET**

Councillor Roger Ramsey, Cabinet Member for Resources, introduced the report

Cabinet was advised that, earlier in the summer, it had become clear that the social services budget was struggling to meet the demands placed upon it. The combination of London's largest proportion of over 65's and a commitment to ongoing improvements in the service meant that this pressure on the budget would continue in the future. At the same time, Havering received a low central government grant compared to many other London boroughs. The current revenue monitor was indicating that Adult Social Services required an additional investment of £5m.

There were service pressures throughout adult social care as a result of the rising numbers of clients in need and the rising costs of social care. Over the last 18 months the numbers of older people receiving intensive support to remain in their homes had increased substantially. The numbers of clients receiving substantial direct payments in order to be able to choose their own care arrangements had also risen substantially. Such clients needed continuing support from the Council and it was projected that their numbers would continue to rise, as would contract and placement costs. Modernisation of services was in hand, with a substantial work programme for the service.

In setting the budget, the Council had taken account of the pressures in the Adult Social Services position. A base £1m was held for amongst other things:

- Funding agreements with the PCT
- Transitional costs in relation to reprovisioning
- Adult Placement pressures

and a contingency sum of £2m was set having regard to the capacity to meet in year budget pressures and a number of risks including:

- Demand led services
- Savings not being delivered
- Income problems

However, following a "root and branch" review of the financial pressures facing adult social services, an increase to the service's budget was now proposed, to safeguard and improve the support provided to some of the most vulnerable people in the borough. Through careful management of the Council's overall finances, around £5 million would be added to the adult social care budget for this year by reviewing all services and utilising the majority of the base provision.

The £5m would be vired into the Social Services budget to provide this investment. Cabinet noted that the Council would need to maintain an adequate level of budget for adult social care for future years, to reflect the cost of providing the service but would also continue to maintain its overall financial stability by holding the contingency and maximising such things as interest generation. If the latter was positive and the former under-utilised, there would be opportunities to reinvest in the areas currently supporting this investment. Priorities would be Children's Services and other areas that enhance the Council's overall service to the borough.

Reasons for the decision:

The Council needed to ensure a balanced budget position and the financial procedure rules required action to be taken to ensure this was addressed.

Other options considered:

No action - which would affect the financial stability of the Council.

Members were advised that the current year's budget had been prepared on the basis of the best information available at the time but that demand for Adult Social Care services had developed to higher levels than expected. The budget readjustment was being effected in such a way as to minimise the impact on other services' budgets without having recourse to the use of reserves and with the aim of restricting the increase in next year's Council Tax.

Concern was expressed at the absence of more specific detail of the budget adjustments that were to be made to allow for the investment proposed. Members were given assurance that the proposed adjustments would not impact on services and that, should it prove possible to do so, monies from adjusted budgets not required to support the proposed investment would be released back to the contributing services, in accordance with the priorities set out in the report. Overview & Scrutiny Committees would be welcome to contribute to the process.

Robust action had been needed once the need for investment had become apparent and the steps now proposed were intended to address a specific and unforeseen problem.

Members asked that their appreciation of the work done by Adult Services and other staff in seeking to balance the demand for services against the budget available should be recorded.

Cabinet:

- 1 Agreed the investment of £5 million in Adult Social Care in 2007/08 and the virement of this amount from identified service budgets (as set out in Appendix 5 to these minutes).**
- 2 Authorised the Chief Executive and Group Director, Finance and Commercial to adjust the budgets accordingly within the overall budget.**
- 3 Authorised the Chief Executive and Group Director, Finance and Commercial to reallocate any resources that become available to the priorities providing the investment, after consulting with the Leader of the Council and the Cabinet Member for Resources.**

28 **EXCLUSION OF THE PUBLIC**

Cabinet decided on the motion of the Chairman that the public should be excluded from the remainder of the meeting on the ground that it was likely that, in view of the nature of the business to be transacted, if members of the public were present there would be disclosure to them of exempt information within the meaning of paragraph 3 of Schedule 12A to the Local Government Act 1972 and it was not in the public interest to publish the information.

29 **TO APPROVE THE AWARD OF THE INSURANCE SERVICES CONTRACT**

Councillor Roger Ramsey, Cabinet Member for Resources, introduced the report

The Council's current main insurance services contract would expire on 31 December 2007. In view of this, the contract has been tendered in line with EU Procurement requirements. In addition, the Leasehold Right to Buy Policy was due to expire on 1 April 2008 and this the policy was also tendered in line with EU Procurement requirements at the same time as the main programme.

The report submitted set out details of the tenders received, evaluating them and making recommendations as to the award of the two contracts.

Reasons for the decision:

Arrangements were needed for the award of the contracts for the Council's insurance services.

Other options considered:

The Council could become part of a mutual but it is not considered appropriate to do so at this time.

Cabinet agreed:

- 1 To note the options considered.
- 2 To approve the award of the Council's main Insurance Services contract and the Council's Right to Buy Leasehold Flats Policy to Zurich Municipal, based on using the current excess levels.

30 **TECHNICAL SERVICES – AWARD OF CONTRACT**

Councillor Paul Rochford, Cabinet Member for Environmental & Technical Services, introduced the report

The Council had entered into a Technical Services Partnership Agreement in 2001 for a period of 5 years. That Agreement had been due to expire in December 2006 but was extended to 31 December 2007. A previous report to Cabinet had reviewed the existing contractual arrangements and explored a number of procurement options for the future provision of Technical Services. In the light of the review, recommendations were made for the procurement of

a contract for the future provision of the Services. The report submitted examined the results of the Civil Engineering Services (Highways) part of the procurement process and made recommendations for the contract award.

Reasons for the decisions:

The Council had a statutory duty to maintain its assets. The current contract for this service had ended in December 2006 but had been extended to cover the necessary timescales for tendering under the European legislation.

The supplier now recommended for appointment provided best value and minimised the risks to the Council.

Alternative options considered:

These had been considered depth in the report to Cabinet of January 2007.

That the Civil Engineering Services (Highways) Top-Up Contract be awarded to Jacobs Ltd for a minimum period of 5 years commencing on 1 January 2008, with the option to extend for up to 5 years.

**REPORT OF THE ENVIRONMENT OVERVIEW AND SCRUTINY
COMMITTEE**

TRADE WASTE TOPIC GROUP

CONCLUSIONS

The Project Group concluded that once the trade waste service was operating on a cost recovery basis that a mid-range container be introduced and the service promoted.

The Group were also clear as regards the important role enforcement plays in the management of trade waste and supported the production of an educational 'Duty of Care' leaflet. Such a leaflet was produced and distributed with the business rate demand for 2007/08 and the Topic Group concluded that a similar leaflet should be circulated with the 2008/09 demand.

RECOMMENDATIONS

In order to address the above findings and conclusions, the Topic Group requests Cabinet to consider the following recommendations:

- 1) That a 360 litre wheeled bin service be introduced for trade waste customers at a price of £315 per year for a once weekly collection.
- 2) That the Council's trade waste service be promoted through the production of a sales brochure, via the Council's web site and through the Business Forum
- 3) To support the production and distribution of a 'Duty of Care' leaflet aimed at increasing awareness within the business community of their legal obligations regarding waste, and
- 4) That enforcement action continue to establish what measures businesses have in place to comply with their 'Duty of Care' obligations.
- 5) That all recommendations adopted by Cabinet, the relevant head of service to report back to the Overview and Scrutiny Committee at its first meeting after three months have elapsed since Cabinet adoption, giving an update on the implementation of these recommendations. The Overview and Scrutiny Committee to decide if further updates are needed beyond this.

STREETCARE ENFORCEMENT POLICY**Table of offences managed by StreetCare under the Clean Neighbourhoods and Environment Act 2005, with flexible FPN levels**

Offence	Legislation See key below	London level of penalty	Havering level of penalty (currently the DEFRA default level)	Proposed increase	Recommended new level of penalty
Litter	Sec 88(1) EPA	£80	£75	£5	£80
Street litter control & litter clearance Notices	Sec 94A(2) EPA	£110	£100	£10	£110
Distribution of free literature	Sch 3a & para 7(2) EPA	£80	£75	£5	£80
Graffiti & Fly-posting	Sec 43 ASBA	£80	£75	£5	£80
Waste Receptacles	Sec 47ZA(2) EPA	£110	£100	£10	£110
Dog Control Orders	Sec 59(2) CNEA	£80	Not in current Use	N/A	£80

Key to legislation referred to:

CNEA	Clean Neighbourhoods & Environment Act 2005 part 6
ASBA	Anti Social Behaviour Act 2003
EPA	Environmental Protection Act 1990

**THE COUNCIL'S CORPORATE BUSINESS PLANNING PROCESS 2008-11
– SUPPORTING STRATEGIES**

Medium Term Financial Strategy (MTFS): this summarises the Council's budget and identifies resource requirements for the next three years. It sets out the issues facing the Council and aims to ensure financial stability, that resources are directed to priorities, that the Council adapts to the prevailing financial climate and that stakeholders and the wider community can see the Council's plans for resources.

Although the strategy is developed as the year progresses, an annual refresh is done to reflect changes in priorities and background, national and local.

This year's refresh includes reference to the outcome of the Lyons review into local government financing, and the potential impact of the Government's Comprehensive Spending Review. It also sets out the Council's priority areas for investment and its aspiration for Council Tax rises to be kept at, or below, 3.5% and explains the further improvements made to the financial planning process. This helps to ensure that Council resources are directed towards community priorities.

Capital Strategy: this sets out the Council's approach to capital investment in the medium term and ensures that its capital resources are carefully planned and help the achievement of its priorities. The strategy is supported by the Capital Asset Management Plan which sets out the overall approach to the maintenance of the Council's assets. The refresh this year has streamlined the document and reflected that high level priorities are determined prior to detailed business case and prioritisation.

ICT Strategy: this ensures that the Council is making best use of strategic technology to deliver its business needs. It builds on the good progress the Council has made towards electronic service delivery and ensures that required progress is maintained towards meeting the Governments Priority Service Outcomes and BVPI 157. The refresh this year has assessed the base requirements to maintain our existing infrastructure as well as identifying opportunities to improve systems for better services.

Workforce Plan: this plan identifies the key challenges facing the Council over the next three years in recruiting and retaining the workforce it requires to meet its priorities.

Risk Management Strategy: the Council's well respected Risk Management Strategy is regularly reviewed by the Audit Committee. It includes outward, as well as inward, looking key risks. The risks are not an exhaustive listing, but those seen as being the highest priority to consider/address within corporate planning.

Other Supporting Plans and Strategies: the Council has to complete a number of other plans and strategies to meet government requirements and local circumstances. These reflect the ambitions, priorities and objectives set out in the corporate planning process. They may need to be revisited as this process moves forward.

SCHOOLS TRUSTS: THE POLICY STATEMENT

Havering Council is committed to raising continually educational standards and improving the well-being of every child and young person. It welcomes initiatives which enhance this ambition, including the acquisition of Trust Status in which the local authority would wish to be active.

Trust Status is a further development of greater autonomy of schools which Havering sees as a strength in the context of a partnership of interdependence between schools and other partners in Havering Children's Trust sharing values and priorities.

The Council would wish to encourage the development of diversity, as part of a mixed economy of provision, and would wish to add value to Trust development by participating in creating Trusts in which:

- new partners come to the relationship which brings innovative and proven added value to the well-being of children and young people;
- partners commit to working together to enhance the well-being of all children and young people;
- children and young people have a strong voice, collectively influencing the provision of services and decisions affecting them as individuals;
- there is sufficient focus on the most deprived;
- relationships with the Council, Children's Trust and within Havering's Strategic Partnership are enhanced; and
- the size of the Trust is sufficient to warrant the infrastructure needed its operation.
- Partners in the Trust agree that achieving value for money, maximising asset values and investing any receipts from asset release should be for the benefit of the whole community as an important component in achieving and maintaining community cohesion.

Details of in-year budget adjustments being made to facilitate the transfer of funds to adult social care

This appendix sets out the details of the in-year contributions being made by each directorate to ensure that an additional £5,000,000 can be invested in the adult social care budget.

The potential risks and impacts of **not** making this adjustment would be:

Vulnerable older people, people with disabilities and people who are mentally ill or with learning difficulties might not otherwise receive the services they need.

Finance and Commercial

Finance and Commercial are contributing £693,000 through the following measures:

Holding Vacancies and generally applying recruitment drag
Reduce fees with the Audit Commission
Debt restructuring and subsidy review
Delay in undertaking projects
Freeze unallocated Health & Safety monies
Increased income from Payroll contract

Potential impacts and risks

The main impact is the slowing down of projects such as the roll out of document imaging, desired improvements in the audit plan, contingency for as yet unidentified Health & Safety improvements and potential for a reduction in the service support available.

Assistant Chief Executives

HR is contributing £49,000 through deferring the computerisation of Occupational Health patient records, withdrawal of catering provision for in-house training courses, and re-profiling diversity expenditure into the following financial year.

Strategy and Communications are contributing £55k through not filling a vacant post and implementing next year's savings proposals this year.

Legal and Democratic Services are contributing £88,000. These arise from deferring some recruitment, appointments made at the bottom of scale,

Cabinet, 19 September 2007

reduction in training budgets, some unfilled posts which are difficult to recruit to, and income from legal services for Section 106 Agreements.

Potential impacts and risks

Delays in recruitment and tight housekeeping required for the remainder of the year and potential for a reduction in service support available.

Sustainable Communities

Sustainable communities are contributing £410,000. These are made up of a combination of recruitment delay, application of Planning Delivery Grant together with capitalisation of a range of current revenue expenditure.

Potential risks and impacts

Whilst recruitment delay will cause some slowing of progress on projects it will not impact on the Council's key priorities.

Children's Services

Children's Services are contributing £740,000. The highest proportion comes from the non-filling of vacancies. The filling of some vacancies will be slowed down and other vacant posts not filled. Posts will continue to be filled where they are for social workers in the Child Protection teams, or are funded by grant where no saving accrues to the Council.

The main services which will be affected are: children with disabilities, the Leaving Care Service, the Education Welfare Service, and HIAS. It is unavoidable that, if posts remain vacant for a lengthy period, this will have some impact on service delivery and on performance.

In addition to vacancy control, the contribution will be made bringing forward some planned savings so the budget benefit is realised more quickly, e.g. Early Years Centres. It is anticipated that budget reductions will be made by work which has already begun in driving down unit costs. This combined with slowing of implementation of additional family support and Family Group Conferencing does carry some attendant risk of increasing numbers of LAC.

Potential Risks and Impacts

In summary, there are risks contained within this package of measures:

- that they will not prove financially achievable though management action will seek to ensure they are
- of service reduction directly to children
- on performance indicators
- of reversing recent trends and having increasing numbers of LAC
- of reversal of or significant delays in implementing the Directorate strategies, particularly in terms of preventative work

Public Realm

Public Realm is contributing £849,000. They include the use of a reserve on waste which is now longer identified as required, some slowing down of spend across the directorate, and some capitalisation of expenditure.

Potential Risks and Impacts

There is a risk of non delivery of some of these, should there be an exceptionally harsh winter. Tight housekeeping will be required throughout the directorate.

Corporate Contributions

In addition to the specific contributions listed above, further corporate contributions of £2,110,000 have been identified.

£500,000 has been contributed by slowing down expenditure on furniture and equipment. £200,000 contributed from interest accruing at a higher than anticipated rate, £800,000 from funds the special budget reserve, £350,000 has been contributed from unallocated LPSA grant, £260,000 has been contributed from windfall LABGI grant.

Potential Risks and Impacts

The corporate contributions made above reduce the Council's flexibility to allocate funds to any other emerging pressures within the budget.



MEETING	DATE	ITEM
CABINET	24 October 2007	5

Cabinet Member: Councillor Michael Armstrong

Relevant Overview & Scrutiny Committee: Culture and Regeneration

This is not a Key Decision

**REPORT OF THE
CULTURE & REGENERATION OVERVIEW & SCRUTINY COMMITTEE
PUBLIC TRANSPORT OPERATORS TOPIC GROUP**

1. BACKGROUND

- 1.1 At its meeting on 22 November 2006, the Culture & Regeneration Overview & Scrutiny Committee approved the establishment of a Topic Group to examine Council's influence on public transport operators.
- 1.2 The following Members formed the Topic Group at its outset: Councillors Mark Gadd (Chairman), John Clarke, Linda Hawthorn, Lesley Kelly, Ray Morgon and Sandra Binion as Co-optee-. The Topic Group was supported by Stephen Pauling and Daniel Douglas, Transport Planning Team. However, by change of Municipal Year Elections, Cllr Mark Gadd was replaced by Cllr Robert Benham as the new Chairman.
- 1.3 The Topic Group met on six occasions and reviewed the possible opportunities and parameters for improving public transport in Havering Borough. The Topic Group has now reached its recommendations and findings, which are detailed in this report.

2. THE SCOPE OF THE REVIEW

- 2.1 The Topic Group first met on 12 December 2006 and confirmed that the scope of the Scrutiny was:

To scrutinise Council's Influence on Public Transport Operators in Havering

Within the scope, the group aimed to establish the following:

- Current range of transport services available in Havering Borough
- Reviewing the current problems faced by residents and people in Havering
- Ways to improve the transport system in the Borough

3. GOOD PRACTICE

- 3.1 The Topic Group has sought examples of good practice to include in the review. To this end it has drawn upon a broad range of information sources in order to enhance its understanding of current strategies and innovative approaches to improve transport facilities in Havering.

4. FINDINGS

- 4.1 At the initial meeting the Topic Group received a presentation detailing the bus and railway transport within the borough. Discussion also took place regarding the wider context of improving the transport within Havering.
- 4.2 Public transport makes up some 19% of the total personal trips on a typical weekday in Havering and recent improvements in local public transport have helped influence a slight reduction in overall traffic volumes. While the provision of local public transport in Havering is not the direct responsibility of the Local Authority, the Council does take a very proactive position to support local services and is working with a wide range of partners and stakeholders to see aspirations for improvements secured and delivered.
- 4.3 **Bus Services** - Local Bus Services throughout Greater London are funded and managed directly by London Buses, a division of TfL's Surface Transport. All the local bus routes (red buses) are grouped together and let on a contractual basis by London Buses to commercial bus operators. TfL London Buses consult the Borough only when changes are proposed to these bus routes and when the Transportation Planning Team receives such consultations, it passes copies of TfL's consultation letter on to Elected Members whose wards are affected by the proposed changes. Responses direct to the Transportation Planning Team are invited, so that a coordinated Council response can be submitted to TfL. The contracts TfL let are on the basis of lowest operating cost, as TfL retains the revenue from ticket sales on these contracted bus routes.

There are several commercial bus operators who compete for such contracts in the Borough, primarily based upon where they have local operations established. The main operators in Havering are: -

- East London Buses (part of the Australian owned Macquarie Bank Group and formerly Stagecoach)
- First London (part of the First group)
- Arriva Essex (part of the Arriva Group)
- Blue Triangle Buses.

4.4 The Topic Group established that Council's influence over local bus operations is limited to raising matters with TfL's London Buses, as the tendered contract system set out above and enshrined by Law prevents any other bus operator providing local bus services speculatively and without TfL approval. The Council does not have direct control of bus routes or railway services within the borough.

4.5 While 100% of local bus services in the Borough are fully accessible to wheelchairs (with all vehicles now fitted with ramps and being fully low floor), the Borough is also served by the North east London Dial-a-Ride service, which is operated by TfL and is available to persons who find accessing conventional bus services difficult.

4.6 Within the review, various areas for improvement were highlighted by Members:

- Limited bus services in villages in Havering. Members were particularly concerned with school children having to catch early buses due to the services running on hourly basis only
- The outlying areas such as Havering atte bower, Cranham, Rainham and Harold Wood. The bus routes not operating on Sundays in atte-bower area
- Lack of Oyster card availability within certain routes and areas such as the Havering atte bower area
- Access for the Mobility Impaired persons at stations

4.7 There have been a number of improvements within the bus transport system in Havering. It was noted that the Queens Hospital is accessible from various areas both within Havering and neighbouring boroughs. However, it was noted that there are no bus services running from Rainham, Cranham and Upminster to Queens Hospital.

4.8 Policing in relation to bus stations is the responsibility of the Metropolitan Police force and Transport Operational Command Unit (TOCU) are the police force that operates on board local bus services. The Topic Group felt that increased police activity around certain areas is needed such as Romford and, Harold Hill. The Topic Group noted the improvement of 18 new Police officers allocated to target areas such as Upminster station. The British Transport Police will be targeting specific stations and also board local buses within the borough.

4.9 **Railway Services** - Havering is served by two Train Operating Companies and also the London Underground District Line. Serving Havering "One Railway"

operates on the Great Eastern mainline through the Borough from London Liverpool Street serving Romford, Gidea Park and Harold Wood stations providing access as far as Southend and Clacton during off peak periods C2C operates the London Fenchurch Street to Shoeburyness route, serving Upminster Station, and also a service on the Tilbury Loop which serves Rainham Station within the borough. Both 'One' and C2C are part of the National Express Group, currently the largest public transport operator in the country.

- 4.10 Crossrail is a scheme being jointly promoted by Transport for London (TfL) and the Department for Transport (DfT) to provide a continuous rail link across London and further from north east of London at Shenfield, to west of London at Maidenhead with links also to be provided to Abbey Wood, and Heathrow Airport. Implementation of Crossrail will lead to platform extensions at Romford, Gidea Park and Harold Wood stations to cater for longer Crossrail trains and improved access for mobility impaired passengers at stations and will lead to increased capacity on the Great Eastern Mainline to and from the north of the borough.

It was established that the Council already has several rail aspirations including, better transport linkages between Romford station to other transport modes, and more "fast" trains services calling at Romford station during peak periods as well as the lengthening of platforms to accommodate 12 car trains. Havering also has aspirations to see platform extensions along the C2C route to increase capacity on this line.

- 4.11 The Topic Group sought the need to improve the rail service at Romford station. It was considered that further fast train services from and to London direction in the peak times (morning/evening) are needed. Also the lengthening of trains from 8 cars to 12 cars to facilitate more services at Romford. Extension of platform lengths at Rainham and Romford were also suggested to increase the frequency of train service.
- 4.12 It was noted that the British Transport Police (BTP) work with TfL, the communities and train companies to tackle crime and ensure a safe railway environment. Rail and underground stations within the borough are policed by BTP. It was also noted that BTP interact with other Police such as TOCU where necessary.
- 4.13 The Topic Group established that there are a number of future projects planned along the C2C line including increasing (subject to funding available) the number of trains running via Rainham, to introduce 12 car platforms for the Thameside loop which would include Rainham station. There would also be investment in car parking at stations.

5. CONCLUSIONS

The Topic Group noted the successes of bus and rail transport services within Havering and recognized that there are many areas for improvement. The group is aware of the

future plans and schemes in place for improving the transport services such as the future projects on the c2c line, and the Crossrail proposals. .

6. RECOMMENDATIONS

In order to address the above findings and conclusions, the Topic Group requests Cabinet to consider the following recommendations:

1. That the Lead Member for Housing & Regeneration continue pressuring Transport for London (TfL) to review, on a regular basis, bus services to outlying areas within the borough. Particular emphasis should be given to trying to rectify the current lack of bus services from Rainham/Cranham and Upminster to Queens Hospital.
2. That the Lead Member for Housing & Regeneration lobby London Buses to improve punctuality of bus time tables across the borough, in particular the 370 bus route.
3. That the Transport Planning Team and/or TfL officers provide an update on progress and the current position on Oyster Card availability both at Romford Station and on particular bus routes, after three months have elapsed since the Cabinet decision on the report.
4. That the Council continues supporting the Crossrail proposals and its future implementation within the borough.
5. That for all recommendations adopted by Cabinet, the relevant head of service to report back to the Overview and Scrutiny Committee at its first meeting after three months have elapsed since Cabinet adoption, giving an update on the implementation of these recommendations. The Overview and Scrutiny Committee to decide if further updates are needed beyond this.

7. ACKNOWLEDGEMENTS

The Topic Group wishes to place on record their thanks for the very positive approach displayed by officers that we have met during this review.

This report is presented by the Public Transport Operators Topic Group of the Culture & Regeneration Overview and Scrutiny Committee.

The following comments are submitted by members of staff:

Financial Implications and risks:

The Topic Group make five recommendations. None of these will have any direct financial implications to the Council. As explained in para 4.2. of the report, local transport is not the direct responsibility of the local authority. This report is targeted at influencing those responsible, to improve services to the Borough.

Legal Implications and risks:

There are no apparent legal implications

Human Resources Implications and risks:

There are no HR implications arising from this report.

Environmental risks and implications:

None

Equalities and Social inclusion risks and implications:

None



MEETING

DATE

ITEM

CABINET

24 October 2007

6

Cabinet Member: Councillor Paul Rochford

Relevant Overview & Scrutiny Committee: Culture and Regeneration

REPORT OF THE CHIEF EXECUTIVE

SUBJECT: Green Spaces Project

SUMMARY

This report sets out a way forward for the Havering Green Spaces Project, one of the Administration's eleven priority projects agreed in April 2007. The report deals with a range of issues relating to the future of parks and open spaces in Havering including the prioritisation of sites, resources required to make them fit for purpose and other improvement measures.

The Green Spaces Project has been set up to continue the improvement of Havering's parks and open spaces, building on investments that have been made in recent years. The overall objective of the Green Spaces Project is to "improve the quality and efficiency of the borough's green spaces".

RECOMMENDATION

It is recommended that:

1. The council designates those 25 sites listed in Appendix 1 as Principal Parks

2. The council designates those 13 sites listed in Appendix 2 as Principal Open Spaces
3. The investment strategy set out in section 3 is agreed, noting that this strategy includes an intention to secure resources at a level which is currently uncertain, and that agreeing this strategy does not commit the council in its application of scarce future resources
4. The other initiatives for improvement set out in section 4 are agreed

REPORT DETAIL

Background and Progress to Date

- 1.1 The Green Spaces Project is one of the council's priority projects agreed in April 2007. The Green Spaces Project has been set up to continue the improvement of Havering's parks and open spaces, building on investments and improvements that have been made in recent years.
- 1.2 The **Vision** for the project is to:

'Develop green spaces that the community want and that the Council can afford and that are well maintained.'
- 1.3 The Project also contributes to the Council's Culture Strategy, the Vision for which sees Havering as:

'A place where our culture is at the heart of our towns, the lives of our children, a cohesive community and our future.'
- 1.4 Like the other priority projects the Green Spaces project progress will be managed and monitored closely by officers and elected members. To date a Project Initiation Document has been drafted and agreed, a Project Board has been set up (the Parks Programme Board), and a Business Case and Project Plan has been drafted. Highlight reports will be produced on a monthly basis by the Project Manager, in this case, the Parks and Open Spaces Manager.
- 1.5 Alongside the Project, improvements to parks and open spaces continue via a variety of means including the Parks Capital programme. These improvements carried out over the last four years have contributed to an increase in public satisfaction of 9% (MORI poll 2006) and the award of Havering's first two Green Flag awards for Bedfords and Upminster Parks in 2007/8.

Prioritisation of Parks and Open Spaces

2.1 One of the primary initiatives within the Green Spaces project is the prioritisation of parks and open spaces in Havering whereby the council will be able to:

- Target resources in a strategic and systematic way
- Give focus and clarity to improvement and investment
- Manage Havering's green assets in a manner that provides best value

2.2 The Parks and Open Spaces Strategy, agreed in January 2007, features an assessment of Havering's parks and open spaces. The assessment was independently undertaken in 2004 and scored each space in terms of Quality and Value. The tables in Appendices 1 to 3 show the Quality/Value assessment for each park and a range of other information including:

- Site name
- Area of the site
- Typology
- Key facilities within the site
- Estimated cost of required improvements for the upgrade of the site to a condition to meet the needs of visitors

2.3 Utilising the quality/value data an exercise has been undertaken to prioritise parks and open spaces into:

Top 25 Principal Parks shown in Appendix 1:

It follows that future focus and investment should be concentrated on the Top 25 Principal Parks, these being:

- strategically and geographically significant
- having a broad range of facilities
- above average Quality and Value
- important to local communities
- worthy of higher levels of investment and maintenance

Top 13 Principal Open Spaces shown in Appendix 2:

Again investment and maintenance should be at significant levels for these strategically important sites.

Other Parks and Open Spaces shown in Appendix 3.

Sufficient resources to deal with health and safety issues and maintain these sites in a 'fit for purpose' condition should be allocated.

Financial Resources

3.1 The Appendices show that:

- An estimated £10.85 million is required to deliver the improvements required to the 25 Principal Parks
- An estimated £1.45 million is required to deliver the improvements required to the 13 Principal Open Spaces
- An estimated £5million is required to deliver improvements required to the remaining open spaces

giving a total of £17.3 million.

3.2 It is proposed that the required finances are provided / sought from a variety of sources including:

- Council capital funding
- The disposal of some Low Quality/Low Value open spaces in order to generate receipts that could be re-invested into the remaining portfolio of sites. This issue is dealt with elsewhere on this agenda.
- External funding at a local, regional and national level. For example in the last three years approximately £200,000 has been secured from the Veolia Cleanaway Havering Trust, £467,627 is expected to be allocated to Havering by the Big Lottery Fund for play in parks, over £400,000 has been secured from the Football Foundation and recent encouraging discussions with the Heritage Lottery Fund give rise to optimism regarding potential significant future funding. Other sources of external funding will include Thames Gateway, the Jack Petchey Foundation and the London Marathon Trust.

Other Initiatives to Deliver the Green Spaces Project.

4.1 **Management Plans** – In line with the Parks and Open Spaces Strategy Action Plan, Management Plans for all Principal Parks and Principal Open Spaces should be researched, drafted, consulted upon and adopted by the end of the Strategy period i.e. 2012

4.2 **Green Flag Awards** – Following the success in being awarded two Green Flag Awards for Bedfords and Upminster parks it is recommended that at least two further Green Flag awards are sought each year in order to drive up the quality of Principal Parks in particular

4.3 **Harold Hill Ambitions** – Green Spaces will contribute significantly to the success of the Harold Hill Ambitions project. Accordingly a separate Green Spaces plan will be drawn up for the Harold Hill area.

- 4.4 **Grounds Maintenance** – a range of initiatives are being progressed in order to improve the quality of the grounds maintenance of parks and open spaces including ongoing training of staff, the re-structure of teams and the modernisation of plant and machinery

Financial Implications and risks

- 5.1 The report sets out a 10 year spending plan for the parks and open spaces that are considered to be priority sites. The schemes included in this plan are agreed in principle only, and may only proceed after suitable funding sources have been identified and Lead Member consultation has taken place. There is a risk that sufficient funding will not be forthcoming and that some of the schemes identified will not be carried out.

- 5.2 It is intended that the other initiatives outlined in section 4 will be carried out as follows:

The Management plans for Parks and Open Spaces and the Harold Hill Green Spaces plan will be produced internally. The main input will be officer time and as such should be met from existing resources.

Similarly the administrative work associated with achieving further Green Flag Awards will be met from existing staffing resources, however it is likely that any improvements to the Parks will require capital funding. If sufficient funding is not available the desired level of Green Flag submissions will not be possible.

The Grounds Maintenance initiatives are mainly focused on making the best use of existing resources, however the modernisation of plant and machinery could have capital funding implications. This can only be fully assessed once more detailed proposals are available.

There is a risk that the potential costs associated with these initiatives cannot be contained within existing budgets. If this is the case, priorities will have to be re evaluated with regard to the level of resources available.

Legal Implications and risks

- 6.1 The disposal of low quality/low value open spaces may be constrained by statutory requirements or by the terms on which the land was initially required. This will need to be examined on a site specific basis in due course.

Human Resources Implications and risks

- 7.1 There are no Human Resource implications contained within this report.

Equalities and Social Inclusion Implications and risks

- 8.1 The Green Spaces Project will address both equalities and social inclusion issues and should have positive effects as the project unfolds. Improving the

borough's parks and open spaces will encourage more people from all sections of the community to visit them.

Reasons for the decision

- 9.1 The Green Spaces Project has been set up to continue the improvement of Havering's parks and open spaces, building on investments that have been made in recent years. The overall objective of the Green Spaces Project is to "improve the quality and efficiency of the borough's green spaces".

Alternative options considered

- 10.1 As the Green Spaces Project is one of the agreed priority projects for the administration, no alternatives have been considered

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CHERYL COPPELL
Chief Executive

Background Papers List

Appendices to this report
Green Spaces Project Project Initiation Document
Green Spaces Project Business Case
Green Spaces Project Project Plan
Green Spaces Project Communication Plan
Havering Culture Strategy 2007- 2011
Parks and Open Spaces Strategy 2007-2012

No.	PPG1 7 No	Site Name	Area (Hectares)	GLA Typology	Historic Interest	Quality/Value Assessment	Principal Park Y/N	Key Facilities	Estimated Cost to Upgrade over 10 years (£'s)	Required Improvements
TOP 25 PRINCIPAL PARKS										
1	2	Central Park	20.3	District park	Cat 2	Above Ave Q and V	Y	Play area, car parks, sports pitches, pavilion, water areas	£ 350,000.00	New play area, new teen area, footpath refurbishment, new park furniture, improve drainage, refurbishment of fencing, park fitters depot refurbishment
2	4	Bedfords Park	86.8	Metropolitan park	Cat 1	Above Ave Q and V	Y	Car parks, sports pitches, woodland, grass meadows, water areas, visitor centre, heritage features	£ 500,000.00	Driveway and footpath refurbishment, create accessible footpath network, interpretation, tree and woodland management, depot refurbishments, creation of events area/infrastructure
3	31	Hornchurch Country Park		Metropolitan park	Cat 1	Above Ave Q and V	Y	Car parks, woodland, grass meadows, water areas, heritage features	£750,000	New adventure play area to reflect heritage of park, interpretation, new car park, pathway refurbishment, entrance signage, enhancement of heritage features, park furniture, depot improvements, security measures e.g. CCTV, motorbike barriers
4	39	Harrow Lodge Park	53.1	Metropolitan park	Cat 2	Above Ave Q and V	Y	Car parks, woodland, water areas, play areas, teen areas, sports pitches, pavilions, tennis courts, café, toilets, boating	£ 750,000.00	new pathways, refurbishment and improvements to lakes and river including de-silting, refurbished car parks, café and toilet improvements, park furniture, additional play equipment buy sports centre, creation of events area/infrastructure
5	41	Lodge Farm Park	5.2	Local park	Cat 1	Above Ave Q and V	Y	Car parks, water areas, bowling greens, tennis courts, play area	£ 200,000.00	new play area, improvements to bowling greens, footpath repairs, improvement to car parks, signage, landscape rejuvenation
6	42	Raphael Park	16.8	District park	Cat 1	Above Ave Q and V	Y	Water areas, tennis courts, sports pitches, pavilions, grass meadow, woodland, café, toilets, heritage features	£ 2,500,000.00	refurbishment of heritage buildings e.g. bandstand, shelter, upgrade of footpaths, new park furniture, refurbishment of lake revetments, upgrade of café and toilets, new 'destination' play area, landscape rejuvenation, establishment of events area/infrastructure
7	45	Bretons Outdoor Rec Centre	67.4	Metropolitan park	Cat 1	Above Ave Q and V	Y	Car parks, sports pitches, equestrian centre, water areas, pavilion, heritage features, manor house, bmx facility, woodland, grass meadows	£ 500,000.00	refurbishment of sports changing facilities, lake refurbishment, fishing facilities, pathway installation, redesignate and improve landscape following resolution of stables/paddock issues, creation of events area/infrastructure, improvement of sports pitches, teenage urban sports facilities
8	46	Upminster Hall Playing Fields	13.5	District park	Cat 1	Above Ave Q and V	Y	Car park, play area, teen area, sports pitches, pavilion,	£ 250,000.00	refurbishment of sports pitches, entrance improvements, pathway refurbishment, landscape improvements, drainage works
9	58	Harold Wood Park	19.4	District park	Cat 2	Above Ave Q and V	Y	Car park, play area, teen area, sports pitches, pavilions, tennis courts, grass meadow, water area, woodland	£ 300,000.00	resolution of golf course future, landscape improvements, path and drive way refurbishment, tree planting, pitch improvements, depot improvements, pavilion re-instatement, park furniture
10	79	Gidea Park Sports Ground	6.7	Outdoor sports facility	N	Above Ave Q and V	Y	Car park, pavilions, sports pitches, bowling green	£ 200,000.00	depot and pavilion refurbishment, entrance improvements, pitch and bowls green improvements, car park reinstatement
11	92	Haynes Park	11.9	Local park	Cat 2	Above Ave Q and V	Y	Car parks, play area, teen area, tennis courts, sports pitches, bowling green, woodland, grass meadow	£ 200,000.00	car parks refurbishment, tennis court reinstatement, bowls green refurbishment, footpath repairs, park furniture, fencing repairs, additional teen equipment
12	100	Upminster Park	6.9	Local park	Cat 2	Above Ave Q and V	Y	Car park, play area, tennis courts, sports pitches, café, pavilion	£ 250,000.00	installation of teen area, new play area installation, tree planting, entrance improvements, pitch improvements, pathway refurbishment and new paths, interpretation, café improvements, changing room and depot resolution

No.	PPG1 7 No	Site Name	Area (Hectares)	GLA Typology	Historic Interest	Quality/Value Assessment	Principal Park Y/N	Key Facilities	Estimated Cost to Upgrade over 10 years (£'s)	Required Improvements
13	112	Langtons Gardens	2.3	Small local park	Cat 1	Above Ave Q and V	Y	Car park, water area, heritage features,	£ 1,500,000.00	restoration of historic landscape, lake improvement measures, walled garden restoration, interpretive facilities
14	126	Spring Farm Park	6.4	Local park	Cat 2	Above Ave Q and V	Y	Sports pitches, pavilions, play area,	£ 250,000.00	new play and teen areas, fencing and entrance repairs, new footpaths, park furniture, sports pitch improvements, resolution of Acer Ave car park
15	164	Cottons Park	6.4	Local park	Cat 2	Above Ave Q and V	Y	Car park, play area, teen area, sports pitches, pavilions	£ 250,000.00	enhanced teen zone, refurbishment of pathways, changing room and other buildings refurbishment, car park refurbishment, landscape improvements, park furniture
16	196	Clockhouse Gardens	1.3	Small local park	Cat 1	Above Ave Q and V	Y	Water area, heritage features, bowling green	£ 200,000.00	restoration of historic landscape, moat improvement measures, interpretive facilities, commission HLF study, fencing replacement, interpretation, landscape rejuvenation, pathway renewal
17	20	Havering Country Park		Metropolitan park	Cat 1	Below Ave Q and V	Y	woodland, grass meadows, water areas, heritage features, classroom, bungalow	£ 500,000.00	bridleway refurbishment, pathway renewal, establishment of car park, security measures, building repairs, water area improvements, interpretation and signage, park furniture renewal, arboriculture survey and works
18	138	King George's Playing Field	10.1	Outdoor sports facility	Cat 2	Below Ave Q and V	Y	Car park, play area, teen area, sports pitches, bowling green, water area, café, pavilions	£ 200,000.00	footpath refurbishment, tree and shrub planting, security measures, pitch improvements, park furniture, signage, café and changing refurbishment
19	8	Dagnam Park	47.4	Nat/semi nat greenspace	Cat 1	Below Ave Q/Above Ave V	Y	Car park, grass meadow, woodland, heritage features	£ 100,000.00	driveway and car park improvements, tree works, improvement to heritage area
20	105	St Andrews Park	3.0	Local park	Cat 3	Below Ave Q/Above Ave V	Y	Play area, sports pitches,	£ 200,000.00	new play and teen area, landscape rejuvenation, pitch improvements, footpath renewal, fencing repairs, park furniture and signage
21	140	Rise Park	9.5	Local park	Cat 2	Below Ave Q/Above Ave V	Y	Car park, sports pitches, play area, pavilion, grass meadows, woodland, water area,	£ 250,000.00	footpath repairs, park furniture and signage, tree planting, chafe/changing rooms improvements, pitch improvements, landscape rejuvenation
22	141	Lawns Park	7.1	Local park	Cat 2	Below Ave Q/Above Ave V	Y	Play area	£ 250,000.00	new play and teen areas, fencing and entrance repairs, new footpaths, park furniture, remove former tennis courts surfacing and restore to parkland
23	165	Collier Row Rec Ground	2.4	Small local park	Cat 3	Below Ave Q/Above Ave V	Y	Play area, teen area, meadow, water area	£ 100,000.00	footpath refurbishment, fencing provision, park furniture, water area improvements, signage
24	177	Grenfell Park	8.3	Small local park		Below Ave Q/Above Ave V	Y	Play area, sports pitches, grass meadows, water area	£ 100,000.00	new play area, entrance drive improvements, landscape improvements, pitch improvements, water area improvement
25	48	Hylands Park	6.8	Local park	Cat 2	Above Ave Q/Below Ave V	Y	Car park, play area, tennis courts, sports pitches, pavilion	£ 200,000.00	tennis court refurbishment, teen area, trim trail, pathway refurbishment, pitch improvements, landscape rejuvenation, fencing and gate improvements, park furniture
SUB TOTAL FOR PRINCIPAL PARKS									£ 10,850,000.00	

No.	PPG 17 No	Site Name	Area (Hectares)	GLA Typology	Reg Historic Landscape Y/N	Quality/Value Assessment	Historic Interest	Key Facilities	Estimated Cost to Refurbish over 10 years (£'s)	Required Improvements
TOP 13 PRINCIPAL OPEN SPACES										
26	47	Parklands Open Space	4.1	Local park	Cat 1	Above Ave Q and V	Y	Car park, water area, woodland, heritage feature,	£ 200,000.00	water area improvements, repairs to historic bridge and other heritage facilities, arboricultural works, car park improvements, signage and park furniture, interpretation, entrance improvements, drainage works
27	109	Hacton Parkway	5.2	Linear Open Space		Above Ave Q and V	Y	Car park, play area, water area, woodland, grass meadow	£ 100,000.00	teen area, landscape rejuvenation, signage, park furniture
28	76	Tyle Green Open Space	3.0	Local park		Above Ave Q and V	Y	Water area	£ 100,000.00	Pathway improvements, water area improvements, park furniture
29	134	Rainham Recreation Ground	1.5	Local park	Cat 3	Above Ave Q and V	Y	Car park, play area, water area, woodland, grass meadow	£ 100,000.00	teen area, additional play equipment, signage, parks furniture,
30		Coronation Gardens	0.4	Pocket park	Cat 1	Above Ave Q and V	Y	Heritage features	£ 250,000.00	Pathway improvements, memorial restoration, signage, fencing/wall repairs,
31	276	North Hill Recreation Ground	2.3	Local park		Above Ave Q and V	Y	Play area, teen area	£ 150,000.00	new play area, refurbishment of ballcourt into teen area, fencing repairs, signage, park furniture
32	287	Broxhill Centre	4.0	Outdoor sports facility		Above Ave Q and V	Y	Sports pitches, pavilions, tennis courts, bowling green, car park	?	development brief following sale of whitworth
33	43	Brittons Playing Field	11.0	Local park		Below Ave Q/Above Ave V	Y	Car parks, sports pitches	£ 200,000.00	play and teen area, car park and entrance improvements, park furniture, fencing improvements
34	52	Cranham Playing Field	8.7	Local park		Below Ave Q/Above Ave V	Y	Car park, play area, grass meadows, water area	£ 50,000.00	new pathways, car park improvements, fencing refurbishment, park furniture
35	65	Painsbrook Open Space	4.2	Local park		Below Ave Q/Above Ave V	Y	Play area, grass meadow, woodland, water area	£ 100,000.00	fencing repairs, pathway refurbishment, signage and park furniture, landscape rejuvenation, arboricultural works
36	186	Mardyke Open Space	4.1	Local park		Below Ave Q/Above Ave V	Y	Play area, teen area	£ 100,000.00	fencing refurbishment, landscape improvements, park furniture, improvements to ballcourt
37		Queens Theatre Grounds	0.7	Amenity greenspace		Below Ave Q/Above Ave V	Y	Grass area	£ 50,000.00	parks furniture, landscape improvements, events area/infrastructure
38	173	Jutsums Recreation Ground	1.8	Small local park	Cat 3	Above Ave Q/Below Ave V	Y	Play area	£ 50,000.00	additional play equipment, pathway and fencing repairs, park furniture
SUBTOTAL FOR PRINCIPAL OPEN SPACES									£ 1,450,000.00	
OVERALL TOTAL FOR PRINCIPAL PARKS AND OPEN SPACES									£11,900,000	#REF!

No.	PPG 17 No	Site Name	Area (Hectares)	GLA Typology	Historic Interest	Quality/Value Assessment	Principal Park/Open Space Y/N	Key Facilities	Estimated Cost to Return Over 10 years (£'s)	Required Improvements
OTHER PARKS AND OPEN SPACES										
39	54	Upminster Hall Lane Mini Golf	3.5	Outdoor sports facility		Above Ave Q and V	N	Crazy golf course		Most sites to require play area refurbishment, park furniture, signage, landscape rejuvenation, fencing and gate repairs
40	82	Myrtle Road Open Space		Small local park		Above Ave Q and V	N	Informal recreation		
41	99	Suttons Parkway	9.5	Linear open space		Above Ave Q and V	N	Grass meadows, water area		
42	127	Abbey Wood Open Space	6.2	Linear open space		Above Ave Q and V	N	Grass meadows, water area, woodland		
43	267	Hatters Wood	8.5	Nat/semi nat gr'space		Above Ave Q and V	N	Woodland		
44	277	Priory Road Open Space	6.8	Linear open space		Above Ave Q and V	N	woodland, water area, informal recreation		
45	279	Stirling Close	1.1	Small local park		Above Ave Q and V	N	Informal recreation		
46	285	Tylers Common	28.0	District park		Above Ave Q and V	N	Informal recreation		
47		St Helens and St Giles church	0.3	Cem/Churchyard	Cat 1	Above Ave Q and V	N	Churchyard, heritage features		
48		Havering Playing Field	1.7	Outdoor sports facility		Above Ave Q and V	N	Sports pitches		
49		Chudleigh Road Open Space	3.5	Small local park		Above Ave Q and V	N	Informal recreation, water area		
50		Rainham Bowling Green	0.4	Outdoor sports facility		Above Ave Q and V	N	Bowling green		
51	5	Collier Row Green Link	6.4	Linear open space		Below Ave Q/Above Ave V	N	Grass meadow, water area		
52	10	Duck Wood	8.2	Nat/semi nat gr'space		Below Ave Q/Above Ave V	N	Woodland		
53	38	Park Lane Recreation Ground	2.0	Local park		Below Ave Q/Above Ave V	N	Play area, sports pitches		
54	62	St Neots Play Site	2.8	Local park		Below Ave Q/Above Ave V	N	Play area, informal recreation, water area		
55	98	Gaynes Parkway	7.1	Linear open space		Below Ave Q/Above Ave V	N	Woodland, water area, informal recreation		
56	121	Louis Marchesi Play Site	0.2	Pocket park		Below Ave Q/Above Ave V	N	Play area, informal recreation		
57	237	Stratton Wood	0.9	Nat/semi nat gr'space		Below Ave Q/Above Ave V	N	Woodland		
58	264	Lodge Lane Play Site	0.4	Amenity greenspace		Below Ave Q/Above Ave V	N	Informal recreation		
59	280	Shoulder of Mutton Wood	1.9	Nat/semi nat gr'space		Below Ave Q/Above Ave V	N	Woodland		
60	288	Upminster Windmill Field	0.9	Small local park		Below Ave Q/Above Ave V	N	Heritage features, grass meadow		
61		Havering Well Garden	0.6	Pocket park	Cat 2	Below Ave Q/Above Ave V	N	Heritage features		
62		Long Wood	0.4	Nat/semi nat gr'space		Below Ave Q/Above Ave V	N	Woodland		
63		Sage Wood	2.5	Nat/semi nat gr'space		Below Ave Q/Above Ave V	N	Woodland		
64		Lilliput Road Open Space	1.0	Amenity greenspace		Below Ave Q/Above Ave V	N	Informal recreation		
65		Sheffield Drive Open Space		Amenity gr'space		Below Ave Q/Above Ave V	N	Informal recreation		
66		The Dell	2.4	Nat/semi nat gr'space		Below Ave Q/Above Ave V	N	Woodland, grass meadows		
67	6	Noak Hill Sports Ground	2.5	Outdoor sports facility		Above Ave Q/Below Ave V	N	Sports pitches		
68	21	Havering Village Green	0.5	Amenity greenspace	Cat 1	Above Ave Q/Below Ave V	N	Heritage features		
69	51	Fleet Close Play Site	0.7	Pocket park		Above Ave Q/Below Ave V	N	Play area, woodland		
70	113	Fielders Sports Ground	1.7	Outdoor sports facility		Above Ave Q/Below Ave V	N	Sports pitch, pavilion, heritage feature		
71	135	New Road Open Space	8.9	Linear open space		Above Ave Q/Below Ave V	N	Informal recreation		
72	136	Brookway Play Site	0.8	Pocket park		Above Ave Q/Below Ave V	N	Play area		
73	160	Oldchurch Park Play Area		Amenity greenspace		Above Ave Q/Below Ave V	N	Play area, teen area		
74	281	St. Edward the Confessor Church Yard	0.2	Cem/Churchyard	Cat 1	Above Ave Q/Below Ave V	N	Churchyard, Heritage features		
75	35	The Glens Play Site	0.3	Pocket park		Below Ave Q and V	N	Play area, informal recreation		
76	57	Ockendon Road Land	0.2	Amenity Greenpeace		Below Ave Q and V	N	Grass area		
77	60	A12 Bund	0.7	Amenity greenspace		Below Ave Q and V	N	Grass area		
78	73	Elliotts Playing Field	1.3	Small local park		Below Ave Q and V	N	Informal recreation		
79	81	Keats Avenue Play Site	2.9	Small local park		Below Ave Q and V	N	Play area, informal recreation		
80	88	Faringdon Avenue Flood lagoon	1.3	Small local park		Below Ave Q and V	N	Informal recreation		
81	114	Boscombe Avenue		Nat/semi nat greenspace		Below Ave Q and V	N	Woodland, grass meadows		
82	129	The Glen Rainham	1.3	Small local park		Below Ave Q and V	N	Play area, informal recreation		
83	143	Chelmsford Avenue Play Site	0.9	Pocket park		Below Ave Q and V	N	Play area, informal recreation		
84	168	Hood Walk Play Site	0.1	Pocket park		Below Ave Q and V	N	Informal recreation		
85	180	Rush Green Road Open Space	1.1	Nat/semi nat greenspace		Below Ave Q and V	N	Informal recreation		
86	187	Whybridge Close Play Site	0.3	Pocket park		Below Ave Q and V	N	Play area, informal recreation		
87	188	Maytree Close Play Site	0.2	Pocket park		Below Ave Q and V	N	Informal recreation		
88	283	Sunflower Way Flood Lagoon	0.5	Amenity greenspace		Below Ave Q and V	N	Informal recreation		
89		North Hill Drive Open Space		Amenity greenspace		Below Ave Q and V	N	Informal recreation		
90		Cornflower Way Open Space	0.5	Amenity greenspace		Below Ave Q and V	N	Informal recreation		
S/TOTAL FOR OTHER PARKS AND OPEN SPACES									£	5,000,000.00
GRAND TOTAL FOR ALL PARKS AND OPEN SPACES										#REF!

Notes:

- London Parks and Gardens Trust categories as follows:
 - Cat1 – sites that should be included in a future council local list of parks and gardens for their historic interest
 - Cat 2 – sites that may possibly be included in a future council local list of parks and gardens for their historic interest
 - Cat 3 – sites that are not candidates for including in a future council local list of parks and gardens for historic interest
- The Quality/Value Assessment referred to above relates to the independent assessment of Havering's parks and open spaces carried out by consultants in 2005 following Planning Policy Guidance 17 (PPG17) 'Planning for Open Space, Sport and Recreation.'



MEETING	DATE	ITEM
CABINET	24 OCTOBER 2007	7

Cabinet Member:
Councillor Roger Ramsey

Relevant Overview & Scrutiny Committee:
Corporate

REPORT OF THE CHIEF EXECUTIVE

SUBJECT: PROPERTY DISPOSALS

1. SUMMARY

- 1.1 At various occasions over the last two years Cabinet approval has been given to the disposal of a number of Council owned sites that had been identified as surplus either as a result of specific projects such as the Corporate Office Property Strategy or more general property reviews carried out by Strategic Property Services.
- 1.2 As the Council has pursued a policy of selling surplus sites for many years it becomes more difficult to identify new sites for disposal that do not pose challenges, either technically or in terms of planning, and especially in respect of objections to disposal that arise in many cases. Nonetheless, constant and ongoing appraisal of property assets to identify disposal opportunities is a requirement on all local authorities and at Havering is essential in providing capital receipts to fund spending to support and enhance Council services. The receipts will be used to support future expansions to the capital programme relative to Council priorities including improvements to parks, children's play facilities, highways and the Hornchurch Urban Strategy.

- 1.3 This report identifies further sites that do not appear to meet the Council's approved criteria for property ownership and therefore need to be considered for disposal.
- 1.4 The report also seeks authorisation to revise the disposal strategy in respect of a previously approved disposal.

2. RECOMMENDATIONS

- 2.1 **That the properties identified in Appendix 1 of this report be declared surplus and authorisation be given for their disposal (subject to obtaining any necessary planning permissions and other consents as appropriate) and that the Property Strategy Manager in consultation with the Assistant Chief Executive (Legal and Democratic Services) be authorised to deal with all matters arising and thereafter to complete the disposal of the properties identified.**
- 2.2 **In respect of the property identified in Appendix 1A that the Lead Member for Resources be authorised to approve all necessary arrangements to effect the disposal and development of the site (subject to any necessary planning permissions and other consents as appropriate).**
- 2.3 **That the revised strategy for the disposal of land at Colne Drive be approved and that the Property Strategy Manager in consultation with the Assistant Chief Executive (Legal and Democratic Services) be authorised to deal with all matters arising and thereafter to complete the disposal of the site.**

3. REPORT DETAIL

- 3.1 On 28 July 2004 Cabinet considered a report entitled "Identification of Potential Property Disposal Opportunities". This report set out the process that was being undertaken to systematically review the Council's land and property assets to ascertain whether the Council should retain ownership of these assets or whether they should be sold.
- 3.2 Since then Cabinet have considered a number of reports that dealt with the results of these systematic reviews and have approved a number of property disposals. Approval has also been given to the disposal of assets that have been declared surplus as a result of specific projects such as the Corporate Office Property Strategy (COPS).
- 3.2 The Council's Asset Management Plan states that land and property assets should only remain in Council ownership if they:
 - need to be retained in Council control for the provision of services

- are of great value to the Council, community and other stakeholders and are in need of the degree of protection from development or other uses afforded only by ownership
 - are investment properties providing a financial return that can fully satisfy relevant investment criteria
- 3.3 The Council continues to need to generate capital receipts from the disposal of assets in order to pursue capital projects. The identification of new disposal and capital receipt opportunities is essential in funding the Council's capital programme. The reality is that much of the capital programme in respect of service improvements relies entirely on new receipts, without which the Council will not be able to undertake capital projects and make improvements in services. The capital allocation bidding process regularly identifies need far in excess of capital availability and selected projects can only be funded with new receipts arising from property disposals. The only alternative is prudential borrowing but unless this involves equivalent savings, the impact would be to add costs to the revenue budget.
- 3.4 The combination of these factors has highlighted the need for a continuing systematic review of the Council's assets to ensure that those that continue to be retained match one of the definitions in paragraph 3.2 above and those that do not are considered for disposal or re-use.
- 3.5 One of these reviews has been carried out by the Head of Cultural and Leisure Services and this has focussed on a number of Council owned areas of open land. Elsewhere on this agenda, Cabinet is considering this review in a report entitled "Green Spaces Project". That report deals with a range of issues relating to the future of parks and open spaces in Havering including the prioritisation of sites, resources required to make them fit for purpose and other improvement measures.
- Paragraph 3.2 of that report proposes the disposal of some sites that are categorised as either Low Value or Low Quality (in amenity terms) and four sites categorised in this way have been looked at in further detail and are highlighted for disposal in Appendix 1 of this report.
- 3.6 In addition to the above a further general examination of disposal opportunities has taken place and, at this stage, a further 2 sites have been identified for disposal and, again, they are shown in Appendix 1 of this report. The financial implications of individual sales are covered within the individual appendices.
- 3.7 Furthermore, on 15th November 2006 Cabinet approved the disposal of an area of land at Colne Drive, Harold Hill. The information that was considered by Cabinet in reaching the decision is attached as Appendix 2 to this report. The decision taken was to sell the land subject to a restriction that the development would consist of older persons housing subject to an age restriction on the occupants of the scheme.

- 3.7.1 The land has been marketed on this basis and bids have been received. A number of these fully complied with the proposed conditions of sale but following a full evaluation process it was not possible to identify a preferred bidder either because the scheme proposed did not appear to be deliverable or because the size of the offer was not high enough to be recommended.
- 3.7.2 Other bids were received that did not comply with the conditions of sale. Some of these bids were considerably in excess of the compliant bids described above but a decision has been taken that none of these should be pursued further at this stage. Firstly, they were not made in line with the Cabinet approval and, therefore, no authority exists to accept them. Secondly, if it is evident that non-compliant bids may well be made at a level that far exceeds the compliant bids it would be prudent to consider whether a completely unrestricted marketing process would bring further benefits to the Council.
- 3.7.3 The site has been withdrawn from the market and it is recommended that it should now be re-marketed without any specific condition of sale. The market will indicate the most valuable form of development (subject to any planning or other legal constraints) and this would almost certainly be for residential development of some type.

4 Financial Implications and risks:

- 4.1 The disposal of the properties identified in this report would generate capital receipts that would accrue interest until they were used in the capital programme.
- 4.2 The Property Strategy Manager is authorised to agree and incur reasonable pre-sale expenses up to a limit of £100,000 per transaction when disposing of property. These pre-sale expenses are offset against the capital receipt from the sale.
- 4.3 Interest on the receipts identified will be dependent on the timing and size of the receipt but for every £million of capital received, interest in the order of £48,000 per annum would be available until the receipt was used for capital purposes.
- 4.4 Where appropriate other financial implications are highlighted on the individual appendices that deal with each of the proposed disposals.
- 4.5 There is a risk that the disposal proceeds may be less than anticipated or that additional pre sale expenses may be identified in which case the Property Strategy Manager would reconsider the position in consultation with the Cabinet Member for Resources
- 4.6 The receipts will be used to support future expansions to the capital programme relative to Council priorities including improvements to parks, children's play facilities, highways and the Hornchurch Urban Strategy.

5 Legal Implications and risks:

- 5.1 There are no direct legal implications in the property review itself or in identifying that certain properties are potentially surplus to the Council's requirements and can be sold.
- 5.2 The legal implications for each individual disposal will be considered on a site by site basis as they are brought to the market.

6 Human Resources Implications and risks:

- 6.1 The report deals with the disposal of surplus land and buildings and therefore has no direct Human Resources implications or risks

7 Equalities and Social Inclusion implications:

- 7.1 The report deals with the disposal of surplus land and buildings and therefore has no Equalities or Social Inclusion implications or risks

8 Reasons for the decision:

- 8.1 In order to improve the efficiency of the Council's portfolio of land and property assets and to generate further capital receipts it is important to ensure that surplus assets continue to be identified for disposal.

9 Alternative options considered:

- 9.1 If these sites are not sold, the most likely alternative is that they remain in their current use. Any other alternatives are identified in the individual appendices for each site.
- 9.2 If the sites are not sold it is likely that the capital programme will have to be reduced or funded from borrowing which will incur additional revenue costs.

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CHERYL COPPELL
Chief Executive

Background Papers List

None

APPENDIX 1

GENERAL FUND SITES

**DISPOSAL OPPORTUNITIES IDENTIFIED THROUGH THE
REVIEW OF PARKS AND OPEN SPACES**

APPENDIX NUMBER	SITE ADDRESS
1A	Land at Linley Crescent, Romford
1B	Land at Hood Walk, Collier Row
1C	Ex Park Keepers House, Spring Farm Park, Rainham
1D	Land at Lodge Lane, Collier Row

OTHER DISPOSAL OPPORTUNITIES

APPENDIX NUMBER	SITE ADDRESS
1E	Land at Corner of Wingletye Lane and Maywin Crescent, Hornchurch
1F	Land at Corner of Hornchurch Road and Abbs Cross Lane, Hornchurch

LAND AT LINLEY CRESCENT, ROMFORD

Housing Revenue Account or General Fund:	General
Site Area:	1.00 acres
Description:	Land
Current use:	Informal open area following the relocation of the playsite elsewhere within King Georges Playing Fields
Planning/Transportation/ Access Issues:	<p>The site is designated as Parks, Open Spaces and Playing Fields. Policy LAR5 of the UDP applies.</p> <p>LAR5 seeks the retention of existing parks and open spaces, with exceptions only being made where:</p> <ul style="list-style-type: none">• It can be clearly demonstrated that the leisure and recreation needs of the area will be at least as well provided for after development• There will be no significant reduction in the quality of the local environment• There will be no loss of a site of nature conservation importance <p>The site is a redundant play site with facilities formerly located there being subjected to vandalism. As a result, the equipment was removed and disposed of and a new playsite was built adjacent to the café at the other end of King George's playing Field. This was part of the 2006/2007 Parks Capital Programme. The site has one existing access route from Linley Crescent.</p> <p>Subject to further detailed appraisals and investigations it would seem that a low key development could be served by the existing access route.</p> <p>The site forms part of a flood zone 3 covered by Policy DC49 of the LDF. Any development proposal will need to demonstrate through formal flood risk assessment and liaison with the Environment Agency that there are no adverse flooding issues thereby satisfying the requirements of PPG25.</p>

Cabinet,24 October 2007

Legal Title:	The site is registered and the title is subject to various restrictive covenants none of which would preclude residential development.
Other Issues:	There is a surface water sewer travelling across the site in a north westerly direction. This is not considered to be in a location which would restrict the development potential of the site.
Financial Implications/ Whole Life Costing and Risks :	The area of land that has been identified for possible disposal does not currently produce an income and is unlikely to do so in the future. Disposal will mean that the Council will not have an ongoing liability to maintain the land. Although this is likely to be a small saving that is difficult to accurately specify the overall effect of disposal will be to reduce revenue expenditure and generate a capital receipt.
Consultation with Service Department: Leisure	<p>The Head of Culture and Leisure advises that this site is not currently used as a play facility and is not likely to be required for such a use in future.</p> <p>Part of the capital receipt will be used to provide play equipment in this part of the park or reinforce provision elsewhere.</p>
Alternative Use Options:	If the site was not developed for residential accommodation, its current informal use would continue.
Disposal Options:	<p>The area is considered potentially suitable for disposal as a development site.</p> <p>It should be noted that the accessway from Linley Crescent is used by the public to obtain access into King George's Playing Field. Any disposal would need to take this into account.</p>
Recommended Strategy:	The site be declared surplus to Council requirements and the Lead Member for Resources be authorised to approve all necessary arrangements to effect the disposal and development of the site (subject to any necessary planning permissions and other consents as appropriate).

LAND AT HOOD WALK, COLLIER ROW

Housing Revenue Account or General Fund:	General
Site Area:	0.35 acres
Description:	Former playsite – play equipment removed due to consistent vandalism
Current use:	Open land
Planning/Transportation/ Access Issues:	<p>The site is subject to the relevant open space/play site policies. As such, it will need to be demonstrated that the disposal of the site will not adversely affect play space provision.</p> <p>The site has two access ways - a vehicular access from Clovelly Gardens (adopted highway) and a pedestrian access from Hood Walk.</p>
Legal Title:	Part of the title is registered and contains no covenants which would restrict residential development.
Other Issues:	Enquiries have shown that there is an underground electricity cable travelling across the site from Clovelly Gardens which runs along the western boundary and out into Hood Walk via the pedestrian accessway. There is also an underground surface water sewer which travels through the site. These are not considered to preclude residential development.
Financial Implications/ Whole Life Costing and Risks :	The area of land that has been identified for possible disposal does not currently produce an income and is unlikely to do so in the future. Disposal will mean that the Council will not have an ongoing liability to maintain the land. Although this is likely to be a small saving that is difficult to accurately specify the overall effect of disposal will be to reduce revenue expenditure and generate a capital receipt.

Consultation with Service Department: Leisure	The Head of Culture and Leisure advises that this is not used as a formal play area and is unlikely to be required for such a use in the future. Alternative play space provision is provided nearby in Rodney Way.
Alternative Use Options:	If the site is not acquired for residential development, it could be acquired by adjoining residents for the purpose of extending their gardens but such disposals are extremely difficult to co-ordinate. Alternatively, its current use would continue.
Disposal Options:	The site is considered suitable for residential development or to extend rear gardens.
Recommended Strategy:	The site be declared surplus to Council requirements and sold.

EX-PARK KEEPERS HOUSE, SPRING FARM PARK

Housing Revenue Account or General Fund:	General
Site Area:	0.14 acres
Description:	Former park keepers property
Current use:	Vacant
Planning/Transportation/ Access Issues:	<p>The site is designated as Park / Open space and Greenbelt within the UDP. Policies LAR5, GRB2 and ENV28 will apply.</p> <p>Access to the site is via the public highway – Lambs Lane North.</p>
Legal Title:	<p>The title is unregistered.</p> <p>There are no covenants that are considered to restrict a future disposal.</p>
Other Issues:	Rainham Tennis Club had expressed interest in the site as a café/club house. This option has not been pursued by the tennis club since late 2006.
Financial Implications/ Whole Life Costing and Risks :	The area of land that has been identified for possible disposal does not currently produce an income. Disposal will mean that the Council will not have an ongoing liability to maintain the land. Although this is likely to be a small saving that is difficult to accurately specify the overall effect of disposal will be to reduce revenue expenditure and generate a capital receipt
Consultation with Service Department: Leisure	The Head of Culture and Leisure Services advises that this property is not required for the management of the adjacent park.
Alternative Use Options:	If the property is not sold it could possibly be used in association with the park (e.g., tennis club) but no current need / demand is apparent.

Cabinet, 24 October 2007

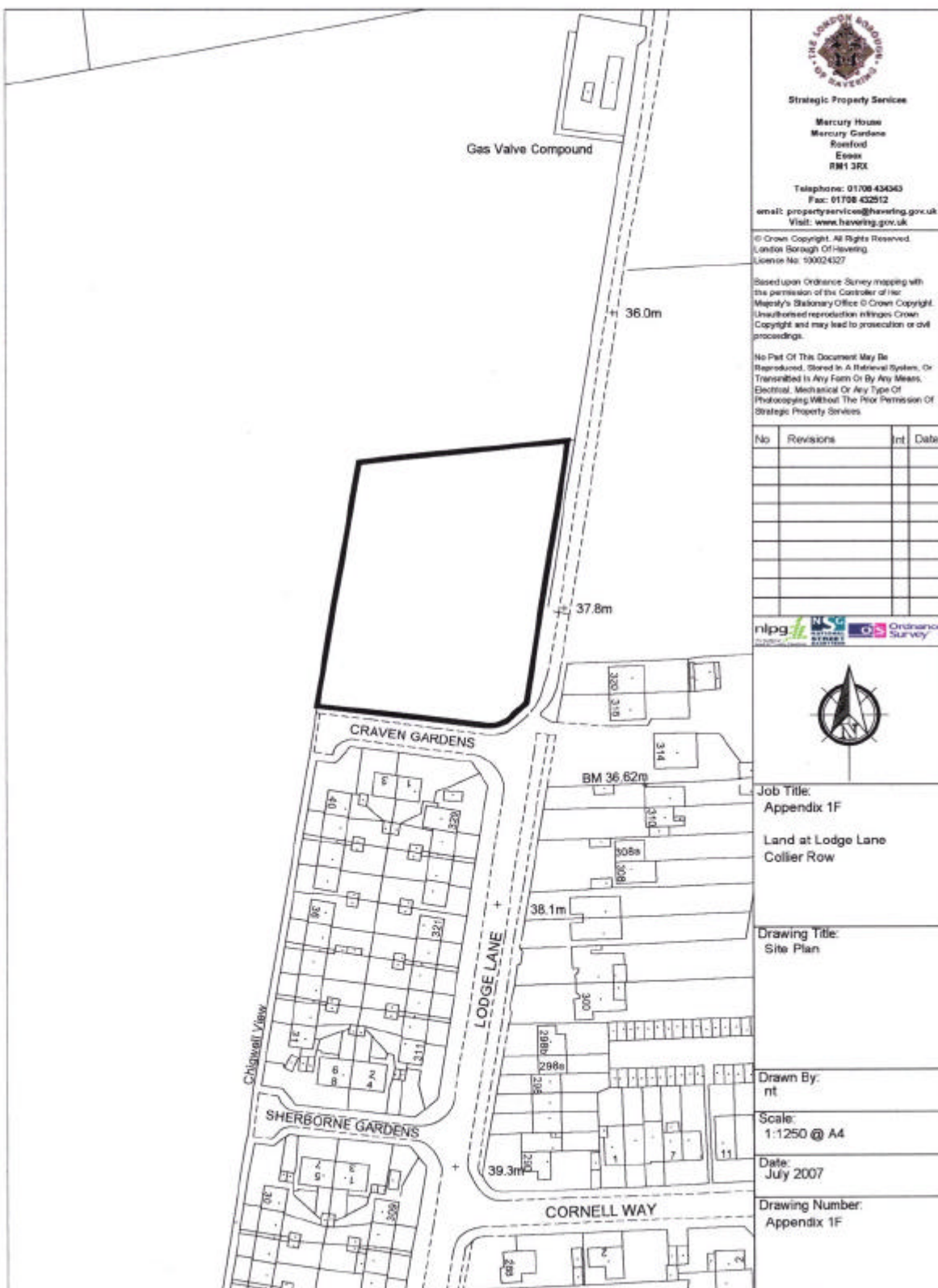
Disposal Options:	The site is considered suitable for residential disposal. There is the potential to demolish and rebuild the existing footprint.
Recommended Strategy:	The site be declared surplus to Council requirements and sold.

LAND AT LODGE LANE, COLLIER ROW

Housing Revenue Account or General Fund:	General
Site Area:	1.00 acres
Description:	Former playsite
Current use:	Informal open area – majority of play equipment removed due to consistent vandalism.
Planning/Transportation/ Access Issues:	The majority of the site is designated greenbelt. The remainder (approx. 0.2 acres) is subject to the relevant open space/play site policies. As such, it will need to be demonstrated that the disposal of the site will not adversely affect play space provision.
Legal Title:	Registered title to be deduced by Legal Services.
Other Issues:	None.
Financial Implications/ Whole Life Costing and Risks :	The area of land that has been identified for possible disposal does not currently produce an income and is unlikely to do so in the future. Disposal will mean that the Council will not have an ongoing liability to maintain the land. Although this is likely to be a small saving that is difficult to accurately specify the overall effect of disposal will be to reduce revenue expenditure and generate a capital receipt.
Consultation with Service Department: Leisure	<p>The Head of Culture and Leisure advises that the site is not required for recreational use and is unlikely to be required in the future.</p> <p>A new high quality playsite provision will be made available as part of the Forest Lodge site that is approximately 600 metres away in Lodge Lane.</p>
Alternative Use Options:	If the site is not sold for development, the current informal use will continue.

Cabinet, 24 October 2007

Disposal Options:	The non-greenbelt section of the site is considered suitable for residential development, possibly for a single dwelling subject to detailed planning and legal title.
Recommended Strategy:	The site be declared surplus to Council requirements and sold.



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No	Revisions	Int	Date



Job Title:
Appendix 1F

Land at Lodge Lane
Collier Row

Drawing Title:
Site Plan

Drawn By:
nt

Scale:
1:1250 @ A4

Date:
July 2007

Drawing Number:
Appendix 1F

LAND AT THE CORNER OF WINGLETYE LANE & MAYWIN CRESCENT

Housing Revenue Account or General Fund:	General
Site Area:	0.35 acres
Description:	Land with gas transmission station on site
Current use:	Land with gas transmission station on site
Planning/Transportation/ Access Issues:	<p>Designated as part of the green chain. Policy LAR9 of the UDP applies.</p> <p>Although this site is designated as being part of the Green Chain the policy does allow for flexibility in the precise alignment of the route provided that the objectives of the Green Chain is achieved</p> <p>The Council treats areas such as this in accordance with Policy LAR5 which seeks the retention of existing parks and open spaces, with exceptions only being made where:</p> <ul style="list-style-type: none">• It can be clearly demonstrated that the leisure and recreation needs of the area will be at least as well provided for after development• There will be no significant reduction in the quality of the local environment• There will be no loss of a site of nature conservation importance <p>The site has frontage on Maywin Drive and Wingletye Lane. Both of these roads are adopted public highways.</p>
Legal Title:	<p>The title is unregistered and does not contain any covenants which would restrict development of the site.</p> <p>A small parcel of the land is subject to a lease in favour of British Gas.</p>
Other Issues:	<p>Any development of the site will need to take account of the existence of the gas governor and gas pipes on site. The location of these features are not considered to prevent residential development.</p>

Cabinet,24 October 2007

Financial Implications/ Whole Life Costing and Risks :	The current reserved rent for the gas governor is £10 per annum and the Council would not receive this if the freehold interest is sold. Disposal will mean that the Council will not have an ongoing liability to maintain the remainder of the land. Although the net effect of disposal is likely to be a small saving this is difficult to accurately specify. The overall effect of disposal will be to reduce revenue expenditure and generate a capital receipt
Consultation with Service Department: Leisure	The Head of Culture and Leisure advises that the site is not required for recreational use.
Alternative Use Options:	If the site is not sold for residential development, it will continue in its current use.
Disposal Options:	The area is considered suitable for disposal as a development site.
Recommended Strategy:	The site be declared surplus to Council requirements and sold.

LAND AT THE CORNER OF HORNCHURCH ROAD & ABBS CROSS LANE

Housing Revenue Account or General Fund:	General
Site Area:	2.29 acres
Description:	Land
Current use:	No existing formal use
Planning/Transportation/ Access Issues:	The site has no UDP designation. The site is situated at the junction of Abbs Cross Lane and Hornchurch Road. Access to the site is possible from either or both road frontages. A Planning Briefing Note has been produced and is attached.
Legal Title:	The title is unregistered and there are no covenants which would restrict the development of the land.
Other Issues:	The site has a number of large trees on it which would warrant protection
Financial Implications/ Whole Life Costing and Risks :	The area of land that has been identified for possible disposal does not currently produce an income and is unlikely to do so in the future. Disposal will mean that the Council will not have an ongoing liability to maintain the land. Although this is likely to be a small saving that is difficult to accurately specify the overall effect of disposal will be to reduce revenue expenditure and generate a capital receipt
Consultation with Service Department: Leisure	The Head of Culture and Leisure Services advise that the land is not part of the adjacent Harrow Lodge Park although operationally Culture & Leisure Services do carry out some grounds maintenance.
Alternative Use Options:	If the site is not sold for residential development, its current informal use will continue.

Cabinet, 24 October 2007

Disposal Options:	The site is considered suitable for residential development. In accordance with the policies being adopted within the Council's Hornchurch Urban Strategy, a high quality development will be pursued for this site.
Recommended Strategy:	The site be declared surplus to Council requirements and sold.

Abbs Cross Gardens – Planning Guidance

The purpose of this brief is to set out how the relevant development plan policies should be interpreted in relation to the site and to provide additional guidance to developers on how the Council's planning objectives can be achieved.

The briefing note provides planning policy guidance on the Abbs Cross Gardens site in Hornchurch. It highlights that this is a key gateway site on the approach to Hornchurch town centre, and that the site has the potential for a high quality residential development that embraces the privileged position the site enjoys and harnesses its topographical and ecological character.

The note refers to the Core Policies (CP) and Development Control Policies (DC) of Havering's recently Submitted Core Strategy and Development Control Policies Development Plan Document, which should be consulted for more detailed information.

Site description

The site is 0.92 ha in area and is grassed with a number of mature established trees within it and on the north, west and south of the site. The River Ravensbourne (and its banks) is a Site of Local Importance for Nature Conservation. The site slopes from west to east upwards away from the river to the point where Abbs Cross Road meets Hornchurch Road.

The site is on the western approach to Hornchurch town centre and is bounded to the north by the A124 (Hornchurch Road), to the east by Abbs Cross Lane, and to the west by the River Ravensbourne. The southern boundary is defined by the old people's bungalows (numbers 20-32 Abbs Cross Lane) and then extends westwards from the rear of 34 Abbs Cross Lane to the Ravensbourne.

Existing development is limited to the south and east of the site. The development to the south runs along Abbs Cross Lane and terminates at the entrance to this site. Development also runs along the eastern side of Abbs Cross Lane. Beyond Annabel Court the development changes from traditional terraced housing to flats which have an oblique relationship to Abbs Cross Lane. At Lyndhurst Drive east, Abbs Cross Lane and Grey Towers Avenue development has been set back from Hornchurch Road to provide a green buffer to Hornchurch Road which enhances the green and open character of the Ravensbourne Valley.

Vehicular access to the site is from Abbs Cross Lane and is currently limited to the bungalows. This road will need to be extended into the site to allow access to any new development. To the south of the site, the land to the rear of numbers 34-80 Abbs Cross Lane is privately owned. Any development of the site should provide and protect a development access route to this land.

Housing

Although this is a green open space, the site is not protected open space and does not form part of Harrow Lodge Park which is situated on the western side of the river. Therefore the land is undesignated on the Submission Proposals Map and, in line with CP1 which aims to increase the supply of new homes, housing is the first priority here.

Due to its proximity to Hornchurch Town Centre the site has a Public Transport Accessibility Level (PTAL) of 3-4, and enjoys a density range of 30-80 units per hectare with regard to DC2, and a corresponding maximum car parking standard of 1-2 spaces per unit. However, please note that due to the absence of a controlled parking zone in this area car free housing would not normally be allowed.

In line with CP2, the proposals must help create sustainable, attractive, mixed and balanced communities and aim to ensure that the needs of those households with special needs are met. As required by DC2 a design-led approach must be taken to determine the type, size and form of new development with regard to local and sub-regional housing needs. For market housing, the indicative mix is: one bed (24%), two bed (41%), three bed (34%), four bed (0) and five bed (1%).

Affordable housing policy will apply to this site. The current policy DC6 requires 35% affordable housing on sites above 15 units or 0.5 hectare, split 70/30 between social rented and intermediate housing. DC6 sets the indicative mix for affordable housing of: one bed (19%), two bed (25%), three bed (47%) and four and five bed (10%).

As highlighted in the introduction this site presents an exciting opportunity to provide a high quality development on a prominent site on the approaches to Hornchurch. In line with DC3, developers will be expected to demonstrate how they have addressed the policies in the plan which impact on the design and layout of new developments. In particular, DC61 sets out detailed urban design criteria that any proposal will need to satisfy and emphasises that development should maintain, enhance or improve the character and appearance of the local area. In this regard, the site presents a number of challenges which developers will need to respond to, in particular:

- The ecological character of the site, particularly the Ravensbourne and its banks which are a Site of Local Importance for Nature Conservation, and the mature trees which are within and bound the site;
- The topographical character of the site. The site rises away from the Ravensbourne to the junction of Abbs Cross Lane with Hornchurch Road, with a change in level of five metres which emphasises the prominent position of the site; and
- Open views to and from the site and the marked transition from the rural character of the Ravensbourne Valley to the more urban character of the Hornchurch approaches beyond Abbs Cross Lane.

Therefore in line with DC61, new development should respond positively to these unique characteristics, in particular by:

Cabinet, 24 October 2007

- Providing a green buffer zone to the Ravensbourne (DC59);
- Integrating trees worthy of retention within the landscaping of the scheme (Please see DC60 and Supplementary Planning Guidance on the Protection of Trees During Development);
- Maintaining the open aspect along Hornchurch Road by setting back development from Hornchurch Road and ensuring development provides a positive frontage to Hornchurch Road and Abbs Cross Lane; and
- Evidencing the change in levels across the site.

At a more detailed level any proposal should not result in unacceptable overshadowing, loss of sunlight/daylight, overlooking or loss of privacy to existing and new properties. This is particularly important with regard to the old people's bungalows, most of which have open access onto the site.

In addition in line with DC7 the Council will seek all new homes to be built to Lifetime Home standards.

In line with DC34, developers will be required to take account of the needs of pedestrians in the design of the new development and access from it to local destinations including Hornchurch Town Centre and Hornchurch Sports Centre and the bus stops on Hornchurch Road and Abbs Cross Lane. Attention also needs to be paid to lighting, safety and security, and barriers to local movement. The need for a new pedestrian crossing across Abbs Cross Lane and access through the site to the westbound bus stop on Hornchurch Road should be investigated. There are no public rights of way on the site.

Similarly, DC35 requires that the design and location of access and circulation of the development takes into account the needs of cyclists and that safe and secure cycle parking is encouraged. Annex 6 of the Core Strategy sets out the following cycle standards:

- Flats – one cycle space per unit
- Dwelling Houses – one per 1 or 2 bed dwelling and two per 3 bed plus dwelling

Developers also need to adhere to DC63 which sets out a range of criteria focused on achieving the 'Secure by Design' award scheme. Please contact Donal Nolan for more advice and also see 'Safer Places' (ODPM, 2004).

Environmental Management

A high priority of the Council is to ensure new development is built to a high standard of sustainable design and construction and minimises its impact on the environment. Due to the Ravensbourne forming the western boundary of the site, part of the site is in a Flood Zone. Therefore with regard to CP15 and DC49, a Flood Risk Assessment will be required and the Environment Agency should be consulted at an early stage. A suitable green buffer should be provided alongside the river to manage flood risk.

Cabinet,24 October 2007

Surface water should be controlled as near to its source as possible. Any proposals should consider the use of sustainable urban drainage systems.

In line with DC50, development must be built to a high standard of sustainable construction. Applicants will be required to produce documentation from the Building Research Establishment to confirm that the development is predicted to achieve a rating of at least 'Very Good' under the Eco-Homes or BREEAM schemes, although the Council will encourage an 'Excellent' rating.

DC51 requires an energy assessment showing how the development has sought to ensure that energy consumption and carbon dioxide emissions are minimised and the incorporation of on-site renewable energy equipment to reduce carbon dioxide emissions by at least 10% (although the Council will encourage 20% in line with further alterations to the London Plan).

With regard to DC52, development of the site must avoid any significant impact on water quality, water courses, groundwater, surface water or drainage systems unless suitable mitigation measures can be secured. This is an issue for this site due to the western boundary being formed by the River Ravensbourne. Applicants will be required as a minimum to incorporate a high standard of water efficiency, including grey water and rainwater recycling, to help reduce water consumption. Sewers cross the site NE and SW quadrants. Thames Water need 6m clearance or diversion.

In line with DC57, the Council may seek river restoration and/or financial contributions towards restoration of the Ravensbourne. Developers are encouraged to refer to the Environment Agency publication 'Bringing Your Rivers Back To Life'. Development should be set back from the river, particularly as the western boundary of the site along the Ravensbourne is identified as a Site of Local Importance for Nature Conservation. In line with DC58, any development of the site should not have an adverse affect on this designation. Moreover, the Council will expect the development to enhance biodiversity in line with Havering Biodiversity Action Plan targets as an integral part of new development, please see DC59.

Other Guidance

Supplementary Planning Guidance on Residential Amenity Space sets out the residential amenity space standards and also includes guidance on distances between the backs of houses. For houses, rear gardens should normally have a minimum area equivalent to 100% of the gross floorspace of the house OR 100 square metres per dwelling, whichever is the greater. For flats and elderly persons accommodation, amenity space should normally be provided with a minimum area of 50 square metres per unit for two bed flats, 40 square metres per unit for one bed flats and 30 square metres per unit for unit for bedsits and studio flats. These are not absolute standards and an important consideration will be the quality of the amenity space; for example, is it screened from public view, convenient, usable and accessible. Of particular relevance to this site is the fact that buildings may overlook green space and if they are designed to benefit from this open aspect this too could justify a reduction in amenity space requirements.

Education contributions

Contributions will be sought towards the capital infrastructure of schools required to meet demands for school generated by the development. Interim Planning Guidance available from the Council's website provides detail on how contributions are calculated.

Colne Drive, Harold Hill

Housing Revenue Account or General Fund:	Housing Revenue Account
Site Area (acres):	0.85 acres
Description:	Land
Current Position:	The Council owns the freehold of the site. An adjacent site has recently been developed and is now in use as an Extra Care scheme.
Current use:	Unused area of larger development site
Planning/Transportation/ Access Issues:	The cleared site had formed part of a larger former residential scheme now demolished. The majority of that land has been used for the provision of an extra care residential scheme. That site was designed so as to not prejudice the possible future development of the remaining land. Therefore the remaining site has potential for residential or specialist residential development in character with the area. Frontage access is available. As with the adjoining site some trees on the site may be worthy of retention in any new development.
Legal Title:	The site is registered and there are no covenants which would restrict the development of the site.
Other Issues:	None
Financial Implications/ Whole Life Costing and Risks :	<p>This is a non-operational area of land which is not subject to Council expenditure barring routine grass cutting. The Council would, therefore, benefit from the complete capital receipt less disposal expenses.</p> <p>Interest from the receipt will be in the order of £48,000 per £million received and will accrue to the General Fund until the capital receipt is used for the provision of social housing, in accordance with Council policy.</p> <p>It should be noted that under the capital legislation, if the receipt is not used for social housing or</p>

	regeneration, 50% of the net receipt (after allowing for disposal costs) would have to be passed to the Government for pooling.
Alternative Use Options:	If the site is not sold on the basis set out below the Council would need to consider other options for disposal.
Disposal Options:	Develop the site in accordance with planning policy
Recommended Strategy:	That the site be declared surplus to Council requirements and sold.
Comments:	<p>When this site was originally considered for disposal the comments considered at that time were:</p> <p><i>“In view of its location immediately adjacent to a new Extra Care scheme and as a result of demand for additional facilities for elderly residents in this area this site will be offered for sale subject to restrictions that the development will consist of older persons housing subject to an age restriction on the occupants of the scheme. The Council will also seek nomination rights over some units.</i></p> <p><i>If these restrictions result in a best offer that is lower than would be expected if the site was sold on an unrestricted basis the Cabinet would need to approve a sale at below Market Value under the General Disposal Consent. It is recommended that the Cabinet Member for resources be delegated to deal with this decision should the need arise.”</i></p> <p>As stated earlier in this report a sale has not been completed on this basis and it is now recommended that it should be re-marketed on an unrestricted basis.</p>



MEETING	DATE	ITEM
CABINET	24 October 2007	8

Cabinet Member: Councillor Roger Ramsay
Relevant Overview & Scrutiny Committee: Corporate Overview & Scrutiny
This is a Key Decision

REPORT OF THE CHIEF EXECUTIVE

SUBJECT: Business Rates Shared Service Initiative in Partnership with the London Borough of Barking & Dagenham

SUMMARY

This report outlines the proposals for entering into a Joint Partnership arrangement with the London Borough of Barking & Dagenham for billing, administration, collection and recovery of Business Rates from commercial properties in both Boroughs.

The objective of moving towards the creation of a shared service is to maximise the use of shared resources, knowledge and experience that will create a more robust and resilient service, generate economies of scale, reduce operational service costs and make efficiency savings. It will also link in with the Audit Commission strategy on Best Value services and the shared services agenda.

Barking & Dagenham have opted to be the lead authority in the development of this partnership and have agreed to host the NNDR (National Non-Domestic Rates) joint team at the current location at 90 Stour Road and undertake the management of all the day to day operational processing work. Havering has agreed as part of their contribution to the partnership to host all the ICT Computer facilities and provide

Cabinet, 24 October 2007

support and maintenance to the joint team. Havering will also be providing other ancillary services such as Post Opening, Scanning & Indexing and Printing.

It is intended that a partnership agreement will be entered into which will detail exactly how the shared service arrangement will operate and identify roles and responsibilities for both parties. It will also include a governance model to determine how the joint team operation will be jointly managed and monitored on a regular basis and provide details of how the financial model will work in respect of costs to be borne by each party.

Having completed the feasibility and evaluation stage of the project this report is seeking approval to adopt this challenging new initiative and proceed to the project implementation and delivery stage with a view to having the new joint venture up and running by 1st April 2008.

RECOMMENDATION

The Cabinet is asked to agree:

1. The principle of entering into a Partnership agreement with the London Borough of Barking & Dagenham for the delivery of an NNDR shared service between the two councils.
2. To support the proposals outlined in the report to implement the NNDR Shared Service initiative.
3. To delegate to the lead member (Resources), together with the Assistant Chief Executive (Legal & Democratic Services) and Director of Finance & Commercial, the approval of the detailed partnership agreement and the finalised business case, unless it is appropriate for Cabinet consideration.

REPORT DETAIL

1. Shared service arrangements are considered to be an important way of achieving efficiencies.
2. Havering approached Barking & Dagenham about a possible shared service for NNDR because of concern over collection performance. Barking & Dagenham's collection rate was amongst the highest in London.
3. Collection rate performance at Havering has now improved, however it was still considered appropriate to continue with the proposition of a shared service and a feasibility study was undertaken.
4. Whilst this project may seem to be a small scale venture with relatively limited savings generated it is key to demonstrate that activities such as these proposals do work before further larger scale projects are undertaken.

Cabinet, 24 October 2007

5. This report details the work that has been undertaken in the feasibility study and the outcomes that can be achieved by developing a new joint team shared service approach.
6. Firstly, a due diligence and discovery process was undertaken to examine how each of the teams worked, resources deployed including ICT requirements, the volume of work undertaken, the policies and procedures in place and identification of the true cost of the current service provision in each Council.
7. From an initial analysis of the information obtained, it was evident that economies of scale could be achieved by establishing a joint team which also had the capability of providing a more resilient service with shared knowledge and expertise coming together in the one team.
8. In discussions between the two parties, it was agreed that Barking & Dagenham would become the lead authority on this project and consult with the relevant stakeholders in formulating proposals for a joint NNDR team approach to be developed and a project manager was engaged on behalf of the two authorities to undertake this assignment.
9. The concept of creating a joint NNDR team in partnership with another Council has already been successfully implemented at Wellingborough B.C. with Northampton B.C but this would be the first such model in London. Consequently, a meeting was convened with representatives of this established Business Rate consortium to discuss the practical implications of setting up a joint venture of this nature and to gain valuable information on how to positively take the project forward.
10. The model being proposed for Barking & Dagenham (LBBD) and Havering (LBH) is based on a true partnership agreement being formed between the two authorities and a governance model being agreed to give equal and fair representation to both parties in managing and monitoring performance. Barking and Dagenham will provide the accommodation to host the staff in the joint team at 90 Stour Road, Dagenham, while Havering will provide all ICT support. Barking and Dagenham will undertake all the processing and administration work required in the Back Office, and will manage the service delivery and performance on behalf of both Councils on a day to day basis. Front office operations (Telephone calls and Personal callers to the offices) will continue to be dealt with at each authority initially and a review undertaken later on to see if any further efficiencies can be gained.
11. It has been agreed that Havering will host all the ICT computer system requirements and provide support and maintenance at Havering to the joint team located at Dagenham. This will be achieved by the provision of a link using the London Public Sector Network environment (or similar) to give access to the computer systems used in the delivery of the service. Under the proposed Shared Service, Havering will also lead on scanning and indexing of all documents. All Business Rates post will be delivered to Havering and scanned & indexed on to the document management systems. Havering will

Cabinet, 24 October 2007

also provide services for the printing and dispatch of documents for the joint service.

12. The draft business case which is attached as an appendix to this report has identified the staffing structure required for a joint team operation and the relevant set up costs involved in taking this project forward and the potential savings that can be gained from adopting this shared service approach in the longer term.
13. The Partnership agreement that will be developed between both authorities will contain a proposed governance model and financial model and detail the specific arrangements under which the shared service partnership will operate.
14. It is therefore considered that in order to deliver a more cost effective and resilient NNDR service in both Councils, the opportunity to engage in a shared service partnership agreement is a groundbreaking way of providing this and will also make some significant efficiency savings in the process.
15. It is anticipated that if members agree this report the ICT support provided by Havering to Barking and Dagenham will be in place by February 2008 and the joint service will be fully functional from Barking and Dagenham by early 2008/09.

Financial Implications:

The financial implications of the project are detailed in the attached draft business case. This requires further refinement and discussions are continuing with the LBB&D. These include further consideration of the allocation of overheads and the final apportionment of the units' costs between boroughs. It is proposed to delegate to the Lead Member (Resources) approval of the final costs before entering into the partnership agreement.

It is however, anticipated that the project will create savings over a five year period, which will start to be realised from year 1.

There are £140k (£70k for each authority) of implementation costs identified to set up the joint team and the associated infrastructure. Havering's contribution will be funded from the bad debt provision on the basis of invest to save with the monies being repaid in the early years of the partnership.

The anticipated savings delivered through the initiative will be considered in the development of the 2008/09 MTFS.

Legal Implications:

The implications will be that a Partnership agreement will need to be drawn up between the two Councils specifying the terms under which the NNDR Shared service will operate and this will need to identify the respective roles and responsibilities within the Partnership. A copy of an existing agreement between two other Councils has been obtained to help formulate the specific needs of LBB&D & LBH.

Cabinet, 24 October 2007

Human Resources Implications:

It is proposed that the permanent established posts of Havering will be transferred to Barking and Dagenham under a TUPE arrangement. In anticipation of this joint initiative, vacant posts in the Revenues Service have been left unfilled and occupied by agency staff. Havering is now in the position of not having to transfer any permanent members of staff to Barking and Dagenham as part of this project. Recruitment of staff to any vacant posts in the new team structure will be undertaken in the normal way for existing staff.

Havering will retain responsibility for the management of ICT support to the proposed joint service.

Reasons for the decision:

The reasons for the adoption of the Shared Service are summarised as follows. Firstly, the proposed initiative, once implemented will deliver operational and cost efficiency savings, maximise the use of shared resources and will create a more robust team to deliver and maintain top quartile collection performance in both Boroughs. These outcomes align directly with the national Shared Services and efficiency agenda.

Secondly, and as one of the first shared service initiatives between two councils in London, the project will provide valuable lessons of how shared services in London may be successfully implemented, and modelling that can be successfully applied to other projects.

Alternative options considered:

Alternatives considered under the completion of this project are summarised:

- Do Nothing;
- Joint Service, Havering complete all Rates and ICT support;
- Joint Service, Barking and Dagenham complete all Rates and ICT support;
- Joint Service, Barking and Dagenham complete Rates, and ICT support outsourced to Academy; and
- Joint Service, Havering provides ICT, Barking and Dagenham provide Rates processing services.

The "Do Nothing" option has not been pursued because that fails to address the national savings and efficiency agenda.

Any of the other four options address the efficiency agenda, with each of the Joint Service options having their own advantages and disadvantages. The chosen option, whereby both Councils maintain a demonstrable stake in the partnership through continued ownership of key service responsibility (Havering retain the ICT support service for NNDR; while Barking and Dagenham retain the NNDR service) is the only approach that allows access to the efficiency agenda, as well as planning for ongoing, and genuine joint ownership of the service as it moves forward.

Staff Contact: Jeff Potter
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Cabinet, 24 October 2007

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**Cheryl Coppel
Chief Executive**

Background Papers List

The full draft Business Case, prepared by the Institute of Revenues Rating and Valuation (IRRV) and completed as a key outcome of the NNDR Feasibility study, is attached as the exempt appendix to this report.