

London Borough of Havering
COUNCIL MEETING

**7.30pm WEDNESDAY, 23 FEBRUARY 2005
AT HAVERING TOWN HALL
MAIN ROAD, ROMFORD**

Members of the Council of the London Borough of Havering are hereby summoned to attend a meeting of the Council as shown to set the Council Tax for 2005/06



Chief Executive

For information about the meeting please contact:

Ian Buckmaster (01708) 432431

ian.buckmaster@haverling.gov.uk

NOTES ABOUT THE MEETING

1. HEALTH AND SAFETY

The Council is committed to protecting the health and safety of everyone who attends its meetings.

At the beginning of the meeting, there will be an announcement about what you should do if there is an emergency during its course. For your own safety and that of others at the meeting, please comply with any instructions given to you about evacuation of the building, or any other safety related matters.

2. MOBILE COMMUNICATIONS DEVICES

Although mobile phones, pagers and other such devices are an essential part of many people's lives, their use during a meeting of the Council can be disruptive and a nuisance. Everyone attending is asked therefore to ensure that any device is switched to silent operation or switched off completely.

3. CONDUCT AT THE MEETING

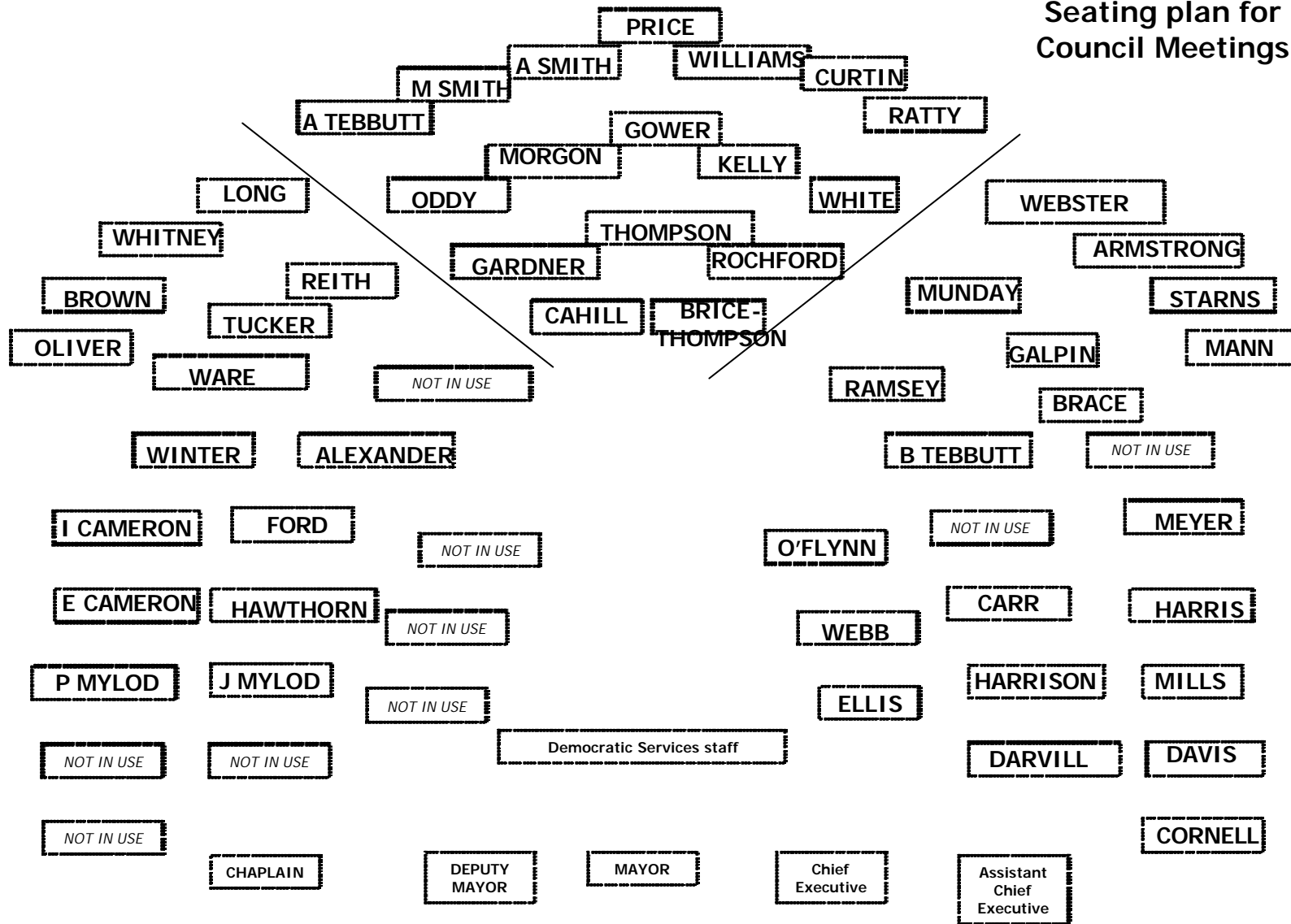
Although members of the public are welcome to attend meetings of the Council, they have no right to speak at them. Seating for the public is, however, limited and the Council cannot guarantee that everyone who wants to be present in the public areas of the Council Chamber can be accommodated. When it is known in advance that there is likely to be particular public interest in an item the Council will endeavour to provide an overspill room in which, by use of television links, members of the public will be able to see and hear most of the proceedings.

PLEASE REMEMBER THAT THE MAYOR 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.

Council, 23 February 2005 - Agenda

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 Council Chamber.

Seating plan for Council Meetings



INFORMATION FOR MEMBERS

Commencement of Meeting

As an aid to Members, a single ring of the division bell will sound 5 minutes before the meeting is due to begin, followed by a double ring at 2 minutes before, at which time Members are asked please to take their seats for the commencement of the meeting.

Control of microphones

Members are reminded that, at Council meetings, the microphones are controlled centrally under the direction of the Mayor. Consequently, Members do not need to press the **MIC ON** button in order to speak, nor to turn off the microphone when they have finished.

The Mayor would find it helpful, however if Members would press the **MIC ON** button in the following instances:

- to indicate that they wish to speak in the course of debate on any motion (including movers and seconders)
- to rise to a point of order, of information or in personal explanation

Voting

When the Mayor calls a division, the division bell will sound briefly. In order to ensure that votes are recorded correctly, Members are asked to wait until the division bell has finished ringing before pressing the appropriate voting button.

Members are, of course, free to change their vote as they choose at any time until the Mayor directs that the votes be counted. Once a count has been called, however, no further change is possible. In the event that a Member's vote appears not to have been recorded, the clerks should be informed immediately, before the result is declared, so that account can be taken of the vote.

Council, 23 February 2005 - Agenda

AGENDA

1 **PRAYERS** will be said by Captain Richard Borrett of the Salvation Army.

2 To receive apologies for absence (if any)

3 **MINUTES**

To sign as a true record the minutes of the Meeting of the Council held on 2 February 2005

4 **ANNOUNCEMENTS BY THE MAYOR OR THE LEADER OF THE COUNCIL**

5 **PROCEDURE**

Any procedural motion in relation to the conduct of business for this meeting

6 **CORPORATE PLANNING AND MEDIUM TERM FINANCIAL STRATEGY - 2005/06 BUDGET**

To consider the report of the Cabinet, 9 February 2005; to agree a budget for 2005/06; and then to set the Council Tax 2005/06.

AMENDMENTS TO THE BUDGET (IF ANY) ARE DUE TO BE SUBMITTED IN THE USUAL WAY BY MIDNIGHT ON MONDAY, 21 FEBRUARY. A SUPPLEMENTARY AGENDA WILL BE CIRCULATED TO ALL MEMBERS ON TUESDAY, 22 FEBRUARY.

ALL MEMBERS ARE ASKED TO BRING TO THE MEETING THE REPORT TO CABINET ON 9 FEBRUARY AND THE SUPPLEMENTARY PAPERS ISSUED SUBSEQUENTLY

Council, 23 February 2005 - Agenda

FOR REFERENCE AT THIS MEETING

Notes

- (1) The Council has a legal obligation to set a Council Tax for 2005/06.
- (2) Section 106 of the Local Government Finance Act 1992 imposes restriction on voting in respect of any Member by whom any Council Tax has remained unpaid for at least two months.

Any Member in doubt as to the position may seek advice before the meeting from the Executive Director, Finance & Planning or the Assistant Chief Executive, Legal & Democratic Services.
- (3) The Cabinet's Report will refer to the Chief Executive's report to the Cabinet. **Members are asked to retain their copy of the Cabinet Report for this purpose.**
- (4) Council Procedure Rule 4 applies to the order of business at this meeting.
- (5) By Council Procedure Rule 12(c)(iii), the speech of any Group Leader (or Member nominated to speak on behalf of a Group Leader: any Group Leader should announce any such nomination when the Mayor invites that Leader to speak) on any motion or amendment relating to the Council Tax should not exceed **twenty minutes**. Members seconding a motion or amendment may speak for eight minutes and participants in general debate for five.
- (6) By paragraph 4 of the Council Procedure Rules, any amendment must be such that the amendment would, if passed, enable a robust budget to be set in the view of the Chief Financial Officer [as it is imperative that there is a level playing field, any new base information relating to or affecting Council tax that comes to light after the Cabinet has made its Council tax recommendations will be supplied to all Groups at the same time by the Section 151 Officer].
- (7) By paragraph 12 of the Convention on motions for debate appended to the Council Procedure Rules, any amendment to the Council tax and budget must be specified in sufficient detail to show the service, financial and staffing effects of any proposals in order that staff may report to the Council on the likely effect of the amendment upon the budget.



**MINUTES OF THE MEETING OF THE COUNCIL OF THE
LONDON BOROUGH OF HAVERING
Havering Town Hall, Romford
2 February 2005 (7.30 pm - 11.00 pm)**

Present: The Mayor (Councillor Louise Sinclair) in the Chair

Councillors June Alexander, Mike Armstrong, Jeffrey Brace, Wendy Brice-Thompson, Malvin Brown, Edward Cahill, Eileen Cameron, Ivor Cameron, Graham Carr, Yve Cornell, Andrew Curtin, Keith Darvill, Jan Davis, Tony Ellis, Gillian Ford, Georgina Galpin, Peter Gardner, Jean Gower, Ray Harris, Bill Harrison, Linda Hawthorn, Steven Kelly, Andrew Mann, Nigel Meyer, Wilf Mills, Raymond Morgon, Eric Munday, John Mylod, Pat Mylod, Barry Oddy, Denis O'Flynn, Chris Oliver, Graham Price, Roger Ramsey, Natasha Ratty, Barbara Reith, Paul Rochford, Alex Smith, Martin Smith, Geoffrey Starns, Jeff Stafford, Alby Tebbutt, Barry Tebbutt, Frederick Thompson, Jeffery Tucker, Owen Ware, Harry Webb, Joseph Webster, Michael White, Reg Whitney, Mike Winter and Daryl Williams

An apology for absence was received from Councillor Len Long.

Ms Jennifer Spearman, Chairman of the Standards Committee and Mrs Debra Collard, Vice Chairman of the Standards Committee, were present for part of the meeting.

Approximately 60 guests and members of public and 3 members of the press also attended.

Mr Paul Taylor of Immanuel Ministries, Havering Grange Centre opened the meeting with prayers.

The Mayor advised Members and the public of action to be taken in the event of emergency evacuation of the Town Hall becoming necessary.

51 MINUTES (Agenda Item 3)

It was **RESOLVED**

that the minutes of the meeting of the Council, held on 8 December 2004 be signed as a true record.

52 DECLARATIONS OF INTEREST (Agenda Item 4)

Councillor Stephen Kelly declared a personal interest in agenda item 11, Election of Deputy Leader of the Council,

Councillor Georgina Galpin declared a personal interest in agenda item 12, Membership of Cabinet, and

Councillor Barry Tebbutt declared a personal interest in agenda item 13, Investment Committee.

Councillors Alby Tebbutt and Barry Tebbutt each declared a prejudicial interest in agenda item 7, Standards Committee and item 14 on the Supplementary agenda, Standards Committee recommendation that Councillor Alby Tebbutt be removed from the Regulatory Services Committee.

53 ANNOUNCEMENTS BY THE MAYOR (Agenda Item 5)

The Mayor's announcements are set out in **Appendix A to these minutes.**

54 FORMER COUNCILLOR JOHNNY JOHNSTON

Following the Mayor's announcement of the recent death of the former Councillor Johnston, members stood as a mark of respect. Councillors Joe Webster, Alby Tebbutt and Denis O'Flynn added their tributes to the late councillor.

55 ANNOUNCEMENTS BY THE LEADER OF THE COUNCIL (Agenda Item 5)

The Leader of the Council's announcements are set out in **Appendix B to these minutes.**

(**Note** – this includes the statement required by minute 39 of the Council meeting held on 13 October 2004)

56 PETITIONS (Agenda Item 6)

Under Paragraph 22 of the Council Procedure Rules Councillor Jeffery Tucker presented a further petition in support of the planning application in respect of a mental health unit on the former Oldchurch Hospital site.

**57 STANDARDS COMMITTEE (Agenda Item 7)
STANDARDS COMMITTEE RECOMMENDATION THAT COUNCILLOR ALBY
TEBBUTT BE REMOVED FROM REGULATORY SERVICES COMMITTEE
(Supplementary Agenda Item 14/14A)**

(Councillors Alby Tebbutt and Barry Tebbutt, having declared prejudicial interests – see minute 52 above – left the meeting during the consideration of these items)

The Mayor indicated that the motion had been accepted by her in accordance with paragraph 2 of the Convention on Motions for Debate and she was satisfied that it qualified as an emergency motion.

Council noted that the Mayor had directed that the debate on the report at item 7 should be amalgamated with the motion.

Council had before them the report of the Standards Committee on 21 December 2004. The report recommended to Council that Councillor Alby Tebbutt be removed from the Regulatory Services Committee for a period of six months for his failure to follow the relevant paragraphs of the Council's Protocol on Probity in Planning.

It was noted that the Leader of the Conservative Group had given notice on 23 December 2004 that Councillor Tebbutt had been removed from membership of the Regulatory Services Committee with effect from 24 December 2004.

Motion by the Labour Group

That the Standards Committee recommendation be implemented with effect from today's date.

Amendment by the Conservative Group

Delete "with effect from today's date"

Insert "from the day the leader of the Conservative Group removed him from that Committee".

The recommendation in the report of the Standards Committee was **AGREED** without going to a vote.

After debate the Conservative Group amendment was **CARRIED** by 34 votes to 15 (see Division 1). The motion, as amended, was **AGREED** without going to a vote and it was -

RESOLVED

- (1) That the recommendation of the Standards Committee, that Councillor Alby Tebbutt be removed from the Regulatory Services Committee for a period of six months for his failure to follow the relevant paragraphs of the Council's Protocol on Probity in Planning, be adopted.
- (2) The Standards Committee recommendation be implemented from the day the Leader of the Conservative Group removed him from that Committee.

Councillors Alby Tebbutt and Barry Tebbutt were re-called to the room. The Mayor then announced the decision of Council as set out above.

58 POLITICAL BALANCE OF COMMITTEES (Agenda Item 8)

Council had before them a report on the political balance of committees following the resignation of Councillor Andrew Curtin from the Conservative Group and his decision to continue as an Independent Member.

The recommendation in the report was **AGREED** without going to the vote and it was-

RESOLVED

That Council agrees to the increase in the size of the Overview & Scrutiny Committees and distributes seats on Committees as follows:

		CONSERVATIVE	RESIDENTS	LABOUR
Licensing	13	6	4	3
Regulatory Services	13	6	4	3
Adjudication & Review	9	4	3	2
Governance	9	4	3	2
Corporate OSC	9	4	3	2
Culture &c OSC	9	4	3	2
Education OSC	9	4	3	2
Environment OSC	9	4	3	2
Housing OSC	9	4	3	2
Social Care &c OSC	9	4	3	2
Appointments	6	3	2	1

Council, 2 February 2005

Audit	6	3	2	1
Investment	6	3	2	1
Standards	6	3	2	1
Total	122	56	40	26

59 MEMBERS' QUESTIONS (Agenda Item 9)

Five questions were listed to be asked under the Council Procedure Rules. The questions and answers are set out in **Appendix C to these minutes.**

60 PROCEDURAL MOTION

A procedural motion was proposed by the Residents' Group which was agreed without going to a vote and it was -

RESOLVED

That the Council consent to the alteration of the text of the Residents' Group amendment from the words set out in item 10A in the Main Agenda to the wording set out in the Second Supplementary Agenda.

(Note – the text is set out in Appendix D to these minutes)

61 INVESTMENT OPPORTUNITIES – Rainham, Wennington and South Havering (Agenda Item 10)

Council had before them a Labour Group motion and a Residents' Group amendment amended by the procedural motion set out in Minute 60 **Note** - for wordings, see Appendix D).

After debate the Residents' Group altered amendment was **CARRIED** by 53 votes to nil (see Division 2). The motion, as amended, was **AGREED** without going to a vote and it was

RESOLVED

This Council welcomes the investment opportunities that have arisen in Rainham, Wennington and South Hornchurch as a result of various Thames Gateway funding initiatives. This Council is determined to ensure that these various initiatives bring tangible benefit to the people of those areas

as well as contributing to improvements for the benefit of the borough as a whole.

In seeking to ensure that these benefits and improvements are forthcoming the Council is resolved that there will be the widest possible involvement of the community, in order that they feel 'done with' rather than 'done to'. To that end the Council has acknowledged the importance of this in the recent consultation exercise on which it has embarked with all interested stakeholders on the community planning framework for the areas concerned.

This recognises that the aspirations of improvement in these areas will only be achieved if the right conditions are created to attract significant external public and private sector investment. It also acknowledges that priority investment is likely to be aimed at increased housing and employment in the areas concerned, but that the Council is anxious to ensure corresponding improvements in transport, education, GP and health facilities, as well as leisure and other community facilities. Similarly the Council will expect to secure significant environmental improvements and an end to the degraded image of much of the area.

The Council also welcomes the interest that the consultation on the development of a planning framework for these areas has already aroused, as well as the interest expressed in a site by Sun International for the location of a regional casino and entertainment complex.

The Council supports the initiative taken by the 'Adamsgate' Group in putting forward their proposals, a planning vision for Rainham as contained within their Rainham Village Design Statement, and will offer assistance, where this will best achieve the overall regeneration of the area, into translating visions such as this into practical reality. Initiatives such as this, together with the Sun City International proposal, the RSPB Nature Reserve and opening up the River's frontage to an assortment of complementary leisure pursuits could together provide a wide range of activities and establish the area's vast tourism potential.

The Council agrees that the feasibility (including funding) of all these possibilities, together with those set out in the Council's own consultation document, should be examined before coming to a conclusion on the structure of the planning framework for the area. It acknowledges, however that the borough faces a once in a lifetime opportunity to attract large scale investment sufficient to provide tangible and lasting benefits for future generations and resolves to work with all stakeholders and partners to secure a package of investment opportunities aimed at satisfying as far as possible the aspirations of all concerned.

It is this Council's intention that Rainham's profile continues to be improved until it rightfully takes its place as a jewel in Havering's crown.

62 ELECTION OF DEPUTY LEADER OF THE COUNCIL (AGENDA ITEM 11)

(Note - Councillor Kelly had previously indicated a personal interest in this item)

Motion by the Administration

That Councillor Stephen Kelly be appointed to the office of Deputy Leader of the Council.

Council voted on the motion which was **CARRIED** by 37 votes to 7 (see division 3) and it was –

RESOLVED

That Councillor Stephen Kelly be appointed to the office of Deputy Leader of the Council.

63 MEMBERSHIP OF THE CABINET (Agenda Item 12)

(Note - Councillor Georgina Galpin had previously declared a personal interest in this item)

Motion by the Administration

That Councillor Georgina Galpin shall be appointed as a Member of the Cabinet in place of Councillor Andrew Curtin.

Councillor Curtin took the opportunity to make a personal statement in respect of the vacancy on the Cabinet and in the office of Deputy Leader of the Council (Minute 62 above refers).

The motion was **AGREED** without going to a vote and it was -

RESOLVED

That Councillor Georgina Galpin shall be appointed as a Member of the Cabinet in place of Councillor Andrew Curtin.

64 INVESTMENT COMMITTEE (Agenda Item 13)

(Note - Councillor Barry Tebbutt had previously declared a personal interest in this item)

Motion by the Administration

That Councillor Barry Tebbutt be appointed as Chairman of the Investment Committee.

The motion was **AGREED** without going to a vote and it was –

RESOLVED

That Councillor Barry Tebbutt be appointed as Chairman of the Investment Committee.

**65 24 HOUR DRINKING AND NEW LICENSING FUNCTIONS
(Main Agenda Item 14)**

The Mayor indicated that the motion had been accepted by her in accordance with paragraph 2 of the Convention on Motions for Debate and she was satisfied that it qualified as an emergency motion.

Motion by Councillors Pat Mylod and Andrew Mann

This Council deplores the proposed new 24 hour drinking law and calls on this Government to delay its implementation until there has been a full and public consultation on its proposals.

Furthermore this Council calls on Government to deal with “Binge Drinking” and the proper funding of the Police before this law is implemented.

Amendment on behalf of the Labour Group**Delete all after “Council” in line 1 insert:**

“welcomes the transfer of responsibility for controlling the licensing of premises for sale of alcohol from magistrates’ courts to local councils. The Council recognises that this transfer is long overdue and is good for local democracy. It also welcomes the integration of entertainments’ licensing functions into one Act, replacing legislation, some over 100 years old and not reflecting modern day lifestyles.

Whilst deploring the cynicism of those parties that have hitherto supported the legislation, this Council nevertheless shares the concerns of those worried about the operation of 24 hour licensing. It recognises, however, that such extensions would only be granted by the Council's own Licensing Committee and that therefore the effects of implementation rest in the hands of local people and local councillors and not in the enabling legislation. Council also notes that since the passing of the Act in 2003 and the implementation date of 7 February 2005, announced in August 2004, our own Licensing Committee has not seen fit to make representations regarding the need for delay in implementation of the legislation.

In considering concerns about "binge drinking" the Council welcomes the government's consultation document "Drinking Responsibly" and instructs the Council's Licensing Committee to consider the document in detail and to submit a response to the Home Office. Council also recognises that there are a range of social and health problems associated with alcohol consumption, not necessarily connected with licensing or hours of opening (eg under-age drinking) and resolves to consider how it may contribute to tackling these."

During the course of this item it was noted that, despite passing 10.30pm, the meeting would continue until the conclusion of the item in accordance with Council Procedure Rule 23.

After debate the Labour Group amendment was **LOST** by 12 votes to 38 (see division 4). The original motion was **AGREED** without going to a vote and it was –

RESOLVED

This Council deplores the proposed new 24 hour drinking law and calls on this Government to delay its implementation until there has been a full and public consultation on its proposals.

Furthermore this Council calls on Government to deal with "Binge Drinking" and the proper funding of the Police before this law is implemented.

(Note – the voting divisions are set out in **Appendix E to these minutes**)

**APPENDIX A
(See Minute 53)****MAYOR'S ANNOUNCEMENTS**

There will be announcements tonight from both me and the Leader of the Council. I will start with mine.

Before I share with you some of our successes since we last met, I would like to take a few moments to pay tribute to Mr Johnny Johnston, a former conservative councillor who passed away in January aged 77. Mr Johnston served the council and the Gidea Park Ward, from 1968 to 1982.

I would also like to take some time to pay our respects to the victims of the Holocaust. The Holocaust Memorial Service in Coronation Gardens and the reception that followed at the local synagogue proved a very moving experience.

It reminded me of my own memories of the war when I first heard of the terrible atrocities and how my views of a so-called civilised society were changed. At the synagogue I met a woman who was sent to England for safe keeping in 1938. She never saw her parents again. Poems by incarcerated children who suffered and died were read aloud. We must never forget such awful events to ensure the past never becomes the future.

Now moving on to my more usual announcements, which I am very pleased to be able to report.

I am delighted to tell you that we are the country's top performing local education authority with an entirely comprehensive based system thanks to the excellent results of our students in GCSE/GNVQ examinations.

Coopers' Company and Coborn School was also classed as England's best comprehensive after pupils achieved A level and GCSE results that put them above many highly selective schools in the English Secondary School League Tables.

I hope you will join with me in sending our congratulations to students, staff, governors and parents on this wonderful achievement.

Congratulations are also in order for April Pumfleet, Havering's Principal Inspector for Development, who was awarded the OBE for her service to education.

It is also extremely heartening that government auditors have found that Havering is improving and have judged us a fair council in our Comprehensive Performance Assessment category. This is another step in the right direction and an endorsement of the commitment by both staff and members to work together to make Havering better for everyone. Well done.

The council is also nearer to becoming one of the few London boroughs to achieve Investors in People with – Finance and Planning and Environment receiving iP status. This means we now have seven of our nine directorates accredited with the mark of excellence.

Havering is also on the shortlist for top awards as council initiatives to improve people's lives and the borough are acknowledged nationally.

Council, 2 February 2005

The council has been shortlisted as a leading light in the government's Beacon Council Scheme for its 'Sustainable Energy' initiative.

The Local Government Chronicle, an influential local government magazine, has announced that Havering and Barking Dagenham Councils have been nominated for an award in the 'Sustainable Communities' category.

Environment's successful driving training programme, which has reduced the number of collisions in the transport section by two thirds, has been shortlisted for an award by Fleet News, a trade magazine.

Events are being planned to celebrate 540 years of the Liberty of Havering along with the 40th anniversary of the creation of Havering Council to honour the best of Havering and focus on having a pride in the borough.

These celebrations were highlighted at the New Years Day Parade by Havering's float which depicted the borough's history from receiving its Liberty to now. My thanks go to Alf Cook and his band of volunteers – members of the Collins School of Performing Arts, The Haverettes, Upminster Windmill Preservation Trust, and The Bretons Entertainers for ensuring that the borough was well represented.

Finally, may I urge all members to submit their motions and questions within the council agenda timetable. I have allowed three more this time, but members should keep within the guidelines to enable us all to give the matters raised our full consideration, and save me from perhaps ruling them out of time.

**APPENDIX B
(See Minute 55)****LEADER OF THE COUNCIL'S ANNOUNCEMENTS**

I am pleased to say that the Council is continuing in its programme of library refurbishments and that the requisition submitted by the Leader of the Opposition and the Leader of the Labour Group has been withdrawn.

The Council's policy is to refurbish all ten libraries in the borough; this will be achieved where possible through either refurbishment or new build and would clearly add to society in the Borough. Over time this means that all libraries in Havering will be refurbished or re-provided.

This policy is founded on the belief that libraries play a central role in the community and provide a valuable local facility. This is borne out of the fact that 14% more people visited Havering libraries in 2003 than in 2002.

I am pleased to be able to announce that the refurbished Upminster Library has now opened to the public and over 1000 people visited it on its first day.

I am also able to update members on progress with regards to Gidea Park and Central Library.

Central Library will shut for a two week period beginning of March in order that fire safety work can be undertaken. There will be further closures during the summer where work will take place to install a lift, replace the boilers, improve accessibility and undertake some redecoration.

Gidea Park Library will close in April for refurbishment and it is expected to reopen in June 2005.

I can also reconfirm my commitment that an additional £1 million has been set aside for library refurbishment in 2006/07 and that this has initially been earmarked to assist with the refurbishment and redevelopment of Hornchurch Library.

Further work is to be commissioned to investigate the feasibility of building new libraries in Elm Park and Collier Row to be funded through redevelopment – this report is expected in the next few months. If this does not appear to be feasible then any of the capital allocated for Hornchurch Library which is not required will then be redirected to fund any shortfall at Elm Park or Collier Row.

In summary, the Administration remains committed to a programme of Library refurbishment and the work continues to achieve this.

Madam Mayor, I am pleased to draw members' attention to the fact that Havering Council has been short listed for Beacon Council Scheme under the 'Sustainable Communities', by the Improvement and Development Agency (IDeA). It should be note that this is the first time that Havering Council has been nominated for Beacon Status.

The Beacon Council Scheme was established by the Government to select a number of councils to act as centres of excellence to be held up as best practice amongst other authorities. Just being short listed is an award in itself is a testament to the hard work and commitment of staff, partners and the cabinet member Councillor Andrew Mann for the work he has done on this issue.

Our sustainable energy activities, undertake across the Council, aim to address social, economical and environmental issues related to energy use. This will enable us to save money, facilitate affordable warmth, provide the environment and health conditions across the borough.

The Council has also focused strongly on affordable warmth by improving the energy efficiency of heating of its housing stock and that of vulnerable residents.

The Council also sees the important role in ensuring that developments in the borough, particularly in that of the London Riverside, are built up with the high environmental standards which will not only improve the borough but will have less negative global impact on the environment.

Madam Mayor, I was pleased to note the performance of our schools in Havering in the most recent tests and examinations. The pupils in our schools continue to obtain well above the national averages and those similar LEA's. Results at the end of KSI for 2004 were comprehensively better than ever achieved and place the borough eighth among the 150 LEA's nationally. Progress in KS3 has been good and Havering young people made one of the biggest gains in the country in relation to English and maths. In 2003 Havering young people achieved the best ever performance for the number of pupils gaining five or more high grade GCSE's. In 2004 the Borough surpassed that excellent performance. The LEA is now ranked 7th of all LEA's and has been reported nationally as the top performing LEA with an all through comprehensive systems. That such very good progress has been made by children and young people in Havering schools is a tribute to them and the commitment and quality of the headteachers, teachers, school governors who made this all possible.

High quality has been recognised by Ofsted inspection reports which has identified outstanding practice in some of the schools visited, and three of the schools were cited by Ofsted as being outstanding in two inspection reports.

Staff in schools and within the Borough's Education Department are not complacent. This is seen in the very challenging targets set by schools for the future and the commitment of staff in that department to work hard with them to achieve these targets.

Finally Madam Mayor, I turn to the C P A. I want to formally report to members that the Council is now officially an improving Council, rated 'Fair' by the Audit Commission. When the Audit Commission reported, in 2002, the Council was rated 'Weak'. Not only was it weak but it was very weak.

I believe it is true to say that rating spurred us into action.

It revealed a number of inadequacies which in our heart of hearts, we know to be true; and we are determined to sort it out.

Since then much hard work has progressed to achieve root and branch improvement. In every area of the Council systems this has been brought up to standard and service improvement.

This has not been easy but we can see the benefits now. The culture of the Council is changing and is still changing. There is much to be positive about attitudes and our residents are noticing the services that we are giving are getting very much better.

Amongst for the things we have done

- We continue to continue to strengthen education – one of the best LEAs in the land
- Improve our environmental services, including planning and the quality of our roads.
- Good ratings for financial management and the administration of benefits.

Just as importantly, the Audit Commission's Annual Letter (which is one of the best that I have ever read) concluded "that the Council is well placed to continue to improve the way it works and the services it provides for local people".

That, for this Administration and for me, is the key point. We are not complacent. We will not rest on our laurels but what we want is the Borough to continue improve and a borough that is one of the best in London.

I am confident, that the improvements we are seeing in housing, libraries, parks and in other areas, will help us to deliver this.

Council, 2 February 2005

I would like to thank Stephen Evans - who has been in the role of Chief Executive for two years now - and his team of Executive Directors and everyone for changing the mood and turning this Council round.

I would also like to pay tribute to the work of all Councillors sitting here today. There has been a strong cross-party consensus, support for improvement (and I would like to thank both Barbara Reith and Ray Harris especially for their help in this achievement).

I will continue, we will we continue, to work together in a way that I am confident that we will be able to make sure that this Council continues to deliver high quality of services for the residents of Havering which of course they deserve.

We will be the best – I am confident of that!

**APPENDIX C
(See Minute 59)****QUESTIONS AND REPLIES****1. SICKNESS ABSENCE**

To the Leader of the Council (Councillor Michael White)
(By Councillor Malvin Brown)

Can the Leader of the Council explain why the SMT has failed to manage sickness and absence?

The Administration's failure has resulted in the rolling year figures for sickness and absence remaining abnormally high at above 14 days per employee per year. Social Services lead the charge with their absences actually increasing over the last 2 year period to the dizzy heights of extremity at 27 days per employee!

Does the Leader of the Council propose to do anything new to curb these excesses, in order to bring them out of the realms of mickey-taking and back to a level that is consistent with those permitted by well run Councils?

Answer

The management of sickness absence is a matter of priority for both the SMT and the Cabinet. A range of measures have been put in place to help reduce absence and I am happy to report that in the current financial year, absence levels have decreased significantly month on month compared to the previous financial year. If absence levels continue at their current rate, it is predicted that there will be a 20% reduction in the number of days taken by the end of this financial year. This is a very significant achievement indeed.

This is reported in the Performance Monitoring Pack but it may be that Councillor Brown has missed it and has only picked up the rolling-year figure, which, of course, reports the previous twelve months and not current performance.

2. COUNCIL TAX CHARGES

To the Leader of the Council (Councillor Michael White)
(By Councillor Jeffrey Tucker)

Calculations show that if Council Tax had increased only in line with inflation since 1994 a Band D Council Tax would be £639.43 rather than £1284.00 that is being paid in this financial year, as seen in the tables attached*.

Does the Leader agree that the Havering's element of next year's Council Tax MUST only increase in line with inflation if we are to avoid putting residents into further severe financial difficulty?

We cannot control levies and precepts but we do control the Council's direct spending.

Will the Leader explain what he proposes to do to keep Havering's element affordable? If we carry on increasing Council Tax at rates above inflation as we have in the past it will become even more crippling.

* The tables referred to appear at the end of this paper

Council, 2 February 2005

- (1) Table one shows what the actual charges have been.
- (2) Table two shows what the charge would have been if the increase had been in line with inflation.
- (3) Table three shows how much extra we have forced people to pay by increasing above inflation.

Response

The Council would like to only increase Council Tax levels by inflation. However, it has to be mindful of the need to set a robust budget that delivers services to the community and ensure compliance with all our obligations.

The Council is striving to stabilise Council Tax levels in the borough, having regard to these issues and the ability to pay, and the approach is set out in the Medium Term Financial Strategy, which was agreed by this Council in July.

The past level of increase in Council Tax levels was part of the reason why the Administration worked hard to keep the Council Tax increase for 2004/05 to a minimum, resulting in the lowest increase in the last 9 years. Whilst I have not checked your detailed figures, I have noticed that the figures do also contain the GLA precept which the Council cannot control.

The Council is mindful of the hardship suffered by individuals and has actively promoted benefit take up. This will continue. The Council also considers hardship when agreeing recovery action for debts owed to the Council.

3. MAYLANDS FIELD

To the Chair of Regulatory Services Committee (Councillor Jeffrey Brace)
(By Councillor Bill Harrison)

What progress has been made concerning planning enforcement at Maylands Field and the car wash adjoining the A12 at Harold Wood?

Answer

The Planning Service is seeking compliance through continued liaison with the owner of Maylands Field. At this stage it is not considered expedient to seek prosecution of the enforcement notices.

4. ROMFORD RING ROAD – REPAIRS TO CENTRAL RESERVATION

To Cabinet Member for Street Environment (Councillor Joe Webster)
(By Councillor Mike Winter)

As there are certain places on the ring road where the central reservation is regularly damaged by vehicles, has any work been done (a) to identify whether there may be a cause other than poor or dangerous driving or (b) to replace the current metal reservation with something more resilient? Could the Lead Member also confirm whether the cost of these repairs are borne by this Council?

Answer

(a) We can only investigate personal injury accidents (PIAs), as the police tend to be called. They make an assessment of what in their opinion was the cause of the accident. This is recorded and finds its way into official statistics

Council, 2 February 2005

Over the last 3 years we have established that there have been 8 PIAs (7 slight and 1 serious) resulting with a collision with the central reserve which may or may not have resulted in damage to the pedestrian guard rail. We have also found that there have been 3 pedestrian PIAs (2 slight and 1 serious) over a similar period involving pedestrians crossing the Ring Road not at crossings. Of the 8 PIAs resulting in a collision with the central reservation, one was due to driver illness, one was attributed to a slippery road surface and the remaining 6 were attributed to speeding or dangerous overtaking by the driver.

(b) The only option for barriers in central reservations are safety fences – open box beam, corrugated tensioned / untensioned or wire rope. These would not have the deterrent effect of stopping pedestrians crossing the road and are also liable to damage when hit and would possibly cost more to repair.

These types of barrier are not normally erected on 30mph roads or in an urban environment.

The only more resilient option would be a concrete safety barrier. This would necessitate a huge initial capital investment at an estimated cost in excess of £200K. Also it has to be considered whether a concrete central reserve barrier is suitable in the urban environment.

Whenever we are able to identify the driver of the vehicle involved in an accident resulting in damage to the central reservation we endeavour to recover the total cost to the authority of any repairs. If we are unable to identify the person who caused the damage the cost of repair is borne by the council through the revenue maintenance budget.

5. REFURBISHMENT OF HORNCHURCH LIBRARY

To the Leader of the Council (Councillor Michael White)
(By Councillor Linda Hawthorn)

Whilst acknowledging the news that £1 million has been found to refurbish Hornchurch Library is very good, it does seem mysterious that this vast sum has somehow appeared like a rabbit from a magicians hat.

You are quoted in the paper that this sum has been found from capital projects that haven't gone ahead, and by housekeeping by officers.

Can the Leader advise which capital projects he is referring to, and the main housekeeping by officers which has been made?

Answer

I am pleased that you are supportive of the extra £1 million to refurbish Hornchurch Library.

As part of the Medium Term Financial Strategy process a detailed review of the capital available and the priorities for that capital has been undertaken. This has involved both reviewing capital proposals and assessing and reassessing their importance against Council priorities.

Where through good housekeeping officers have been able to deliver capital projects for less than that anticipated, this surplus has been added back to the amount of capital available. Members receive full details of capital spend on projects as part of the monthly Member Performance Pack.

One of the outcomes of this process is that an additional £1 million has been allocated for library refurbishment in 2006/2007. In due course a more detailed paper about any further enhancement/expansion of the Council's capital programme will be produced for Cabinet and at

Council, 2 February 2005

that time you will be able to review the detail of these proposals. In addition a detailed report will be produced for Cabinet setting out how the additional £1 million for library refurbishment will be allocated.

TEN YEARS L.B.HAVERING COUNCIL TAX CHARGES

YEAR	% INCREASE	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
1994		330.00	385.00	440.00	495.00	605.00	715.00	825.00	990.00
1995	11.1	366.68	427.78	488.89	550.00	672.23	794.45	916.68	1100.01
1996	8.2	396.67	462.77	528.89	595.00	727.22	859.44	991.67	1190.00
1997	9.9	436.00	508.67	581.33	654.00	799.33	944.67	1090.00	1308.00
1998	10.7	482.66	563.11	643.56	724.00	884.89	1045.78	1206.66	1448.00
1999	9.1	526.67	614.44	702.23	790.00	956.56	1141.11	1316.67	1580.00
2000	8.0	568.67	663.44	758.23	853.00	1042.56	1232.11	1421.67	1706.00
2001	12.4	639.33	745.89	852.44	959.00	1172.11	1385.22	1598.33	1918.00
2002	8.1	691.33	806.56	921.78	1037.00	1267.44	1497.89	1728.33	2074.00
2003	17.3	810.67	945.78	1080.89	1216.00	1486.22	1756.44	2026.67	2432.00
2004	5.6	856.06	998.67	1141.33	1284.00	1569.33	1854.67	2140.00	2568.00

TEN YEARS L.B.HAVERING COUNCIL TAX PAYMENTS ABOVE INFLATION

YEAR	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
1994	0	0	0	0	0	0	0	0
1995	27.11	31.62	36.13	40.65	49.69	58.72	67.76	81.30
1996	45.72	53.34	60.96	68.59	83.82	99.06	114.31	137.16
1997	76.03	88.72	101.38	114.06	140.29	164.75	190.09	228.10
1998	112.33	131.07	149.78	168.51	205.94	243.40	280.83	337.00
1999	148.27	172.98	197.69	222.49	271.81	321.24	370.66	444.78
2000	185.91	216.86	247.84	278.91	340.76	402.73	464.69	557.61
2001	246.78	287.92	329.04	370.27	452.41	534.69	616.95	740.33
2002	285.35	332.93	380.48	428.14	523.13	618.27	713.39	856.05
2003	393.24	461.79	524.32	589.97	720.92	852.01	983.11	1179.70
2004	429.70	501.26	572.85	644.57	787.65	930.89	1074.11	1288.90
TOTAL	1950.44	2278.49	2600.47	2926.16	3576.62	4225.76	4875.90	5850.93
+ GDP INTEREST	184.26	215.12	245.66	276.42	337.77	399.21	460.63	552.74
GRAND TOTAL	2134.70	2493.61	2846.13	3202.58	3914.39	4624.97	5336.53	6403.67

TEN YEARS COUNCIL TAX CHARGES IN LINE WITH INFLATION

YEAR	% INCREASE	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
1994		330.00	385.00	440.00	495.00	605.00	715.00	825.00	990.00
1995	2.90	339.57	396.16	452.76	509.35	622.54	735.73	848.92	1018.71
1996	3.35	350.95	409.43	467.93	526.41	643.40	760.38	877.36	1052.84
1997	2.57	359.97	419.95	479.95	539.94	659.94	779.92	899.91	1079.90
1998	2.88	370.33	432.04	493.78	555.49	678.95	802.38	925.83	1111.00
1999	2.18	378.40	441.46	504.54	567.51	693.75	819.87	946.01	1135.22
2000	1.16	382.79	446.58	510.39	574.09	701.80	829.38	956.98	1148.39
2001	2.55	392.55	457.97	523.40	588.73	719.70	850.53	981.38	1177.67
2002	3.42	405.98	473.63	541.30	608.86	744.31	879.62	1014.94	1217.95
2003	2.82	417.43	486.99	556.57	626.03	765.30	904.43	1043.56	1252.30
2004	2.14	426.36	497.41	568.48	639.43	781.68	923.78	1065.89	1279.10

**APPENDIX D
(See Minutes 60 and 61)****INVESTMENT OPPORTUNITIES – RAINHAM, WENNINGTON AND SOUTH HORNCHURCH****Motion by the Labour Group**

This Council welcomes the investment opportunities that have arisen in Rainham, Wennington and South Hornchurch as a result of various Thames Gateway funding initiatives. This Council is determined to ensure that these various initiatives bring tangible benefit to the people of those areas as well as contributing to improvements for the benefit of the borough as a whole.

In seeking to ensure that these benefits and improvements are forthcoming the Council is resolved that there will be the widest possible involvement of the community, in order that they feel 'done with' rather than 'done to'. To that end the Council has acknowledged the importance of this in the recent consultation exercise on which it has embarked with all interested stakeholders on the community framework for the areas concerned.

This recognises that the aspirations of improvement in these areas will only be achieved if the right conditions are created to attract significant external public and private sector investment. It also acknowledges that priority investment is likely to be aimed at increased housing and employment in the areas concerned, but that the Council is anxious to ensure corresponding improvements in transport, education, GP and health facilities, as well as leisure and other community facilities. Similarly the Council will expect to secure significant environmental improvements and an end to the degraded image of much of the area.

The Council also welcomes the interest that the consultation on the development of a planning framework for these areas has already aroused, including the initiative taken by the 'Adamsgate' group in putting forward their proposals, as well as the interest expressed in a site by Sun International for the location of a regional casino and entertainment complex.

The Council agrees that the feasibility (including funding) of all these possibilities, together with those set out in the Council's own consultation document, should be examined before coming to a conclusion on the structure of the planning framework for the area. It acknowledges, however, that the borough faces a once in a lifetime opportunity to attract large scale investment sufficient to provide tangible and lasting benefits for future generations and resolves to work with all stakeholders and partners to secure a package of investment opportunities aimed at satisfying as far as possible the aspirations of all concerned.

Amendment by the Residents' Group

- (i) **Delete** the words "including the initiative taken by the 'Adamsgate' group in putting forward their proposals," from the fourth paragraph;
- (ii) **Insert a new paragraph after the fourth paragraph:**

This Council supports the initiative taken by the 'Adamsgate' group in putting forward their proposals, a planning vision for the Rainham as contained within the their

Rainham Village Design Statement, and will offer assistance, where possible, into translating visions such as this into practical reality. Initiatives such as this, together with the Sun City International proposal, the RSPB Nature Reserve and opening up the River's frontage to an assortment of complementary leisure pursuits could together provide a wide range of activities and establish the area's vast tourism potential.

(iii) Add a new paragraph at the end:

It is this Council's intention that Rainham's profile continues to be improved until it rightfully takes its place as the jewel in Havering's crown.

Further Amendment by the Residents' Group, referred to in the procedural motion

Insert a new paragraph after the fourth paragraph:

It is understood that the Residents' Group will seek by procedural motion the Council's consent to alter t of its amendment to the fourth paragraph (shown at (ii) in the original amendment) to read –

The Council supports the initiative taken by the 'Adamsgate' Group in putting forward their proposals, a planning vision for Rainham as contained within the their Rainham Village Design Statement, and will offer assistance, where this will best achieve the overall regeneration of the area, into translating visions such as this into practical reality. Initiatives such as this, together with the Sun City International proposal, the RSPB Nature Reserve and opening up the River's frontage to an assortment of complementary leisure pursuits could together provide a wide range of activities and establish the area's vast tourism potential.

VOTING RECORD

<i>DIVISION NUMBER:</i>	1	2	3	4
The Mayor [Cllr. Louise Sinclair]	✓	✓	✓	✗
The Deputy Mayor [Cllr. Jeff Stafford]	✗	✓	O	✓
<u>CONSERVATIVE GROUP</u>				
Cllr. Michael White	✓	✓	✓	✗
Cllr. Mike Armstrong	✓	✓	✓	✗
Cllr. Jeff Brace	✓	✓	✓	✗
Cllr. Wendy Brice-Thompson	✓	✓	✓	✗
Cllr. Eddy Cahill	✓	✓	✓	✗
Cllr. Georgina Galpin	✓	✓	✓	✗
Cllr. Peter Gardner	✓	✓	✓	✗
Cllr. Jean Gower	✓	✓	✓	✗
Cllr. Steven Kelly	✓	✓	✓	✗
Cllr. Andrew Mann	✓	✓	✓	✗
Cllr. Raymond Morgon	✓	✓	✓	✗
Cllr. Eric Munday	✓	✓	✓	✗
Cllr. Barry Oddy	✓	✓	✓	✗
Cllr. Graham Price	✓	✓	✓	✗
Cllr. Roger Ramsey	✓	✓	✓	✗
Cllr. Natasha Ratty	✓	✓	✓	✗
Cllr. Paul Rochford	✓	✓	✓	✗
Cllr. Alex Smith	✓	✓	✓	✗
Cllr. Martin Smith	✓	✓	✓	✗
Cllr. Geoffrey Starns	✓	✓	✓	✗
Cllr. Alby Tebbutt	ID	✓	✓	✗
Cllr. Barry Tebbutt	ID	✓	✓	✗
Cllr. Frederick Thompson	✓	✓	✓	✗
Cllr. Joe Webster	✓	✓	✓	✗
Cllr. Daryl Williams	✓	✓	✓	✗
<u>RESIDENTS' GROUP</u>				
Cllr. Barbara Reith	✓	✓	✓	✗
Cllr. June Alexander	✓	✓	✓	✗
Cllr. Malvin Brown	✗	✓	O	O
Cllr. Eileen Cameron	✓	✓	✗	✗
Cllr. Ivor Cameron	✓	✓	✗	✗
Cllr. Gillian Ford	O	✓	✓	✗
Cllr. Linda Hawthorn	✓	✓	✗	✗
Cllr. Len Long	A	A	A	A
Cllr. Nigel Meyer	✗	✓	O	✓
Cllr. John Mylod	✓	✓	✓	✗
Cllr. Patricia Mylod	✓	✓	O	✗
Cllr. Chris Oliver	✗	✓	✗	✗
Cllr. Jeffrey Tucker	O	✓	✗	✗
Cllr. Owen Ware	✓	✓	✓	✗
Cllr. Reg Whitney	✓	✓	✓	A
Cllr. Mike Winter	✗	✓	✗	✗
<u>LABOUR GROUP</u>				
Cllr. Ray Harris	✗	✓	✓	✓
Cllr. Graham Carr	✗	✓	O	✓
Cllr. Yve Cornell	✗	✓	✓	✓
Cllr. Keith Darvill	✗	✓	O	✓
Cllr. Jan Davis	✗	✓	✓	✓
Cllr. Tony Ellis	✗	✓	O	✓
Cllr. Bill Harrison	✗	✓	O	✓
Cllr. Wilf Mills	✗	✓	✓	✓
Cllr. Denis O'Flynn	✗	✓	✓	✓
Cllr. Harry Webb	✗	✓	O	✓
<u>Independent Member</u>				
Cllr. Andrew Curtin	✓	✓	✗	O
TOTALS				
YES	34	53	37	12
NO	15	0	7	38
ABSTAIN/NO VOTE	2	0	9	2
DECLARATION OF INTEREST/NO VOTE	2	0	0	0
ABSENT FROM MEETING	1	1	1	2

IN FAVOUR ✓

AGAINST ✗

NOT VOTING O

ABSENT A

INTEREST DECLARED ID



COUNCIL

23rd FEBRUARY 2005

6

REPORT OF CABINET 9 February 2005

CORPORATE PLANNING AND MEDIUM TERM FINANCIAL STRATEGY 2005/06 BUDGET

The Council has to formally resolve that it calculates certain figures, which broadly are:

- its gross expenditure, including contingency and levies (but not precepts),
- Its gross income from specific grant and other sources
- the difference between the two, being the amount which the Council needs for its own services to be paid from the collection fund
- external finance from the Government,
- and any surplus/deficit on the collection fund
- the Council Tax for each band for the net position of all these figures, including precepts

Members are asked to bring their copy of the Cabinet report, appendices and annex with them to the meeting and to note that an amended copy of the resolution may be circulated should it be necessary following the final notification of the GLA breakdown across bands.

Attached to this report are:

- a revised Council Tax statement, marked as Appendix M (provisional), to be amended following the final notification of the levies
- Annex A to this report which provides supporting information to the resolutions
- Annex B which was information tabled at the Cabinet meeting
- Annex C which sets out the approach to budget robustness required by the Local Government Act 2003
- Annex D which are the minutes of the Cabinet meeting.
- Annex E which is the **final draft** of the Corporate Development Plan.

In the light of the above **Cabinet recommends the Council to adopt the following resolutions as set out below.**

The effect of adopting this resolution would be to set the Council Tax for a band D property at £1,328

RECOMMENDATIONS

1. That the following as submitted in the report to Cabinet be approved:
 - a) The revenue estimates for 2005/2006.
 - b) The capital programme for 2005/2006.
2. That it be noted that under delegation the Chief Finance Officer has calculated the amount of 86,800 (called T in the regulations) as its Council Tax base for the year 2005/2006 in accordance with regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 made under Section 33(5) of the Local Government Finance Act 1992.
3. That the following amounts be now calculated by the Council for the year 2005/2006 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:
 - a) 433,216,488 being the aggregate of the amounts which the Council estimates for the items set out in section 32(2)(a) to (e) of the Act.
 - b) 170,501,800 being the aggregate of the amounts which the Council estimates for the items set out in Section 32(3)(a) to (c) of the Act.
 - c) 262,714,688 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with section 32(4) of the Act, as its budget requirement of the year.

This figure is R in the regulations.
 - d) 169,545,304 being the aggregate of the sums which the Council estimates will be payable for the year into its general fund in respect of redistributed non-domestic rates, revenue support grant or additional grant (increased by the amount of the sums which the Council estimates will be transferred in the year from its collection fund to its general fund in accordance with Section 97 (3) of the Local Government Finance Act 1988) or (reduced by the amount of the sums which the Council estimates will be transferred in the year from its general fund to its collection fund in accordance with Section 97(4) of the local

Government Finance Act 1988) and (increased by the amount of any sum which the Council estimates will be transferred from its collection fund to its general fund pursuant to the directions under Section 98(4) of the Local Government Finance Act 1988) or (reduced by the amount of any sum which the Council estimates will be transferred from its general fund to its collection fund pursuant to the directions under Section 98(5) of the Local Government Finance Act 1988) and the Local Authorities (Alteration of Requisite Calculations) (England) Regulations 1999.

This figure is P in the regulations.

- e) 93,169,384 being the amount at 3(c) above less the amount at 3(d) above, which is then divided by the amount at 2 above, calculated by the Council, in accordance with Section 33(1) of the Local Government Finance Act 1992, as the basic amount of its Council Tax for the year.

f)

Valuation Bands London Borough of Havering	
	£ p
A	715.58
B	834.85
C	954.11
D	1073.38
E	1311.91
F	1550.43
G	1788.97
H	2146.76

being the amount given by multiplying the amount at 3(e) above by the number which, in the proportion set out in Section 5(1) of the 1992 regulations, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36 (1) of the Local Government Finance Act 1992, as the amounts to be taken into account for the year in respect of categories of dwellings listed in differing valuation bands.

4. That it be noted for the year 2005/06 the major precepting authority (the GLA) has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of the dwellings shown below (for the purposes of this report, the precept increase now proposed by the Mayor of £254.62 for a Band D property has been used; the budget was approved by the London Assembly at its meeting on 14 February. The final detailed bandings are still awaited):

Valuation Bands	Greater London Authority
	£ p
A	169.75
B	198.04
C	226.33
D	254.62
E	311.20
F	367.78
G	424.37
H	509.24

5. That, having calculated the aggregate in each case of the amounts at 3(f) and 4 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2005/06 for each of the categories of dwellings shown below:

Valuation Bands	£ p
A	885.33
B	1032.89
C	1180.44
D	1328.00
E	1623.11
F	1918.21
G	2213.34
H	2656.00

The effect of adopting this resolution would be to set the Council Tax for a band D property at £1,328

6. That any Council Tax payer who is liable to pay an amount of Council Tax to the Authority in respect to the year ending on 31st March 2006, who is served with a demand notice under Regulation 20(2) of The Council Tax (Administration and Enforcement) Regulations 1992 and who makes payment to the Authority of the full balance of the estimated amount shown on that demand by 1st April 2005, may deduct a sum equivalent to 1.5% of and from the estimated amount and such reduced amount shall be accepted in full settlement of that estimated amount.
7. Recommend that Council approve the Housing Revenue Account budget report and recommendations shown at Appendix E of the Cabinet report.
8. Recommend in respect of Treasury Management and the Prudential Code that Council:

- I. Re-affirms the Treasury Policy Statement set out in Section 2 of Appendix O.
 - II. Approves the Treasury Management Strategy set out in Section 3 of Appendix O together with the Prudential Indicators for Treasury Management and External Debt.
 - III. Approves the Annual Investment Strategy set out in Section 4 of Appendix O.
 - IV. Notes the Treasury Management budget for 2005/06 set out in Section 5 of Appendix O), which has been included in the overall Council budget.
 - V. Approves the prudential indicators for capital finance set out in Section 6 of Appendix O) as required under the Regulations.
9. Recommend that Council delegate a review of the Treasury Management Strategy to Investment Committee.
 10. Recommend that Council approves the Corporate Development Plan and authorises the Chief Executive to make any necessary changes and additions prior to its publication.

**LONDON BOROUGH OF HAVERING
COUNCIL TAX STATEMENT – 2005/06 BUDGET**

Estimate 2004/05 £	Havering's Expenditure	Estimate 2005/06 £	
239,710,705	Committee expenditure	251,221,140	
500,000	Provision for ill health retirements/exit costs	1,000,000	
2,589,433	General Contingency	2,013,923	
242,800,138		254,235,063	
242,800,138	Havering's Own Expenditure	254,235,063	
	Levies		
8,256,000	East London Waste Authority	7,832,000	Provisional
138,572	Environment Agency (Thames)	149,094	Final
13,115	Environment Agency (Anglia)	13,002	Provisional
462,740	Greater London Magistrates' Courts Authority	-	
240,544	Lee Valley Regional Park Authority	252,608	Final
227,427	London Pensions Fund Authority	232,921	Final
9,338,398	Sub Total – Levies	8,479,625	
252,138,536	Sub Total – Total Expenditure	262,714,688	
	External Finance		
-98,934,844	Revenue Support Grant	-94,625,724	
-62,633,003	National Non Domestic Rate	-74,840,000	
-161,567,847	Sub Total – External Finance	-169,465,724	
-309,875	Collection Fund Surplus	-79,580	
90,260,814	Havering's Precept on the Collection Fund	93,169,384	

Estimate 2004/05		Estimate 2005/06	
£	£ p	£	£ p
A. _____			
B. _____ The Collection Fund			
Expenditure		Precepts	
90,260,814	1,042.67	93,169,384	1,073.38
20,891,214	241.33	22,101,016	254.62
50,359,394	581.74	59,075,713	680.59
286,170	3.30	283,625	3.27
161,797,592	1,869.04	174,629,738	2011.86
Total Income		Total Expenditure	
-50,645,564	-585.04	59,359,338	-683.86
111,152,028	1,284.00	115,270,400	1,328.00
COUNCIL TAX per Band D property		COUNCIL TAX per Band D property	
Council Tax percentage increase 3.4%			
2004/05		2005/06	
86,567		86,800	
Council Tax Base			
Council Taxes Per Property Band		Increase	
Valuation as at 1/4/91	£ p	£ p	£ p
Under £40,000	856.00	885.33	29.33
£40,000 - £52,000	998.67	1,032.89	34.22
£52,001 - £68,000	1,141.33	1,180.44	39.11
£68,001 - £88,000	1,284.00	1,328.00	44.00
£88,001 - £120,000	1,569.33	1,623.11	53.78
£120,001 - £160,000	1,854.67	1,918.21	63.54
£160,001 - £320,000	2,140.00	2,213.34	73.34
Over £320,000	2,568.00	2,656.00	88.00

BUDGET AND CORPORATE PLAN AND COUNCIL TAX 2005/06

SUPPLEMENTARY INFORMATION

A. THE GREATER LONDON AUTHORITY AND LEVIES

The Greater London Authority precept proposed by the Mayor is advised as being £254.62 per Band D property (5.5% *increase*). The London Assembly has agreed the budget and precept on 14 February. This figure is included in the provisional Appendix M pending final notification of the detailed bandings.

**B. THE COUNCIL TAX AND NON-DOMESTIC RATING
(DEMAND NOTICES) (ENGLAND) REGULATIONS 2003**

This is the information which the billing authority must supply with the Council Tax Demand Notice, and the National Non-domestic Rate Notice as well as matters required to be contained in those Notices. It includes:

Statement of How the Council's Budget Requirement has Changed

Following consultation with the residents of the borough, Havering's spending will total £262.7m.

<u>Change in Council's Budget Requirement</u>		
	£m	£m
2004/2005 Budget	252.1	
2005/2006 Budget	262.7	
		<u>10.6</u>
 Reasons for Changes		
Education		
Schools' Passporting Requirement		5.2
 Other Services		
Inflation and other adjustments	3.6	
Pressures	5.3	
Net Changes in Government funding methodology	1.5	
Decrease in Levies inc ELWA	-0.9	
Other Issues	0.7	
		<u>10.2</u>
Sub Total		15.4
Efficiencies and Savings		<u>-4.8</u>
		10.6

C. EXPLANATORY BREAKDOWN OF THE STATUTORY CALCULATIONS

In connection with the statutory calculations, the estimates used are set out below for information. To the extent that any amendment carried at the Council meeting changes any of the following it would be recorded in the minutes accordingly.

3 (a) <u>Estimates for calculation under Section 32 (2) (a) to (e)</u>		
		£
Section 32 (2) (a)	Gross expenditure including levies	430,202,565
Section 32 (2) (b)	Contingency provisions	3,013,923
Section 32 (2) (c)	Financial reserves raised to meet future expenditure	
Section 32 (2) (d)	Financial reserves raised to meet deficit for any earlier financial years	
Section 32 (2) (e)	Transfer to Collection Fund, as directed by the Secretary of State, under Section 98 (5) of the 1988 Act	
Total		<u>433,216,488</u>
3(b) <u>Estimate for Calculation under Section 32 (3) (a) to (c)</u>		
Section 32 (3) (a)	Gross income	169,953,800
Section 32 (3) (b)	Transfer from Collection Fund as directed by the Secretary of State, under Section 98 (4) of the 1988 Act	
Section 32 (3) (c)	Use of financial reserves	548,000
Total		<u>170,501,800</u>
3(c) <u>Section 32(4) Calculation</u>		
	Aggregate of the amounts for the items set out in Section 32(2)(a) to (e)	433,216,488
	<u>Less</u>	
	Aggregate of the amounts for the items set out in Section 32(3)(a) to (c)	170,501,800
	Budget Requirement	<u>262,714,688</u>

3 (d) Section 33(1) Calculation

Aggregate of the sums estimated to be receivable in respect of redistributed National Non-Domestic Rate, (£74,840,000) Revenue Support Grant, (£94,625,724) surplus on the Collection Fund at 31.3.2005 in accordance with Section 97(3) of the 1988 Act (£79,580) and the amount of any sum which the Council estimates will be transferred from its Collection Fund to its General Fund under section 98(4) of the Act. (NIL) and pursuant to the Local Authority (Alteration of Requisite Calculations) Regulations 1999.

External finance and Collection Fund surplus 169,545,304

The Council Tax for a Band D property is given by the formula:

$$\frac{\text{Budget requirement - external finance and Collection Fund surplus}}{\text{Council Tax Base}}$$

which gives:

$$\frac{\underline{\pounds 93,169,384}}{86,800} = \pounds 1,073.38 \text{ for a Band D property}$$

To the basic amount of tax must be added the equivalent figure for the Greater London Authority (£254.62) giving a total Council Tax for a Band D property of **£1,328.**

ADDITIONAL INFORMATION TABLED AT CABINET ON 9TH FEBRUARY 2005

In respect of the two outstanding issues

ELWA

The budget report assumes a levy of £8.9m, however the ELWA report suggested, due to changes to the calculation, that the levy for Havering will in fact be around £7.8m . This was agreed by the ELWA Board on Monday 7th February.

GLA

The GLA precept, based on their consultation budget, indicated an increase of around 7.2%. The budget being presented by the Mayor after consultation indicates an increase in the precept of around 5.5%, which would be around £255 for a band D property, an increase of around £13. This budget is being considered by the London Assembly on 14th February.

Together these have the following impact:

Havering increase would change from 4% to 2.9%
Overall the increase would change from 4.6% to 3.4%.

A revised Appendix M Council Tax statement is attached. Subject to the GLA meeting on Monday agreeing the Mayor's proposals, the attached will be submitted to Council with the normal caveats on the finalisation of levies.

BUDGET REQUIREMENT

The change in the ELWA levy also changes the table in the Capping section of the report. The table in paragraph 3.15 becomes:

	Budget Requirement		Havering's Council Tax	
	£m	%	£	%
2002/03	219.4		863	
2003/04	240.0		991	
Annual change	20.6	9.4%	128	14.9%
2004/05	252.1		1,043	
Annual change	12.1	5.1%	52	5.2%
2005/06	262.7		1,073	
Annual change	10.6	4.2%	30	2.9%
Average annual change	14.4	6.2%	70	7.7%

**LOCAL GOVERNMENT ACT 2003
BUDGET ROBUSTNESS**

1. BACKGROUND

- 1.1 The Local Government Act 2003 sets out new requirements in Part 2 in respect of Financial Administration. This paper sets out the requirements of the Act in respect of the robustness of the budget and the adequacy of reserves.
- 1.2 Section 25 requires the Chief Financial Officer (CFO) to report to an authority when it is making the statutory calculations required to determine its council tax or precept. The authority is required to take the report into account when making the calculations. The report must deal with the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides.
- 1.3 Section 26 gives the Secretary of State power to set a minimum level of reserves for which an authority must provide in setting its budget. The minimum would apply to “controlled reserves”, as defined in regulations. The intention in defining controlled reserves would be to exclude reserves that are not under the authority’s control when setting its call on council tax, for example the balance on the housing revenue account and schools balances. There may also be a case for excluding other types of reserve. Regulations to define controlled reserves would only be made in conjunction with regulations setting a minimum.
- 1.4 It was made clear throughout the parliamentary consideration of these provisions that section 26 would only be used where there were grounds for serious concern about an authority. The Minister said in the Commons standing committee debate on 30 January 2003: “The provisions are a fallback against the circumstances in which an authority does not act prudently, disregards the advice of its chief finance officer and is heading for serious financial difficulty. Only in such circumstances do we envisage any need for intervention.” There is no intention to make permanent or blanket provision for minimum reserves under these provisions.
- 1.5 If the need to apply a minimum to an authority were identified, the minimum would be set after considering the advice of the CFO to the authority and any views expressed by the auditor. The authority would be consulted on the level to be set.
- 1.6 Any minimum set under section 26 applies to the allowance to be made for reserves in the budget. There is nothing to prevent the reserves being used during the year even if as a result they fell below the minimum. However, if in preparing the following year’s budget it was forecast that the current year’s reserves would fall below the minimum the CFO would need to report to the authority under section 27.

2. REPORT OF CFO ON ROBUSTNESS OF THE ESTIMATES AND THE ADEQUACY OF RESERVES

2.1 This advice and guidance is based on that already provided to Members through the 2004/05 budget process however, it will continue to be updated to reflect information such as that contained within the Annual Letter from the Audit Commission.

2.2 Robustness of the Estimates

2.2.1 The budget has been prepared using the Medium Term Financial Strategy. This Strategy has been:

To:

- allocate resources to the areas where they are most needed whilst also meeting the needs of the community as a whole and providing financial stability

in order to:

- promote financial efficiency and value for money
- improve the quality of our services
- make Havering a better place in which to live and work

taking account of

- legislative requirements
- customer care needs
- resource constraints
- views of the whole community

by

- managing the organisation in the most cost effective way
- providing the high quality services required and continually striving to improve these
- working in partnership to maximise effectiveness in the use of all available resources
- valuing staff and promoting equal opportunities.

2.2.2 The results have then all been the subject of several reviews and challenge by Heads of Service, Executive Directors, Lead Members and the Lead Member for Finance.

Due consideration has also been given to the over arching strategy above along with the delivery of corporate priorities in undertaking these reviews and this is reflected in the detailed budget proposals.

Furthermore, in respect of savings, the proposals be risk assessed against the following criteria to inform in year monitoring:

Risk Ratings

	£0-£25k	£25k-£250k	£250k+
Saving that has been raised previously and not delivered	1	1	1
Affected by factors outside of our control, e.g. income and demand	1	1	1
Value of savings option	1	2	3
Human resources and industrial relations issues	1	2	3
Responsibility for delivery across parties	1	2	3

This has led to a grading as follows:

- high risk – 8+
- medium risk – 4-7
- low risk – 3 and below

2.2.3 At a more detailed level, each budget is being built having due regard of:

- a) staffing establishment;
- b) inflation;
- c) existing budgets;
- d) current year budget performance.

2.2.4. The final budget includes a contingency that will provide a reasonable level for unforeseen issues that could arise during the year. This also has due regard to a risk assessment. Further information on the basis of this is included in the main body of the report under the section relating to the contingency.

2.2.5. The budget will be drawn up to provide financial stability and a platform for 2005/06 and future years. The detailed proposals include a number of specific efficiency savings for which detailed project plans are being prepared. No general efficiency gains are included because:

- this would not provide financial stability – how, danger of non delivery
- it takes no account of priority areas
- all viable efficiency savings are within the Administration's proposal
- it may mean policy/service changes which could not be delivered for a full year
- across the board savings in the past have not been delivered
- the savings plan will already need strong monitoring and management

2.2.6 The Medium Term Financial Strategy will continue to roll forward having regard to the pressures, issues and priorities of Havering. For example, work continues on a complete review of fees and charges and until this is completed and

considered in detail in the context of the overall impact; fundamental changes in overall policy should not take place as these will have the same risks as across the board efficiency savings. The authority is also exploring funding opportunities and partnership working.

2.3 The Adequacy of Reserves

- 2.3.1 In the 2003/04 Annual Letter, the advice of the Audit Commission and District Auditor, which is directed to **ALL MEMBERS** of the Council, is that "Members should ensure that appropriate levels of working balances and reserves are maintained in line with the Responsible Finance Officer's recommendations".
- 2.3.2 The working balance reserves as at 31/3/04 amount to £10.9m. Whilst Members may consider this a considerable level of reserves, these reserves support any issues on both revenue and capital and only reflects 4.5% of the net revenue budget. Furthermore the Capital programme is reliant predominantly on the delivery of capital receipts. The Strategy sets out that the minimum level for the authority will be £10m.
- 2.3.3 Members will be well aware of the national publicity on pressures facing Councils and that these will continue in future years. These pressures include Government priorities, increased public expectations and increasing demands from inspectorates. These pressures are recognised in the recent review by the Audit Commission of the 2003/04 Council Tax increases.
- 2.3.4 The working balances provide protection against unforeseen events that could impact on the authority. The risk register for the contingency provides an indication of the potential impact prior from an in year perspective.
- 2.3.5 Any use of reserves to support the revenue budget would also result in in-built growth to the following years budget. All members must be mindful of their stewardship responsibility to the Council.
- 2.3.6 Given the level of reserves is not significant, the advice of the CFO is that there should be no use of reserves in the MTFs and the Council should be aiming to maintain a greater level of reserve to provide further financial stability through robust financial management as is projected to be the case in the current financial year.
- 2.3.7 Members should be aware than any overspend would have to be met from general reserves. Under S114 of the Local Government Finance Act 1988 there is also a requirement for Chief Finance Officers to make a report to their Authority in certain circumstances when there is a possibility of illegal payments or of spending exceeding revenue or capital resources. This would impact severely on services and the image of the Council. The District Auditor in his role would review how the position resulted including how decisions were reached and the advice provided in order to issue a Public Interest Report. The District Auditor could also seek redress through the Courts.

2.3.8 In addition, the Authority holds earmarked reserves for specific purposes. These, in summary, amount to £11.1m and include; the insurance reserve £2.3m; Crematorium Fund of £439k; Capital and Revenue Support Fund £1m and the reserves of £2.35m set up at the end of 2003/04 for specific initiatives in 2005/06. Further information can be found in the Statement of the Accounts.

ANNEX D

EXTRACT FROM THE MINUTES OF CABINET, 9 FEBRUARY 2005

Present:

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

Councillors:	Cabinet Member responsibility:
Steven Kelly (Deputy Leader)	Social Care & Health
Michael Armstrong	Housing
Georgina Galpin	Without portfolio
Andrew Mann	Community Environment
Ray Morgon	Public & Corporate Services
Roger Ramsey	Resources
Paul Rochford*	Regeneration & Social Inclusion
Geoffrey Starns	Education
Joe Webster	Street Environment

* For part of the meeting

Councillors June Alexander, Geoff Brace, Wendy Brice-Thompson, Ivor Cameron, Yve Cornell, Keith Darvill, Ray Harris, Linda Hawthorn, Wilf Mills, Chris Oliver, Barbara Reith, Jeff Stafford, Frederick Thompson, Jeffrey Tucker and Owen Ware.

A representative of the press and a member of the public were also present, and Jon Hayes and Debbie Hanson of the Audit Commission were present to make a presentation on the matters referred to in minute 104.

All decisions were agreed with no vote against.

No Member declared an interest in the items discussed.

105 CORPORATE PLANNING AND MEDIUM TERM FINANCIAL STRATEGY - 2005/06 BUDGET

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

The Medium Term Financial Strategy (MTFS), together with the Corporate

Development Plan and Best Value Performance Plan, set out the Council's overall policy direction, statutory duties and financial strategy. The report submitted outlined the context within which the 2005/06 budget would be set.

Cabinet was reminded that effective councils had robust medium term corporate planning processes that allocated resources to priorities and drove performance. The MTFs provided the resources to support the delivery of the Council's Corporate Development Plan (CDP) which set out the Council's priorities and high level actions. The Corporate Development Plan was underpinned by directorate and service plans specifying action in more detail and ultimately individual work plans for staff set through PDPAs. The Corporate Development Plan was attached to the report as Appendix S.

Information in respect of budget pressures and savings proposals had been released for formal consultation in December and, as part of this process, was submitted to the Overview and Scrutiny Committees. The results of this consultation were set out in the report. Subject to any further changes that might be made by Cabinet arising from the consultation and scrutiny, the report set out the factors being recommended for inclusion within the 2005/06 draft budget.

It was noted that

- The final level of the GLA precept was now expected to be reduced from earlier expectations to about 5.5%
- The final position on levies which have been received as provisional figures at this stage; the ELWA levy was now also likely to be much reduced as its calculation moved to a tonnage basis.

The current position was that the Havering element of the Council Tax would increase by 2.9%. On the basis of a GLA precept of about 5.5% and the revised ELWA levy of £7.8m, the total Council Tax increase would be 3.4%. Final confirmation of the GLA precept is not expected until 14th February and any further change to it would be reflected in the final Council Tax level.

The report provided details of the various components of the budget with appendices. The detailed draft budgets and fees and charges were included as an annex to the report.

Reasons for the decision:

The Council was required to set a budget for 2005/06 and, as part of that process, undertake relevant consultation in respect of the proposals included within the budget.

Other options considered:

There were no other options insofar as setting a budget was concerned. However, there were options in respect of the various elements of the budget. These had been considered in preparing the budget and covered such things as alternative savings proposals, the totality of budgetary pressures and the different levels of Council Tax.

The Cabinet Member asked that his thanks be recorded to the Executive Director, Finance & Planning and her staff for their help in the preparation of the budget. The Leaders the Opposition and of the Labour Group asked to be associated with that comment. It was also requested that the Council's thanks for her efforts in securing the new method of calculation of the ELWA levy be recorded to the Executive Director,

Environment.

Cabinet agreed:

A In view of the need to balance the Council's policies, statutory requirements, government initiatives, inspection regimes and Council Tax levels:

1. To take account of the advice of the Chief Finance Officer as set out in Appendix L of the report submitted when recommending the Council budget.
2. To take into account the comments received:
 - during the consultation exercise, which are attached as Appendices Q and R to this report and the first Supplementary Report;
 - from the Overview and Scrutiny Committees which are attached as Appendix P and the first Supplementary Report when recommending the total Council budget.
3. To approve the Council's draft budget as set out in the revised Appendix M submitted at the meeting, formulated on the basis of:
 - a revised ELWA levy of £7.8m
 - a revised GLA precept of 5.5% (for the purposes of the calculations in this report)
 - full passporting
 - the budget pressures/investment and savings proposals shown at Appendices F and G
 - the draft budgets and fees and charges 2005/06 contained within the Annex.
4. To approve the capital proposals, including the funding proposals within the revenue budget, as set out in Appendix N, along with the funding streams.
5. To agree that a further report will be submitted in respect of any further capital proposals to enable further consideration and consultation.
6. To authorise the Chief Executive and Executive Directors to implement the capital and revenue proposals once approved by Council unless further reports are required as detailed.
7. To authorise Cabinet Members to approve expenditure plans on specific grants as set out in Appendix I.
8. To note the virement and contingency rules set out in Appendix J.
9. To agree that the final Greater London Authority precept and levies (when known) be incorporated, by making an appropriate adjustment to the contingency provision, subject to any changes being minor, to enable the Council Tax to be levied in round pounds and that, if necessary, the Chief Executive report the revised recommended resolutions needed to give effect to this to Council on 23 February 2005.
10. To agree that, if there are major changes to the GLA precept and/or levies, the Chief Executive be authorised to amend the recommended resolutions accordingly and report these to Council on the 23 February 2005.

11. To agree that information be made available to members of the public, staff, trade unions, etc., explaining the decisions made by Cabinet, and the final decision on the Council Tax setting.
12. To authorise the Executive Director Finance and Planning to amend the Annual Investment Management Strategy set out in Appendix O in the light of any new information and that such changes be reported to Investment Committee.
13. To authorise the Chief Executive to make any necessary changes and additions to the Corporate Development Plan during its finalisation.
14. To authorise the Leader of the Council and the Cabinet Member Resources to agree allocations from the CPA Improvement Fund in liaison with the Chief Executive and Executive Director Finance and Planning.

B To RECOMMEND to Council that:

1. Subject to A.3 above, a Council Tax for Band D properties of £1,327.77 as set out in the revised Appendix M (and for other Bands of properties as also set out in the revised Appendix M), subject to the final notification of the precept from the Greater London Authority (currently assumed at 5.5%) and the ELWA and other levies.
2. A resolution be passed based on the proposals as set out in this report in order to set the Council Tax - the exact text/figures to be included within the report to Council once the GLA position is known.
3. A resolution as set out in section 7.4 of the report submitted be passed to enable Council Tax discounts to be given at the existing level.
4. In respect of Treasury Management and the Prudential Code that Council:
 - Re-affirms the Treasury Policy Statement set out in Section 2 of Appendix O.
 - Approves the Treasury Management Strategy set out in Section 3 of Appendix O together with the Prudential Indicators for Treasury Management and External Debt.
 - Approves the Annual Investment Strategy set out in Section 4 of Appendix O.
 - Notes the Treasury Management budget for 2005/06 set out in Section 5 of Appendix O, which has been included in the overall Council budget.
 - Approves the prudential indicators for capital finance set out in Section 6 of Appendix O as required under the Regulations.
5. The Investment Committee be delegated to review the Treasury Management Strategy as set out in Section 5 of Appendix O.
6. The Housing Revenue Account budget report as set out in Appendix E be approved.
7. The Council approve the Corporate Development Plan, having regard to decision A.13 above.

C To note:

1. The monitoring arrangement for 2005/06 and the prospects for 2005/06 and beyond.
2. That the Government has set the multiplier for National Non Domestic Rate at 42.2p.
3. The effect of Council Procedure with regard to the moving of any amendment to the Council Tax Setting report.
4. That consultation with the Trades Unions will continue in respect of any proposals within the Budget that have an impact on staff.



FINAL DRAFT

CORPORATE DEVELOPMENT PLAN

2005 - 2008

London Borough of Havering

CORPORATE DEVELOPMENT PLAN

February 2005

Introduction - Cllr Michael White, Leader

The Council's vision is:

"Putting people first by creating the best opportunities, the best environment and the best public services that we can for everyone who lives, works or visits here."

For the Council, Putting People First means creating an environment in which people are proud to live; where local amenities are well maintained and the community feels safe; where people are well educated and motivated and the local economy is thriving. Havering is well placed to achieve this vision with good building blocks in place, especially for regenerating the Borough.

The Council cannot deliver this vision on its own, but will continue to work closely with others in the Havering Strategic Partnership to review and deliver the community strategy.

In 2003 the Council set three clear priorities for improvement and has made good progress, which will continue to be built upon.

Priority One: To Promote Financial Efficiency And Value For Money

Over the last few years we have promoted more consistent financial management and strengthened processes, through the Medium Term Financial Strategy. Council Tax increases have been kept low. This year's increase of ??% will be the lowest for ten years. We have also managed to invest and re-prioritise spending in key areas including (*To be added in light of decisions*) We will continue to strive for greater efficiency, and value for money, and invest in local services.

Priority Two: To Improve The Quality Of Our Services

The Council is now rated as fair by the Audit Commission and this progress has been made because of the commitment and hard work of staff and councillors. There are, however, still some services where further improvement is needed and the Council will continue to focus on housing, environment and social care. Further improvement is also needed in libraries and leisure.

The Council also needs to continuously improve other services that are already performing well. A priority this year will be meeting the challenge of Every Child Matters. The enactment of the Children Bill requires radical change in the whole system of children's services, including the improvement and integration of universal services - in early years settings, in schools and in health; more specialist support to prevent problems and act early where problems arise; the reconfiguration of services to focus more clearly on individual children and parents through, for example, children's centre, extended schools and the bringing together of multi-agency teams; more effective procedures for tracking and safeguarding children, and young people and taking greater account of children, young people and their families when assessing and planning service provision.

Priority Three: To Make Havering A Better Place In Which To Live And Work

We have done much to improve the quality of the local environment and promote community safety. Havering is one of the safest boroughs in London and we will strive to maintain that. We cannot deliver this priority on our own and will work in partnership, and consultation, with other agencies and residents.

The Administration is committed to concerted action and leadership across the Council to achieve these priorities. This Corporate Development Plan sets out some of the actions that will be taken to deliver them. Supporting detail is set out in other plans and strategies and service plans.

It will also mean effective use of all the Council's resources and the medium term financial strategy sets out how resources will support these priorities.

Council staff are vital to delivering this vision. The rest of this plan sets out what they will do, working with Councillors and other organisations, and also how the Council will review services to improve quality.

We are pleased that the Audit Commission have recognised the Council's improvement with a Comprehensive Performance Assessment of "fair".

Cllr Michael White
Leader of the Council

How Is The Council Performing And Where Does It Need To Improve?

The Government's View

In 2002 the Government initiated an analysis of all Councils' overall performance called a Comprehensive Performance Assessment (CPA). This is the Government's view of Havering as published in December 2004:

"Havering has changed from being weak to fair.

The Council has made improvements in planning, housing benefits and social care services over the last year. Aspects of housing services have improved too, albeit from a low base.

Education continues to be a high performing service. Other areas such as street services and libraries and leisure show less progress. Housing repairs and maintenance remains a poor service.

The council is clearer about its priorities and knows where it needs to improve. There is a greater involvement of partners in planning council services. Capacity is improving with reserves being built up, more training for staff and sickness rates reducing.

More work is needed to ensure better engagement with residents and delivery of real improvements for residents through partnerships. Improved risk and performance management are in place but the council needs to further improve these mechanisms in specific services. It continues to invest in areas such as new technology to support further improvement.

Based in Havering Council's plans, the council is well placed to continue

Council, 23 February 2005

to improve the way its works and the services it provides to local people”.

In December 2002 London Borough of Havering received a measurement of 2 out of 4 for the way it is run.”

In December 2004 the Audit Commission reviewed core service performance in the service areas shown below. Each service is scored on a scale of 1 to 4, with 1 being the lowest and 4 being the highest. Education and social care are given more importance in reaching the overall service score than other areas. These are summarised (2002 and 2003 are also shown).

Service Performance (out of 4)

Service Area	Score 2004	Score 2003	Score 2002
Education	4	4	3
Social Care	2	2	2
Environment	2	1	1
Housing	1	1	1
Libraries and Leisure	2	2	2
Benefits	3	3	3
Use of Resources	3	3	2
Core Services	2	2	2
These are then weighted to give a total score of:	38	36	31

The CPA looks at performance in six main areas:

Education:

Havering’s schools are among the very best in the country. They and the local education authority have achieved the highest possible CPA rating. Overall 53% of education indicators improved and education services remain strong.

Social Services:

Improvements have been made in services to adults and children. 80% of indicators in social care improved.

Cultural, Libraries and Leisure Services

Although there was some improvement in the leisure and library performance, residents satisfaction with this service is low and this is being addressed.

Environmental Services:

Only 43% of indicators in the environment sector improved last year, and the majority of indicators are in the bottom two quartiles. While principal roads have shown a small improvement in condition, non principal roads and footways have shown a decline. Trading standards and environmental health services are both top quartile in the use of a best practice checklist. There have been improvements in planning where performance is now one of the best in London.

Housing:

This continues to be an area where there has been improvement but there is still more to do. 75% of housing performance indicators showed improvements in 2003/04. Work is underway to ensure that tenants will see changes to this service.

Use of Resources

The Council’s approach to capital and asset management now compares with the very best of other councils. Financial and performance management frameworks have been substantially improved. The benefits service is still under performing against national indicators.

Service Inspections:

Recent inspections of the Council’s services which have been taken into account in the CPA assessment overall have included:

Education	Three Star	The Council delivers strong education services, showing that they are well placed to
------------------	------------	--

		improve services for local people and deliver positive changes for their communities.
Waste Management	One Star	Assessed as providing a 'fair', one star service that has promising prospects for improvement.
Housing Repairs and Maintenance	No Star	Assessed as providing a 'poor', no star service that has promising prospects for improvement.
Social Care – Adults (Nov 2004)	One Star	Serving some people well with uncertain prospects for improvement.
Social Care – Children(Nov. 04)	One Star	Serving some people well with promising prospects for improvement.
Sport and Leisure	One Star	Assessed as providing a 'fair', one star service that has uncertain prospects for improvement.
Human Resources	One Star	Assessed as providing a 'fair', one star service and has promising prospects for improvement.
Planning	One Star	Assessed as providing a 'fair', one star service and has promising prospects for improvement.

For each of these there are detailed action plans in place to improve services to the people of Havering and these will continue to be delivered.

Further information on these inspections can be found on the website, in the section 'Reviews and Inspections'.

Performance Indicators

In 2003/04, out of the 116 performance indicators that provide meaningful comparison with all authorities, the Council was in the top quartile for 35% of them. (The table below shows 2002/03 position in round brackets – 100 total, and 2001/02 shown in square brackets – 114 total).

Quartile	BVPIs %
1	35 (28) [24]
2	20 (26) [16]
3	23 (21) [21]
4	22 (25) [39]

Full information on this year's performance can be found on the website, in the 'How we are performing' section.

CORPORATE PRIORITIES TO DELIVER IMPROVEMENT

1. To promote financial efficiency & value for money

1. (A) ROBUST FINANCIAL PLANNING

What we will do over the next three years

2005/06

Description of High Level Actions

- | | |
|---|--|
| <ul style="list-style-type: none"> • Continue to improve on the %age of grant claims submitted for audit on time. • Ensure earlier closure of accounts, strengthen processes and improve supporting statement of accounts in accordance with statutory obligations • Implement the new government agenda of delivering identifiable 'Efficiency Gains' and reporting 'Annual Efficiency Statement' (Gershon Review). • Progress partnership arrangements with North East London boroughs for internal audit service. • Delivery of Procurement Strategy and outsourcing failing/poor services. • Implement an electronic procurement strategy and where appropriate an e-procurement solution • Improve Procurement arrangements generally. • Continue to monitor the financial position of the Housing Revenue Account • Deliver Pension Partnership with Redbridge | <ul style="list-style-type: none"> • Aim to achieve top quartile performance in all National Finance BVPIs • Continue to establish project management standards for staff and ensure projects are delivered to time and within budget • Improve Debt Management and maximise payment opportunities • Develop performance management to link Medium Term Financial Strategy (MTFS) and service planning • Purchase and develop system and processes to enable implementation of manager/employee self service for Payroll • Improve on speed of benefit processing • Partnership working with other boroughs in Revenues and Benefits • Improve budget setting and financial management in Social Services to address the continued overspends. • Ensure appropriate levels of working balances and reserves are maintained in line with the Responsible Finance Officer's recommendation. • Identify potential partnership arrangements for services |
|---|--|

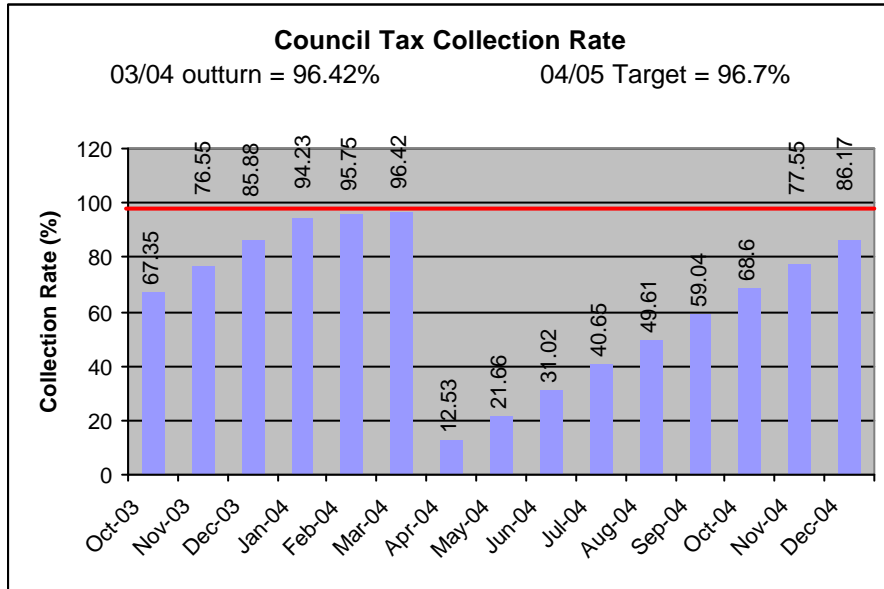
2006/07

- | | |
|--|---|
| <ul style="list-style-type: none"> • Develop potential partnership arrangement for other services, incl Parking, Technical Services, and Environment • Continue to improve Debt Management • Undertake review of Revenues and Benefit Service • Sustain improvement in benefit processing • Continue to deliver Procurement Strategy and outsourcing of failing/poor services. • Continue to improve Procurement arrangements generally. | <ul style="list-style-type: none"> • Continue to implement the new government agenda of delivering identifiable 'Efficiency Gains' and reporting 'Annual Efficiency Statement' (Gershon Review). • Implement manager/employee self-service for Payroll • Continue to improve budget setting and financial management • Continue to improve close down processes • Continue to improve on the %age of grant claims submitted for audit on time. |
|--|---|

2007/08

Council, 23 February 2005

- Continuation of partnership programme
- Set up partnering arrangements in key areas
- Continue to improve Debt Management
- Continue to improve budget setting and financial management
- Continue to implement the new government agenda of delivering identifiable 'Efficiency Gains' and reporting 'Annual Efficiency Statement' (Gershon Review).
- Continue to improve Procurement arrangements generally.



1. (B) EFFECTIVE MONITORING AND MANAGEMENT OF PERFORMANCE

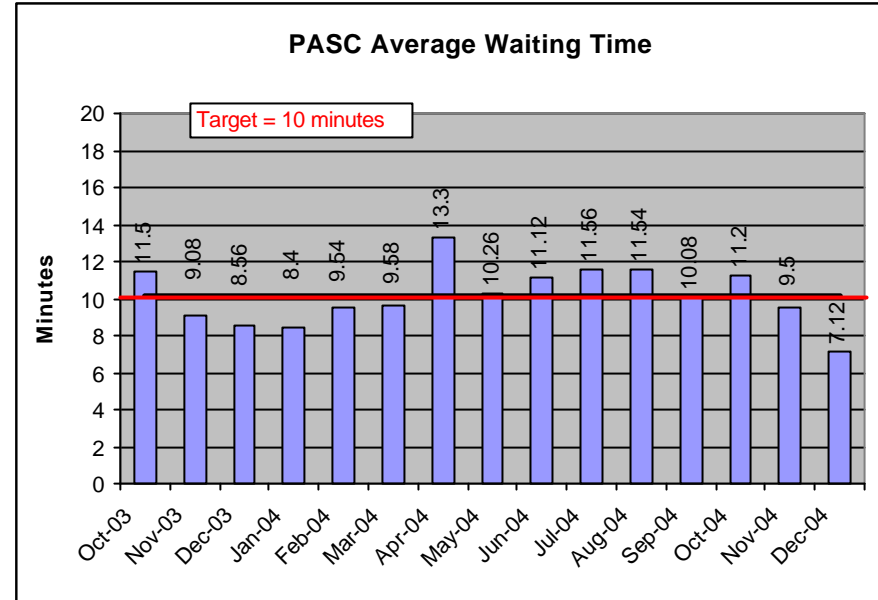
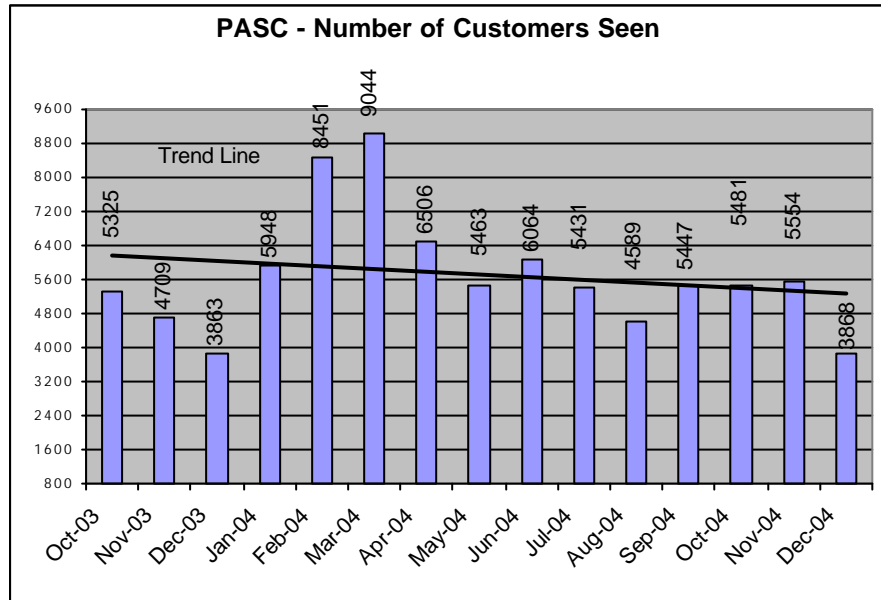
What we will do over the next three years

2005/06	
Description of High Level Actions	
<ul style="list-style-type: none"> • Continue to focus attention on improving weaker services • Drive service improvements and Value for Money (VFM) across all services • Further embed Performance Management systems • Continue to work with councillors to promote good working and mutual understanding of respective roles. • Continue to improve project management across the Council 	<ul style="list-style-type: none"> • Continue to improve the Comprehensive Performance Assessment (CPA) • Review the Havering Technical Partnership and future provision of technical services. • Further improve and cascade risk management mechanisms • Continue to improve target setting • Implement any outstanding recommendations arising from Audit reports
2006/07	
<ul style="list-style-type: none"> • Continue to improve and cascade risk management mechanisms • Continue to improve project management across the Council • Develop IT options for monitoring performance 	<ul style="list-style-type: none"> • Implement outstanding recommendations from Audit reports • Implement revised arrangements for provision of technical services • Continue focus on improving services • Continue to develop Performance Management Systems
2007/08	
<ul style="list-style-type: none"> • Continue to develop Performance Management Systems • Continue to improve project management across the Council • Continue to develop Performance Management Systems 	<ul style="list-style-type: none"> • Implement outstanding recommendations of Auditor's report • Continue to cascade risk management mechanisms • Continue focus on improving services

1. (C) COMMUNICATE EFFECTIVELY WITH CUSTOMERS, RESIDENTS AND STAFF SO THAT THEY ARE BETTER INFORMED ABOUT WHAT SERVICE STANDARDS TO EXPECT AND HOW THEY CAN INFLUENCE THEIR DELIVERY

What we will do over the next three years

2005/06	
Description of High Level Actions	
<ul style="list-style-type: none"> • Open further local service centre. (Target to have 55,000 face-to-face customer transactions in local centres.38% of local population to live within one mile of service centre) • Improve electronic access to council services, including for example, providing information, collecting revenue, procurement and paying for goods and services • Improve communication and consultation of spending, choices and performance with our Community • Implementing Electronic Government (IEG) deliverables to improve e-Government, in particular, priority service outcomes and BVPI 157 100% compliance • Improve cash payment options for customers 	<ul style="list-style-type: none"> • Improve profile of Havering through celebrating 40 years of LBH & 540 years of Royal Charter • Develop and implement civic pride campaign • Deliver LPSA target to extend access to public services to Havering residents • Implement Audit Commission recommendations of User Focus inspection • Produce and implement corporate consultation strategy • Continue to implement recommendations arising from Audit Commission inspection of Customer Access to Services • Undertake staff survey
2006/07	
<ul style="list-style-type: none"> • Further improve, and embed Customer Services • Continue website development • Improve complaint handling by rolling out Customer Relationship Manager (CRM) wider • Promote fairer access to services for difficult to reach groups • Continue to implement corporate consultation strategy 	<ul style="list-style-type: none"> • Implement Disaster Recovery solutions to support Business Continuity. • Set up 2 local service centres • Deliver technology and partnership activities to support Gershon efficiency targets
2007/08	
<ul style="list-style-type: none"> • As above 	



1. (D) MAKE MORE EFFECTIVE USE OF THE SKILLS AND COMMITMENT OF OUR WORKFORCE

What we will do over the next three years

2005/06	
Description of High Level Actions	
<ul style="list-style-type: none"> • Further reduce sickness levels • Achieve Level 4 of the Equality Standard for Local Government • Further reduce use of agency staff • Continue to increase Equalities and Diversity awareness through training and development • Ensure requirements of all equality and diversity legislation are embedded in the Council's service delivery and employment practices • Develop work/life balance policy • Review PDPA scheme and consider incorporating a 360⁰ feedback instrument • Accelerate the pace of Human Resources (HR) Transformational Change • Continue to progress towards achieving whole council Investors in People (IIP) status 	<ul style="list-style-type: none"> • Develop robust workforce planning • Significantly Improved recruitment and retention strategy and processes • Design & deliver a senior manager and member development programme • Define & implement a competence framework • Develop & implement an e-Learning strategy to complement existing learning & development paths • Develop a strategy for recruiting 16-24 year olds into the workforce (Modern Apprenticeships) for example, trainee & graduate schemes • Develop a scheme for providing vocational training & employment opportunities for people with learning disabilities or other special needs • Drive forward Single Status Agenda
2006/07	
<ul style="list-style-type: none"> • To achieve Level 5 of the Equality Standards for Local government • Develop Centre of Excellence for HR policy formulation. • Identify collaborative partners to continue to transform HR and build a Shared Services Model • Continue to monitor and improve absence management 	<ul style="list-style-type: none"> • Develop plan to enable employees and managers to access and manage their own personal details • Implement Single Status • Review the member & manager development programme and recommend further developments • Design & deliver a member induction programme
2007/08	
<ul style="list-style-type: none"> • Review the Council's performance on all 5 levels of the Equality standards • Evaluate the impact of the Equalities and Diversity training. • Simplify online user friendly Human Resources (HR) policies and processes 	<ul style="list-style-type: none"> • Identify partners to develop shared services model • Continue to monitor and improve absence management • Enhancement of "blended learning" approach • Research and develop leading edge development programmes

2. To improve the quality of our services

2. (A) DEVELOP THE COUNCIL'S COMMUNITY LEADERSHIP CAPACITY SO THAT IT HAS AN OUTWARD LOOKING SERVICE IMPROVEMENT

FOCUS AND DELIVERS

What we will do over the next three years

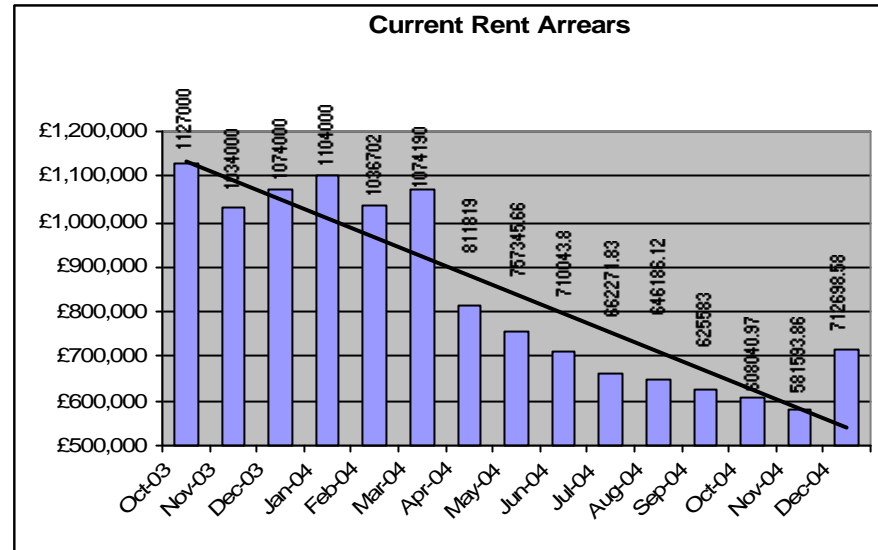
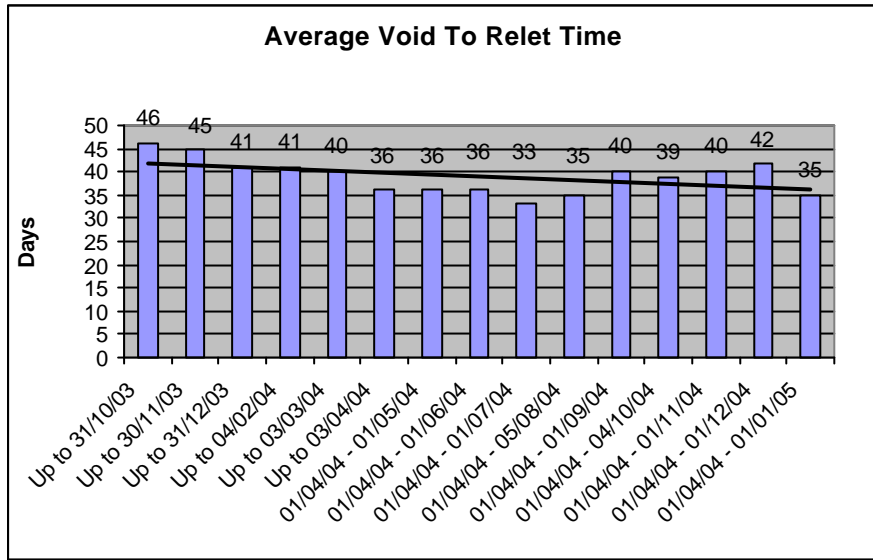
2005/06	
Description of High Level Actions	
<ul style="list-style-type: none">• Continue to enhance leadership capacity.• Deliver Community Strategy• Implement Best Value Review of Leadership and Engagement Action Plan• Implement the recommendations of the 'Services for Older People' Best Value review	<ul style="list-style-type: none">• Maintain and increase external customer base• Promote and identify alternative methods of service delivery• Implement recommendations of User Focus inspection• Complete delivery of LPSA (1) milestones• Initiate negotiation of LPSA (2)
2006/07	
<ul style="list-style-type: none">• Continue to enhance community leadership across the council	<ul style="list-style-type: none">• Deliver Community Strategy and LPSA
2007/08	
<ul style="list-style-type: none">• As above	

2. (B) EVERY SERVICE WILL SET OUT STANDARDS FOR DELIVERY OF SERVICE AND PERFORMANCE TARGETS TO IMPROVE SERVICES AS PART OF THE SERVICE PLANNING PROCESS

2.(B) i. HOUSING ACTIVITY

What we will do over the next three years

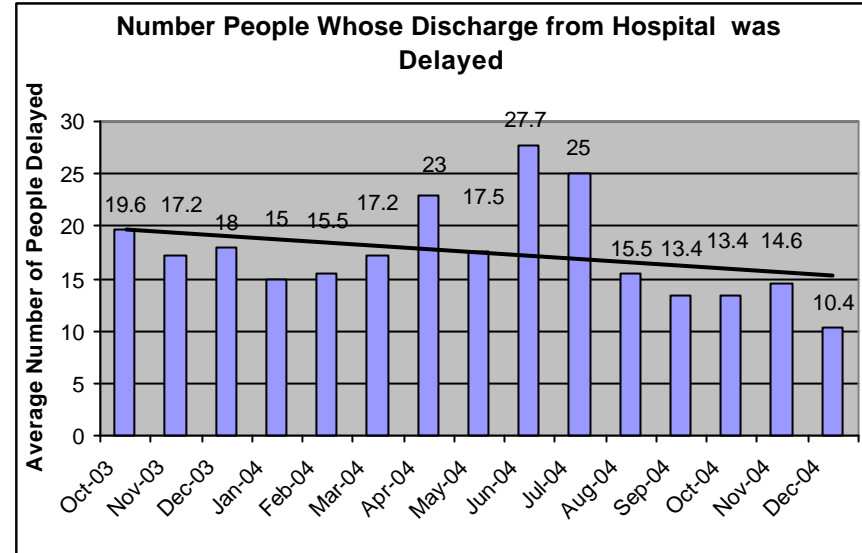
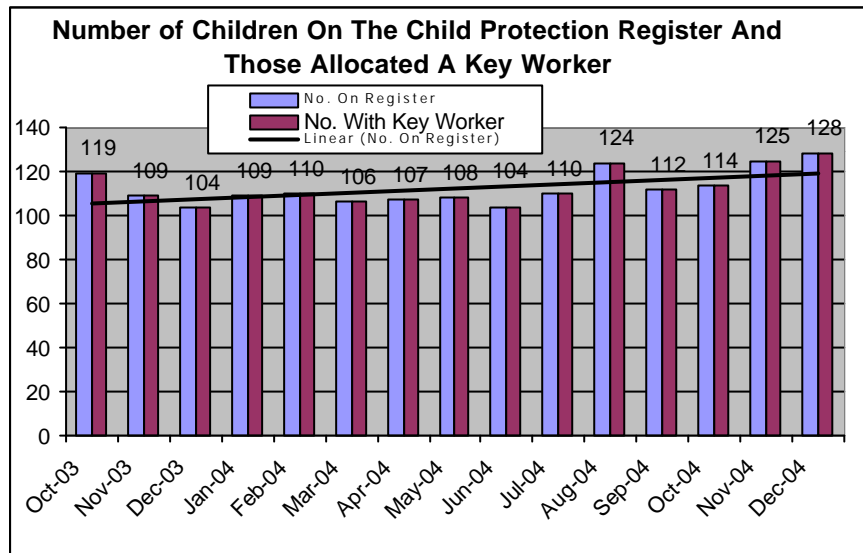
2005/06	
Description of High Level Actions	
<ul style="list-style-type: none"> • Reduce responsive repairs as a proportion of overall spend, with corresponding increase in planned repairs • Conclude the appraisal options for investing in the Council's stock and, if Arms Length Management Organisation (ALMO) is selected establish the new organisation and Board • Continue to implement a partnering approach to the building repairs contract • Complete building of extra care sheltered scheme • Commence three year sheltered housing strategy • Commence the implementation in Housing services of the Corporate Office Property Strategy 	<ul style="list-style-type: none"> • Complete implementation of Housing Inspections recommendations • Complete the building of new affordable housing on the Council's surplus communal garage areas • Implement new caretaking and concierge service Implement new approach to tenant/leaseholder/resident involvement • Introduce new allocations scheme and choice based Lettings • Aim to implement the Verification Framework for Housing Benefit
2006/07	
<ul style="list-style-type: none"> • If stock transfer is selected establish Registered Local Landlord (RSL) and prepare for transfer of stock and staff • Consider out sourcing management of homeless hostels • Conclude the implementation in Housing Services of the Corporate Office Strategy • Review Estate Cleaning contracts and widen scope of work 	<ul style="list-style-type: none"> • Establish partnership with Building Repairs Contractor (Morrison Facilities Ltd) • Introduce new homeless policy including support and prevention • Re – work housing strategy with closer link to economic regeneration • Review levels of housing need in the borough
2007/08	
<ul style="list-style-type: none"> • Stock transfer if ballot successful • Review RSL scheme 	<ul style="list-style-type: none"> • Submit new Housing Investment Strategy and a housing revenue account business plan



2. (B) ii. SOCIAL CARE ACTIVITY

What we will do over the next three years

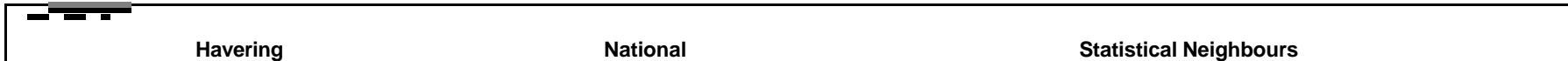
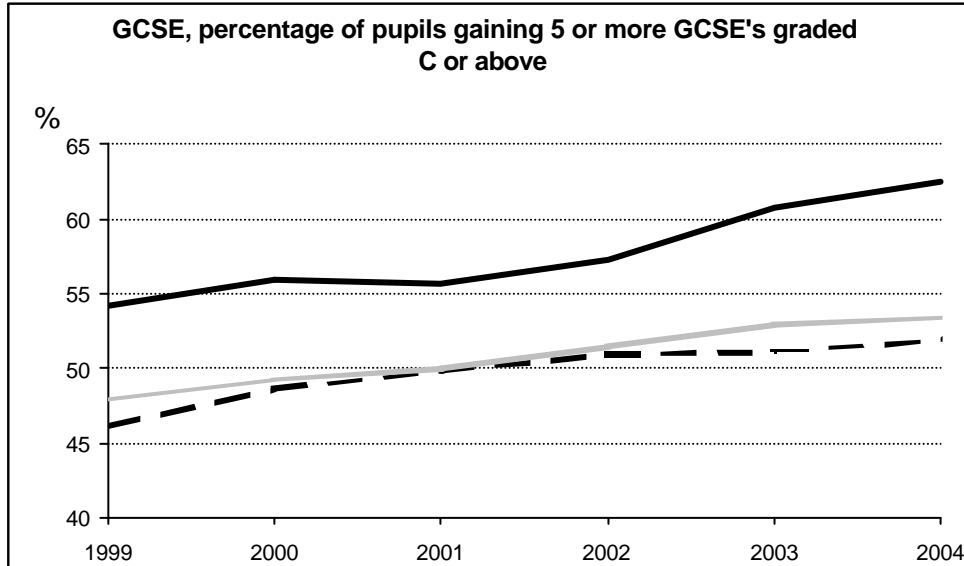
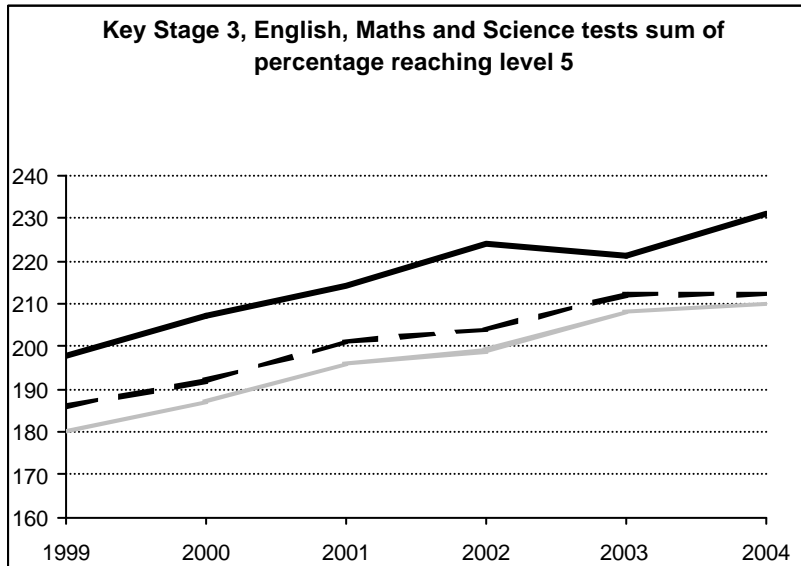
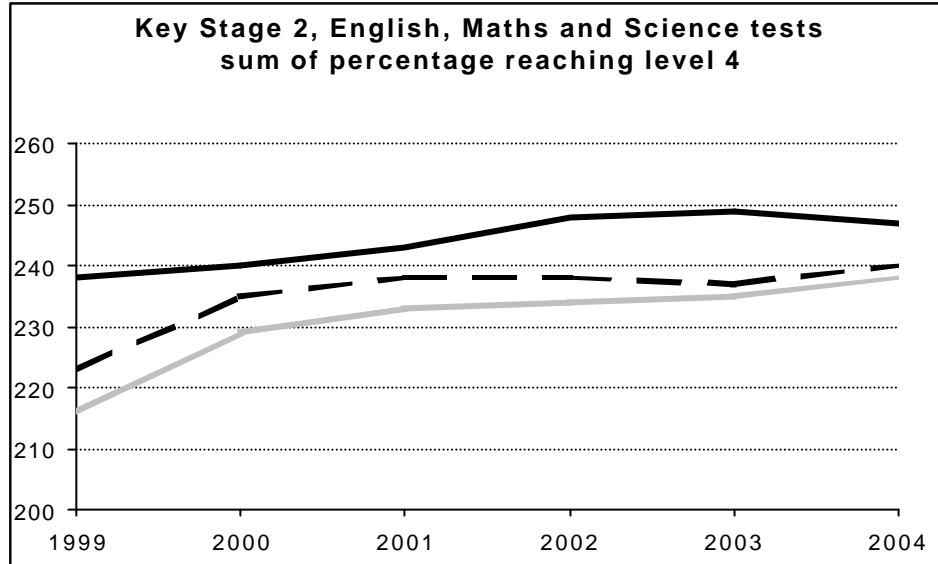
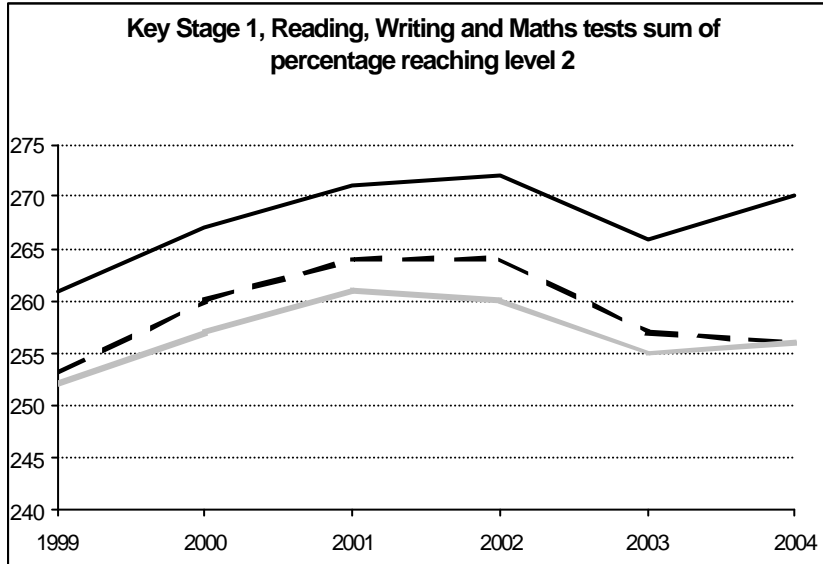
2005/06	
Description of High Level Actions	
<ul style="list-style-type: none"> • Improve demand-led budgets, notably Children’s and Adults/Older People’s placement budgets • Improve Social Services inspection score (‘Star Rating’) • Achievement of Local Public Service Agreement (LPSA) targets (Educational achievements of Looked After Children and Older People helped to maintain independence at home) • Improve Performance Assessment Framework (PAF) and Best Value (BV) performance indicators • Increase integration of activities with Primary Care Trust <ul style="list-style-type: none"> • Improvements in the quality, equality and cost-effectiveness of externally purchased care services 	<ul style="list-style-type: none"> • Further improvements in the speed and quality of assessment work • Development of specific plans for Every Child Matters • Develop a commissioning strategy and robust contracting arrangements that demonstrate VFM for procuring domiciliary care • Work with Education on the integration of children’s services across the borough • Implement the consultation on proposals for the borough’s strategy for Every Child Matters and implement the agreed outcomes
2006/07	
<ul style="list-style-type: none"> • Integration of children’s services across the Council • Establishment of extra-care sheltered housing unit • Completion of re-provision programme for accommodation for people with learning disabilities 	<ul style="list-style-type: none"> • Further improvements in the quality, equality and cost-effectiveness of externally purchased care services • Maintain improvements in staff recruitment and retention • Continue to improve PAF and BV performance indicators
2007/08	
<ul style="list-style-type: none"> • Further improvements in the quality, equality and cost-effectiveness of externally purchased care services • Completion of re-provision programme for Older People’s Homes 	<ul style="list-style-type: none"> • Further improvements in staff recruitment and retention • Maintain Improvement in PAF and BV performance indicators • Creation of a Children’s Trust • Continue to improve PAF and BV performance indicators



2. (B) iii. EDUCATION

What we will do over the next three years

2005/06	
Description of High Level Action:	
<ul style="list-style-type: none"> • Improve integration of Education Directorate services supporting social inclusion by enhancing data gathering and analysis and by improving communications between service providers • Connexions - review contractual aspects of this service to ensure fit with Every Child Matters • Work with Social Services on the integration of children's services across the borough • Implement the consultation on proposals for the borough's strategy for Every Child Matters and implement the agreed outcomes • Develop and implement strategies to support the development of extended schools and multi-agency working to support the implementation of Every Child Matters • Guidance issued for the Director of Children Services & Lead Member 	<ul style="list-style-type: none"> • Implement on-going Workforce Remodelling with a focus on planning, preparation and assessment • Implement the agreed 14-19 strategy with schools, the colleges and other stakeholders • Undertake a service audit against the published framework for the inspection of children's services • Work with Social Services to achieve relevant LPSA targets • Implement the national strategies for primary schools and for secondary schools • Maximise capital investment in schools through effective asset management • Maximise funds available to schools through pass-porting, maximising grant and making submissions for external resources • Guidance issued for the Children & Young People's Plan • Write a Children and Young People's Plan (2006-09)
2006/07	
<ul style="list-style-type: none"> • Continue to develop the children trust arrangements • Joint Area Review (replacing inspection by Ofsted) • Workforce remodelling • Co-ordination of school based locally provided services • Establish Children Centres 	<ul style="list-style-type: none"> • Prepare 2007 Children and Young People's Plan • Implement the priority national targets and other indicators from Every Child Matter –outcomes • Implement LPSA (2) targets
2007/08	
<ul style="list-style-type: none"> • Continue to develop the children trust arrangements • Joint Area Review (replacing inspection by Ofsted) • Continue workforce remodelling • Co-ordination of school based locally provided services 	<ul style="list-style-type: none"> • Implement the priority national targets and other indicators from Every Child Matter outcomes • Establish Children Centres • Monitor delivery of LPSA (2) targets



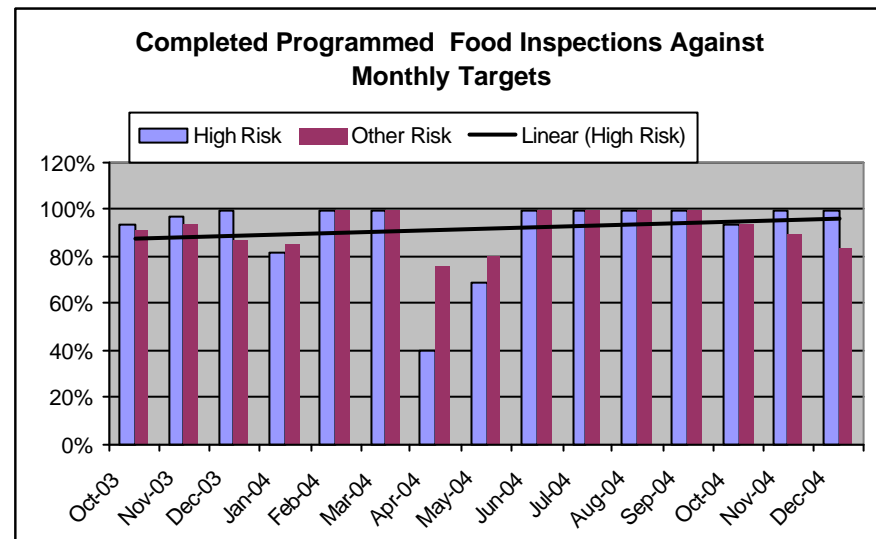
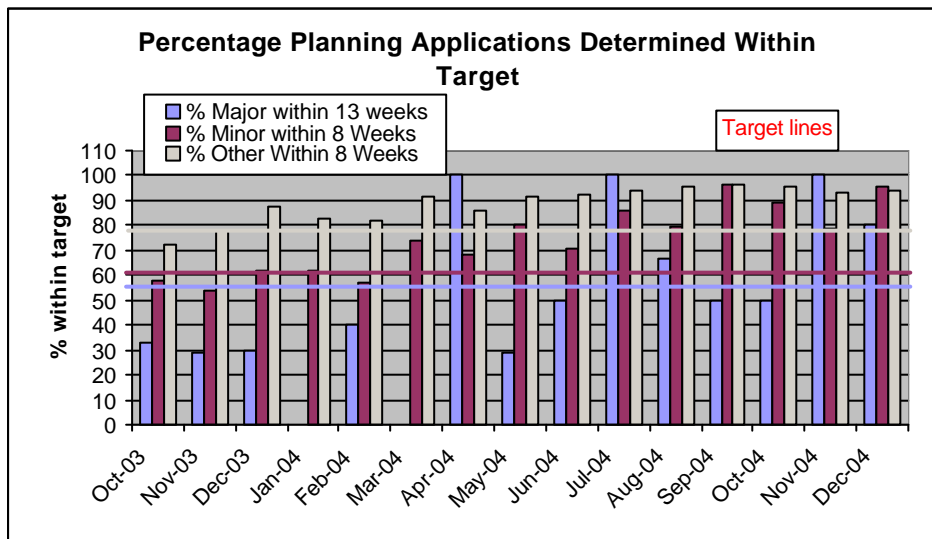
2 (B) iv ENVIRONMENTAL ACTIVITY

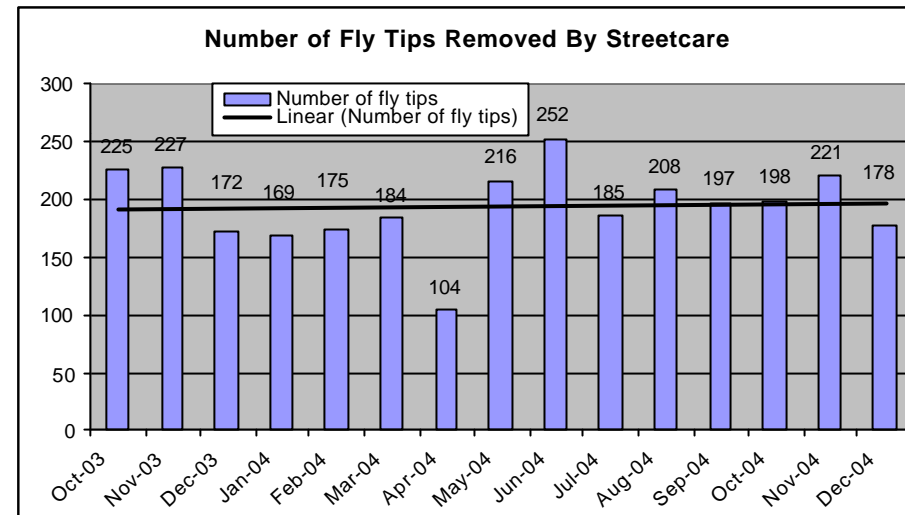
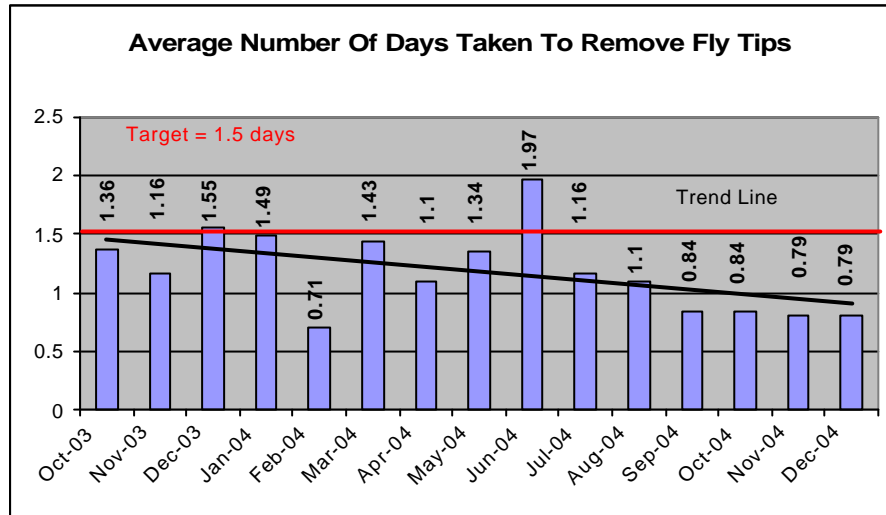
What we will do over the next three years

2005/06	
Description of High Level Actions	
<ul style="list-style-type: none"> • Meet or exceed national targets for Waste recycling • Undertake procurement process for Street Cleansing and Verge Maintenance • Implement the transitional arrangements for the Licensing Act and the revised Food Standards Agency Food Safety Act 199. • Achieve ISO 14001 for Transport Services • Achieve SAP rating 50 (domestic energy efficiency) of the Council's LPSA 2005/06 • Determine future needs for burial land and initiate action to secure • Apply criteria for three-year programme H&S spend and production of annual Safety Management System • Help to make UDC work for Thames Gateway • Implement Audit Commission recommendation of Planning service 	<ul style="list-style-type: none"> • Improve the community perception of StreetCare by improving the quality of cleansing and verge maintenance' • Development of an agenda to improve public health of the community with Havering PCT • Act on outcomes of national and regional strategies for Consumer Direct Helpline • Develop LPSA round 2 target based on "sustainable energy" and "Fuel Poverty Strategy" • Obtain accreditation under Charter for the Bereaved • Review Havering's Major Emergency Plan in light of Civil Contingencies Act (CCA) and outcome of live exercise • Prepare strategy to combat doorstep crime • Continue to improve performance of Planning Control and Enforcement to exceed 2004/05 BVPI 109 targets • Meet e-government targets for Planning
2006/07	
<ul style="list-style-type: none"> • Achieve an overall level 3 for the Environment block of the Comprehensive Performance Assessment (CPA) • Complete tendering process for additional StreetCare services • Complete the final phase of the APC re-provision • Implement the fully revised Food Standards Agency Food Safety Act 1990 • Continue to improve performance of Planning Control and Enforcement to exceed 2005/06 BVPI 109 targets 	<ul style="list-style-type: none"> • 23% of household waste recycled or composted by March 2007 • Shanks East London complete building of the 'Bio-MRF' on Frog Island in September 2007 • Take full enforcement responsibility, post transition, for the provisions of the Licensing Act • Introduction of a Noise Service Plan • Complete (2nd year) H&S review programmes • Act on outcomes of national strategy for e-TSN
2007/08	

Council, 23 February 2005

- Take full enforcement responsibility, post transition, for the provisions of the Gambling Act
- Extend partnership working with other North East London TS Services. (Along the same lines as the Metrology Partnership).
- Complete implementation of the provisions of the CCA Category One and Two Responders
- Continue to improve performance of Planning Control and Enforcement to exceed 2006/07 BVPI 109 targets
- Control the environmental health impacts associated with major infrastructure developments
- Reviewing the Private Sector Housing Strategy in light of new stock condition and housing needs surveys
- 100% of memorial safety inspections complete
- Achieve Final Year spend against three-year Health & Safety programme
- Re-launch Health & Safety review programme

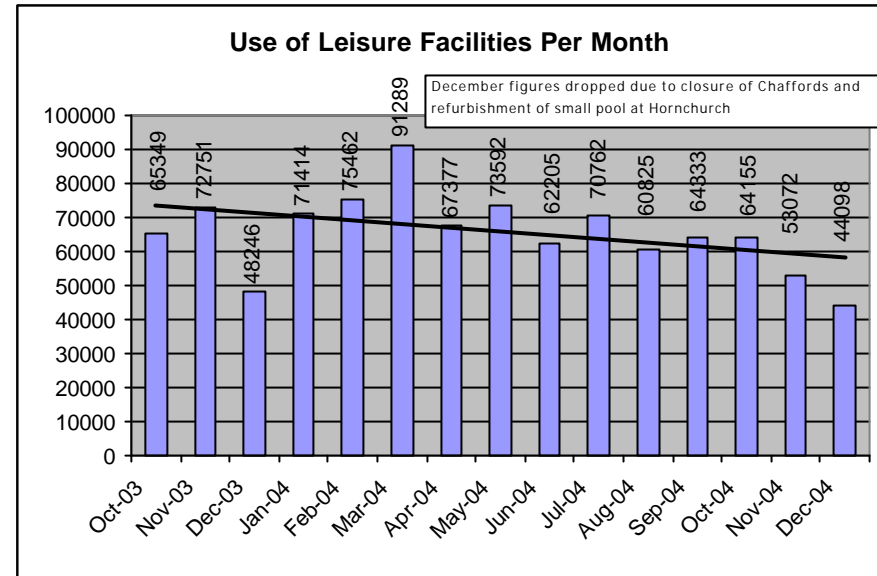
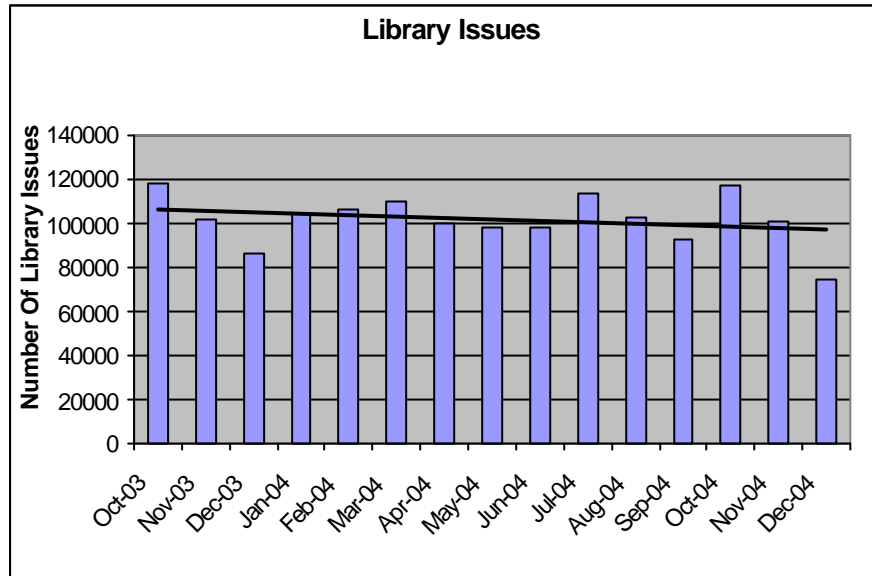




2 (B) V. CULTURAL SERVICES –

What we will do over the next three years

2005/06	
Description of High Level Actions	
<ul style="list-style-type: none"> • Increase opportunities for leisure activities • Capital investment to radically improve Parks • Refurbish libraries • Achieve Green Flag status for 3 individual parks • Develop & implement an improved Performance Management system for all cultural services activities • Develop & implement an improved integrated customer response system for all cultural services activities linked to Corporate Call Centre • Develop proposals for Romford Ice Rink site 	<ul style="list-style-type: none"> • Performance management of Parks & Open Spaces – integrate with Corporate Call Centre • Develop & start implementation of a Cultural Strategy for Havering other Arts • Improve management arrangements for Queens Theatre & services • Identify improvements to cultural & leisure provision in the southern part of the Borough • Implement a strategic approach to the management of Parks & Open Spaces • Achieve outsourcing of Havering Leisure Direct
2006/07	
<ul style="list-style-type: none"> • Increase opportunities for leisure activities • Capital programme to improve parks • Refurbish libraries and open local service centres • Improve stock management in Libraries • Market test Grounds Maintenance Service • Obtain national accreditation (QUEST) for Sports Development in Havering 	<ul style="list-style-type: none"> • Achieve further 3 Green Flag awards for Parks • Secure funding for refurbishment of Langtons • Improve customer satisfaction for Customer Service activities to upper quartile nationally • Secure partners & funding for development of Romford Ice Rink site & leisure facilities for southern part of Borough
2007/08	
<ul style="list-style-type: none"> • Achieve further 3 Green Flag awards for Parks • Implement proposals for Romford Ice Rink site • Implement proposal for improved leisure provision for southern part of the Borough 	<ul style="list-style-type: none"> • Increase opportunities for leisure activities • Capital programme to improve parks • Refurbish libraries and open local service centres • Improve stock management in Libraries



3. To make Havering a better place in which to live and work

3.(A) REGENERATE THE BOROUGH AND ENHANCE ITS TOWN CENTRES

What we will do over the next three years

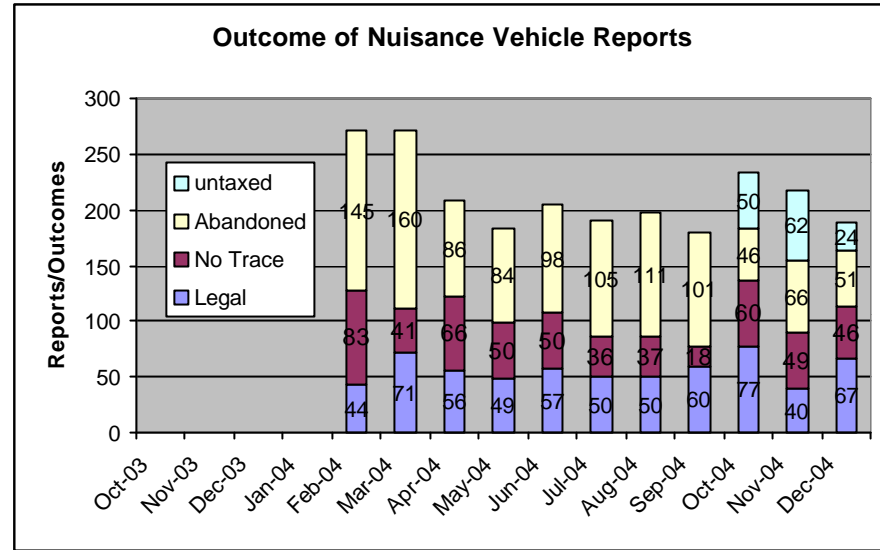
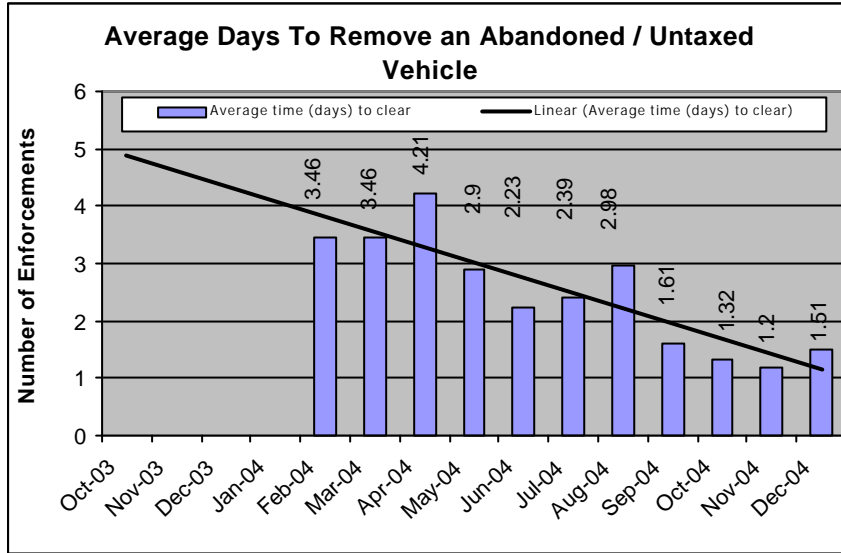
2005/06	
Description of High Level Actions	
<ul style="list-style-type: none"> • Implement recommendations of 'Making Havering a Better Place in which to Live and Work' best value review • Complete and implement recommendations of the 'Services to the South of the Borough' Best Value review • Encourage business and improve economic opportunities Havering • Support the Regeneration of London Riverside • Continue to promote the regeneration of Romford Town Centre • Promote area based improvements in district centres and priority locations • Replace existing serviced automated toilet facilities with modern/disabled accessible facilities • Promote the cultural and economic regeneration of Hornchurch 	<ul style="list-style-type: none"> • Attract additional external funding to Havering • Develop and support the voluntary and community sector in Havering, and promote high priority community initiatives • Pursue a proactive strategy to meet the property requirements of the Council (i.e. Corporate Office Property Strategy) and the community, and to improve the management of the Council's assets • Develop & consult the statutory planning for the borough through the Local Development Framework • Formally adopt the Local Implementation Plan (Transport Strategy for the borough) • Combat fraud • Ensure co-ordination of benefit awareness campaigns
2006/07	
<ul style="list-style-type: none"> • Encourage business and improve economic opportunities. • Support the Regeneration of London Riverside • Continue to promote the regeneration of Romford Town Centre • Promote area based improvements in district centres and priority locations • Continue to implement recommendation of 'Making Havering a Better Place in which to Live and Work' best value review • Adopt the Local Development Framework • Maximise the benefit of the borough and strategic public 	<ul style="list-style-type: none"> • Continue to attract additional external funding to Havering • Pursue a proactive strategy to meet the property requirements of the Council and the community, and to improve the management of the Council's assets • Continue to develop and support the voluntary and community sector in Havering, and promote high priority community initiatives • Promote Benefits system • Maximise transport grant funding from Transport of London to implement Local Implementation Plan proposals

transport infrastructure proposals	
2007/08	
<ul style="list-style-type: none">• Continue to encourage business and improve economic opportunities• Support the Regeneration of London Riverside• Continue to promote the regeneration of Romford Town Centre• Promote area based improvements in district centres and priority locations• Lead role in benefit promotion• Continue to attract additional external funding to Havering	<ul style="list-style-type: none">• Continue to develop and support the voluntary and community sector in Havering, and promote high priority community initiatives• Continue to pursue a proactive strategy to meet the property requirements of the Council and the community, and to improve the management of the Council's assets• Implement the Local Development Framework• Maximise the benefit of the borough and strategic public transport infrastructure proposals

3.(B) IMPROVE THE QUALITY OF THE LOCAL ENVIRONMENT AND PUBLIC PLACES

What we will do over the next three years

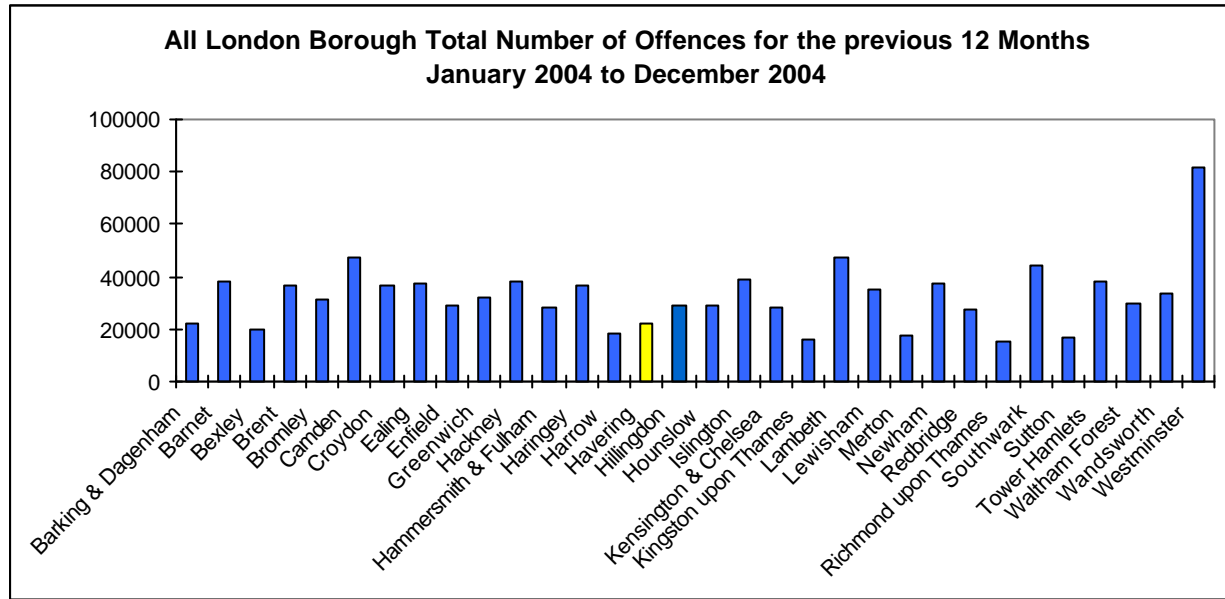
2005/6 – 2007/8	
Description of High Level Actions	
<ul style="list-style-type: none"> • Improve the quality of the street scene by removing clutter, maintaining cleansing frequencies and deploying appropriate resources to priorities • Use effective publicity and pilot StreetCare Wardens to deter nuisance and enviro crime such as dog fouling, dropping litter, flyposting, etc • Undertake effective marketing drive for services e.g. Badge services with public realm logo (uniforms, equipment/ vehicles) 	<ul style="list-style-type: none"> • Thames Chase Forest Centre to be opened • Install attractive street furniture and landscaped features of streets • Further capital improvements to footpaths' infrastructure and furniture • Improve footpath signage to help public access (BVPI 178) • Ensure environmental sustainability features strongly in the revised Community strategy • Replace existing serviced automated toilet facilities with modern/disabled accessible facilities
2006/07	
<ul style="list-style-type: none"> • Prepare Rights of Way Improvement Plan 	<ul style="list-style-type: none"> • Achieve an improved level of parking compliance (bus lanes, around schools etc)
2007/08	
<ul style="list-style-type: none"> • To have achieved on-street camera enforcement operations for the management of moving traffic parking contraventions 	<ul style="list-style-type: none"> • Ensure effective performance management of the StreetCare service provider/s whether internal or external



3.(C) PROMOTE COMMUNITY SAFETY

What we will do over the next three years

2005/06	
Description of High Level Actions	
<ul style="list-style-type: none"> • Develop Strategy to deal with Priority and Persistent Offenders • Reduce overall vehicle crime within the borough • Develop protocols between CCTV and Mobile Patrols with Police • Work with the Police and community to reduce burglaries within the borough • Develop a Community Safety Strategy 2005-08 • Develop early warnings systems to identify new crime trends • Ongoing review, development and implementation of current strategy 	<ul style="list-style-type: none"> • Work with the Police and community to reduce burglaries within the borough • Develop option appraisal for CCTV and Mobile Patrols • Extend CCTV coverage to minor shopping centres and other areas (subject to capital funding approval) • Continue to embed risk management • Provide capacity building to implement the Anti Social Behaviour (ASB) agenda • Develop domestic violence strategy for 2005-2008, including introduction of new cross service Domestic Violence BVPI. • Audit 'Hate Crime' within Havering
2006/07	
<ul style="list-style-type: none"> • Fully implement doorstep crime strategy. • Provide briefings on crime and disorder to other partners • Increase the willingness of victims to report Race Hate Crime 	<ul style="list-style-type: none"> • Provide Advice and guidance on Section 17 of the Crime and Disorder Act 1998 • Reduce repeat victimisation in domestic violence
2007/08	
<ul style="list-style-type: none"> • <u>Reduce ASB incidents reported to the Council and Police</u> 	<ul style="list-style-type: none"> • To have achieved on-street camera enforcement operations for the management of moving traffic parking contraventions



How The Council Will Use Resources Effectively To Deliver These Priorities

Over the next year the Council will be spending some £263m (excluding provision for council housing) on key services for local people. The budget has been set at a time of significant change including increasing budgetary pressures and changes in government funding methodology. In order to ensure the Council uses the money it has in the best way, it has adopted a medium term financial strategy, which seeks to look at its likely finances over the next three years, the pressures to be faced and how it can improve service delivery to save money.

Over the last year, the Council has taken a hard look at how it conducts its business and has identified a package of savings that amounts to £4.8m. In the main these take the form of efficiencies and have a limited effect on frontline services. Instead the Council has identified better ways of working including partnerships, ending duplication and reviewing services that are no longer priorities so that the focus can be on those which the residents have said the Council should concentrate on.

As a result of what residents told us about priorities, next year the Council will be investing:

- Add in once budget decisions taken at Full Council

Supporting Plans And Strategies – Delivering the Council’s Values

The Council's integrated planning and performance management framework covers all its business. The main components of this are shown below. These are available on the intranet are frequently updated in the light of circumstances.

Havering's Community Strategy	Sets out the ambitions for Havering (following extensive consultation) and multi-agency actions to meet them.	2002 -.2007
LBH Council Plan:		
• Corporate Development Plan	Sets out direction of Council and priority areas of change	2005 – 2008
• Best Value Performance Plan	Reports on performance and set targets for future	2005 - 2008
• Medium Term Financial Strategy	Sets out resourcing plans to support Council policy	2004 – 2008
Functional Plans	Separate documents setting out in detail the Council's strategy and policy for a number of areas	
Statutory Plans	These are required by Government	
Service Plans	These set out at Head of Service level how the Council's priorities and services will be delivered	
Personal Development Performance Appraisals	This is the process by which each Council employees knows what they have to do to deliver the Council's vision and how their performance will be monitored.	

Council, 23 February 2005

These plans are underpinned by the Council's values.

The Council's Values

- Put people first
- Ensure local people receive good services
- Use residents' money effectively to provide services local people want
- Work closely with communities and other organisations to ensure good services for the public
- Show care and respect for customers, citizens and staff
- Promote equality
- Learn, innovate and improve to give Havering's public the quality services they deserve.

Further details on these values are set out in supporting corporate strategies, which all services must take into account when developing and delivering services:

Communication Strategy (Contact: Jonathan Owen. Tel. 01708 432074)

Community Safety Strategy (Contact: Heather Bonfield. Tel 01708 432059)

Response to the Comprehensive Performance Assessment (Contact: Jonathan Owen. Tel. 01708 432074)

Customer Care Strategy. (Contact: Dylan Champion. Tel. 01708 432532).

Environment Strategy. (Contact: Peter Williams. Tel. 01708 432585).

Commitment to Equality and Diversity. (Contact: Gladys Cubberley Tel. 01708 432120).

Health and Safety Policy. (Contact: Ray Stephenson. Tel. 01708 434320).

Implementing Electronic Government Strategy. (Contact: Ray Whitehouse. Tel. 01708 432226).

Property Strategy. (Contact: Garry Green. Tel. 01708 432566).

Risk Management Strategy. (Contact: Mike Stringer. Tel. 01708 432101).

Medium Term Financial Strategy

Community Strategy

CONTRACTS STATEMENT

(Code of Practice on Workforce matters in local government service contracts)

Contracts involving a transfer of staff were awarded during 2004/2005.

The council does, however, certify that workforce matters within each, such, contract are being handled in accordance with best value requirements and in compliance with the transfer of undertakings (Protection of Employment) Regulations ("TUPE"). The Council is ensuring that either admission body status is secured for the external provider/contractor (allowing the transferred staff to remain in the Local Government Pensions Scheme post the transfer) or that the provider/contractor provides a comparable pension for the transferred staff.