

CABINET

7.30 p.m.	Wednesday 16 December 2009	Council Chamber Town Hall
------------------	---------------------------------------	--------------------------------------

Members 9: Quorum 5

Present:

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

Cabinet Member responsibility:

Councillor Steven Kelly (Deputy Leader)

Social Care & Learning

Councillor Michael Armstrong

Housing, Public Protection & Regeneration

Councillor Andrew Curtin

Culture & Communities

Councillor Peter Gardner

Corporate Services

Councillor Eric Munday

Finance & Commerce

Councillor Paul Rochford

Skills & Young People

Councillor Geoffrey Starns

Education & Children's Services

Councillor Barry Tebbutt

StreetCare & Customer Services

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

Please note that this meeting will be webcast.



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

Cabinet, 16 December 2009**1. HEALTH AND SAFETY**

The Council is committed to protecting the health and safety of all who attend meetings of Cabinet.

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 Cabinet 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 Cabinet, they have no right to speak at them.

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

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

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

4. WEBCASTING

Cabinet meetings are usually webcast. The webcast may be viewed live at www.havering.gov.uk/webcast from 7.30pm on the day of the meeting and a recording will be available afterwards.

Members of the public attending the meeting who do not wish to be seen on the webcast may sit in the balcony, which is not viewable by the webcasting cameras.

If there are any reports to be considered that contain confidential or exempt material that the Cabinet will consider in private, the webcast will be ended before they are discussed.

AGENDA**1 ANNOUNCEMENTS**

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

2 APOLOGIES FOR ABSENCE (if any) - receive.**3 DECLARATION OF INTERESTS**

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

4 MINUTES**Page No.****5**

To approve as a correct record the minutes of the meeting held on 18 November 2009, and to authorise the Chairman to sign them.

5 RAINHAM VILLAGE CONSERVATION AREA: HIGH RISE FLATS

*To follow as a
Supplement-
ary if required*

At its meeting on 9 December 2009, the Council will consider the following motion:

This Council will support and promote Rainham Village with its unique heritage, historical buildings, character and appearance.

The Council therefore asks Cabinet to reconsider any current Council-supported proposals to build high rise flats in the Rainham Village Conservation Area

In the event that the motion is carried by Council, a report will be submitted to this meeting for Cabinet's consideration. A supplementary agenda will follow as necessary.

Cabinet, 16 December 2009

6	DEVELOPING THE COUNCIL'S CORPORATE BUSINESS PLANNING PROCESS 2010-13	13
7	COMPREHENSIVE AREA ASSESSMENT RESULTS	51
8	14-19 COMMISSIONING STATEMENTS	71
9	BUILDING LEARNING FUTURES	91
10	MAYORAL STRATEGIES – Consultation response from London Borough of Havering	105
11	HORNCHURCH REGENERATION	127
12	OUTCOMES ACHIEVED FROM THE COMMUNITY HALLS PROJECT AND THE NEXT STEPS	147
13	THE GREEN SPACES PROJECT	169
14	PROPOSAL TO MAKE THE LONDON BOROUGH OF HAVERING (MARDYKE ESTATE PHASE 2) COMPULSORY PURCHASE ORDER	203

Cheryl Coppel
Chief Executive



MINUTES OF A CABINET MEETING
Havering Town Hall, Romford
Wednesday, 18 November 2009
(7.30pm – 8.05pm)

Present:

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

Cabinet Member responsibility:

Councillor Steven Kelly (Deputy Leader)	Social Care & Learning
Councillor Mike Armstrong*	Housing, Public Protection & Regeneration
Councillor Andrew Curtin	Culture & Communities
Councillor Peter Gardner	Corporate Services
Councillor Eric Munday	Finance & Commerce
Councillor Geoffrey Starns*	Education & Children's Services
Councillor Barry Tebbutt	StreetCare & Customer Services

* for part of the meeting

Councillors Clarence Barrett, Jeff Brace, Wendy Brice-Thompson, Linda Hawthorn, Barbara Matthews, Ray Morgon and Frederick Thompson also attended.

An apology was received for the absence of Councillor Paul Rochford.

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

There were no declarations of interest.

The decisions were agreed with no vote against.

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

52 MINUTES

The minutes of the meeting held on 14 October 2009 were agreed as a correct record and signed by the Chairman.

53 **DEVELOPING THE COUNCIL'S CORPORATE BUSINESS PLANNING PROCESS 2010-13**

Councillor Eric Munday, Cabinet Member for Finance & Commerce, introduced the report

At the Cabinet meeting in June 2009, Cabinet received a report outlining the Corporate Business Planning Process for 2010-13. This report also set out the supporting strategies which contribute to ensuring that all the Council's resources and assets are being used to underpin Havering's priorities, and sought their approval and onward recommendation to Council. A further report was considered by Cabinet in October.

The report updates Cabinet on the progress with the development of the corporate business plan, and provides information to Cabinet on the financial position within Havering and elsewhere across London.

Reasons for the decision:

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

Other options considered:

None. The Constitution requires this as a step towards setting its budget.

Cabinet noted:

1. **Progress to date with the development of the Corporate Business Plan.**
2. **The expected date for the announcement of the financial settlement for 2010-11.**
3. **The financial position within Havering for the current financial year.**
4. **The financial pressures identified across London.**
5. **The announcement by the Mayor of London on the GLA's budget.**
6. **That the results from the recent public consultation meetings would be presented to the next meeting.**

54 **CULTURE SUB-STRATEGIES**

Councillor Andrew Curtin, Cabinet Member for Culture & Communities, introduced the report

Cabinet's approval was sought of three culture sub-strategies: the Sports and Physical Activity Strategy (appendix A of the report submitted), the Heritage and History Strategy (appendix B) and the Library Strategy (appendix C).

Each of these strategies would run from 2010 to 2012 and each sat underneath the Havering Culture Strategy (2007-2011)

Reasons for the decision:

The approval and formal adoption of the three sub-strategies would provide a context and focus for the work of key culture services in Havering. Their approval would offer new opportunities to access external funding, would help to communicate the goals of these three important services to a wider public and would provide strategic direction for annual service planning.

Other options considered:

No alternatives had been considered. Without these strategies, the Council would not have a clear focus and agreed plan for improving the provision of culture.

Cabinet agreed the Sports and Physical Activity Strategy, the Heritage and History Strategy and the Library Strategy.

55 **FAIRKYTES ARTS CENTRE AND LANGTONS GARDENS PROJECTS**

Councillor Andrew Curtin, Cabinet Member for Culture & Communities, introduced the report

This report brought together two previously agreed projects: the development of three strategic plans for Fairkytes Arts Centre and the development of a restoration plan for Langtons Gardens.

Cabinet was reminded that Fairkytes House was a Grade II listed building in Billet Lane, Hornchurch, home to a wide array of community arts activities. Langtons Gardens was a public park located at the edge of Hornchurch Town Centre, adjacent to Fairkytes Arts Centre, consisting of the largely intact pleasure grounds of the Grade II listed Langtons House. The gardens were designed in the late 18th century and traditionally had been attributed to Humphry Repton.

This report summarised progress with the work for both Fairkytes Arts Centre and Langtons Gardens to date and sought approval to the detail of the proposals to progress each of the projects.

Reasons for the decision:

The decision was required to enable works to progress on the restoration of Fairkytes Arts Centre, some of which was urgent, and to enable the restoration of Langtons Gardens.

Other options considered:

Option 1 – Use agreed capital funds (£340k) as match funding for a bid to the Heritage Lottery Fund (HLF) for Fairkytes, and submit an application to HLF for Langtons Gardens, with identified partnership capital funding from the C&L Capital programme. It was considered

very likely that a funding bid to HLF at the same time as a bid for Langtons Gardens would result in them competing against each other. Also, a HLF bid for Fairkytes would result in a change to the strategic direction already identified for the development of the arts at the centre.

Option 2 – Submit an application for both Fairkytes and Langtons Gardens to HLF, using the existing identified capital for Fairkytes as match funding, and commit further capital as partnership funding for a Langtons Gardens application. These applications would need to be submitted two to three years apart to increase the chance of successful bids. This might mean the first application was made in 2011, and the second in 2013 or 2014.

Option 3 – Invest the existing capital funds for Fairkytes with no further funding made available for either Fairkytes or Langtons Gardens. The existing agreed capital would not address all the items required in Phases 2-5. Langtons Gardens would not be restored at all.

Cabinet:

1. **Agreed that the existing capital funds for Fairkytes Arts Centre be invested to carry out essential and urgent works to Fairkytes Arts Centre (phases 2-5), including pre-project and project management.**
2. **Agreed that future external funding bids and capital programme allocations be made to fund the remainder of the works to Fairkytes Arts Centre (Phases 2-5).**
3. **Approved the submission in due course of an application to the Heritage Lottery Fund for Langtons Gardens, with identified partnership capital funding from other external sources and the Culture and Leisure Capital programme.**
4. **Agreed the principle of creating a gallery space at Fairkytes Arts Centre, subject to final approval from the Cabinet Member for Culture & Community.**

56 **HOUSING FINANCE ANNOUNCEMENTS AND THE DECENT HOMES PROGRAMME**

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

Cabinet noted that, over the summer of 2009, the Government had made two important announcements regarding the revenue and capital funding of council housing. Together, these announcements would have potentially very significant impacts on the financing of council housing in the borough.

The report brought to Members' attention the key aspects of the government's proposals to change significantly the way Housing Revenue Accounts (HRAs) operated. While it appeared that any changes would not be implemented until

2012/13 at the earliest, the present report covered the key implications for the borough and sought approval for officers to fully engage in the national debate on the proposals.

The Housing and Community Agency's announcement in July that councils whose Arm's Length Management Organisations, ALMOs, had not already attained a two star rating from the Audit Commission would have any promised Decent Homes funding deferred until 2011/12 had come as a shock to the housing sector. The report briefed Members on the judicial review of this decision the Council was seeking together with three other authorities, and sought approval to ameliorate the impact of the government's decision to some extent by investigating options for applying up to £2 million of the Council's capital resources to supplement to HRA capital programme in 2009/10.

Reasons for the decision:

It was in the interests of the borough and its tenants that the borough's Finance and Housing officers fully engage with the national debate about the CLG's proposed changes to the HRA, therefore, authority was sought for officers, acting in consultation with the appropriate Cabinet Members to respond to consultation documents and make the necessary representations to government.

Given that Counsel's advice that there was a strong case for seeking judicial review of the CLG's decision regarding the deferment of ALMO money expected by the borough to be available in 2009/10 and 2010/11 following Homes in Havering attaining a two star rating from the Audit Commission, it was in the best interests of the borough and its tenants to enable Legal and Housing officers to take appropriate actions in this regard, in consultation with Members.

The Havering tenants had a legitimate expectation that, once the ALMO attained a two star rating, works to make their homes decent would accelerate. The link between the two star and the availability of extra resources had been widely known and publicised since commencement of the stock options appraisal in earnest in 2003. While the Council would be taking steps to secure resources from the CLG, it sought to ameliorate to some extent the full impact of the government's broken promise by investigating options for, and where feasible applying, up to £2 million of its own capital resources in 2009/10 to supplement the HRA capital programme and thus increase the Decent Homes programme this year.

Other options considered:

Non-participation in the national debate on reforming council housing finance had been rejected. While there would be a marginal benefit in terms of staff time, the detrimental impact of the borough not arguing its case regarding the HRA which has an annual turnover of around £38m and an annual capital spend of around £13m is considered far too great to recommend this as an option.

Non-participation in the judicial review had also been rejected. In the absence of funding from the CLG as previously promised, and with

favourable advice from Counsel, non-participation with other authorities in this action would appear to be likely to compromise the borough's ability to benefit from a favourable outcome. Participation did not fetter other actions to secure resources.

No additional council resources to applied to Decent Homes had been rejected as well. The Council would like to ameliorate to some extent the full impact of the government's broken promise on Decent Homes funding this year.

Cabinet:

- 1. Noted the government proposal to establish individual authorities' Housing Revenue Accounts on a self-financing basis and agreed to delegate authority to the Group Director, Finance & Commerce and Group Director, Culture & Community to make appropriate representations to the Department for Communities & Local Government (DCLG) regarding the proposals, acting in consultation with the Cabinet Member for Finance & Commerce and the Cabinet Member for Housing, Public Protection & Regeneration.**
- 2. Confirmed the decision to commence judicial review of the DCLG's decision regarding the deferment of Decent Homes resources allocated to the borough for 2009/10 and 2010/11 and delegated decisions on the future conduct of the case to the Assistant Chief Executive, the Group Director, Finance & Commerce and Group Director, Culture & Community, in consultation with the Cabinet Member for Housing, Public Protection & Regeneration and Cabinet Member for Finance & Commerce.**
- 3. Concurred that the HRA capital programme for 2009-10 be expanded by £2 million to fund priority works in the Decent Homes programme, subject to Council agreeing the budget expansion.**
- 4. Delegated authority to the Group Director, Finance & Commerce and Group Director, Culture & Community to investigate the options for funding the £2 million expansion and to report to Council accordingly.**

57 EMPTY HOMES STRATEGY 2009-2012

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

The Council had published its first Empty Homes Strategy in 2004. Since then, and despite limited resources, the Council a total of 888 vacant properties had been returned to use through a range of new and improved methods.

National focus has remained on tackling empty homes and, alongside new regional priorities that have been established by the Mayor of London and

local housing pressure to get empty properties back into use, Havering had again responded by developing this new Empty Homes Strategy 2009/12.

The Council's Empty Homes Strategy 2009/12 flowed from the Council's Housing Strategy 2009/10-2011/12 and provided a framework for delivering regional and local priorities relating to improving the environment and cost efficiency by bringing properties back into use. The benefits would include:

- increased housing stock for rent or purchase
- increased collection of Council Tax
- reduced opportunities for vandalism, anti-social behaviour and squatting and
- consequently, a reduction in the number of complaints which the Council was expected to respond to

The Empty Homes Strategy 2009/12 had two main aims:

- To reduce the number of long-term empty homes and so increase the supply of affordable decent homes.
- To prevent, as far as is reasonably practical, further homes becoming long term empty homes.

Reasons for the decision:

There had been a number of significant changes in national and regional priorities since the introduction of Havering's first Empty Homes Strategy in 2004, most recently the priorities set out in the Mayor's London Plan to establish a target that no more than 1% of properties in London should be empty by 2011. In light of these changes a new Empty Homes Strategy 2009/12 was now required to ensure the borough met this target.

Other options considered:

None

Cabinet approved the Empty Homes Strategy 2009-2012.

58 EXCLUSION OF THE PUBLIC

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

59 **TENDER REPORT FOR SCHOOL BUILDING WORKS: TOWERS JUNIOR SCHOOL**

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

Details were submitted of the tenders received for building works at Towers Juniors and of their analysis.

Cabinet approved acceptance of the tender from Lengard for remodelling works at Towers Junior School.



CABINET

16 DECEMBER 2009

REPORT

Subject Heading:

DEVELOPING THE COUNCIL'S
CORPORATE BUSINESS
PLANNING PROCESS 2010-13

Cabinet Member:

Councillor Eric Munday

CMT Lead:

Andrew Blake-Herbert

Report Author and contact details:

Mike Stringer
Head of Finance and Performance
01708 432101
mike.stringer@havering.gov.uk

Policy context:

The Council is required to approve an annual budget and this report provides information to enable Cabinet to make recommendations to Council in February 2010
There are no specific financial issues, this report deals with the overall budget position

Financial summary:

Is this a Key Decision?

No

Is this a Strategic Decision?

No

When should this matter be reviewed?

Reviewing OSC:

Corporate

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

Clean, safe and green borough	□
Excellence in education and learning	□
Opportunities for all through economic, social and cultural activity	□
Value and enhance the life of every individual	□
High customer satisfaction and a stable council tax	X

SUMMARY

Cabinet received a report at the last meeting in November that provided an update on the progress with the development of the corporate business plan, and information on the financial position within Havering and elsewhere across London.

This report identifies the progress with developing the proposals being considered and advises more detail will be released in January 2010 for consideration by all the relevant Committees. It also summarises the latest financial position and feedback from the recent public consultation sessions.

The provisional Revenue Support Grant settlement for 2009/10 has yet to be announced to the Council, although details are currently expected ahead of the Cabinet meeting itself. The Government's pre-Budget report is also awaited, this again is imminent but is not expected to be released in sufficient time for inclusion in this report.

RECOMMENDATIONS

Cabinet is asked to:

1. Approve the progress made to date with the development of the Medium Term Financial Strategy and detailed budget.
2. Note the further work being undertaken by officers and the timetable outlined in the report.
3. Note the potential impact of the Settlement and the pre-Budget report will be included in the report to Cabinet in January
4. Note the expectation that Havering will remain a floored authority for grant purposes, and the need for financial prudence remains a key factor in the Council's financial planning approach.
5. Note the latest financial position.

6. Note the general economic climate and financial outlook remain challenging and that, as a result, agree that the focus of the Council's budget will need to be on material unavoidable pressures, with minimal scope for additional investment.
7. Agree that the full detail of the final options will be reported to Cabinet in January 2010.
8. Note the current position relating to levying bodies and the GLA.
9. Note the updated position on the freedom pass issue and agree that budget planning should continue to be based on a worst case assumption, with the potential increase in the Council's contribution of around £2m.
10. Note the results from the recent public consultation meetings and agree that Cabinet should take due account of these as part of the detailed budget-setting process.

REPORT DETAIL

1. INTRODUCTION

- 1.1. At its meeting in June, Cabinet agreed the broad approach to the Corporate Planning Process for 2010-2013. The report set out the background to the development of the Corporate Plan and the Medium Term Financial Strategy (MTFS) and outlined the Council's Living Ambition and five goals that the Plan and the Strategy will be designed to deliver. The MTFS was subsequently approved by Council.
- 1.2. Further reports were considered by Cabinet in October and November. These reports highlighted:
 - the key issues likely to affect the setting of the budget for 2010-11, including inflation levels and the cost of the freedom pass scheme
 - the capital programme
 - the current financial position within Havering and across London
 - the housing budget
 - the approach to consultation.
- 1.3. This report updates Cabinet on progress in developing the budget, and provides an update on the position in Havering.

2. THE SETTLEMENT, THE PRE-BUDGET REPORT, AND GENERAL FINANCIAL PROSPECTS

Comprehensive Spending Review

- 2.1. The Government published the outcome of its Comprehensive Spending Review 2007 (CSR07) during the Autumn of 2007. This is a major review of Government spending over the 3 following years, 2008/09 to 2010/11.
- 2.2. Full details of CSR07 were reported to Cabinet during the corporate business planning process for 2008-11. However, the key financial highlights for local government affecting Havering were as follows:
 - An average 1% per year grant increase in real terms over the three years from 2008/09 to 2010/11
 - A Value For Money (VFM) programme, realising annual net cash-releasing savings through the achievement of cash savings of 3% in each year
 - Council Tax rises well under 5% in each of the three years.
- 2.3. As previously reported to Cabinet, the major effect of this is that future funding settlements were only expected to be around 1% in real terms for the three years covered by CSR07. The actual level of grant increase for individual local authorities varies, dependent on the operation of ceilings, floors and damping. For planning purposes, given the position on the grant floor, and the expectation that this position will remain unchanged, Havering's financial strategy has assumed no grant increase as a prudent approach.
- 2.4. Given the associated comments on limitations on Council Tax increases, it will be essential that financial prudence remains a key factor in local authority financial strategies.

Pre-Budget Report

- 2.5. The Chancellor is expected to present the Government's Pre-Budget Report to the House of Commons in late November or early December. Given the uncertainty over the timing of its release, officers plan to include a summary of the key highlights in the January Cabinet report, to give sufficient time to digest the contents and assess the impact on the public sector in general, and Havering in particular.

Local Government Settlement and Financial Prospects

- 2.6. Given the statement in CSR07 regarding the next three years, it has been officers' expectation that Havering would continue need to identify savings or reduce pressures to set a reasonable Council Tax, as has been the case for the preceding 3 years. The aim continues to be to maintain a stable financial position, to adopt a prudent approach to the continuing development of the Council's MTFS, and to reflect the views of our local community on the impact of budgetary pressures and Council Tax increases, subject to any changes in

national priorities that are outside of the Council's control. The expectation is that the Council will continue to be floored in future years. As a result, we will be receiving only the minimum increase or decrease, based on the current funding system. It needs to be borne in mind that the pressures on the economy may result in the setting of the floor leading to negative grant increase; in other words, there may actually be a decrease in overall grant funding.

2.7. Details of the settlement are again awaited, and these are related to the pre-Budget report referred to above. Again, owing to the timing, a summary will be included in the next report to Cabinet. However, it is felt unlikely that there will be any material change from the position contained within the settlement announcement from 2008; the key elements of this were:

- The grant allocation for 2009/10 was £54.522m
- The provisional grant allocation for 2010/11 was £55.314m. The equivalent headline increase was £817k (1.50%).

2.8. Details of the indicative allocations of Dedicated Schools Grant are also awaited, these will also appear in the January Cabinet report.

2.9. Officers have continued to participate in relevant London-wide forums and contribute to consultation papers, and to supporting lobbying by London Councils in respect of key issues, such as adults social services funding. Officers have also made significant contributions to London-wide discussions on the funding of freedom passes, which Cabinet may be aware has been a major issue, both within London and nationally.

General Financial Prospects

2.10. The general economic climate remains extremely tough. Whilst inflation has remained low, there are signs this is starting to rise. The national financial position is highly challenging and the recent Queen's speech to Parliament included provision for a bill to bring about a major reduction in the budget deficit. Apart from being a highly unusual measure, this gives some indication of the scale of the financial problem facing the incoming Government in 2010.

2.11. There is a distinct possibility of major reduction in grant funding across the public sector, as part of an overall plan to tackle the national financial deficit. Whilst it is only possible to speculate where any reductions in grant funding might fall, inevitably there will have to be reductions in grant support to the public sector in general, and local government in particular. This issue is considered further in the next section of this report.

3. PROGRESS WITH THE CORPORATE BUSINESS PLANNING PROCESS

3.1. The corporate business planning process has continued in line with the timetable included within the MTFs document considered by Cabinet. In broad terms, the approach adopted by the Council has been to set targets for savings and efficiencies, to offset any identified pressures. This provides a

basis for assessing the Council's priorities in relation to its MTFs, and for resources to be allocated to those areas of the highest priority.

- 3.2. The Council is now in the later part of this process, reviewing proposals in light of priorities and resources available. This is taking on board:
- Service Performance and Future Outlook
 - Demography
 - Relative Needs
 - Pension Fund
 - Capital Investment
 - Balances
 - Comprehensive Spending Review
 - The imminent Pre Budget Report and local government financial settlement announcement
 - The recent party conferences
 - The general economic climate.
- 3.3. The last issue obviously now has had a much more significant impact on both the planning and setting of the Council's budget, and this has continued through from the last budget-setting process. Amongst other things, the major problems in the banking sector have resulted in Local Authorities generally seeking to reduce their exposure to risk, by reviewing their counterparty lists and by reducing the duration of investments. This shift in policy, alongside tough trading conditions and the lowest ever rates set by the Bank of England, has also significantly reduced the level of interest earnings.
- 3.4. In parallel, residents are faced with increasing prices and possible job losses. Demand for specific types of service has risen, for example homelessness, benefits, debt counselling, and similarly demand for some services where there are significant income streams has fallen, for example planning/building control, land charges. This has placed considerable strain on public sector finances.
- 3.5. Given the financial climate, there has been considerable speculation, within the national and local government press, about the financial climate facing the public sector. This has been heightened by various announcements during and since the recent party conferences. There is no doubt the national economy is facing an unparalleled position, and any incoming Government will be faced with hard choices. This is being taken into account and, as a consequence, there is limited scope for any budget growth, and that can in reality only be provided whether there is no other option and the growth is unavoidable.
- 3.6. It is therefore essential for local authorities to consider these factors as part of their business planning process. Officers have taken this in hand over the past year or so and have continued to share intelligence with other authorities on the approach.

- 3.7. The star chamber sessions with Cabinet members have taken place. These have looked at the major cost issues facing the Council and the opportunity for achieving efficiency savings. The outcome of these sessions, and those to come, will feed their way into subsequent papers to Overview & Scrutiny and Cabinet.
- 3.8. Officers have continued to participate in relevant London-wide forums and contribute to consultation papers, and to supporting lobbying by London Councils in respect of key issues, such as adults social services funding and the funding of freedom passes. Further information on the latter issue is set out below.

Levies

- 3.9. Officers have also continued to monitor the position with the levying bodies, in particular ELWA and the LPFA. Early indications are that the ELWA levy will be in line with previous reports and with projections for 2010-11 reported to ELWA itself. ELWA considered a report on the next three years at its most recent meeting in November, and the provisional figures confirm this. The position regarding the LPFA levy is still being looked into.
- 3.10. The Mayor of London has already announced a further freeze in Council Tax for the GLA, as previously advised to Cabinet. This means that the GLA's band D element will remain at its current level of £309.82.

Impact of Inflation

- 3.14. As Cabinet will be aware, inflation levels have dropped to their lowest point in many years. The 2009 local government pay award saw a rise of around 1%, and announcements made during the recent party conferences suggest further restraint in pay rises, given the economic climate, are very likely. Inflation indices will also affect any increases relating to contracted goods and services. Whilst the situation will be kept under review in the run-up to budget-setting, and intelligence shared with other local authorities, any provision made for inflation will need to be mindful of these factors.
- 3.14. That said, it is being assumed that there will be an increase in fees & charges, and this is being built into the annual review process. Account will, as usual, need to be taken of any fees set statutorily, as these are outside the control of the Council.

Freedom Passes

- 3.13 Cabinet will be aware from previous reports of a potential major risk over the cost of the scheme. Broadly, the special grant to London of £50m was understood to be at risk, with an equivalent impact in Havering, using current year figures, of £1.8m. There has been an expectation for some time that this matter would be deferred until after 2010-11, but an announcement was made on 4 November that the Government was consulting on a revised funding scheme.

- 3.14. The details of the scheme being consulted on would mean a partial reduction in the special grant to London. The impact on Havering in 2010-11 would mean an increased cost, based on the overall expected costs of the scheme and revised distribution data, of nearly £1.2m. However, even assuming this change goes ahead, there remains a considerable risk that the remainder of the special grant would simply be removed in the following year. Using the same model, a further increase in cost of nearly £900k, or £2.1m in total over the 2 years, would occur.
- 3.15 The consultation period does not close until 30 December. It is therefore highly unlikely that a definitive position will be known until well into January, and possibly not even before Cabinet approves the detailed budget proposals for formal consultation. Such a high level of uncertainty is extremely unhelpful. Given this uncertainty, officers intend to maintain the existing budget planning approach already adopted as being the only prudent way forward. This would require provision for growth of around £2m. Cabinet is therefore asked to approve this approach.

4. CURRENT FINANCIAL POSITION

- 4.1. As part of its standard business processes, a robust system of budget monitoring is in place to ensure the Council's financial stability. As part of this process, both variances and potential risks are identified and action plans developed to counteract any adverse variances.

Revenue Monitoring

- 4.2. The latest revenue monitoring report is for period 6, September 2009. A summary of the position is set out in the table below:

Directorate	Revised Budget £'000	Current Forecast Outturn* £'000	Current Forecast Outturn Variance £'000
Culture & Community	35,819	36,427	489
Social Care & Learning	96,928	97,659	351
Finance & Commerce	18,569	18,533	518
Legal & Democratic Services	5,180	5,234	0
Sub Total	156,496	157,853	1,358
Contingency	1,998	1,998	0
Services Total	158,494	159,851	1,358
Dedicated Schools Budget	153,255	153,255	0
Grand Total	311,749	313,106	1,358
*Note – Excluding Contingency Allocations (see paragraph 4.6)			

- 4.3. This indicates a potential overspend of approaching £1.4m. This is a decrease of £56k from the preceding forecast. The main elements of this are:
- adverse variance in respect of development control income, due in the main to the state of the economic climate
 - income shortfall at the Learning & Development facility at CEME
 - cost pressures relating to safeguarding children services, which was the subject of a separate report to Cabinet in October
 - income pressures in the private sector landlords function
 - a minor forecast outturn overspend of £120k within Adult Social Services (in relation to a net budget of £55m). The majority of risks continue to be managed within the approved service budget.
- 4.4. The detailed budget monitoring report, setting out the position in more detail, is set out in Appendix A. Officers are currently reviewing the process for monitor reporting with a view to implementing these for the new financial year.
- 4.5. As Cabinet will be aware, the budget includes a Contingency Fund. This is to ensure the Council's budget is robust, and to provide financial stability to enable adverse variances to be overcome. The level of the Fund is re-assessed annually as part of the budget-setting process. Allocations from the Fund are generally only made once other measures have been considered, and during the latter part of the year. This is in accordance with practice of previous years.
- 4.6. Allocations have now been agreed in respect of children's services, as separately reported to Cabinet, as well as development & building control and human resources, both of which have been affected by adverse variances linked to the recession. The impact of a contingency allocation for the 3 areas identified will be to reduce the current forecast overspend by £660k to £698k, as shown in the table below.

Service	Allocation £000's
Safeguarding Children	176
Human Resources (CEME)	174
Development Control	310
Release from Contingency	660

- 4.7. Part of the planning process ensures that any in-year variances are fully assessed and taken into account. It was evident, for example, in the previous financial year that the decrease in land charges income was likely to be an ongoing issue, and the current development control shortfall shows distinct similarities. These issues are therefore being reflected in the approach to 2010-11 and beyond. Work is taking place to deliver a balanced outturn by year end and Members are reminded that the contingency exists to offset such issues as land charges and development control should the need arise as the year progresses.

Capital Monitoring

- 4.8. In a similar manner to revenue, regular reviews are undertaken of spend on capital projects within the overall capital programme. The programme is a mixture of projects directly funded by the Council and those funded through external funding streams, predominantly grants. Council approved a basic 8 year capital programme in 2009, which covers the Council's own funding, and specific projects have subsequently been approved through lead member delegation. Unlike revenue, capital projects may run over more than one financial year, and the ebb and flow of spend follows a much different pattern.
- 4.9. The latest monitoring report is also for period 6, September 2009. A summary of the forecast position is set out in the table below:

Service Area	Total Revised Approval £000	Actual Exp. to 2008/09 £000	Actual Exp. to date 2009/10 £000	Forecast Exp. 2009/10 £000
Legal & Dem. Services	7,434	1,410	99	393
Social Care & Learning	120,857	52,668	6,731	16,414
Finance & Commerce	39,081	9,893	1,917	7,615
Culture & Community	125,853	41,914	7,536	20,767
Total General Fund	293,225	105,885	16,283	45,189
Housing Revenue Account	54,173	21,341	1,522	11,236
Total Capital	347,398	127,226	17,805	56,425
Note 1 : this analysis includes all funding sources, including all grant-funded schemes and all Transport for London projects				
Note 2 : actual spend to date is based on payments made; any lag in either payments or works valuations, and in fee recharges, are not reflected				
Note 3 : the forecast for the HRA excludes the additional sum recently approved by Cabinet				

- 4.10. In arriving at the current forecast, an assessment has been made of the potential level of slippage that might occur. This may be due to unforeseen circumstances, delays in tender processes, inclement weather, available resources, and so on. The level of slippage provided for will obviously reduce as the year progresses, as projects will have been commissioned and will be underway. Any projects not completed during the year (planned or otherwise) will be reflected in the forecast spend for future years.
- 4.11. A review of the current 8 year programme will be reflected in the subsequent budget reports to Cabinet. However, at this stage, it is not anticipated that there will be any significant changes made to the core programme.

5. HOUSING BUDGET

- 5.1. As with the main financial settlement, details of housing subsidy for 2010-11 are still awaited. These will also be reported to Cabinet in January.

- 5.2. Work is continuing on the development of the Housing Revenue Account budget for 2010-11, and further reports will be submitted to Cabinet on this in January and February.

6. CONSULTATION

Let's Talk about the Council Tax

- 6.1. As part of the Council Tax setting process, public meetings were held across the borough to ask residents what their priorities for Council Tax spending are for next year. This formed one part of our wider Let's Talk campaign; our invitation to local people to tell us what they think of Havering and Council services.
- 6.2. Over the last few months, we have held 'Big Map' sessions across the borough, set-up a Let's Talk email address, encouraged residents to write in to Living with their questions, and organised a series of face-to-face sessions with the Leader and the Cabinet. This has included a stand at the Havering Show, a 'Meet the Cabinet' session as part of Local Democracy Week and the Leader's Tours.
- 6.3. For the Council Tax sessions, meetings were held at North Romford, Rainham, Upminster, Hornchurch, South Romford and Harold Hill. An additional consultation was held as part of the Havering Strategic Partnership Conference, where partner organisations were given the opportunity to tell us their priorities for Council Tax spending. A final meeting for businesses will be held in early December.
- 6.4. At each meeting residents were given three "pound coins" and asked to identify their top three priorities from the following list: rubbish collections, recycling and street cleaning; planning and regeneration; schools and learning; road and pavement repairs and street lighting; housing; culture and leisure; community safety; children's social services; adult social services; activities for young people and public protection (including trading standards, environmental health and parking).
- 6.5. After residents identified their top three priorities for spending they were asked to vote on how they would fund these priorities: through an increase in Council Tax, through no increase in Council Tax but cutting funding to other services, or no increase in Council Tax (with service levels maintained and money saved through efficiencies).

The Results

- 6.6. Across the borough the single top priority for the residents was road and pavement repairs. It was the key priority in all meetings except for Rainham and North Romford, where the key issue was adult social services, and Hornchurch, where community safety was the top priority.

- 6.7. The second top priority across the borough was adult social services. The other areas that scored highly were community safety and culture and leisure services such as parks and sports centres. At the Havering Strategic Partnership Conference, Community Safety was the top priority, with culture and leisure and adult social services identified as the next most urgent priority.
- 6.8. Regarding Council Tax, the majority wanted no increase in Council Tax, but with the level of services maintained. A few opted for no increase and a cut in other services.
- 6.9. The results from the Council Tax sessions provide a snapshot of resident opinion and somewhat reflect priorities identified through the wider Let's Talk campaign. For example, over the last few months, roads and pavements have been identified as a key issue through the Council Tax sessions as well as the wider Let's Talk engagement. On the other hand parking and litter was identified as a key concern through the wider Let's Talk consultations, but did not come out as strongly in the Council Tax sessions.
- 6.10. The findings from these sessions, and the wider Let's Talk campaign, will be taken into account as part of the development of detailed budget proposals for 2010/11.

7. TIMETABLE

- 7.1. The key dates for consideration of the budget strategy and capital programme are as follows:

Key Tasks	Date
Release of detailed proposals taking account of settlement	January Cabinet
Detailed budgets and public consultation consideration	Considered by Overview & Scrutiny Committees January Presentations to Area Committees January
Final Cabinet recommendation to Council taking account of any further issues	February
Council Tax Setting and Corporate Business Plan Agreement	February
Completion of service planning process	February

- 7.2. This outline timetable is kept under review to ensure that the budget and policy are fully integrated and reflect community priorities. The timetable may also vary if meetings are changed.

REASONS AND OPTIONS

Reasons for the decision:

This enables the Council to develop its corporate plan and budget as set out in the constitution.

Other options considered:

None. The Constitution requires this as a step towards setting its budget.

IMPLICATIONS AND RISKS

Financial implications and risks:

The MTFs and Star Chamber process will ensure that financial implications and risks are fully met.

Legal implications and risks:

There are no direct legal implications or risks from this report. The corporate business planning process will need to take account of new and existing statutory duties and responsibilities that are imposed on the Council by central government even if there are inadequate or no commensurate increases in government funding to finance them. Failure to do so will put the Council at risk of legal challenge by affected residents or businesses.

Human Resources implications and risks:

The Workforce Strategy addresses on-going implications and risks within the document. There are none arising directly from this report.

Equalities implications and risks:

Detailed proposals will need to be assessed as part of the business and service planning process. Equalities impact assessments are produced as standard as part of the detailed budget process.

BACKGROUND PAPERS

There are none

BUDGET MONITORING REPORT 2009/10 PERIOD 06 (SEPTEMBER)

1. SUMMARY

1.1 The 2009/10 period 6 revenue monitor reports that:

- The forecast outturn is currently projected at an overspend balance of £1,358k. This is a decrease of £56k on the period 5 forecast but an increase of £480k on last year's period 6.
- The Development Control forecast overspend is due to the net impact of the economic downturn.
- Private Sector Leasing is anticipating a reduction in numbers to the year end resulting in an overspend.
- Additional costs are being incurred on safeguarding children and a report to Cabinet has been prepared and approved on this.
- Adult Social Services are now reporting a slight projected overspend.
- Though not commented on in the main body of the report there are indications that the demand for taxis to provide home to school transport for children with special educational needs (SEN) is increasing. The level of pressure of any mitigating factors are currently being assessed and will be reported in future revenue monitors.
- Contingency funds will be released in period 8 to offset some of these items which would reduce the current forecast outturn by £660k to £698k.

2. FORECAST

2.1 This report sets out the revenue position for the Council's General Fund and the Housing Revenue Account. A more detailed summary of the table below is available on the internet as **Appendix 1**, and a graphical representation of the year on year position as **Appendix 2**.

2.2 The 2009/10 forecast outturn as at period 6 is set out in the table below.

Directorate	Revised Budget £'000	Current Forecast Outturn £'000	Current Forecast Outturn Variance* £'000	Previous Forecast Outturn Variance £'000	Change in Outturn Variance £'000	Direction of travel in RAG
Culture & Community	35,938	36,427	489	571	(82)	G
Social Care & Learning	97,308	97,659	351	325	26	R
Finance & Commerce	18,015	18,533	518	518	0	A
Legal & Democratic Services	5,234	5,234	0	0	0	A
Sub total	156,495	157,853	1,358	1,414	(56)	G
Contingency	1,998	1,998	0	0	0	A
Services Total	158,493	159,851	1,358	1,414	(56)	G
Dedicated Schools Budget	153,255	153,255	0	0	0	A
Grand Total	311,748	313,106	1,358	1,414	(56)	G

*Note – Excluding Contingency Allocations (see paragraph 9)

Housing Revenue Account	0	0	(10)	104	(114)	G
-------------------------	---	---	------	-----	-------	---

3. ANALYSIS OF MAJOR VARIANCES BY SERVICE

3.1 Major variances in the forecast reported by Heads of Services are identified in more detail below.

3.2 The tables refer only to those Service areas where major variances have been reported. Further information on the reasons for variances can be found as **Appendix 3** (General Fund) and **Appendix 4** (Housing Revenue Account).

Service	Major variances	Lead Member	Current Variance £'000	Previous Variance £'000
	Activity Description			

Customer & Community

Culture & Leisure	Supervision Management and Support	Cllr Curtin	50	50
	Indoor Sports & Recreation		60	60
Housing & Public Protection	Environmental Health	Cllr Gardner	100	100
	Housing Aid & Advice	Cllr Armstrong	43	85
	Housing Strategy		180	180
Regeneration & Strategic Planning	Markets	Cllr Armstrong	100	80
	Economic Regeneration		(30)	0
	Development Planning		(30)	0

Social Care & Learning

Learning and Achievement	Pupil Services	Cllr Starns	45	100
Children and Young People	Prevention & Intervention	Cllr Rochford	125	125
	Children's Social Services		60	60
Adult Social Care	Older People	Cllr Kelly	143	(1)
	Physical Disabilities		107	167
	Homecare		(109)	(27)
	Mental Health		(105)	(112)
	Quality & Performance		108	113
	Workforce Development Grant		(100)	(100)

Finance and Commerce

Human Resources	CEME Income	Cllr White	208	208
Development & Building Control	Development Control	Cllr Kelly	310	310

Housing Revenue Account

Housing Revenue Account	Head of Service	Cllr Armstrong	324	302
	Housing Needs & Strategy		(167)	(155)
	Rent Accounting & Financial Transactions		(122)	(31)

4. HOUSING & PUBLIC PROTECTION

- 4.1 Private Sector Leasing is reporting an overspend of £150k resulting from a reduction in the numbers anticipated to the year end. This is an extremely volatile area and is being affected by changes in the way the scheme operates.

5. CHILDREN'S SERVICES

- 5.1 Staffing costs and associated costs are forecast to increase due to the impact of additional demand and the resultant need for additional resources to deal with this.
- 5.2 A Cabinet report has been approved and an allocation of contingency funds of £176k will be released in period 8.

6. ADULT SOCIAL SERVICES

- 6.1 The majority of risks are being managed within Adult Social Services however they has a slight forecast outturn overspend of £120k (in relation to a net budget of £55m).
- 6.2 Although the service has reported a nil variance up to period 5, there have been minor variances across the different service areas, however the overall position for Adult Social Care was breakeven. There have since been further increases in the variances in period 6 which has led to the current reported net overspend.

7. FINANCE & COMMERCE

- 7.1 The Development Control forecast overspend is due to the net impact of the economic downturn after allowing for cost savings within the service. The forecast remains unaltered from the previous period. The overspend within Human Resources has resulted from having a too optimistic income target for CEME.
- 7.2 This is unlikely to be reversed in the current economic climate. The relevant Lead Members have been provided with a full report on these areas and an allocation from contingency has been approved of £310k and £174k respectively.

8. HOUSING REVENUE ACCOUNT

- 8.1 Any variances at the year end on the Housing Revenue Account will be contained within the HRA. Detail is available on the internet at **Appendix 4**.

9. CONTINGENCY ALLOCATIONS

- 9.1 Only one allocation of £1.9k, in respect of an equal pay claim, has been approved at this stage of the financial year. This is in accordance with practice of previous years.
- 9.2 However, there are known committed allocations that, once approved, will be processed through the Central Contingency. It is also anticipated that it will be used to support any Service overspends otherwise not containable at year end. This is likely to be applied to the service pressures for safeguarding children, the current income shortfall in Development Control and at CEME and other areas affected by the recession.

- 9.3 The impact of a contingency allocation for the 3 areas identified will be to reduce the current forecast overspend by £660k to £698k.

Service	Allocation £000's
Safeguarding Children	176
CEME	174
Development Control	310
Release from Contingency	660

10. YEAR TO DATE POSITION

- 10.1 The year to date position is reported at **Appendix 1** and is currently at a negligible level.
- 10.2 However, manual adjustments to the year to date budget profiling have been undertaken to correct some timing differences. An analysis of these adjustments is reported at **Appendix 5** on the internet.

11. TRANSFORMATION & EFFICIENCY SAVINGS

- 11.1 It was approved in the last round of budget setting process that directorates would achieve a £1 million efficiency saving. Directorate allocations were agreed by CMT with the intention of applying the saving to the appropriate Service.
- 11.2 Not all allocations have been applied to their appropriate Service and are currently being held in a holding code within the directorates. A schedule of the unallocated savings is available on the internet at **Appendix 6**.

12. REVISED GRANTS PROCESS

- 12.1 As a result of a meeting between PwC, our external auditors and Finance, the grants process has been simplified with a view to make it more efficient. The updated Grant Management Protocol can be found in the Intranet at link:

<https://www.havering.gov.uk/intranet/CHttpHandler.ashx?id=3698&p=0>

13. APPENDICES

- 13.1 Copies of the following appendices are available on the internet with this report:
- Summary of Revenue Position for Councils General Fund (**Appendix 1**);
 - Graphical representation of the year to date position compared to previous years at a total Council level (**Appendix 2**);
 - Service Areas Key Variance sheets (**Appendix 3**);
 - Housing Revenue Account (**Appendix 4**);
 - Year to Date Position (**Appendix 5**);
 - Transformation & Efficiency Savings (**Appendix 6**); and
 - Accrued Financial Statement 2009-10 (**Appendix 7**)

STAFF CONTACTS

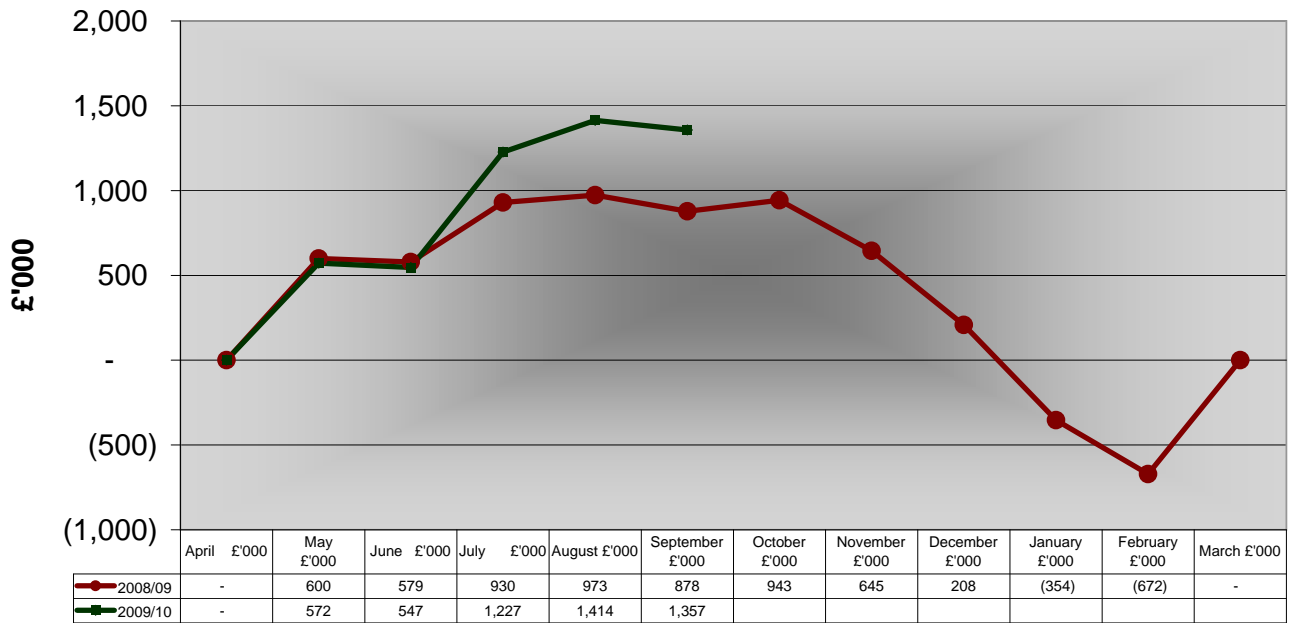
Overview, Corporate Finance and Finance & Commerce	Andrew Blake-Herbert Group Director	01708 432201
Culture & Community	Cynthia Griffin Group Director	01708 432260
Social Care & Learning	Andrew Ireland Group Director	01708 433203
Legal & Democratic Services	Christine Dooley Assistant Chief Executive	01708 432442

		FY ORIGINAL 09	FY REVISED 09	YTD REVISED 09	YTD ACTUAL	YTD VARIANCE	CURRENT FORECAST	CURRENT FORECAST VARIANCE	PREVIOUS FORECAST VARIANCE
Directorate	Service								
BBB CULTURE & COMMUNITY	BBB1 CULTURE & LEISURE	10,408,540	10,643,020	6,455,399	6,657,654	202,255	10,769,020	126,000	126,000
	BBB2 CUSTOMER SERVICES	3,177,580	3,183,912	2,072,612	2,077,456	4,844	3,183,912	0	0
	BBB3 HOUSING & PUBLIC PROTECTION	1,741,390	1,852,405	1,865,800	1,853,299	(12,501)	2,175,605	323,200	365,000
	BBB4 DIRECTORATE SUPPORT SERVICE	0	1,037	(238,485)	(272,414)	(33,929)	1,037	0	0
	BBB5 STREETCARE	16,062,750	16,277,608	5,482,572	5,317,534	(165,038)	16,277,608	0	0
	BBB6 COMMUNICATIONS	45,300	148,525	(339,085)	(339,590)	(505)	148,525	0	0
	BBB7 REGENERATION & STRATEGIC PLANNING	3,140,390	3,139,037	1,673,428	1,670,574	(2,854)	3,179,037	40,000	80,000
	BBB9 CUSTOMER & COMMUNITY ENGAGEMENT	598,120	692,816	(147,291)	(159,644)	(12,353)	692,816	0	0
	BBB CULTURE & COMMUNITY	35,174,070	35,938,360	16,824,950	16,804,869	(20,081)	36,427,560	489,200	571,000
EEEE SOCIAL CARE & LEARNING	EEE1 INDIV SCHOOL BUDGET - ISB	0	0	0	0	0	0	0	0
	EEE2 LEARNING & ACHIEVEMENT	5,744,366	7,772,055	2,121,843	2,115,796	(6,047)	7,817,055	45,000	100,000
	EEE3 CHILDREN & YOUNG PEOPLE	25,371,592	25,270,107	13,072,238	13,003,730	(68,508)	25,455,107	185,000	185,000
	EEE4 COMMISSIONING	6,781,020	6,885,305	1,266,353	1,352,534	86,181	6,885,305	0	40,000
	EEE5 STANDARDS FUND	2,203,902	(112,415)	(952,473)	(960,605)	(8,132)	(112,415)	0	0
	EEE6 ADULT SOCIAL CARE	54,932,654	55,131,424	23,884,222	23,947,651	63,429	55,251,754	120,330	0
	EEE7 SCHOOLS FOR THE FUTURE	1,380,770	2,361,918	1,637,135	1,687,067	49,932	2,361,918	0	0
	EEEE SOCIAL CARE & LEARNING	96,414,304	97,308,394	41,029,318	41,146,172	116,854	97,658,724	350,330	325,000
FFFF FINANCE & COMMERCE	FFF1 FINANCE & PERFORMANCE	56,890	(75,640)	(1,621,665)	(1,607,226)	14,439	(75,640)	0	0
	FFF2 EXCHEQUER SERVICES	1,903,286	1,960,736	(13,846)	(14,227)	(381)	1,960,736	0	0
	FFF3 BUSINESS EFFICIENCY	(997,910)	1,131,700	(427,250)	(479,265)	(52,015)	1,131,700	0	0
	FFF4 CORPORATE FINANCIAL MATTERS	16,379,464	12,051,342	2,762,034	2,784,435	22,401	12,051,342	0	0
	FFF6 BUSINESS SYSTEMS	4,240	50,060	(3,004,552)	(3,075,012)	(70,460)	50,060	0	0
	FFF7 ASSET MANAGEMENT	357,370	738,390	(46,301)	(46,375)	(74)	738,390	0	0
	FFF8 HUMAN RESOURCES	745,214	890,546	(209,022)	(208,758)	265	1,098,546	208,000	208,000
	FFF9 DEVELOPMENT & BUILDING CONTROL	1,235,400	1,267,950	1,081,219	984,970	(96,249)	1,577,950	310,000	310,000
	FFFF FINANCE & COMMERCE	19,683,954	18,015,084	(1,479,383)	(1,661,457)	(182,074)	18,533,084	518,000	518,000
GGGG ASST CHIEF EXECUTIVE	GGG1 LEGAL & DEMOCRATIC SVS	5,208,480	5,233,660	2,264,166	2,363,502	99,336	5,233,660	0	0
	GGGG ASST CHIEF EXECUTIVE Subtotal	5,208,480	5,233,660	2,264,166	2,363,502	99,336	5,233,660	0	0
Sub Total		156,480,808	156,495,498	58,639,051	58,653,086	14,036	157,853,028	1,357,530	1,414,000
	FFF5 CONTINGENCY	2,000,000	1,998,100	0	0	0	1,998,100	0	0
	CORPORATE PROVISION								

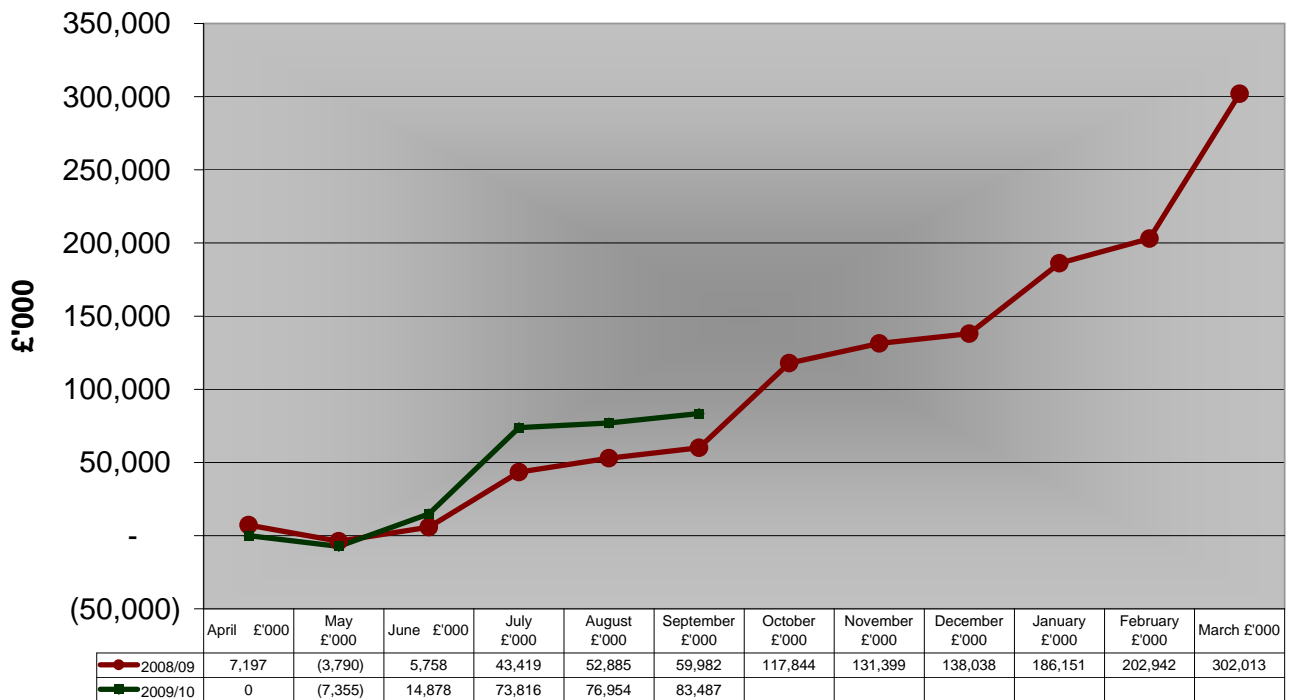
Total		158,480,808	158,493,598	58,639,051	58,653,086	14,036	159,851,128	1,357,530	1,414,000
Total Fund 8		151,943,000	153,255,000	24,834,371	24,834,371	0	153,255,000	0	0
Grand Total		310,423,808	311,748,598	83,473,422	83,487,458	14,036	313,106,128	1,357,530	1,414,000

*** Change to Revised 09 Budget due to finalisation of the DSG by DCSF

Total Council Budget Variance Comparison 2008/09 - 2009/10

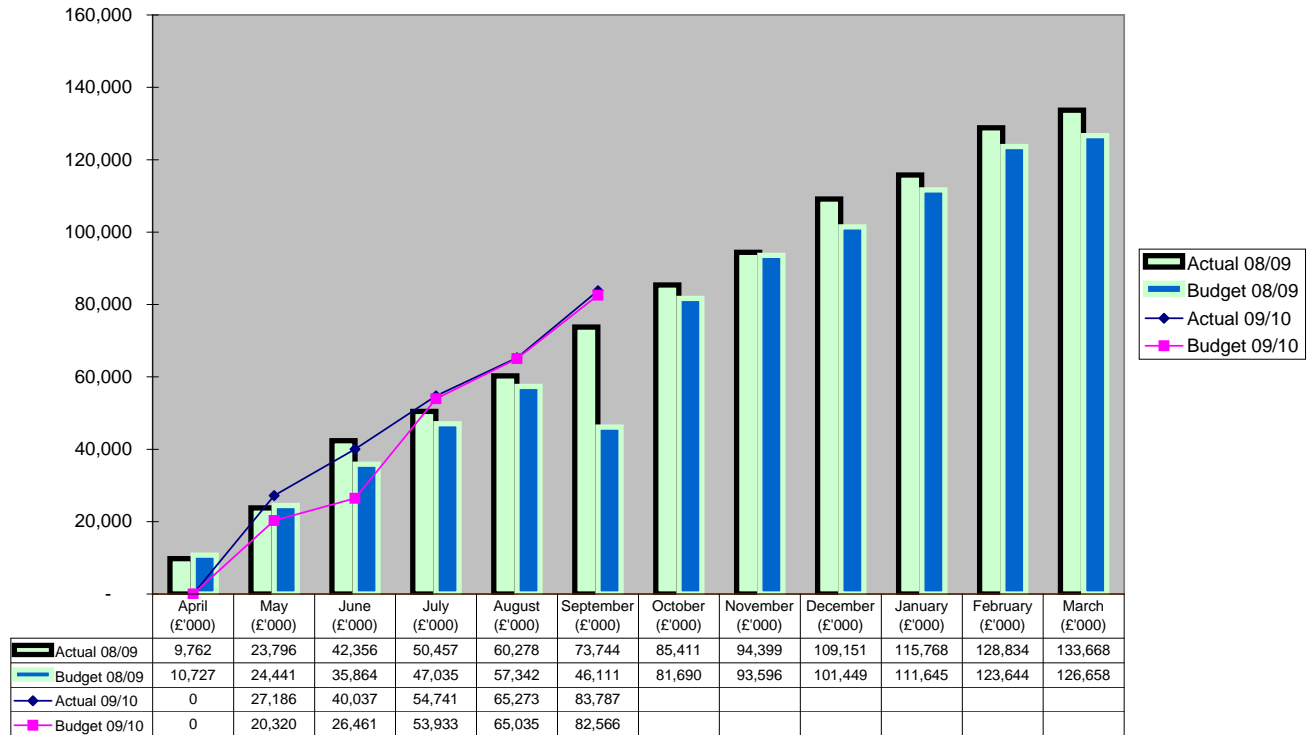


Total Council Actual Net Spend Comparison 2008/09 - 2009/10

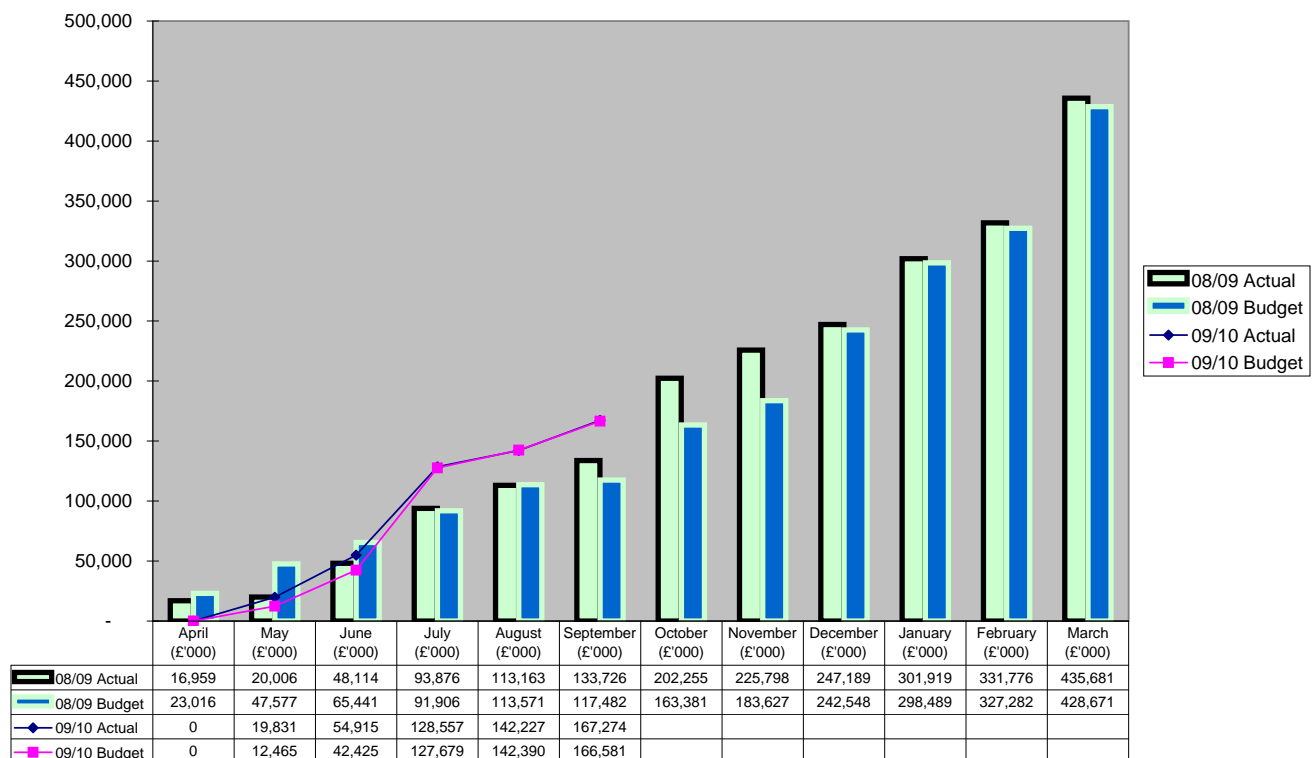


Income and Expenditure Monitoring 2008/09 and 2009/10

Total Council Income Budgets and Actuals



Total Council Expenditure Budgets and Actuals



MONTHLY REVENUE REPORT
BUDGET POSITION FOR CULTURE & COMMUNITY
CULTURE & LEISURE - SIMON PARKINSON
 PERIOD 06
LEAD MEMBER - CURTIN

KEY VARIATIONS BBB1			REASON FOR VARIATION – please also state reason for forecast changing since last time	ACTION ALREADY TAKEN IN THE SERVICE AND ASSUMED WITHIN THE LATEST VARIATION.		OTHER ACTION POSSIBLE BUT NOT ASSUMED DUE TO IMPLICATIONS
Service Area	This Forecast £000's	Last Forecast £000's		The actions need to be quantified in £000's	£000	
BB11 SUPERVISION MANAG'T & SUPP	50	50	There have been some significant improvements in the Grounds Maintenance income streams, which we are hoping to have confirmed very soon. So the overall projection has improved. There does however remain the problem with theft of equipment at the depots that have to be replaced, and risk management is currently being reviewed.			
BB04 INDOOR SPORTS & RECREATION	60	60	Free Swimming attendances are projected to be significantly below projections, particularly in relation to free swimming for under 16s. This will result in income problems for the sports development team.			The sports development team and SLM will increase the marketing of the Free Swim offer and the DCMS will be asked if further funding is available in the light of lower than expected levels of attendance.
BB09 SOCIAL HALL & COMMS CTRS	16	16	Review of Community Halls income has highlighted a projected under-achievement of income amounting to £16k			Marketing of Community Halls will continue to try to improve the income position
TOTAL	126	126			0	

MONTHLY REVENUE REPORT
BUDGET POSITION FOR CULTURE & COMMUNITY
CULTURE & LEISURE - SIMON PARKINSON
 PERIOD 06
LEAD MEMBER - CURTIN

SAVINGS AREA	POSITION ASSUMED WITHIN ABOVE FORECAST	£000's	
Culture & Leisure Service	Estimated profit share from SLM contract	-5	Saving will be achieved
Culture & Leisure Service	Refurbishment of Hornchurch Library and Central Library will enable more income to be generated from meeting room space	-10	ACHIEVED (income projection built in to budget)
Culture & Leisure Service	Leisure Centre Business rates. SLM eligible to apply for rebate of discretionary rate relief, therefore budget not required	-25	ACHIEVED
Culture & Leisure Service	i. Cottons Hall- saving from current closure of first floor(soical hall) ii.introduce income target for Sports Development iii. Introduce rent for Elm Park social hall	-12	Not achieved yet - further work required
Culture & Leisure Service	Additional income from Parks & open spaces catering and efficiencies in office practices.	-20	Part achieved - further work required
Culture & Leisure Service	Capitalisation of parks building maintenance budgets plus increased use of S106 monies where available and external monies.	-43	ACHIEVED
Culture & Leisure Service	Efficiency review of Grounds Maintenance operation designed to deliver the same level of service for lower cost.	-40	Not achieved at this stage but the "problem" is already factored in to the GM DSO projection for 09/10 above.
Culture & Leisure Service	Lower contribution to leisure contract utility costs	-10	ON TARGET
Culture & Leisure Service	Deletion of Central Library Caretaker post following refurbishment. Work covered by more efficient use of contract cleaning.	-30	ACHIEVED

MONTHLY REVENUE REPORT
BUDGET POSITION FOR CULTURE & COMMUNITY
HOUSING & PUBLIC PROTECTION - JONATHAN GEALL

PERIOD 06

LEAD MEMBERS - ARMSTRONG - (HOUSING) & GARDNER - (ENVIRONMENTAL HEALTH/SERVICES)

KEY VARIATIONS BBB3			REASON FOR VARIATION – please also state reason for forecast changing since last time	ACTION ALREADY TAKEN IN THE SERVICE AND ASSUMED WITHIN THE LATEST VARIATION.		OTHER ACTION POSSIBLE BUT NOT ASSUMED DUE TO IMPLICATIONS
Service Area	This Forecast £000 06	Last Forecast £000 05		The actions need to be quantified in £000's	£000	
BB86 HOUSING AID AND ADVICE	43	85	Change in Forecasts: This is due to a reduction in forecast agency cover spend for vacant posts. The Homelessness service is projected to overspend its budget by £43k. This includes a potential overspend of £30k on legal appeal cases and £13k potential service pressures.			
BB88 HOUSING STRATEGY	180	180	Private Sector Leasing is projected to overspend by £150k. Also, Housing Renovation Grants is projected to overspend by £30k, due to planned £81k capitalisation no longer possible, which is partly offset by (36k) savings as a result of the termination of HIA partnership with LB of Redbridge and (£15k) underspend from various other budgets.			
BB62 ENVIRONMENTAL HEALTH	100	100	Complications in the implementation of restructuring proposals for both Environmental Health and Trading Standards .			
TOTAL	323	365				

Appendix 3

SAVINGS AREA	POSITION ASSUMED WITHIN ABOVE FORECAST		£000's
Cemeteries & Crematoria	Increase to Cems/Crems income, following review of comparable boroughs and service needs	-26	On target to be achieved by year end.
Housing	Reductions in services purchased from Legal Services with PSL resources	-24	Achievable from within overall budgets
Environmental Health	General Housekeeping	-52	Tied in with restructure. Unlikely to be achieved.
Environmental Health	Sewer maintenance. CCTV investigations for private sewers defects will be recharged to private owners and/ or businesses.	-6	Has been achieved.
Environmental Health	Rationalisation of real time air pollution monitoring/stray dogs.	16	Saving reduced by £16k.
Environmental Health/Trading Standards	Merger of Environmental Health and Trading Standards and consolidation of all existing savings	-27	Tied in with restructure. Unlikely to be achieved.

MONTHLY REVENUE REPORT
BUDGET POSITION FOR CULTURE & COMMUNITY
REGENERATION & STRATEGIC PLANNING - ROGER McFARLAND
 PERIOD 06
LEAD MEMBER - ARMSTRONG

KEY VARIATIONS BBB7			REASON FOR VARIATION – please also state reason for forecast changing since last time	ACTION ALREADY TAKEN IN THE SERVICE AND ASSUMED WITHIN THE LATEST VARIATION.		OTHER ACTION POSSIBLE BUT NOT ASSUMED DUE TO IMPLICATIONS
Service Area	This Forecast £000's	Last Forecast £000's		The actions need to be quantified in £000's	£000	
BB63 Economic Regeneration	(30)	0	Deferred recruitment to enable in year savings to offset Markets overspend and unachievable saving.			
BB66 Development Planning	(30)	0	Deferred recruitment to enable in year savings to offset Markets overspend.			
BB68 Markets	100	80	Income projection indicates a £160k under recovery. A Form A (09/48) that set out the fees to be charged to market traders agreed a £10k funding from strategic reserve. Forecast has worsened due to unavoidable deferral of waste management improvements.	Restructuring of the combined Streetcare and Market Management services implemented in August will reduce budgeted expenditure by £80k, however some residual costs of about £10k will be incurred, reducing the saving in year to £70k.	70	
TOTAL	40	80			70	

SAVINGS AREA	POSITION ASSUMED WITHIN ABOVE FORECAST		
			£000's
Economic Regeneration	Reduce promotion at Thames Gateway Forum		-10 Achievable
Economic Regeneration	TGLP - Reduced subscription		-15 Unachievable as TGLP did not reduce subscriptions as anticipated.
Economic Regeneration	Cease Groundwork core funding		-42 Achievable, funding has ceased, so work has to.
Environmental Strategy	Deletion energy management post		-32 Achieved
Economic Regeneration	Reinstate 2008/9 regeneration saving		27 Achieved

**MONTHLY REVENUE REPORT
BUDGET POSITION FOR SC&L
GROUP DIRECTOR - ANDREW IRELAND
PERIOD 06 09/10**

LEAD MEMBERS - STARNES (CHILDREN'S SERVICES), ROCHFORD (SKILLS & YOUNG PEOPLE), KELLY (ADULTS)

KEY VARIATIONS EEEE				REASON FOR VARIATION – please also state reason for forecast changing since last time	ACTION ALREADY TAKEN IN THE SERVICE AND ASSUMED WITHIN THE LATEST VARIATION.			OTHER ACTION POSSIBLE BUT NOT ASSUMED DUE TO IMPLICATIONS
Service Area		This Forecast £000's	Last Forecast £000's		The actions need to be quantified in £000's	£000 Period 06	£000 Period 05	
EEE1 Individual Schools Budget	TOTAL	0	0			0	0	
EE34 PUPIL SERVICES		45	100	Historically the Education Welfare and School Support & Pupil Services salary budgets have faced pressures due to various reasons that have been managed locally through corresponding underspends. It is unlikely this can continue given current year savings targets. A thorough review of all budgets within the service is currently underway with a view to establishing a long term solution.		0	0	
EE15 Music Services		0	0		The Havering Music Centre has an income target which is unlikely to be achieved. The service are looking at ways of increasing income and/or reducing expenditure to remain on budget for 2009/10. Various options are being considered to increase income effective from 10/11 when fees and contracts can be reviewed. There is £90k pressure at the moment but due to fluctuation in levels of provision this may change over the rest of the year - this can however be met in 09/10 from Business Unit Balances.	90	90	
EEE2 Learning & Achievement	TOTAL	45	100			90	90	
EE81 Prevention & Intervention	Duty & Assessment/Children in Need Staffing	100	100	The forecast is for additional social workers which will need to be brought in to cover otherwise unallocated child protection work as a result of local pressures due to Laming measures. There is a successful pressure bid which had subsequently been approved by council which will offset this pressure.	Staffing costs are likely to increase further due the need for additional social workers to deal with excess workload. This has led to an increase in agency costs in the interim before any permanent social workers can be appointed. A pressures bid has been made to increase the staffing establishment to reflect current and forecast future pressures. This is in addition to the £100k pressure being reported.	150	150	
	Duty & Assessment/Other Staffing	25	25	Due to changes in case law for 16-18 year olds - case work will shift from being an Housing responsibility which will lead to an increase in section 17 payments. There is a successful pressure bid which had subsequently been approved by council which will offset this pressure.	Possible further pressure arising due to the Southwark judgement (relating to support offered to 16-17 year olds) - meetings are going on with Housing to discuss with a view towards containing costs. The full effect of the impact is yet to be realised. This is in addition to the £25k pressure being reported.	42	42	
	Children in Need	0	0		Section 17 payments are on an increase due to parents that have no recourse to public funds (Asylum). It is thought this is containable in 09/10 but a longer term solution will need to be sought to address this issue.	25	25	

MONTHLY REVENUE REPORT
BUDGET POSITION FOR SC&L
GROUP DIRECTOR - ANDREW IRELAND
PERIOD 06 09/10

LEAD MEMBERS - STARNES (CHILDREN'S SERVICES), ROCHFORD (SKILLS & YOUNG PEOPLE), KELLY (ADULTS)

KEY VARIATIONS EEEE				REASON FOR VARIATION – please also state reason for forecast changing since last time	ACTION ALREADY TAKEN IN THE SERVICE AND ASSUMED WITHIN THE LATEST VARIATION.			OTHER ACTION POSSIBLE BUT NOT ASSUMED DUE TO IMPLICATIONS
Service Area		This Forecast £000's	Last Forecast £000's		The actions need to be quantified in £000's	£000 Period 06	£000 Period 05	
EE82 & EE83 LAC Placements	Placements	0	0		Though numbers of looked after children are decreasing, there is a corresponding increase in need for high cost placements. There is further pressure on placement budgets due to the number of new court directed parent and child placements. More cost effective placements are being sought with more robust commissioning arrangements. The pressure can be managed within existing resources for 09/10 but will be monitored. There is a pressure at present of some £176k which will be managed within the service by managing down spend elsewhere.	176	0	
EE86 Fostering & Adoption & other costs	Direct Payments	0	0		The estimated cost for the year based on existing client an overspend of £120k. This does not take into account any new cases. The pressure due to demand could increase as the new initiative is to encourage the take up of direct payments which could increase accessibility to services although corresponding budgets should follow cases - this will be managed accordingly. There is new legislation which entitles parents with 'children with need' to short breaks which could have a resultant cost impact, the effect of which is unquantifiable at present. The Aiming Higher Grant can be used partly to offset the overspend by £45k leaving £75k to be managed by the service in 09/10.	75	75	
EE90 Safeguarding	Safeguarding	0	0		Additional staffing have been requested to cope with the Children Protection System due to increased demand for service, an Audit officer and IRO Officer post. The work is already ongoing in the service, hence a pressure is emerging but the exact amount is being quantified.	0	0	
EE91 Social Care Other	Legal Costs	60	60	The number of complex care proceedings have increased and there is no in house capacity, therefore external solicitors have been commissioned. There is a successful pressure bid which had subsequently been approved by council which will offset this pressure.	There is a risk of pressure of further £60k on legal fees due to the increase in care proceedings and the need to use external solicitors due to insufficient capacity in house. Due to an increase in statutory duties and case numbers negotiations are under way to aim to appoint a designated internal solicitor.	60	60	
Sub Total EEE3 Children & Young People		185	185			528	352	
EE52 Holding Codes		0	0		There are a number of pressures (331k) for which plans are being considered for delivery. A contribution of £50k has been made from Business Balances. A bases to split the remainder of the historic pressures is currently being finalised and HoS have agreed to contain them. It is planned that these pressures will have been cleared by month 7.	281	281	

**MONTHLY REVENUE REPORT
BUDGET POSITION FOR SC&L
GROUP DIRECTOR - ANDREW IRELAND
PERIOD 06 09/10**

LEAD MEMBERS - STARNS (CHILDREN'S SERVICES), ROCHFORD (SKILLS & YOUNG PEOPLE), KELLY (ADULTS)

KEY VARIATIONS EEEE				REASON FOR VARIATION – please also state reason for forecast changing since last time	ACTION ALREADY TAKEN IN THE SERVICE AND ASSUMED WITHIN THE LATEST VARIATION.			OTHER ACTION POSSIBLE BUT NOT ASSUMED DUE TO IMPLICATIONS
Service Area		This Forecast £000's	Last Forecast £000's		The actions need to be quantified in £000's	£000 Period 06	£000 Period 05	
EE61 Student and Pupil Support	E405 Post 16 Support	0	40	The expected overspend in this area was £40k due to post 16 transport costs. There is an interrelationship to transport services within EEE2 which helped fund a similar pressure in 2008/09, this has now been met by savings elsewhere within the activity but this is an in year measure only.		0	0	A longer term solution to transport need within SC&L will be explored as there are wider implications relating to both Childrens and Adults services.
EEE4 Commissioning	TOTAL	0	40			281	281	
EEE5 Standards Fund	TOTAL	0	0			0	0	
EE10 DAAT		3	4					
EE17 OLDER PEOPLE	Placement costs	143	(1)	Seven new placements in the last period. This is over and above the usual coming up to the winter months. The effect will be partially offset by staff cost charged to Workforce Dev Grant.	Income for 09/10 Adult Protection Coordinator expected to be received from PCT £45k	(45)		
EE18 PHYSICAL DISABILITIES		107	167	Reduction in forecast overspend since period 5 due to one placement identified as being continuing care. Overspend due to full year effect of increase in service users (in receipt of direct payments) at the end of 08/09. Also two high cost transitional placements from childrens social care at end of 08/09.				Further reviews of high cost placements - only limited scope here as most placements were recently reviewed. Further budget for Direct Payments to be provided as part of 10/11 MTFS
EE19 HOMECARE		(109)	(27)	Confirmation of further grant instalment for Dementia, not included in previous period. Underspend due to vacant posts.				
EE20 LEARNING DISABILITIES	Direct payments, Agency staff	(29)	(76)	Increase to pressure this month due to increase of service users (receiving Direct Payments), and a care manager post was filled in period 6.	Three transition clients assumed to come into Learning Disabilities from Childrens during 09/10. £132k expected cost for this.	132		
EE21 MENTAL HEATH		(105)	(112)	Underspend due to inability to recruit to front line posts.				
EE22 HEALTH & SOCIAL CARE OTHER		(18)	(64)	Reduction in under spend due to extension of temporary staff contracts.	£100K transport budget savings to be transferred to Day Centre codes to contribute towards Day opportunities pilot. £200k assumed for St George's step up/down community beds pilot project built into forecast.	100		
EE23 GROUP HOMES		26	21	Overspend to budget as with previous years as budgets are not reflective of group homes partly funded by housing benefit income. Realignment needed to ensure budgets are sufficient going forward.				

MONTHLY REVENUE REPORT
BUDGET POSITION FOR SC&L
GROUP DIRECTOR - ANDREW IRELAND
PERIOD 06 09/10

LEAD MEMBERS - STARNS (CHILDREN'S SERVICES), ROCHFORD (SKILLS & YOUNG PEOPLE), KELLY (ADULTS)

KEY VARIATIONS EEEE				REASON FOR VARIATION – please also state reason for forecast changing since last time	ACTION ALREADY TAKEN IN THE SERVICE AND ASSUMED WITHIN THE LATEST VARIATION.			OTHER ACTION POSSIBLE BUT NOT ASSUMED DUE TO IMPLICATIONS
Service Area		This Forecast £000's	Last Forecast £000's		The actions need to be quantified in £000's	£000 Period 06	£000 Period 05	
EE24 OP INHOUSE HOMES		21	16	Utilities costs and staff costs continues though homes have been closed. This is because a daycare service is still operating from the site.	£100K transport budget savings to be transferred from Health & Social Care other to contribute towards Day opportunities pilot.	(100)		
EE25 APPOINTEE & RECEIVERSHIP		24	15	Overspend due to pressures on staffing budget. This will need to be addressed going forward.				
EE26 COMMISSIONING		90	106	Overspend is due to staffing pressures which are being addressed by restructure. Some budgets to be realigned within the service to counter the pressure, to be reflected next period. However this will not reduce the overall Adult Services position. Forecast changed due to a contractor payment ceasing relating to the Commissioning Manager post.				Organisational restructure
EE27 QUALITY & PERFORMANCE		108	113	Staffing pressure - this area is pending restructure to address this issue. Some budgets to be realigned within the service to address this, however the Adults position overall will not change as a result.				Organisational restructure
EE28 MISC		4	4					
EE29 PAINSEBROOK		(60)	(60)	This area has underspent for the last few years. Budget realignment may be possible with Older Persons. To be reviewed as part of budget development.				As part of the Day Opportunities review, there is consideration of expanding the service at Painsbrook to providing day services for high need clients e.g. dementia clients
EE40 SUPPORTING PEOPLE		15	14	A reduction to levels of admin grant over recent years has left a shortfall to fund existing staff creating pressure. This will need to be addressed by finding additional funding from elsewhere within the service or managing costs down to existing budget.				
EEE6 Adults Social Care	SUB TOTAL	220	120			87	0	
WDG		(100)	(100)	Workforce development grant - backfill staff costs will be charged to the grant - largely against OP.				
			(20)	Balancing as £20K was not reported in period 5 (materiality)				
EEE6 Adults Social Care	TOTAL	120	0			87	0	
EEE7 Schools for the Future	TOTAL	0	0			0	0	
TOTAL SCL	TOTAL	350	325			986	723	

MONTHLY REVENUE REPORT
 BUDGET POSITION FOR FINANCE & COMMERCE
HUMAN RESOURCES - JACKIE ATCHINSON
 PERIOD 06
LEAD MEMBER - WHITE

KEY VARIATIONS FFF8			REASON FOR VARIATION – please also state reason for forecast changing since last time	ACTION ALREADY TAKEN IN THE SERVICE AND ASSUMED WITHIN THE LATEST VARIATION.		OTHER ACTION POSSIBLE BUT NOT ASSUMED DUE TO IMPLICATIONS
Service Area	This Forecast £000's	Last Forecast £000's		The actions need to be quantified in £000's	£000	
FF73 LEARNING & DEVELOPMENT	208	208	<p>Underlying Variation CEME external income target unachievable due to lease restrictions and to the limited responses received from external companies following advertising and promotion initiatives - £174k shortfall.</p> <p>Forecast change At Period 4, it was assumed that internal income was on budget, and a £38k underspend on spend was forecast, reducing the overall underspend to £137k. However, a review has indicated that internal income is falling with fewer staff attending courses, and a shortfall of £60k is now forecast on a total internal budget of £173k.</p>			
TOTAL	208	208			0	

SAVINGS AREA	POSITION ASSUMED WITHIN ABOVE FORECAST		
			£000's
Human Resources	Increased income from training charges.		-40 not achievable - see above
Human Resources	Efficiency savings resulting from a structural review of the service.		-100 Achievable at Period 6

MONTHLY REVENUE REPORT
BUDGET POSITION FOR FINANCE AND COMMERCE
HEAD OF DEVELOPMENT & BUILDING CONTROL - PATRICK KEYES
PERIOD 06
LEAD MEMBER - KELLY

KEY VARIATIONS FFF9			REASON FOR VARIATION – please also state reason for forecast changing since last time	ACTION ALREADY TAKEN IN THE SERVICE AND ASSUMED WITHIN THE LATEST VARIATION.		OTHER ACTION POSSIBLE BUT NOT ASSUMED DUE TO IMPLICATIONS
Service Area	This Forecast £000's	Last Forecast £000's		The actions need to be quantified in £000's	£000	
FF45 Development Control	310	310	Building Control significantly affected by increasing downturn in fee income against targets caused primarily by change in economic circumstances. Whilst this situation has also caused some downturn in applications etc the two are not directly proportionate. A significant element of Building Control's work in practice comprises requests for inspections and technical work for schemes submitted and paid for up to 3 years ago and over.	The variance is being minimised through underspends in salaries and recharges. The variance is beyond the scope for resolving within the current budget structure. Closing the income gap in a way which sustains the stability and competitiveness of the Building Control Service is beyond the means of an in-year solution.		
TOTAL	310	310				

SAVINGS AREA	POSITION ASSUMED WITHIN ABOVE FORECAST		
			£000's
Development & Building Control	Increase in fees. The Government is likely to announce a further extension to PDG in combination with an increase in statutory fee levels to help sustain improvements in performance.		-35
Development & Building Control	Efficiency savings resulting from a review of business processes and householder applications		-98

MONTHLY REVENUE REPORT
BUDGET POSITION FOR CULTURE & COMMUNITY
HOUSING AND PUBLIC PROTECTION - JONATHAN GEALL
PERIOD 06
LEAD MEMBERS - ARMSTRONG

HOUSING REVENUE ACCOUNT

KEY VARIATIONS BBB8			REASON FOR VARIATION – please also state reason for forecast changing since last time	ACTION ALREADY TAKEN IN THE SERVICE AND ASSUMED WITHIN THE LATEST VARIATION.		OTHER ACTION POSSIBLE BUT NOT ASSUMED DUE TO IMPLICATIONS
Service Area	This Forecast £000's mth 06	Last Forecast £000's mth 05		The actions need to be quantified in £000's	£000	
BB80 Retained Housing Services	(45)	(12)	Sheltered Accommodation is projecting an underspend of £45k due to vacant posts. Previous forecast overspend on Careline has been erased due to £60k additional allocation of Supporting People grant, off set by £30k redundancy/retirement costs.			
BB81 Head of Service	324	302	Recruitment and cover of the currently vacant Head of Service post is estimated to cost an additional £67k. Contributions to the General fund for Housing Strategy and PSLs total £69k above the budgeted amount. Preparation for the ALMO inspection has also put pressure on the budgets.			
BB82 Housing Needs and Strategy	(167)	(155)	The Mayor of London office has awarded a target funding scheme capital grant, the HRA should be able to allocate £232k of budgeted costs against this grant. There is likely to be an under recovery if income from commercial properties (£75k) as there are a number of empty shops due to current economic downturn. Hostels are carrying a vacant post and can contribute a saving of £10k	Authority has been awarded Target Funding Scheme grant from Mayor of London in 2009/10. Costs will be capitalised as soon as Capital Release Form is approved.	(232)	

MONTHLY REVENUE REPORT
BUDGET POSITION FOR CULTURE & COMMUNITY
HOUSING AND PUBLIC PROTECTION - JONATHAN GEALL
PERIOD 06
LEAD MEMBERS - ARMSTRONG

HOUSING REVENUE ACCOUNT

KEY VARIATIONS BBB8			REASON FOR VARIATION – please also state reason for forecast changing since last time	ACTION ALREADY TAKEN IN THE SERVICE AND ASSUMED WITHIN THE LATEST VARIATION.		OTHER ACTION POSSIBLE BUT NOT ASSUMED DUE TO IMPLICATIONS
Service Area	This Forecast £000's mth 06	Last Forecast £000's mth 05		The actions need to be quantified in £000's	£000	
BB83 Rent Accounting & Financial Transactions	(122)	(31)	The government made a decision that authorities should reduce the rent they charge from the beginning of the year and any rent lost would be compensated through subsidy, the net effect of this is a £205k favourable variance. Also Supported People grant paid to the HRA will be £150k greater than budgeted. Calculations indicate that the provision for bad debts will underspend by £80k. Pressures in this area are; interest receivable is projected to be £100k less than last year and the council tax bill for empty properties will overspend by £63k; a further pressure is a budget adjustment made to BB81 above to cover finance related spend.			
TOTAL	(10)	104				

Note
The debt which HiH owe the council is routinely reported; at the end of P5, the figure was £93k, much lower than 2008/09 levels.

YEAR TO DATE POSITION BUDGET PROFILE ADJUSTMENTS

Table of year to date budget profile adjustments as reflected in **Appendix 1**.

Services Adjusted	Balance £'000	Adjustment £'000
<u>Culture & Community</u>		
Opening YTD Variance Balance	91	
Culture & Leisure - Due to profiling in Grounds Mtce, Queen's Theatre Grant and Outdoor Sports		(636)
Streetcare - Outstanding contractor/dso charges		385
Communications - Awaiting transfer from reserves		140
Revised YTD Variance Balance	(20)	(111)
<u>Social Care & Learning</u>		
Opening YTD Variance Balance	(1,833)	
Learning & Achievement - Due to grant carry forwards, to be used by end of August.		1,460
Schools for the Future - Profiling error in Catering and Capital fee costs that will be transferred in the near future.		(950)
Adult Social Care - Income in Advance plus profiling issues.		1,440
Revised YTD Variance Balance	117	1,950
<u>Finance and Commerce</u>		
Opening YTD Variance Balance	1,115	
Exchequer Services - Council tax subsidy profiling		(513)
Asset Management - Profiling of Survey Services, Holding Accounts and Transport.		(676)
Human Resources - Single status budget reimbursement required		(108)
Revised YTD Variance Balance	(182)	(1,297)
<u>Legal</u>		
Opening YTD Variance Balance	99	
Revised YTD Variance Balance	99	0
<u>Dedicated Schools Grant</u>		
Opening YTD Variance Balance	13,111	
Variances do not affect the general fund		(13,111)
Revised YTD Variance Balance	0	(13,111)
Total	14	(12,569)

Transformation & Efficiency Savings - £1m Efficiency Saving Budget Adjustment

Directorate/Service	% Split	Budget Adjustment Amount	Allocated to Services as at Period 6	Amount still to be allocated to Services	Narrative
Finance & Commerce		252,000	252,000	0	
Culture & Community		231,000	231,000	0	
Legal & Democratic		53,000	0	53,000	
Social Care & Learning	100%	464,000	200,000	264,000	
<i>Adult Social Care</i>	<i>41%</i>	<i>189,000</i>	<i>105,160</i>	<i>83,840</i>	Funded from Adult Social Care reserve
<i>Childrens Social Services</i>	<i>29%</i>	<i>134,580</i>	<i>39,150</i>	<i>95,430</i>	Funded from Adult Social Care reserve
<i>Education</i>	<i>30%</i>	<i>140,420</i>	<i>55,690</i>	<i>84,730</i>	Funded from Adult Social Care reserve
Total		1,000,000	683,000	317,000	

Accrued Financial Statement 2009/10

APPENDIX 7

Period Name : '06-09' 06-OCT-09 03.24.29 PM

	FY ORIGINAL 09	FY REVISED 09	YTD REVISED 09	YTD ACTUAL	CREDITOR ACCRUALS	YTD ACTUAL (INC ACCRUALS)	YTD VARIANCE (INC ACCRUALS)	CURRENT FORECAST	CURRENT FORECAST VARIANCE	PREVIOUS FORECAST VARIANCE
Directorate										
BBBB CULTURE & COMMUNITY	35,174,070	35,938,360	16,824,950	16,804,869	1,124,936	17,929,805	1,104,855	36,427,560	489,200	571,000
EEEE SOCIAL CARE & LEARNING	96,414,304	97,308,394	41,029,318	41,146,172	2,381,775	43,527,946	2,498,628	97,658,724	350,330	325,000
FFFF FINANCE & COMMERCE	19,683,954	18,015,084	- 1,479,383	- 1,661,457	992,642	- 668,815	810,568	18,533,084	518,000	518,000
GGGG ASST CHIEF EXECUTIVE	5,208,480	5,233,660	2,264,166	2,363,502	141,098	2,504,600	240,434	5,233,660	-	-
Sub total	156,480,808	156,495,498	58,639,051	58,653,086	4,640,450	63,293,536	4,654,485	157,853,028	1,357,530	1,414,000
FFF5 CONTINGENCY	2,000,000	1,998,100	-	-	-	-	-	1,998,100	-	-
Grand Total	158,480,808	158,493,598	58,639,051	58,653,086	4,640,450	63,293,536	4,654,485	159,851,128	1,357,530	1,414,000

Notes

Service expenditure has been increased to reflect invoices due but not paid as at period end (i.e. creditor accruals)

No adjustment have been made in respect of income due to the council but un-invoiced at the period end date

This page is deliberately left blank



CABINET

DD MM YYYY

REPORT

Subject Heading:

Cabinet Member:

CMT Lead:

Report Author and contact details:

Policy context:

Financial summary:

Is this a Key Decision?

Is this a Strategic Decision?

When should this matter be reviewed?

Reviewing OSC:

COMPREHENSIVE AREA ASSESSMENT RESULTS

Cllr Michael White

Cheryl Coppell

Claire Thompson,
Policy, Performance & Partnership
Manager

claire.thompson@havering.gov.uk

01708 431003

The Council has now received its scores
under the new CAA framework for local
government.

n/a

No

No

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

Clean, safe and green borough	[X]
Excellence in education and learning	[X]
Opportunities for all through economic, social and cultural activity	[X]
Value and enhance the life of every individual	[X]
High customer satisfaction and a stable council tax	[X]

SUMMARY

This report outlines Havering's performance in the new Comprehensive Area Assessment (CAA).

On 10th December, the Audit Commission published its first CAA results, following area assessments of every local strategic partnership, and organisational assessments of every local Council, Health, Fire and Police Service throughout the country, to determine how well local priorities were being delivered. The overall Area Assessment is not scored, instead the Audit Commission will use red and green flags to illustrate exceptional performance or areas for improvement. This information will be available to the public on a website called 'OnePlace'.

Havering has performed well in the assessment compared to other areas, with no red flags, which shows that the Audit Commission have judged our performance as a local strategic partnership as positive.

Havering Council has also scored well in its Organisational Assessment, scoring 3 out of 4 for Managing Performance and 2 out of 4 for Use of Resources. This gives us an **overall organisational score of 3**, comfortably in the 'Performing Well' category.

Other highlights within this judgement are that Adult Social care has been awarded a score of 'Performing Well' – a score of 3 out of 4. This judgement also reflects the 2 star inspection of Homes in Havering.

The council has also been awarded 3 out of 4 for 'Financial Management' under its Use of Resources assessment.

This reports also gives Members an update on the Annual Audit Letter 2008/9, which provides a high level summary of the audit work that has been undertaken during the year by the Council's external auditors, PricewaterhouseCoopers (PwC). The recommendations in the letter are designed to help us improve our Use of Resources scores under next year's CAA Organisational Assessment.

RECOMMENDATIONS

Members are asked to note the contents of the report.

Members are also asked to note the annual audit letter from the Council's external auditors, PwC.

Members are also asked to note that the letter will be presented to the Audit Committee on 8 December and agree that the Committee should monitor progress with its implementation.

REPORT DETAIL

1. BACKGROUND

- 1.1 Comprehensive Area Assessment is the new performance management framework for local government which measures how well local authorities and their partners are collectively delivering improvements for local people. From April 2009, CAA replaced the old CPA (Comprehensive Performance Assessment) process of scoring local authorities based on their individual performance.
- 1.2 Each local Council, Health, Police and Fire service will now receive an overall Organisational Assessment score every year, made up of the average scores of Managing Performance and Use of Resources assessments, as well as the outcomes being delivered by front line services.
- 1.3 The Audit Commission are the body responsible for co-ordinating the Area Assessment process, and use information from the results of a variety of inspection bodies such as Ofsted, Care Quality Commission, HM Police Inspectorate, etc, to inform their assessments of each individual partner organisation and also the total assessment of Havering as a place.
- 1.4 The results are published on a new national website, hosted by the Audit Commission and accessible to the public, known as 'OnePlace', where residents will be able to see how well their local public services are performing, as well as other local information, such as the performance of local schools, hospitals, etc.
- 1.5 The Area Assessment is not scored, instead the Audit Commission will use red and green flags to illustrate exceptional performance or areas for improvement.

2. OUR RESULTS

- 2.1 Havering Council has scored an overall score of 3: Performing Well. In its report, the Audit Commission's judgement says that:

"Overall, Havering Council performs well. It is tackling most of the priorities agreed for the borough and only a few targets are at risk because of the recession".

The results of the individual assessments that made up our overall Organisational Assessment score were as follows:

Managing performance	3 out of 4
Use of resources	2 out of 4
Managing finances	3 out of 4
Governing the business	2 out of 4
Managing resources	2 out of 4

- 2.2 The Audit Commission commented that it had awarded Havering Council the score of 3 for Managing Performance because it is “delivering improvements against most local priorities”. In particular, it highlights the improvements made over the last year in Adult Social Care, which has recently been awarded a Grade 3 out of 4: “Performing Well” in its Annual Performance Assessment by the Care Quality Commission.
- 2.3 The CAA report also highlights the continuing strong performance of Children and Young People’s Services, who have been scored by Ofsted as Grade 3 out of 4: “Performing Well”.
- 2.4 In addition the 2 stars recently awarded to Homes in Havering has also been commended and no doubt contributed to this score.
- 2.5 The overall CAA judgement for Havering as an area is positive. Whilst we have not been awarded any green flags this year, which the Audit Commission use to highlight areas of exceptional performance, we have not been given any red flags, which means that there are no areas where the Audit Commission has concerns about our capacity to deliver as a partnership on local priorities.

3. COMPARISON WITH OTHER LONDON BOROUGHS

- 3.1 To place these scores into some context, we can compare ourselves against the scores of the other London Boroughs. Generally, most London Boroughs have performed very well in CAA, with average organisational assessment scores of 3 or 4. Only one (outer) London Borough has been awarded a score of 1 for their organisational assessment. Most London Boroughs have performed well in the Area Assessment compared to other parts of the country.
- 3.2 Whilst we did not receive any green flags in our first Area Assessment, we have also not received any red flags, which is encouraging, as some other London Boroughs have been awarded up to two red flags each.

4. AREAS OF ACHIEVEMENT AND AREAS FOR FURTHER IMPROVEMENT

- 4.1 The CAA Organisational Assessment and Area Assessment reports provide a commentary of achievement against each of the council’s goals and also highlights a areas where performance needs to improve. In summary, their comments were as follows:

4.1.1 Goal for the Environment

ACHIEVEMENTS

- There has been a significant improvement in the cleanliness of Havering’s streets and they are now as clean as most other parts of London.
- The Council has invested £10 million in the last 3 years in the maintenance of the borough’s carriageways and footways.
- More waste is recycled in Havering than in the past, and the Council is now meeting the two relevant government targets. More than a quarter of all waste generated is now either recycled or composted, and less waste is produced in the first place.

- Havering remains one of the safer London boroughs and the overall crime rate in the borough is slightly below that in similar areas.
- In the last year a range of measures have led to marked improvements in the experience of people going into Romford to enjoy an evening out, and residents have also remarked on the changes. These improvements have been recognised by the Council being given several national awards.

AREAS FOR IMPROVEMENT

- Improving the condition of non-principal roads.
- Reducing the amount of waste that is produced in the borough.
- Responding to the challenges of climate change, both within the council and through the Havering Strategic Partnership, in reducing the borough's CO2 emissions and adapting services to the realities of climate change.
- As with other areas, along with the recession we have seen an increase in some crime in Havering, most notably around incidents of criminal damage, robbery of personal property and vehicle theft.
- Reducing the number of young people re-offending.

4.1.2 Goal for improving learning

ACHIEVEMENTS

- 11 of the 14 children's centres planned for the borough have been opened.
- The proportion of good or better primary and secondary schools in the borough is above that in the rest of England.
- Test and examination results for 11 and 16 year olds are very high when compared to those in similar areas and the national figure.
- Provision for 16-19 year olds is outstanding in half of school sixth forms and good in all the others and the Further & Higher Education college and sixth form college.
- The number of young people who get qualified to level two, (which is the equivalent to five higher grade GCSEs) is much higher than in similar areas.

AREAS FOR IMPROVEMENT

- The report highlights the difference in attainment at GCSE level compared to other areas nationally for children receiving free school meals and also those with special educational needs. The Audit Commission acknowledge that we have recognised this and are targeting our efforts into narrowing this gap.
- Achievement at A level and A level equivalent NVQs is slightly lower than the national average.

4.1.3 Improving Towns and Communities

ACHIEVEMENTS

- Regeneration activity is going on in Havering despite the recession.
- An RSPB nature reserve has been created at Rainham Riverside as well as a major path across the marshes linking Rainham to Purfleet. Between 2009 and 2012, a new library, community learning and health centre and school will be

built in Rainham in advance of future housing development. A transport interchange will also be built in conjunction with housing development.

- The “Harold Hill Ambitions” regeneration programme has been developed with the local community, and will transform the most disadvantaged area of Havering.
- Partners understand the impact of the recession on the local economy have put in place a range of measures to support businesses, individuals, and voluntary sector organisations.
- A total of 1,078 affordable new homes have been delivered over the last three years, and despite the recession, partners are confident of achieving the Mayor of London’s target for the borough of 800 affordable units for 2008/09-2010/11.
- The borough is helping increasing numbers of households facing housing crisis and partners are providing additional support to families affected by the recession such as through the Government’s Mortgage Rescue Scheme, advice at court, loans, and through the use of private rented properties.
- Havering residents are now more satisfied with local libraries, parks and other leisure facilities. In addition to some local parks achieving Green Flag status, 3 leisure centres have gained external accreditation, giving residents assurance of the quality of these facilities.
- The programme to replace or refurbish all ten libraries in the borough is in progress. The programme is close to completion and despite the disruption, more people are using the services.
- Successful partnerships have helped the Council to improve access to and enjoyment of the countryside, parks and open spaces within Havering
- The management of many local parks has been improved in line with the wishes of local communities, and this has been rewarded with Green Flag status for Upminster, Hylands, Lodge Farm, Bedfords, Harold Wood, and Cottons Parks.

AREAS FOR IMPROVEMENT

- Whilst more people feel a sense of ‘belonging’ in Havering compared to other areas (56.4% compared to a London average of 52%), fewer people than elsewhere believe that people from different backgrounds get on well together (69.8% compared to a London average of 76.3%).

4.1.4 Goal for Individuals

ACHIEVEMENTS

- People needing care and support from social services are being helped to regain and maintain their independence.
- The Council has an excellent in-house home care service, and this is supported by an effective electronic home care call monitoring system that ensures each service user has enough time with their carer, helps keep service users safe, and makes service delivery more efficient and effective.
- Many more adult social care users now have greater choice and control over the care they receive.
- Havering is ranked best in London for helping vulnerable adults to live independently and providing suitable accommodation for those leaving care.
- The borough’s drug treatment services are effective and the Drug and Alcohol Assessment Team showed excellent performance last year.

- Fewer than average children are in the care of the local authority and they are well supported by the local authority's fostering and adoption agencies.
- Children in Havering are helped to live safely and arrangements for protecting children from harm in the borough have been strengthened.
- Partners in Havering are working to make improvements in areas that matter to the quality of life of older people such as community safety, and roads and pavements.
- People in Havering are generally healthier than in other parts of the country and partners are committed to helping residents improve their health.

AREAS FOR IMPROVEMENT

- Whilst life expectancy overall is increasing, the Area Assessment report raises the health inequalities that are prevalent between the more affluent and more deprived communities within Havering, and highlights Rainham as having the worst health in the borough.
- The provision of sexual health services needs to be made more accessible for the general public, particularly younger people.

4.1.5 Goal for value

ACHIEVEMENTS

- This year the borough had the lowest Council tax rise in 14 years, confirming the commitment to focus on the borough's priority to provide value for money.
- The organisations that make up the Havering Strategic Partnership are making progress in putting their resources together to make services more efficient. For example, the Council's licensing team is shared with the Police.
- More use of council-wide contracts has enabled the Council to deliver £6m of efficiency savings
- Local people have access to a wide range of customer services in town centre locations.

5. ACHIEVING A SCORE OF 4

5.1 As well as the improvements highlighted above, in order to achieve a score of 4 for Managing Performance, there are a number of steps we can take to maintain and improve our performance over the next financial year.

- Continue to maintain and improve high scores in our statutory services (adult social care, children's services and housing services).
- Demonstrate that we are using evidence and customer intelligence to inform strategic commissioning and service transformation.

5.2 In terms of improving our Use of Resources score from a 2 to a 3, we have identified the following areas of improvement, which are already underway:

- Formalising governance arrangements between our key partnerships, such as risk registers, including a re-freshed constitution for the Havering Strategic Partnership.
- Explore further potential for sharing resources and service delivery with partners.

- Achieve the targets in the second year of the current Local Area Agreement.
- Ensure a higher proportion of our national indicators are ranked in the top quartile nationally.

5.3 The Policy, Partnerships and Performance Team will monitor and drive the council's improvement in the areas outlined above, and keep Members informed in next year's CAA process through regular updates.

6. THE COUNCIL'S ANNUAL AUDIT LETTER 2008/9

6.1 On an annual basis the external auditor provides a high level summary of the audit work that has been undertaken during the year. This is known as the Annual Audit letter and covers areas such as: -

- forming an opinion of the Statement of Accounts;
- reviewing the Authority's Annual Governance Statement;
- forming a conclusion on the arrangements that the Authority has in place to secure economy, efficiency and effectiveness in its use of resources;
- matters affecting future accounting periods; and
- undertaking any other work specified by the Audit Commission.

6.2 The letter focuses particularly on the financial management of the Council. The letter was presented to Audit Committee on the 8th of December and is attached. Cabinet is asked to agree that Audit Committee monitor progress against the various recommendations and issues that are set out. These recommendations will also help to improve our Use of Resources scores next year. These include: -

- Review the form and content of external reporting to provide a more rounded and accessible summary of financial and service performance;
- Continue to refine the budget monitoring reports for Members to ensure reports meet their needs;
- Ensure that the agreed improvements to partnership agreements and arrangements for consultation on the value for money of particular partnerships are implemented;
- Strengthen performance monitoring for the main indicators for environmental sustainability and monitor the effectiveness of the Sustainability Impact Assessments.

REASONS AND OPTIONS

Reasons: Cabinet needs to receive and consider the Audit and Inspection results.

Options: No alternative action is required.

IMPLICATIONS AND RISKS

N/A

BACKGROUND PAPERS

The Annual Audit letter is attached.

Government and Public Sector

November 2009

London Borough of Havering 2008/09 Annual Audit Letter

The Members
London Borough of Havering
Town Hall
Main Road
Romford
RM1 3BB

12 November 2009

Ladies and Gentlemen

We are pleased to present our Annual Audit Letter summarising the results of our 2008/09 audit. We look forward to presenting it to members on 8 December 2009.

Yours faithfully

PricewaterhouseCoopers LLP
Encs

Code of Audit Practice and Statement of Responsibilities of Auditors and of Audited Bodies

In April 2008 the Audit Commission issued a revised version of the 'Statement of responsibilities of auditors and of audited bodies'. It is available from the Chief Executive of each audited body. The purpose of the statement is to assist auditors and audited bodies by explaining where the responsibilities of auditors begin and end and what is to be expected of the audited body in certain areas. Our reports and management letters are prepared in the context of this Statement. Reports and letters prepared by appointed auditors and addressed to members or officers are prepared for the sole use of the audited body and no responsibility is taken by auditors to any Member or officer in their individual capacity or to any third party.

Contents

Section	Page
Introduction	4
Audit findings	5
Matters affecting future accounting periods	9
Summary of recommendations.....	10

Introduction

The purpose of this letter

The purpose of this letter is to provide a high level summary of the results of the 2008/09 audit work we have undertaken at the London Borough of Havering that is accessible for members and other interested stakeholders.

We have already reported the detailed findings from our audit work to those charged with governance in the following reports:

- Audit opinion for 2008/09 financial statements, dated 30 September 2009, incorporating the conclusion on Use of Resources;
- 2008/09 Report to those charged with Governance (ISA (UK&I) 260), dated 4 September 2009; and
- Report to the Chief Executive following the conclusion of our Use of Resources work, dated 7 October 2009.

The matters reported here are those that we consider are most significant for the Authority and a summary of the key recommendations that we have made can be found in Appendix A.

Scope of work

Our audit work is conducted in accordance with the Audit Commission's Code of Audit Practice, International Standards on Auditing (UK and Ireland) and other guidance issued by the Audit Commission.

The Authority is responsible for preparing and publishing its financial statements, including the Annual Governance Statement. It is also responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

As auditors we are responsible for:

- forming an opinion on the financial statements;
- reviewing the Authority's Annual Governance Statement;
- forming a conclusion on the arrangements that the Authority has in place to secure economy, efficiency and effectiveness in its use of resources; and
- undertaking any other work specified by the Audit Commission.

Our 2008/09 audit work has been undertaken in accordance with the Audit Plan that we issued on 17 June 2008.

Audit findings

Accounts

We audited the Authority's accounts in line with approved Auditing Standards and issued an unqualified audit report on 30 September 2009.

We identified the following key issues from our audit which were included in our report on the accounts presented to the Audit Committee, as those responsible for governance at the Authority, on 15 September 2009:

- **Accounting treatment of assets under the course of construction:** At any point in time, the Authority has a range of capital projects in operation. As a result, at year end there may be projects which are incomplete and should be classified as 'assets under construction'. Assets under construction are recognised at cost and treated as non-operational, until they are brought into use. Our review of the Authority's draft accounts noted that it did not account for 'assets under construction' separately in the balance sheet. Through discussions with management, the final accounts were amended in this respect. £1.3m of assets were transferred to the assets under construction category as at 31 March 2009 and this approach will be adopted to account for assets under construction going forward.
- **Infrastructure impairments:** Local authorities are expected to account for infrastructure assets at cost. The Authority currently writes off some of the costs on smaller schemes as it did not have the detailed analysis necessary to comply with the expected accounting practice. Going

forward, the Authority will consider ways in which it can comply more fully with the requirements and in the interim has revised its disclosed accounting policy to reflect the current treatment of these costs.

- **Systems of internal control:** As part of our work on the audit of accounts we documented and assessed the control systems and processes supporting financial reporting. We drew attention to areas where there were potential risks which could be addressed by modifying or strengthening controls in our report to the Audit Committee. We recommended modified checks on the processing controls for business rates to reflect the revised arrangements for this service and stronger monitoring and authorisation procedures for the operation of school bank accounts.

We have reported all of these matters to Management and agreed an appropriate course of action. We will follow up the implementation of our recommendations next year.

Use of Resources

The Audit Commission requires us to assess the overall arrangements that the Authority has in place in the following three areas:

- Managing finances;
- Governing the business; and

- Managing Resources.

We evaluated the arrangements against criteria set by the Audit Commission in underlying Key Lines of Enquiry (KLoE) and reached a score for each based on the following:

- 1 Failure to meet minimum requirements – inadequate performance;
- 2 Meets only minimum requirements – performs adequately
- 3 Exceeds minimum requirements – performs well; or
- 4 Significantly exceeds requirements – performs excellently.

The scores for these KLoEs then determines the overall score for each area, using rules issued by the Commission. The Commission in turn then determines an overall score for the Authority.

Managing Finances

We have scored the KLoEs for managing finances reporting as follows:

Key Line of Enquiry		Score
1.1	The Authority plans its finances effectively to deliver its strategic priorities and to secure sound financial health	3
1.2	The Authority has a sound understanding of its costs and performance and achieves efficiencies in its activities	3
1.3	The Authority's financial reporting is timely, reliable and meets the needs of internal users, stakeholders and local people	2

The Council plans its finances effectively in consultation with its partners and the local community to enable it to direct money to areas of strategic need and to demonstrate improvements in priority service areas. A robust Capital strategy is in place covering an 8 year period with funding plan in place linked to agreed capital priorities. The Council's improved financial strength and

forward financial planning has been underpinned by creating a £17m strategic reserve. The Council understands its costs, and has shown how whole life costing has been used to improve the efficiency of service delivery. It has exceeded its efficiency targets; the total savings figure delivered to the end of 2007/08 was £22.3m, of which £17.3m was cashable against a target of £13.3m. It has put in place capacity to analyse and deliver improvements in its efficiency and improve services. Financial Reporting is generally sound but could be improved.

We drew attention to the following examples of areas for improvement:

- Review the form and content of external reporting to provide a more rounded and accessible summary of financial and service performance.
- Agree actions to deal with the small number of areas of non-compliance with local authority accounting practice and continue to monitor and liaise on new developments.
- Continue to refine the budget monitoring reports for Members to ensure reports meet their needs.

Governing the business

We have scored the KLoEs for governing the business as:

Key Line of Enquiry		Score
2.1	The Authority commissions and procures quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money	3
2.2	The Authority produces relevant and reliable data and information to support decision making and manage performance	2
2.3	The Authority promotes and demonstrates the principles and values of good governance	2
2.4	The Authority manages its risks and maintains a sound system of internal control	2

The Council has built capacity during 2008/09 to enable it to take a corporate approach to delivering improved commissioning, efficiency and improved interaction with its customers. It bases its performance on reliable data which is reviewed regularly by officers and Members and has led to improvements in outcomes in Adult Social Care, Parks and Open Spaces and Libraries. The Council's governance arrangements are sound and it has developed an approach to assist in working effectively with partners. The system of internal control generally meets expected standards and the quality and effectiveness of internal audit and the Audit Committee continue to improve. If this rate of improvement is sustained it would be reflected in higher scores in these areas in 2010.

We drew attention to the following examples of areas for improvement:

- Continue to work with NHS Havering to develop and implement strategic commissioning based on the Joint strategic Needs Assessment to ensure appropriate services are commissioned for all residents in need.
- Strengthen data security and business continuity arrangements.
- Ensure that the agreed improvements to partnership agreements and arrangements for consultation on the value for money of particular partnerships are implemented.
- Consider the scope to increase reliance on the framework of internal control assurance and to incorporate more added value work in the internal audit programme.

Managing resources

We have scored the KLoEs for managing resources as:

Key Line of Enquiry		Score
3.1	The Authority makes effective use of natural resources	2
3.2	The Authority manages its assets effectively to help deliver its strategic priorities and service needs	3

3.3	The Authority plans, organises and develops its workforce effectively to support the achievement of its strategic priorities	N/A
-----	--	-----

The Council understands and can quantify its use of some natural resources and can identify the main influencing factors. It can demonstrate that it has taken specific actions to reduce its impact on the environment and has worked with partners on a range of projects which have taken into account the joint impact on the environment. The Council has a strategic approach to asset management based on an analysis of need to deliver strategic priorities, service needs and intended outcomes. It actively monitors the performance of its assets to ensure that they are fit for purpose and provide value for money. In redeveloping its Libraries and through its Office Property Strategy the Council has worked with partners and community groups to maximise the use of its assets for the benefit of the local community.

We drew attention to the following examples of areas for improvement:

- Strengthen performance monitoring for the main indicators for environmental sustainability and monitor the effectiveness of the Sustainability Impact Appraisals

Conclusion on Use of Resources

We were also required to issue a conclusion on the adequacy of the Authority's arrangements for ensuring economy, efficiency and effectiveness in its use of resources.

We issued an unqualified conclusion on the Authority's arrangements for its Use of Resources on 30 September 2009.

Annual Governance Statement

Local Authorities are required to produce an Annual Governance Statement (AGS) which is included in the financial statements.

We reviewed the AGS to consider whether it complied with the relevant guidance and whether it is misleading or inconsistent with other information known to us from our audit work. We found no areas of concern in terms of

the content of the statement.

Treasury Management

The Authority had £12.5m invested in Icelandic Banks and has accounted for these investments and the potential for losses in line with guidance prepared for local authorities. The potential losses as at 31 March 2009 were calculated at £2.7 million and the Authority has taken this into account when assessing its level of reserves and its financial projections.

Alongside our audit work, we carried out a separate review of the Council's treasury management activities in 2008. The review concluded that although the Council's arrangements were similar to those we had seen in other places there was a need to broaden the range of measures used by the Council to assess the suitability of financial institutions with whom it might invest. In view of the greater risks apparent in 2008, the Authority had already implemented a number of measures to strengthen its arrangements and has taken account of our recommendations as part of its revised arrangements. As a result, we did not identify any issues of concern based on the scope of a subsequent programme of work on Treasury Management mandated by the Audit Commission in 2009.

Members' Allowances

As part of our work on Use of Resources we reviewed the Council's scheme for members' allowances. This work was also mandated by the Audit Commission. We considered whether the Council is complying with the regulations applying to Members' Allowances schemes, and whether they have made the required disclosures in respect of the scheme. We did not identify any matters of concern.

London Borough of Havering Pension Fund

We have completed our audit of the Council's Pension Fund and did not identify any significant issues to be brought to the attention of the Pension Fund Panel. We issued an unqualified opinion on the Pension Fund accounts on 30 September 2009.

Matters affecting future accounting periods

Transition to International Financial Reporting Standards (IFRS)

There are proposed changes to the basis of financial reporting which are being introduced across the public sector. This will apply to accounting periods starting on or after 1 April 2010. Because of the need to have comparative information for the first set of full IFRS accounts the effective date of the transition is 1 April 2009. The Council will need to be aware of the additional requirements for assets and transactions that will be required to comply with IFRS from this date.

In advance of full adoption, the 2009 SORP adopts IFRS accounting principles for PFI schemes and similar service arrangements. Under IFRS there is an expectation that more of these types of schemes will be accounted for as “on balance sheet”, in contrast with current practice under UK GAAP and the SORP, where many schemes are predominately accounted for as “off balance sheet”.

The Authority will need to ensure that it has a good grasp of the changes to accounting requirements and that it has robust plans in place to enable collection and processing of the information needed to comply with the new requirements.

In our experience the key features of a successful IFRS conversion project have proven to be:

- Completed impact analysis and comprehensive conversion plans;
- The commitment of key stakeholders in the organisation;

- Operational steering and technical groups;
- Cabinet/audit committee oversight;
- Regular progress reporting against the plan;
- The necessary project management resources; and
- Appropriate and timely training for all members and officers with IFRS involvement.

Summary of recommendations

Page	Recommendation	Management Response	Target Implementation Date
5	<p>Business Rates Shared Service Agreement</p> <p>The Authority should include in its shared service arrangement the provision of assurance over the operation of the systems and processes operated by the shared service provider.</p>	<p>The service agreement will be reviewed to ensure that adequate risk management arrangements are in place. The authority will ensure that sufficient comfort can be obtained through the controls and processes that deliver services to its resident businesses.</p>	1 April 2010
5	<p>School Bank Accounts</p> <p>The Authority's rights to information should be reflected in bank mandates to open and operate school bank accounts. The Authority should also review value for money considerations of schools setting up their own bank accounts against the potential efficiencies to be achieved from the Authority consolidating its banking arrangements with a single provider.</p>	<p>The closure timetable will be updated to include a process to review any changes in schools' banking arrangements and obtain any new authorities required. The Authority will not become a signatory. In addition the Authority will seek to include schools within its corporate banking contract and will ask the banks to consider the level of service they can provide to the schools.</p>	1 March 2010

In the event that, pursuant to a request which you have received under the Freedom of Information Act 2000 (as the same may be amended or re-enacted from time to time) or any subordinate legislation made thereunder (collectively, the "Legislation"), you are required to disclose any information contained in this report, we ask that you notify us promptly and consult with us prior to disclosing such information. You agree to pay due regard to any representations which we may make in connection with such disclosure and to apply any relevant exemptions which may exist under the Legislation to such information. If, following consultation with us, you disclose any such information, please ensure that any disclaimer which we have included or may subsequently wish to include in the information is reproduced in full in any copies disclosed.

©2009 PricewaterhouseCoopers LLP. All rights reserved. 'PricewaterhouseCoopers' refers to PricewaterhouseCoopers LLP (a limited liability partnership in the United Kingdom) or, as the context requires, other member firms of PricewaterhouseCoopers International Limited, each of which is a separate and independent legal entity.



CABINET

16 December 2009

REPORT

Subject Heading:

Cabinet Member:

CMT Lead:

Report Author and contact details:

Policy context:

Financial summary:

Is this a Key Decision?

Is this a Strategic Decision?

When should this matter be reviewed?

Reviewing OSC:

14-19 Commissioning Statements

Cllr. Paul Rochford
Cabinet member for Skills & Young people
Andrew Ireland ; Group Director Social
Care & Learning
Trevor Cook
14-19 Strategy Manager
David Tomlinson

Caroline May

Yes

Yes

Children's Services

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

Clean, safe and green borough	<input type="checkbox"/>
Excellence in education and learning	<input checked="" type="checkbox"/>
Opportunities for all through economic, social and cultural activity	<input checked="" type="checkbox"/>
Value and enhance the life of every individual	<input checked="" type="checkbox"/>
High customer satisfaction and a stable council tax	<input type="checkbox"/>

SUMMARY

This report provides a background briefing on recent developments in London and in Havering on the 16-19 transfer of responsibilities and the preparations being undertaken for it, including the LSC led 'London Transition Year'. It also requires Cabinet approval for the Havering Learning Partnership 2010/11 16-19 Commissioning Statements.

RECOMMENDATIONS

To note the content of the report and to approve the annexed Havering Learning Partnership 2010/11 16-19 Commissioning Statements

REPORT DETAIL

Background

The government proposed transferring the responsibility for planning and funding 16-19 provision from the LSC to Local Authorities in June 2007. Details on these proposals were set out by the DCSF and DIUS in March 2008 in the white paper *Raising Expectations: Enabling the System to Deliver*. Alongside an analysis of the responses to the white paper, a further Update and Next Steps document was published by them in August 2008. This provided further clarification on the transfer process. The 2009 Education and Skills Bill is presently going through Parliament with Royal Assent anticipated in the Autumn 2009.

Under the new arrangements a number of the duties and responsibilities presently undertaken by the LSC will move to Local Authorities and other agencies. The new Young People's Learning Agency (YPLA) will be principally a supporting and enabling body, designed to support Local Authorities in fulfilling their new duties. The YPLA will have a range of responsibilities, including:

- ensuring budgetary control of the £7 billion being transferred to local authorities to enable them to carry out their new functions;
- providing a national commissioning framework to help local authorities commission provision;
- promoting consistency and simplicity in planning by providing a national statement of priorities and developing and operating the national funding formula;
- providing strategic analysis services to support the planning and commissioning process;
- providing data on participation, attainment and economic development in local, sub-regional and regional areas;
- working with the Regional Development Agencies and other regional partners to provide information on future skills needs in an area;
- working with local authorities to support and facilitate the production of commissioning plans at local, sub-regional and regional levels to ensure their coherence and fit within the national budget;
- funding and performance managing open Academies on behalf of the Secretary of State.

The new National Apprenticeship Service (NAS) will manage and fund apprenticeships.

In preparation for the changes, the Department for Children, Schools and Families (DCSF) requested details on every local authority's proposed plans for joint working on 16-19 commissioning by the end of September 2008.

Regional Planning Group

Due to structural characteristics of the capital, London faces significantly different challenges to other regions in responding to the needs of 14-19 learners. London Councils therefore established the 14-19 Regional Planning Group (RPG) to oversee the smooth transfer of education for 16-19 year olds to local authorities and to ensure that all young Londoners are in a position to benefit from the 14-19 reforms.

In September 2008, the RPG, on behalf of the 32 London boroughs, made an initial submission, known as Gateway 1, to Government Office for London (GOL) on proposals for the transfer of 16-19 funding in 2010. In brief, it proposed:

- A regional framework that puts learners first and enables 32 London authorities to share a common and coherent strategic approach to 16-19 commissioning based on local decision-making, local intelligence and joined-up local services. Boroughs will agree local arrangements and the RPG will ensure overall coherence between borough plans by offering a London-wide strategic vision to assist them in making commissioning decisions.
- A system where local authorities, drawing on regional data and support, determine which neighbouring authorities they need to collaborate and hold formal structured conversations with, including those outside London.
- To improve the economic wellbeing of London's young people and strengthen the employer contribution to 14-19 planning through robust London Skills and Employment Board (LSEB) representation on the RPG.
- To develop shadow commissioning plans early, in association with the London LSC, including a "Dry-Run" in 2008/09 and learn from the process ahead of the transfer of responsibilities.
- In developing new arrangements for London, always to put the learner first and ensure as much funding as possible goes to the front line.

Formal feedback on the Gateway 1 submission from GOL on the 16 December 2008 was broadly supportive of the direction of travel outlined but through a series of questions, identified areas where more detail was required. In addition, DCSF produced guidance on Stage 2 of the 16-19 development process, including: criteria for governance; collaboration and strategic contribution; policy and planning; and quality of targets. The questions posed by GOL were addressed by the RPG in a second draft, known as Gateway 2 which was submitted in February 2009.

The 'Dry Run'

The RPG agreed in September 2008 to work with the LSC on implementing a "Dry Run" of some of the key processes in the new local 16-19 commissioning process. It was expected to bring the following benefits:

- Enable a low risk test run of a new commissioning process.
- Enable an early trial of a high level strategic analysis and production of a commissioning plan which can be built on and further improved for 2009/2010 when it becomes more important.
- Demonstrate a clear commitment to getting it right for London from all Local Authorities which will strengthen their collective submission to the DCSF.
- Enable staff from both the LSC and the Local Authorities to familiarise themselves with how the new approach might work and ensure a smoother transfer of expertise and experience.
- Provide Local Authorities with the opportunity to configure their internal decision making and scrutiny processes to support 16-18 commissioning.
- Give everybody more time to ensure a robust process is in place in time for the 2010 handover.

The great majority of Local Authorities in London, including Havering, opted to take part in the "Dry Run". The activities undertaken have included:

- Local Authority staff accompanying LSC Partnership Team staff on key provider planning meetings, with discussions and information provided treated as commercial and in confidence this year by local authority staff.
- Holding mock inter-borough consultations to try out the new approach and guidelines.
- Local Authorities converting their identified 16-18 commissioning priorities into a commissioning plan. This sets out in detail the learner numbers that the LA would commission using the new approach.
- Local Authorities aggregating their commissioning plans up to the regional level to test approaches on consensus building/agreement and to look at provision that might be better commissioned regionally.

The 'Dry Run' also sought to enable the testing and refinement of five significant elements of the London model:

- The quality of the information that underpins commissioning decisions;
- The alignment of commissioning arrangements and existing local 14-19 partnership and planning structures;
- Inter-borough planning;
- Transparent, provider-neutral commissioning;
- Regional reconciliation and aggregation.

The Dry Run has been made possible through the particularly high level of support that the London LSC has provided for the planning and preparation for transition. "Dry Run" arrangements have been aligned with the LSC business cycle and the continued operation of the LSC allocations process.

Havering has played a full and active role in the 'Dry Run' as identified above. This has been helped by good co-operation from LSC staff working in the Borough, a positive response from the Headteachers of the schools with sixth forms, the Principals of the two colleges and other providers.

There remains concern regarding the level of funding for London at a time of upward pressure for places 16-19 and how this will continue to be addressed as the LSC hands over its responsibilities. In particular, there are concerns on how regional pressures will be managed nationally. These concerns were recently increased by the allocation letters sent from the LSC to local providers at the end of March 2009. These indicated cuts in the allocation of funded places from those communicated to schools and colleges at the beginning of March. However, the budget 2009 announced additional funding to offer education and training places to approximately 20,000 young people over and above the numbers already agreed with the LSC in early March. This funding is to be targeted on delivering the September Guarantee and tackling young people not in education, employment or training (NEETs).

Unlike last year's 'Dry Run', this year's transition will be linked to the actual allocations process for the 2010/11 planning year and will therefore need to be consistent with the wider national transition plans, timescales and templates currently in development.

It is important to note that the Chief Executive of the LSC still remains the accountable officer for this year's allocation process. This will help rather than hinder the process as it will ensure there is sufficient regional support from LSC colleagues who will be involved with the young people's system post March 2010.

The Dry Run placed London in a strong position with well engaged Local Authorities ready to involve themselves fully with the transition year. A London Toolkit for Commissioners has been produced to support Local Authority commissioners through the transition and is available on the London Councils website and the following is a summary of their guidance.

Commissioning Protocols

The following protocols have been agreed through London Councils and the RPG;

1. All 16-18 commissioning decisions are taken by the Local Authority within which the provision is located (or, in the case of multi-site providers, where the main administrative building is located).
2. Assessment of 16-18 learning need is informed by strategic intelligence provided through the London 16- 19 data pack.
3. Strategic priorities are developed in consultation with providers and other stakeholders and agreed through local 14-19 partnership structures, taking account of relevant economic and employment factors including sector trends.
4. There are clear opportunities for young people, parents and carers to contribute to the agreement of priorities and the development of provision.
5. Commissioning intentions address the needs of vulnerable young people and those who do not currently participate in learning to 18.

6. Commissioning reflects learner choice and delivery of the 2013 Entitlement.
7. Commissioning choices are provider-neutral and made on the basis of the responsiveness and effectiveness of provision.
8. Growth and decommissioning proposals are identified at, or in advance of, the first formal planning dialogue with individual providers.
9. The Local Authority undertakes and reports inter-borough planning dialogue(s) in accordance with RPG guidance.
10. All Local Authorities will participate in the dispute resolution process and agree to peer direction and RPG adjudication as required.
11. All Local Authorities use the regional template to complete their Local Commissioning Plans (TY6) to ensure easy aggregation and consistency across London.
12. Local Authorities make every effort to reconcile competing priorities to promote best outcomes for young people and to progress national and regional strategic priorities.
13. Commissioning choices promote quality provision and value for money.
14. Commissioning choices and arrangements are underpinned by partnership working and collaborative delivery
15. Commissioning arrangements are transparent and straightforward and ease communication and funding flow.

The London transition year and the National Commissioning Framework

As we move into the next phase, there is a need to work within any emerging national guidance. It will be the responsibility of the YPLA with DCSF to develop the National Commissioning Framework (NCF) which will set the basis for local and regional commissioning plans and the principles that will underpin the commissioning process.

Draft versions of the NCF are in restricted circulation and are expected to be available for open consultation in October. At present it is a working document and does not reflect finalised policy or procedures. A summary is available on the REACT website (<http://www.lga.gov.uk/lga/aio/3647106>).

Local Authority and LSC responsibilities in the transition year

In the transition year, the LSC will work together with Local Authorities on the transfer process. The LSC will retain overall accountability for existing statutory duties until April 2010. The London approach will enable Local Authorities to lead the planning and commissioning processes through the transition year where possible. This capacity building process will also be underpinned by a regional programme of support offered by the REACT team.

Funding and finance arrangements relating to delivery in 09/10 will be managed by the LSC with shadowing by Local Authority colleagues who will inherit these responsibilities for 10/11 delivery. This is an area in which the specific arrangements from April 2010 require further clarification through the NCF including agreement around the IT infrastructure and tools.

Local authorities as lead commissioners

The machinery of government changes confirm Local Authorities as strategic leaders of 14-19 learning. Local commissioning will support Local Authorities to exercise those responsibilities which they already hold in relation to the 14-19 offer including:

- Achievement of PSA and LAA targets around NEET reduction and attainment by 19.
- Delivery of the 2013 Entitlement.
- Raising the Participation Age.

New commissioning responsibilities will also support Local Authorities to meet wider established responsibilities including:

- Local delivery of the Children's Plan.
- Provision of services that deliver ECM outcomes 0-19.
- Economic and skills development.

In addition to the direct commissioning role which Local Authorities will exercise in relation to those 16-18 young people studying in their borough, local commissioners will have an advocate role for resident learners who are studying in other boroughs. Local Authorities will work with their partners in those boroughs where residents are travelling to study to ensure that they also commission responsive provision of high quality which meets the needs of those young people. LBH have already made good progress in this area and chair a regular meeting of neighbouring Local Authorities including Thurrock, Essex, Barking & Dagenham, Redbridge, Newham and Waltham Forest.

A key challenge for the new system will be the move towards full participation for every young person. This should helpfully shift the focus to include not only whether or not there are sufficient places available for young people delivering national targets but that the new curriculum entitlement is available to all and the pathways are appropriately distributed within and across local authority boundaries.

14-19 Partnerships

In order to develop a responsive local offer, Local Authorities already have in place 14-19 partnership structures which enable joint planning to meet borough-wide learning needs. The London commissioning model supports partnership planning as the most effective means to deliver full participation and the September Guarantee. The 14-19 Executive & Partnership has overall responsibility for approving the Local Commissioning Statements and Plan, including the planning numbers before final submission to the RPG.

Planning with Individual Providers

Commissioning sits within a wider set of partnership and planning arrangements that enable Local Authorities, providers, guidance services and learners to work together to reshape the 16-18 offer. Providers have very different prior experience

of planning and negotiating through the LSC business cycle. Provider-neutral commissioning requires us to level the playing field and to introduce processes that are appropriate to the different requirements of schools, colleges and training providers.

The transition year toolkit includes an example agenda for provider meetings and a national template will be provided later in the year for use with every provider to collect future planning numbers. Upon receipt of the national template local commissioners can work with providers to agree a first iteration of their proposed numbers for the planning year.

LDD and Specialist Regional Commissioning

Many learners travel to access specialist pan-London provision including some advanced vocational programmes or LDD provision for those with profound or complex needs. Regional commissioning of the two London specialist colleges will be designed to ensure these high level needs are met on behalf of local commissioning teams and the London-wide LDD Strategic Partners Group is developing data and planning arrangements to ensure local commissioners are supported to respond effectively to the needs of these learners. The local commissioning plan asks local commissioners to specify FLT places and, within this, the extent of provision for learners 20-25 who have a Learning Difficulty Assessment (139a) and for whom the Local Authority will remain responsible for securing appropriate provision.

Capel Manor College offers land-based provision across London through a number of satellite study centres that have been developed and are managed with the relevant Local Authorities. The Capel Manor offer will be regionally commissioned through the RPG. Arrangements for offender learning will be locally managed by the host borough but regionally supported.

Agreeing the Local Commissioning Statements and Plan

Local Authorities will be expected to develop their commissioning plan over a period and these will be framed by the existing planning relationships with 16-18 providers which inform community plans, children and young people's plans and 14-19 plans and which make a significant contribution to the responsiveness and effectiveness of 16-18 provision. Local commissioning plans will build on these relationships rather than affect any fundamental remodelling of an offer that is already shaped by local planning. In particular, commissioning plans will support the implementation of the Children and Young People's Plan, the 14-19 Plan and the local employment strategy. National and regional priorities will also inform local commissioning statements.

Local plans will be developed through consultation with 14-19 partnerships, individual providers, feeder Local Authorities and through regional discussion. The final plan will set out planned volumes for the borough and for each provider. It will identify the broad mix of provision by level and learning route to support the Local Authority and local partnerships to assess progress towards a responsive and

effective offer ready to deliver full participation, access to the 14-19 entitlement and increased Level 2 and 3 achievement by 19.

The first stage in developing the local commissioning plan is to develop *Commissioning Statements*, a set of evidence based emerging issues which provide a clear strategic context for the borough, clear enough to set the challenges in the local curriculum and 14-19 Partnership.

The draft Havering Learning Partnership 16-19 Commissioning Statements are attached to this paper as an annex.

These Commissioning Statements have been developed following a strategic analysis of the available data sets, including participation data of both residents and providers, achievement rates and quality indicators, take up of learner support and infrastructure developments. These identified Statements will set the context for and influence the individual provider commissioning discussions.

REASONS AND OPTIONS

The decision to approve the statements fits into the requirements of the transfer of responsibilities to the Local Authority.

No other options needs to be considered.

IMPLICATIONS AND RISKS

Financial implications and risks:

Although Local Authorities will have the responsibility for Commissioning 16-18 provision, there will be no specific local authority budget with which to do this. Local Authorities will develop a local 'Commissioning Plan' which will include planning numbers of the providers in their locality, which will be submitted to the Young People's Learning Agency via the Regional Planning Group for overall budget allocation. The borough will then receive funding which will be devolved in accordance with agreed plans, meaning the cost to the borough is in terms of overheads and officer time.

If the overall budget available does not meet the sum of the total planning aspirations, there could be considerable pressure to find alternative funding to meet the deficit, either nationally or locally (assuming plan numbers are static). Any possible impact of this is unquantifiable at present

Legal implications and risks:

The transfer of the commissioning of education provision for 16-19 year olds to the Council will effectively restore the Council to the role and responsibilities it had several years ago. There is no guarantee that funding sufficient to cover those responsibilities will also be provided, but the duties will still remain. The approval of the commissioning statements is a necessary step to set the context for future commissioning of services for this function, but there are no direct legal implications from them

Human Resources implications and risks:

This transfer of service responsibility to Local Authorities brings in a number of LSC staff who will deliver the new service on behalf of the Local Authority. Four of the five funded posts that will be transferring to the Council are filled by permanent LSC staff and it will be these staff that undertake the Local Authority 14-19 commissioning team responsibilities in the transition year

Equalities implications and risks:

None apparent

BACKGROUND PAPERS

London Local Commissioning Team – Guidance Pack for Transition Year
London Councils Transition Year Toolkit

Havering Learning Partnership 16-19 Commissioning Plan

1. Strategic Context

National

Priorities for Success 5 – Key headline priorities to be inserted when published.

Regional

RPG Regional Commissioning Priorities – To be inserted when published.

Local

1 CYPP Priorities

Improve educational outcomes and achievements for young people from deprived or vulnerable groups by closing the achievement gap whilst also improving the overall very good results at 16 and 19. Currently large achievement gaps for all three key indicators 14-19.

Reduce the risks of young people failing to enter or remain in education, employment or training on leaving school by providing more opportunities for work based learning, apprenticeships and diplomas. Participation of 17 year olds in education or training is currently rated red (76% in 07/08). The target for 08/09 is 80%.

Ensure more young people from low income backgrounds progress to higher education. (In 2006 13% of young people on fsm at 15 progressed to HE when 18 or 19 as opposed to 31% not on fsm at 15.)

2 Key Data and Information

The following briefly outlines inspection and monitoring outcomes and other key data and information on the educational performance and participation of young people age 16-19 in Havering.

2.1 Demographic Trends and Participation Rates

The demographic trend for the Borough shows that the total number of young people in the Borough 16-19 has not changed significantly recently and the predictions indicate that this situation will continue for the next few years.

However, a rise in the participation rates post-17 to 90% from the present level would require an increase of more than 400 places, with a corresponding but smaller increase for the 16-17 age range. The Summary Statement of Overall Activity 2006 to 2010 indicates that numbers of young people in the main eight Borough providers will have increased between 2006/07 and 2008/09 by more than 400 young people. These providers are predicting a further increase of about 450 young people into 2009/10. These increases are being driven mainly at present by the popularity of the local providers.

2.2 Information from Inspection and Monitoring Arrangements

Inspectors undertaking the Joint Area Review (JAR) in February 2007 judged Havering to be a good authority in terms of Economic Well Being and this judgement was confirmed in the Annual Performance Assessment (APA). Capacity to improve was judged to be good in the JAR and outstanding in the APA. Judgements on institutional inspections are generally good with some providers rated as outstanding.

These results were consistent with the Progress Checks where the Borough and Partnership were rated 2 on a scale of 1-4, with 1 being the highest grade. There has been slippage or a lack of progress in some key quantitative indicators, notably NI 80 and NI 91 whilst others show improvement. The latest notification from GOL indicates that the overall judgement on the quantitative indicators is now 3.

The challenge remains for the authority and the Partnership to improve to ensure that young people have an outstanding service.

2.3 Summary of LAA2 Targets

Havering was placed in the top quartile in the 2006/07 national 14-19 Progress Checks in terms of a combination of improvement and level attained on the three key National Indicators 16-19 for which there are LAA2 targets, these being:

percentage of young people attaining Level 2 by 19	(75%);
percentage of young people attaining Level 3 by 19	(48%);
percentage of young people who are NEET	(5.8%).

Whilst progress continues on the NEET measure, the steady and significant improvement in the other two stalled in 2007/08 as can be seen in table 1. Achievement of the ambitious Local Area Agreement targets for 2009, 2010 and 2011 in NI 79 and NI 80 required ongoing improvement from a high base. Achievement of the targets in 2010 and 2011 will require additional actions. These are presently being identified and agreed.

Table 1 Performance on the LAA2 Targets

National Indicator	Performance				LAA 2 Targets			Prog Ch RAG		
	04/05	05/06	06/07	07/08	08/09	09/10	10/11	06	07	08
NI 79- Achievement of a Level 2 qualification by age 19	68.6 %	71%	75.2 %	75.4 %	78%	79.5 %	81%	A/ G	G	A/ R
NI 80- Achievement of a Level 3 qualification by age 19	43%	45.5 %	48.0	45.7 %	51%	52%	53%	G	G	R
NI 111 16-18 year olds who are not in education, training or employment (NEET)	7.3		5.8%	5.2%	5.5%	5%	4.5%		G	G

The Progress Checks RAG rating is on a four point scale: Red, Amber/Red, Amber/Green and Green

Further Information on Level 2 Achievement at 19

Table 2 Data and Trends at Level 2

End of Year 11 in Year	by age 16	by age 17	by age 18	by age 19	Age 19 at end of
2001	55	60	64	66 (66.3)	2003/04
2002	56	62	66	69 (69.2)	2004/05
2003	59	65	68	71 (71.4)	2005/06
2004	61	67	73	75 (74)	2006/07
2005	59	67	73	75 (76.7)	2007/08
2006	62	69	74		2008/09
2007	61	70			2009/10

All performance figures in the above table are given as percentages
National figures in brackets

Level 2 commentary

The percentage for Havering in 2008 (75%) is below the national figure (76.7%). This is further below the national figure than it has been at any time in the last five years. However, the results remain above those of seven of the statistical neighbours, are equal to two and below one of them. The Havering results were the highest among all statistical neighbours last year (2007).

Looking at the trends in table 2 we could expect the Level 2 result for 2008/09 to be about 76.5, higher than anything previously but below the LAA2 target of 78%. There is nothing that can be done at this stage to influence the achievement in 2009. Attention should be focused on additional actions for improving the 2010 and 2011 figures, to improve further the situation for young people in the Borough and to achieve the LAA2 targets.

In the long term the focus on developing new provision such as the diplomas will hopefully significantly improve the situation for young people in the Borough. However, it will have no effect on this situation in 2010. Young people enrolled on the Hair and Beauty diploma this September are all working towards a level 1 qualification. Diplomas are therefore likely to have little or no effect on the figures before 2012.

Nationally the proportion of 16 to 19 year olds achieving Levels 2 and 3 via Vocationally Related Qualification (VRQs) has risen each year. VRQs are the most common way of reaching Level 2 post-16. What is of concern in Havering is that the comparatively very good results at 16 are not reflected in the figures at 19.

Further Information on Level 3 Achievement at 19

Table 3 Data and Trends at Level 3

End of Year 11 in Year	by age 16	by age 17	by age 18	by age 19	Age 19 at end of
2001	0	3	36	40 (42)	2003/04
2002	0	11	38	43 (45.4)	2004/05
2003	0	13	41	45 (46.7)	2005/06
2004	0	15	43	48 (48.1)	2006/07
2005	0	14	41	46 (49.8)	2007/08
2006	0	16	44		2008/09
2007	0	16			2009/10

All performance figures in the above table are given as percentages
National figures in brackets

Level 3 commentary

The percentage for Havering in 2008 (46%) is below the national figure (49.8%). This is further below the national figure than it has been at any time in the last five years. The results at 19 remain above those of six of the statistical neighbours but are below those of the other four.

Looking at the trends in table 3 we could expect the Level 3 results for 2008/09 to be about 49%, which would continue what has been an upward trend since 2003/04 but not achieve the 51% LAA2 target. There is nothing that can be done at this stage to change the situation for 2009. The focus should be on additional actions for improving the 2010 and 2011 figures to improve further the situation for young people in the Borough and to achieve the LAA2 targets.

In the long term the focus on developing new provision such as the diplomas will hopefully significantly improve the situation for young people in the Borough. However, as at Level 2, in-Borough provision of diplomas will have no effect on this situation before 2012.

2.4 Predictors of Success at Level 3

At sixteen the percentage of young people attaining 5+ A*-C including English and mathematics is high and well above national averages. The LA has recently (2006) been in the top decile nationally on this indicator, with a 5% increase between 2005 and 2006. There was a small reduction (0.8%) between 2006 and 2007. Progress has continued between 2007 and 2008 with 55% of young people attaining this benchmark, the highest ever achieved in the Borough, well above the LA average of 47.9%. The performance in Havering in 2008 was above that of all its statistical neighbours on this measure. The initial results available to date indicate that there has been further significant improvement in 2009 to 58%.

This is the best indicator of potential for Level 3 success and with this strong base there should be opportunities for improvement in the number of young people attaining Level 3. The percentage of young people in Havering achieving 5+A*-C including English and mathematics at GCSE has been well above the national average in recent years (table 4). However, table 3 shows that the percentage of young people attaining Level 3 by 19 in Havering is presently below the national average.

Table 4 GCSE performance at 16

National Indicator	Performance							Progress Ch RAG		
	04/05	05/06	06/07	07/08	08/09	LA Av 06/07	LA Av 06/07	05/06	06/07	07/08
NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent, including Eng and maths	49.7%	54.5%	53.7%	55.4%	57.9%*	45.5%	47.9%	G	A/R	A/G

*Provisional not for wider distribution

2.5 Improving Outcomes for those from Vulnerable Groups

Attainment at Levels 2 and 3 by 19 of young people receiving free school meals in Y11 compared to those not receiving them

There are currently large achievement gaps between those youngsters who were in receipt of free school meals (fsm) in Y11 and those not receiving them for the two key indicators of achievement at L2 and L3 by 19. Recent results in the two NIs measuring these are shown in table 5:

Table 5 Inequality gaps at 19

National Indicator	Performance				Prog Ch RAG	
	06	07	08	LA Av 07	07	08
NI 81 Inequality gap in the attainment of a Level 3 qualification by the age of 19	28.5%	32.7%	29.4%	25.4%	R	A/G*
NI 82 Inequality gap in the attainment of a Level 2 qualification by the age of 19	47.9%	51.0%	55.1%	50.9%	G	A/G*

Note: A different approach has been taken in the National Indicator set in measuring the attainment gaps at Levels 2 and 3 at nineteen. A summary of the definitions explaining this are provided below:

NI 81 - This measures the percentage of young people who were in receipt of free schools meals (fsm) in Havering schools at age 15 (Y11) who attain a Level 2 qualification by 19.

NI82 - This measures the gap in attainment of Level 3 qualifications by 19 between those young people who were in receipt of free schools meals (fsm) in Havering schools at age 15 (Y11) and those who were not.

As can be seen in table 5, there has been a significant increase in the percentage of those receiving fsm in Y11 achieving Level 2 by 19 over the last two years. At Level 3 there is no discernible trend. The results in 2008 were better than those in 2007 but not as good as those in 2006 and the gap is greater than the average for all LAs.

Young people, including those from low income backgrounds, progressing to Higher Education (HE)

The percentage of young people who continued into higher education (29%) in 2006 was relatively low considering the good performance up to 19 at that time. Of these young people 13% on fsm at 15 progressed to HE when 18 or 19 as opposed to 31% not on fsm at 15, a gap of 18%. In 2007 this gap had widened to 21.5%, the latest year for which we have figures available.

2.6 Increased Participation

A key indicator in the 14-19 phase 'the participation of 17 year olds in education or training' is the same in the NIS (NI 91) and the 14-19 Progress Checks (PI 1). A summary of the recent results and progress on this indicator is shown in table 6.

Table 6 Participation of 17 year olds in education or training

National Indicator	Performance					LA Av 06/07	Prog Ch RAG		
	04/05	05/06	06/07	07/08	05/06		06/07	07/08	
NI 91 Participation of 17 year- olds in education or training	75.2%	74.3%	76.3%	76.3%	76.9%	R	A/R	R	

Participation rates in education and training post-16 and particularly those at 17 need to be higher. As seen in table 6, participation at 17 has been rated red or amber or red in each of the last three years. In 2006/07, at 76%, it was below the national average of 77%. The CYPP target for 08/09 is 80%.

Research was undertaken in Havering in 2007 on the reasons why young people leave education or training at 17. The research involved contacting and interviewing the approximately 450 young people who left education or training in the academic year ending 2006. Whilst it is now two years out of date a number of its conclusions, based on the information received from the young people, are still probably valid. These included ensuring young people get on the right courses through good personal advice and guidance, taster courses and providing continuing support when undertaking the courses. The full report was widely distributed in Havering when published and is still available.

2.7 General comments

The two key factors which influence the attainment of the Level 2 and 3 thresholds are success rates in the providers and the numbers of young people who continue in education or training post-16 and more crucially post-17. It is felt that increasing the participation rate post-17 is the key element in bringing about an increase in NI 79 and NI 80 and in decreasing the inequality gaps at these levels.

Whilst achievement rates are obviously important and need continual monitoring these are already high for A level examinations (on average about 98% for A2). A2 constitutes the main pathway for young people attaining the Level 3 threshold in the Borough. Bringing about significant improvement to the proportion achieving Level 3 through improving achievement rates further will be difficult and provide limited results. Improving the level of grade achieved in A2 examinations remains a key priority as this greatly influences the future life chances of young people and is vital in determining their success in going on to Higher Education. To explain what to some may appear to be a contradiction in these statements: a person attaining two grade Es at A2 level meets the Level 3 threshold requirements and in this respect is not distinguished from someone achieving more grades at higher levels.

Cabinet, 16 December 2009

Success in Y12 for those following AS levels and their being accepted onto A2 courses is probably a more productive area for further discussion and investigation with providers.

Reducing the risks of young people failing to enter or remain in education, employment or training on leaving school by providing more opportunities for work based learning, apprenticeships and diplomas is another important area for consideration for the medium term. It is widely accepted from a range of evidence that a significant proportion of young people in Havering aspire to work rather than continue in education. Offering opportunities for this whilst continuing to gain skills and qualifications such as through apprenticeships appears to be an obvious way forward with this group.

2. Local 16-19 Commissioning Statements

Key Priorities in the Borough 16-19;

Continue to:

- increase the proportion of young people obtaining Level 3 by age nineteen to meet LAA2 targets and reduce the inequality gap at this level to meet Borough targets;
- increase the proportion of young people obtaining Level 2 by age nineteen to meet LAA2 targets and continue to consolidate the very good recent improvement in the proportion of young people from low income backgrounds attaining this level;
- reduce the proportion of young people who are NEET to meet LAA2 targets;
- increase the proportion of young people who continue into Higher Education, particularly those from low income backgrounds;
- to deliver a curriculum through the Foundation Learning programme, particularly at Level 1, which enables progression to Levels 2 and 3.

These are to be achieved through:

- increasing the participation rate in learning at post-16 and in particularly the participation rate at 17, which is presently too low;
- ensuring that there are appropriate places in learning for all young people in the Borough who are seeking them, including LDD learners with an entitlement to the age of twenty five;
- increasing the opportunities for work based learning, particularly apprenticeships, including Young Apprenticeships;
- increasing the opportunities for places on the new diplomas;
- increasing the opportunities for places on Foundation Learning programmes and providing progressive pathways from the Key Stage 4 Engagement Programme and other alternative provision;
- ensuring that all young people but particularly the vulnerable have personalised guidance and support both at key transition points at sixteen and seventeen and in the various post-16 providers;
- increasing the proportion of residents who receive their education or training in high quality provision;
- prioritise skills for life, particularly the functional skills of literacy, numeracy and ICT, to develop employability skills.

This page is deliberately left blank



CABINET

16 December 2009

REPORT

Subject Heading:

Building Learning Futures

Cabinet Member:

Cllr G Starns

CMT Lead:

Andrew Ireland

Report Author and contact details:

David Tomlinson

Policy context:

David Tomlinson

Financial summary:

Total costs £4m over 4 years of which this report seeks authorisation of £1.3m to be funded from strategic reserve over financial years 2010/11 to 2013/14 (£1.8m funding with £500k repaid in 13/14).

Is this a Key Decision?

Yes

Is this a Strategic Decision?

Yes

When should this matter be reviewed?

2011

Reviewing OSC:

Children's Services

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

Clean, safe and green borough	[✓]
Excellence in education and learning	[✓]
Opportunities for all through economic, social and cultural activity	[✓]
Value and enhance the life of every individual	[✓]
High customer satisfaction and a stable council tax	[✓]

SUMMARY

1 Partnership for Schools has accepted Havering's Readiness to Deliver statement and has asked that we prepare for a Remit Meeting (DATE). This meeting launches the next stage of preparation to Strategy for Change (SFC) but in the context that funding is certain.

2 This report sets out some key decisions related to the resourcing of the Building Learning Futures (BLF) programme, presents the governance structure which has been approved by the BLF Board and outlines the timetable for development.

RECOMMENDATIONS

3 That allocations from Strategic Reserve be approved towards set up costs as outlined in the Financial Implications section, specifically £995,450 in 2010/11, £758,200 in 2011/12, £112,025 in 2012/13, with a return to Strategic Reserve from DSG of £500,000 in 2013/14

4 Authority be delegated to the lead members for Children and Education and for Resources to advance elements of the above allocations to 2009/10 should an earlier start to key work streams be necessary.

5 That the governance structure in its current form be formally approved

6 That delegations as set out in (para 22) be agreed.

REPORT DETAIL

7 Appended to this report are:

- a) Governance map
- b) Programme plan and timetable
- c) Workstream map
- d) Risk register
- e) Programme resourcing

8 Cabinet on 24 June received a report which initiated Havering's work on Building Schools for the Future, which is locally titled Building Learning Futures (BLF). A budget for this work was set which the project has remained within.

9 In March 2009 approximately 40 LAs were invited to a meeting offering them an opportunity to join the BSF programme. Of those a number submitted an RTD in May of which 6 successfully proceeded to the next stage. Of the remainder, including Havering, together with those which were not successful in their May submission, were able to

submit again on September 17th for 12 further places in the programme. Havering, at an Assessment Panel on 3rd November, was able to demonstrate that it had the vision, and readiness to take one of those remaining places.

11 The next stage, subject to satisfying PFS on matters raised at the panel meeting, is a Remit Meeting. This is a ministerial remit to Havering to proceed with assured funding in place.

12 Following good practice work in preparation for the remit meeting and in developing the next stage (Strategy for Change – SFC) commenced immediately after submission of the Readiness to Deliver document on 17 September. All schools with secondary age pupils have been actively engaged in preparing their individual SFCs alongside officers preparing the Borough's SFC all of which have to read as a coherent entity. The internal Havering deadline is May 2010 although formally the PFS deadline is 28 weeks after Remit. The time gained by an accelerated internal deadline is to work on any issues raised by PFS on our draft ahead of the PFS deadline. Keeping to deadlines helps control overall costs as the development team has to remain in place until the procurement arrangements through a Local Education Partnership are in place.

13 As well as the main Board, a Stakeholders Board has been established and has met once on 11th November. Governors have been briefed at a special conference on 14 November. The workstreams identified in Appendix C have commenced and it can be seen with reference to the Workstream leaders that activity is spread throughout the Council.

14 The attached governance structure follows the model proposed by Partnership for Schools.

15 The main board, which has met 3 times so far, has a membership of:

- Leader
- Lead members, education and children's services, skills and young people and housing, public protection and regeneration.
- Chief Executive and Group Director Social Care and Learning

16 The Stakeholder Board is chaired by the head teacher of Hall Mead School.

17 The programme office is lead by the head of schools for the future and includes the interim programme manager, the education lead (principal inspector within Learning and Achievement) interim communications and engagement officer, capital programme manager and external expert technical expert advisers.

18 Each workstream has a named lead officer and the group of leads has met to prepare for action, which has now commenced.

19 All the activity within the work streams is led and co-ordinated from within the programme office

20 The first project is to rebuild Dycorts School, rebuild Bower Park School (apart from its new sports complex) and to partially rebuild and partially refurbish Brittons and Royal Liberty Schools.

21 Full rebuild projects, subject to a de minimis amount which may exclude Dycorts from a PFI solution, will have to be delivered via PFI and there has been a general uncertainty about PFI affordability. Many of these concerns related to older PFI projects, since when many lessons have been learned. PFI is now a mature funding vehicle within which it is now more possible to anticipate and resolve risks within the PFI contract

22 A number of decisions will need to be made and the following is a grid of the most significant, and the level at which they need to be made. The Programme Board is in place to allow informal but high level clearance prior to use of delegated powers, other than matters of urgency which should comply with the Council's normal processes.

DECISIONS	CABINET OR DEVOLVED TO
As part of the Readiness to Deliver submission, approval to commit resources to the programme	Cabinet
Establishment of the Programme Board and levels of delegated authority	Cabinet decision already made 24 June 2010
Appointment of staff and recruitment of necessary consultants within resources	Head of Schools for the Future
Approval of Strategy for Change, as recommended by the Programme Board	Leader and appropriate Lead Members for service area and resources
Approval to submit the OBC to PfS/DCSF and subsequently to publish the OJEU notice, as recommended by the Programme Board	Cabinet
Appoint the Selected Bidder	Leader and appropriate Lead Members for service area and resources
Pre-qualify, longlist and shortlist bidders	Head of Schools for the Future
Approve the Procurement arrangements	Director of Finance and Head of Schools for the Future
Commence each phase	Subject to key stages identified in this grid, Head of Schools for the Future
Approval to submit the FBC to PfS/DCSF and to commit contractually	Cabinet

REASONS AND OPTIONS

23 Reasons for the decision:

It is necessary to apply sufficient financial and other resources to enable the BLF programme to reach financial close.

24 Other options considered:

The only other option would be to not engage with the BSF programme and lose the potential to gain £300m investment in Havering's schools.

IMPLICATIONS AND RISKS

25 Financial implications and risks:

25.1 Costs & Funding

Estimated set up costs are expected to be in the region of £4.3m (all revenue costs). Details are set out in appendix

The table below summarises the estimated spend profile together with their funding sources:

	2009/10	2010/11	2011/12	2012/13	2013/14	Total
Estimated costs	£391,000	£1,655,450	£1,458,200	£762,025	£0	£4,266,675
<i>Funded by</i>						
Pfs Revenue Grant (a)	£0	£50,000	£50,000	£0	£0	£100,000
MTFS allocation & other revenue sources. (b)	£96,000	£150,000	£150,000	£150,000	£0	£546,000
DSG Match Funding (c)	£0	£500,000	£500,000	£500,000	£500,000	£2,000,000
LBH Strategic Reserve (d)	£295,000	£955,450	£758,200	£112,025	£-500,000	£1,620,675
	£391,000	£1,655,450	£1,458,200	£762,025	£0	£4,266,675

a) The Partnership for Schools grant is not as yet assured. Similar schemes have attracted this level of support.

b) MTFS of £80k in 2009/10 and £150k in 2010/11 has been agreed in the base budget.

c) DSG Match Funding has been agreed by schools forum

d) Allocations from the Strategic Reserve are requested as detailed in the table to total some £1.6m over five years. Approval for the 2009/10 allocation has previously been granted via the June 2009 cabinet report. Funding is now requested for the years 2010/11 to 2012/13 with a payback to the reserve in 2013/14 of £500k.

Funding from the Strategic Reserve can only be assumed if in respect of periods when BSF approval is assured, ie. when LBH has been given formal notification of acceptance into the programme. Therefore commitments which fall beyond such a time should not be entered into.

25.2 Risks

A significant risk is that revenue funds are spent and the bidding process is unsuccessful or funding for the BSF programme is not continued by the government. As such the resources committed to that point would be wasted unless the Council were to fund the projects from its Capital Programme and therefore utilise the work already completed. As Capital Funding is limited it is likely that other schemes planned in the programme would have to be delayed/cancelled in order to accommodate the former BSF schemes.

The main financial risk is the potential for the project to over-run against allowed costs. The intention is to constrain the design so that the building and refurbishment works remain within the budget. In respect of Royal Liberty, its Grade 2 listing is a particular risk. For all schools other than Dycorts a full range of risks generally associated with building projects of this size apply. The experience gained on Harold Hill Learning Village equips Havering with knowledge and skills to manage these risks so far as this is possible. Ongoing project management will monitor and manage financial risks as the project develops.

26 Legal implications and risks:

PFS determine a range of legal instruments through which procurements and FM agreements are put in place and through experience this de-risks projects and secures sufficient protection for the LA.

27 Human Resources implications and risks:

If Havering establishes its own Local Education Partnership (LEP – the procurement vehicle) some staff may TUPE to it. FM for the new and refurbished schools may result in other staff being subject to TUPE. The Council is now very experienced in handling TUPE and the risk is significantly ameliorated as a consequence.

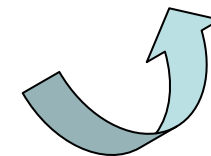
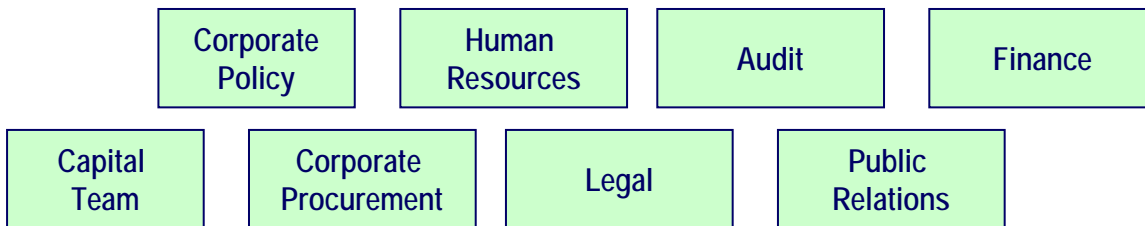
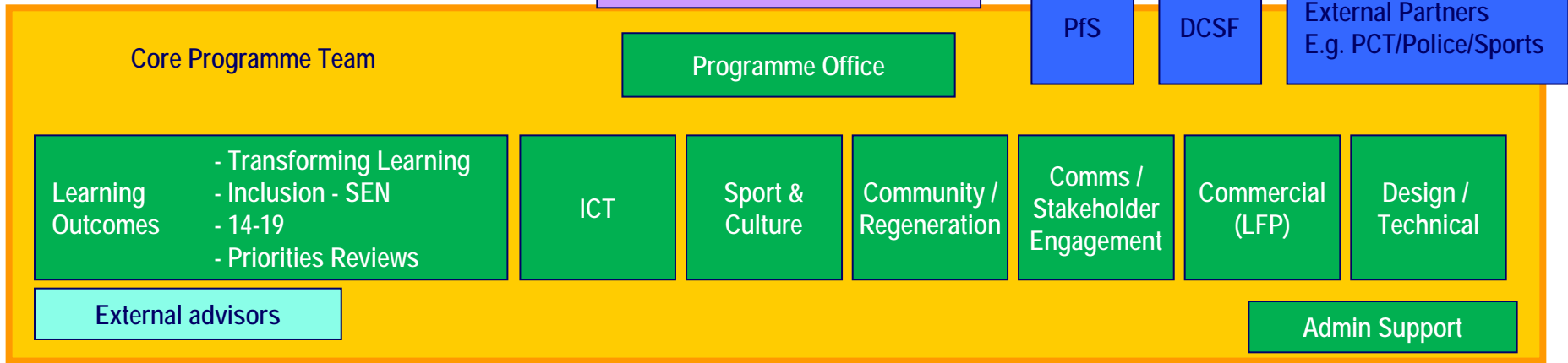
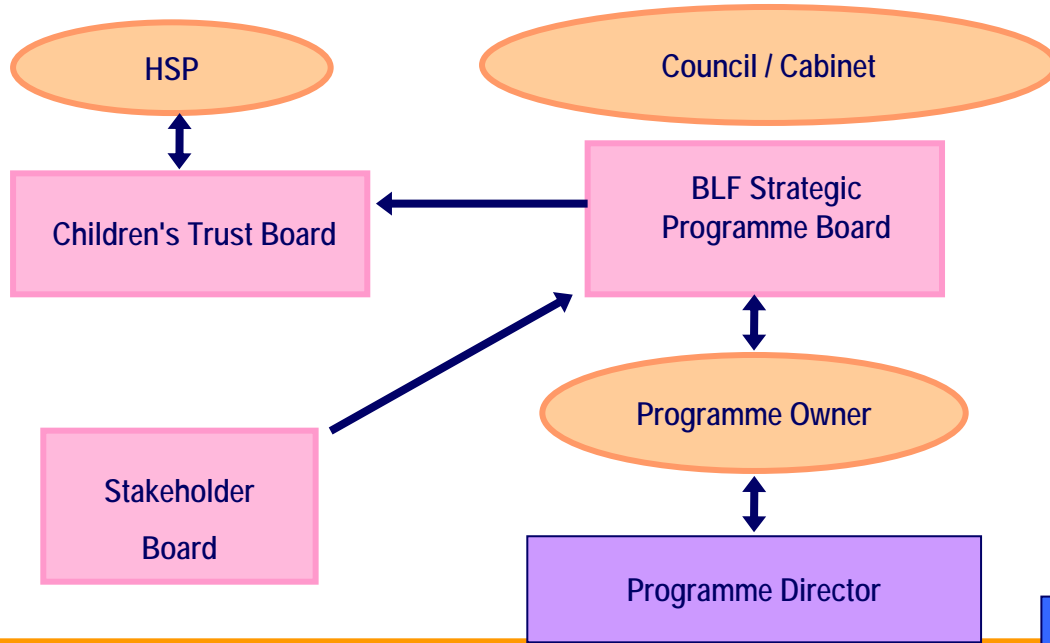
28 Equalities implications and risks:

Building Learning Futures is subject to an impact assessment to ensure that it contributes positively to equality and diversity.

BACKGROUND PAPERS

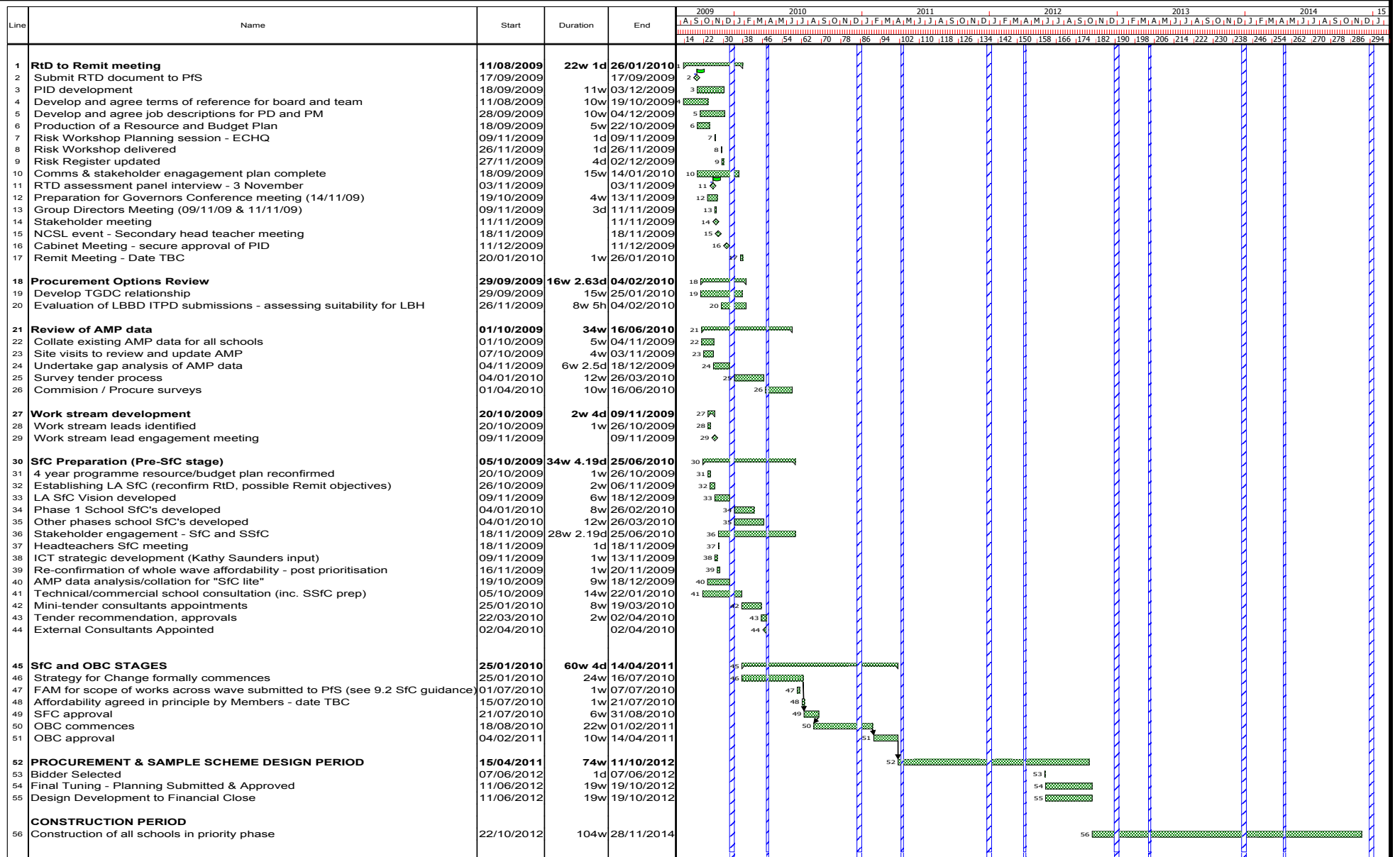
Readiness to Deliver Statement and Supplementary Information
Records stored on Havering.gov.uk

Building Learning Futures Governance Structure



Planning, Procurement & Construction Programme

London Borough of Havering - BSF



EC Harris LLP
 ECHQ
 Regent Quarter
 34 York Way, London N1 9AB
 Tel: +44 (0) 20 7812 2679
 Fax: +44 (0) 20 7812 2004

Prog No. LBH BSF Master Programme

Issue Date: 03/11/09

Revision No:4

Rev Date: 03/11/09

Drawn By: Rachael Petch

Checked By: David Geffin

Rev. Comment:: Post RTD submission

EC HARRIS
 BUILT ASSET
 CONSULTANCY



Cabinet, 16 December 2009

Workstream

Officers to be nominated to provide specialist input into the Programme Team and supported by external consultants. These roles are critical to the management of the project inputs and outcomes. As a result, Workstreams that will act as task groups have been identified to cover key areas and will be chaired and led by specialist officers, with specialist managers/ advisors as group members. An example terms of reference has been prepared as per Appendix C

The Workstreams are categorised into areas of significant workload and act as the front-line delivery of Programme outcomes and outputs as required through standardised PFS documentation. In addition to which the workstreams will undertake the management of Issues and Risk. Each Workstream and will manage actions and raise Risks through both a *traffic light system* and a standardised Risk Log Score matrix.

A brief summary of responsibilities is detailed below.

Workstream	Learning Outcomes	Design and Technical	Community / Regeneration	Communication and Stakeholder Engagement	ICT	Sport and Culture	Commercial
Tasks Schedule	Transforming Learning To develop the education vision for LBH and implement To lead and input the elements of the 14-19 agenda into the programme To ensure the integration of SEN and inclusion policies To review future priorities for the programme	To input the design and technical expertise into the proposed school estate	Develop a cross agency community vision and lead implementation plan	Preparation and stewardship of Communications and Consultation Planning	Develop and lead the Technology for Learning, ICT Vision	Integration of strategic sports and culture planning into BLF solutions	Lead on all commercial, financial, legal, organisational and management aspects
	Mary Pattinson John Mead Neil Keylock John Farry Trevor Sim	K Rashid (SFC)	Roger McFarland or nominee – Stephen Taylor	Viki Cooper (SFC)	Penny Patterson	Simon Parkinson or nominee	Finance – Andrew Blake-Herbert (nominee) Legal – Christine Dooley (nominee) Procurement – John Scowen

PROJECT RISK REGISTER - To Remit (March 09)

ID/No.	Risk (Description)	Consequences	Workstream Type	Risk Owner	Likelihood	Impact	Total	Required Actions/Controls	Action Owner	Target End Date
29	Schools feel the LA vision does not match with the school's aspirations	Delay for SIC completion. Schools disenfranchised from BSF programme	Communication & Stakeholder Engagement	Viki Cooper	2	4	8	Ongoing liaison with secondary heads, visioning days, governor road shows, regular stakeholder meetings. Implement communication strategy and carry out workshops with all the key stakeholders to ensure when and how they wish to be communicated with. Engage design champion to help schools clearly interpret educational vision.	Kamran Rashid	31/03/2010
33	Failure to agree a vision that is aligned to non-school stakeholders	Delay for SIC completion. Key stakeholders disenfranchised from BSF programme	Communication & Stakeholder Engagement	Viki Cooper	2	3	6	Ensure early consultations do match wider stakeholders expectations through constant liaison with secondary heads and regular stakeholder and workstream leads meetings. Implement the communication strategy.	Kamran Rashid	31/03/2010
34	Follow on schools feel marginalised as programme focus is on priority phase schools	Leads to follow on schools being enfranchised from the BSF programme. Blight of secondary school estate.	Communication & Stakeholder Engagement	Viki Cooper	3	4	12	Robust prioritisation strategy for follow on schools. With schools engaged and bought in to the new criteria.	Kamran Rashid	31/01/2010
35	Not submitting RTD amendments on time	Kick back post assessment panel	Programme Office	Kamran Rashid	1	4	4	Identify action owners and ensure milestones for submissions are clear.	Kamran Rashid	30/11/2009
37	Not getting through to the assessment panel interview or being kicked back after an assessment panel interview.	Kick back at RTD. Therefore no entry into BSF programme.	Programme Office	Kamran Rashid	0	4	0	To begin sourcing evidence immediately in line with RTD document. To continue with programme development to ensure deliverability is not impacted. LBH to seek feedback from PIS from RTD and/or assessment panel, if kicked back, so that preparation is in place for addressing readiness concerns	Kamran Rashid	30/11/2009
42	Schools are reluctant to sign up to in principle ICT managed service.	Inability to scope ICT output specification.. Delay to OBC completion.	Communication & Stakeholder Engagement	Viki Cooper	3	3	9	ICT steering group to be established to ensure that all stakeholders are involved and understand the full benefits of ICT managed service. Clear steer form authority to define way forward.	Kamran Rashid	31/03/2010
48	Poorly articulated ICT strategy and not linked to education vision and strategy.	Kick back at RTD. Therefore no entry into BSF programme.	ICT	Penny Patterson	0	4	0	Liaison between Kathy Saunders (ECH ICT advisor) and Penny Patterson to ensure ICT strategy clearly supports ICT vision.	Penny Patterson	30/11/2009
54	Lack of clarity as to how the programme really contributes to educational attainment	Education benefits of BSF are not clearly linked to authority strategy. Lack of relevant KPIs and associated targets does not provide clarity for BSF investment, which could result in kick back at	Learning Outcomes	Mary Pattinson	2	4	8	Ensure KPIs are relevant to BSF vision and clear stretch targets for KPIs are in place. One-to-one meetings with schools to establish school specific attainment targets.	Mary Pattinson	31/03/2010
55	Lack of articulated SEN & inclusion strategy	Kick back at RTD. Inability to align BSF, SEN and Inclusion strategy to corporate policy.	Learning Outcomes	Mary Pattinson	0	4	0	To ensure that the BSF SEN and inclusion strategy is linked as closely as possible to existing corporate policy.	David Tomlinson	30/11/2009
56	Interface with borough wide regeneration initiatives not understood and utilised	School redevelopment affected by planned regeneration work. Delay on planning permission. Duplication of community resources.	Community & Regen	Roger MacFarland	2	3	6	Early and ongoing engagement with other authority departments and workstream leads to ensure all non-core BSF programmes and projects are aligned with the programme.	David Tomlinson	31/03/2010
57	Inaccurate or missing asset management data of existing estate.	Delays and additional cost in construction phase. Additional time resource required to ascertain baseline asset management data	Technical	Kamran Rashid	2	2	4	Workstream lead (Kamran Rashid) in place, supported by ECH, Technical Advisors. AMP data to be assessed post RTD submission. Further site surveys to be completed.	Kamran Rashid	23/12/2009
58	The sites are incapable of development due to site constraints	Potential for delays to programme if not realised during feasibility.	Technical	Kamran Rashid	2	4	8	Detailed feasibility analysis to begin post RTD submission. Property team reviewing school estate, title searches etc.	Kamran Rashid	31/01/2010
59	Risk of not integrating community facilities and other agencies (e.g. PCT, police, sports, health, children centres, private sectors (shops), Training centres.) with BSF Programme .	Uncoordinated approach to provision of facilities and services. Missed opportunities for joined up borough wide provision leading to possible duplication of effort and resource.	Community & Regen	Roger MacFarland	2	3	6	Community consultations required. Identify appropriate community facilities and co-ordinate with BSF proposals. Ensure that the wider community is engaged and have the opportunity to influence design issues. Coordination between authority departments and workstream leads.	David Tomlinson	31/03/2010
69	Insufficient people resources affecting the process	Will affect timescale for programme	Programme Office	Kamran Rashid	2	3	6	Engage Local Partnerships (Caroline Saffell) to undertake a skills audit. Current resource plan to be updated post skills audit. To have regular resource checks to ensure skills gaps are identified ahead of when impact on the project will be realised.	Kamran Rashid	23/12/2009
79	A design champion has not been appointed by remit	Early design considerations and principles not shared with schools	Programme Office	Kamran Rashid	1	2	2	Formalise interim appointment of design champion for consultation and workshops leading up to Remit to provide design innovation and advice at early stage. Include formal role as part of TA scope.	Kamran Rashid	23/12/2009
86	No clearly articulated change management process	Lack of detailed change management process coupled with a lack of strong authority leadership will lead to lack of confidence from PIS with potential kick back at SIC.	Programme Office	Kamran Rashid	2	4	8	Project team members, key stakeholders and workstream leads need be briefed, consulted and upskilled in the change management process. Clarification on school support resource required.	Kamran Rashid	23/12/2009
93	Poorly articulated SEN & Inclusion, not linked to education vision and strategy.	Kick back at SIC. Inability to align SEN and inclusion strategy with BSF programme.	Learning Outcomes	Mary Pattinson	2	3	6	To ensure that the BSF SEN and inclusion strategy is linked as closely as possible to existing corporate policy.	David Tomlinson	31/03/2010
94	Poorly developed and articulated ICT strategy, not linked to education vision.	Kick back to SIC. Inability to align ICT strategy with BSF programme.	ICT	Penny Patterson	2	3	6	Liaison between Kathy Saunders (ECH ICT advisor) and Penny Patterson to ensure ICT strategy clearly supports ICT vision.	Penny Patterson	31/03/2010
95	Commercial implications of BSF not understood (PFI, Tupe)	Delay to OBC submission	Communication & Stakeholder Engagement	Viki Cooper	2	4	8	Workstream leads meetings to be used as a platform to ensure that all stakeholders are involved and understand the full implications of the LEP. Clear steer form authority to define way forward.	Kamran Rashid	31/03/2010
96	Lack of detailed affordability analysis	Kick back at SIC.	Technical	Kamran Rashid	2	4	8	To maintain ongoing engagement with cost consultants (ECH) and authority.	Kamran Rashid	31/03/2010

Revisions:
 1. First Draft
 2. Risks updated and grouped into categories
 3. mitigation update

- 4 mitigation update
- 5. updated and workstream types added, risk 92 closed, risk 93-96 added



CABINET

16 December 2009

REPORT

Subject Heading:

Mayoral Strategies – Consultation response from London Borough of Havering

Cabinet Member:

Councillor Michael Armstrong

CMT Lead:

Cynthia Griffin

Report Author and contact details:

Martyn Thomas
01708 432845

Policy context:

Havering Local Development Framework
Havering Local Implementation Plan
Havering Regeneration Strategy

Financial summary:

Is this a Key Decision?

Yes

Is this a Strategic Decision?

Yes

When should this matter be reviewed?

2012

Reviewing OSC:

Culture and Regeneration

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

Clean, safe and green borough	[✓]
Excellence in education and learning	[✓]
Opportunities for all through economic, social and cultural activity	[✓]
Value and enhance the life of every individual	[✓]
High customer satisfaction and a stable council tax	[*]

SUMMARY

In October 2009, the London Mayor published important strategy documents for public consultation comprising the draft Replacement London Plan, a draft Transport Strategy and a draft Economic Development Strategy – ‘Rising to the

Challenge'. The Mayor is inviting comments from stakeholders and the public on these until early 2010.

The London Plan is especially significant because it provides an overarching strategic document sitting above the Mayor's Transport and Economic Development Strategies and will provide a context for planning until 2031. It is also important because it forms part of the statutory land-use planning framework for Havering along with the Council's own adopted Local Development Framework. The three strategies are also significant as they will have close links to the delivery of the Council's own 'Living Ambition' agenda and its planning and regeneration objectives for the borough.

The report concludes that in general there is much in the strategies that can be welcomed, particularly in the London Plan which now has more focus on Outer London. It does, however, identify several issues in each of them about which the Council should submit formal comments. These include topics such as the implications for wider regeneration arising from the priority the Mayor wants to be afforded to the 2012 Olympics, issues around major transport infrastructure provision in East London, targets for new housing and traveller pitches in this borough, the risk that targets for waste will be increased, the importance of Romford Station 'Gateway' being identified and aviation.

For the Transport Strategy, it is important to welcome the recognition the Mayor gives to the needs of Outer London, including the important role of the car, the key role of metropolitan centres and targeted focus of transport investment in town centres, the strong emphasis on Crossrail delivery and the consistent theme of Mayoral partnership working with Boroughs. It is also proposed to raise issues such as the need for priority commitments to outer London Thames Gateway, eg Beam Park Station provision, the need for prioritisation of Romford Station Gateway and ensuring that road user policies do not disadvantage Havering in competition with Lakeside and Bluewater.

Compared to the London Plan, the Economic Development Strategy is less site specific, and it is recommended that Cabinet agree with the overall content of the proposals. However, there are issues that should be recognised, which include: clarity on the economic benefits of the 2012 Games for non-host boroughs, benefits to businesses generally, recognition of the impact of deprivation regardless of location, the need to support regeneration initiatives in the outer boroughs and the importance of transport to the economy.

Appendix 1 provides summaries of the key themes of the three strategies.

RECOMMENDATIONS

- 1 That Cabinet welcome the opportunity to contribute to the preparation of these important Mayoral Strategies and note the intention of the Mayor to

continue to work collaboratively with all groups and individuals concerned with planning for London.

- 2 That Cabinet endorse the themes identified for response to the Mayor in paras. 11-12, 18-19 and 22-23 of this report.
- 3 That Cabinet note that the Lead Member for Housing, Public Protection and Regeneration is authorised under the Council's constitution to make full responses to the consultation on the three Mayoral Strategies which will be based on the issues identified in this report (in particular as set out in Recommendation 2).
- 4 That Cabinet authorise the Group Director (Culture and Community) and the Head of Regeneration and Strategic Planning to progress the Council's representations on the draft Replacement London Plan to any Examination held into this including any engagement of external technical assistance necessary, (subject to compliance with necessary Council requirements and arrangements).

REPORT DETAIL

The current consultation on the Mayoral Strategies

- 1 In mid-October 2009, the Mayor published for formal public consultation:
 - draft Replacement London Plan
 - draft Transport Strategy
 - draft Economic Development Strategy – 'Rising to the Challenge'.
- 2 The public consultation on the draft documents will last until mid-January 2010. Consultation on the London Plan will be followed by a formal Examination by independent Inspector(s) in summer-autumn 2010. It is intended that the final version of the new London Plan will be published in winter 2011/12. The process for the preparation of the other two strategies is different. The Transport Strategy is expected to be formally adopted by spring 2010. The Economic Development Strategy is expected to be adopted by April 2010.
- 3 Copies of the consultation documents have been available in the Members' Resource Room. They are also published on the Greater London Authority Website: www.london.gov.uk/shaping-london.

Purpose of this report

- 4 The purpose of this report is to identify in broad terms those topics and themes in the Mayoral Strategies that need to be the subject of detailed representations by the Council (both those which the Council will support and areas of concern). Subsequent to these being endorsed by Members at Cabinet, the Lead Member for Housing, Public Protection and Regeneration has delegated authority to approve the submission of formal detailed and comprehensive response(s) to the Mayor encompassing the suggested comments from Havering on each of the strategies. Where appropriate, the responses will highlight where there are common 'links' between the strategies. Additionally, in the case of the Mayor's Transport Strategy this will involve the comments being 'worked up' to respond to the specific consultation questions set out in the Mayor's document.

Other stakeholders' involvement in the Mayoral consultation

- 5 It is anticipated that London Councils and the Thames Gateway London Partnership may also be responding to the Mayor about these strategies as they were involved in the earlier consultations on the London Plan. It is recommended that, subject to Member approval, this Council's own comments on the strategies be forwarded to these organisations to inform their own submissions, as appropriate.

Comments on the Mayoral Strategies

(a) Draft Replacement London Plan

- 6 The London Plan forms the overarching strategic plan for London and aims to set out an integrated economic, environmental, transport and social framework for London until 2031. It will encompass and embody the transport and economic development strategies.

The Mayor's Vision for London

- 7 In the draft Replacement London Plan, the Mayor's vision for the years to 2031 and beyond is that London should:
- 'Excel amongst global cities - expanding opportunities** for all its people and enterprises, **achieving the highest environmental standards and quality of life and leading the world** in its approach to tackling the urban challenges of the 21st century, particularly that of climate change ...'
- 8 The Mayor identifies six objectives for the London Plan to deliver. He wants to ensure that London is:

- A city that meets the challenges of economic and population growth
- An internationally competitive and successful city
- A city of diverse, strong, secure and accessible neighbourhoods
- A city that delights the senses
- A city that becomes a world leader in improving the environment
- A city where it is easy, safe and convenient for everyone to access jobs, opportunities and facilities.

Format and content of the draft Replacement London Plan

9 The Mayor has responded positively to concerns from previous consultations that the existing document is too long and detailed and the importance of its replacement document being more focussed and 'user friendly'. Accordingly, it has been pared down to address, in separate chapters:

- London's Places
- London's People
- London's Economy
- London's Response to Climate Change
- Transport
- London's Living Places and Spaces
- Implementation, monitoring & review.

10 The key content of the London Plan **in so far as it affects Havering** is summarised in Section A of Appendix 1 of this report on a chapter by chapter basis.

Summary of Recommended Comments from Havering

11 The document certainly provides a more clear explanation of Mayoral policies and it does so at a generally strategic level. It is welcome that the Mayor intends to continue to work collaboratively with boroughs and other stakeholders. In general, officers consider that there is much in the Plan that can be supported. Whilst the following is not an exhaustive list, there is for example, a close 'fit' between the draft Replacement London Plan and the regeneration priorities of this Council such as London Riverside, Romford Town Centre, Mardyke and Harold Hill. The focus given to town centres (including Romford being identified as a Metropolitan centre) accords with Havering's well-established approach as does the Mayor's approach to the Green Belt. There is a much more positive focus on Outer London reflecting the work earlier this year of the Mayor's Outer London Commission which should benefit boroughs like Havering. There is clear recognition of the importance of neighbourhoods and communities and an emphasis on high quality design. The approach to 'affordable' housing can be broadly accepted subject to detailed 'technical' comments. Local context

and character, as well as public realm are identified as important considerations in considering new proposals and the emphasis is on 'optimising' site potential. Generally, the overall approach to transport can be supported and there is welcome recognition of the importance of the private car to Outer London. The improvements to buses and rail services can be welcomed. The Blue Ribbon Strategy for London's waterways can be welcomed. The rigorous approach to tall buildings can be endorsed alongside the intention that it should be applied through boroughs' LDFs.

12 Notwithstanding this, officers consider that the Council should respond on certain aspects of the Plan to better ensure that the final version properly reflects Havering's circumstances and priorities. These include:

- The Olympics 2012 'legacy' as the priority for regeneration is too short term and must benefit boroughs beyond 'host' boroughs
- The identification of, and commitment to, major transport infrastructure such as Crossrail and a new station at Beam Park needs to be strengthened and be better linked to development and regeneration opportunities and priorities
- Whilst there is strong recognition of 'green' infrastructure, the 'Wildspace' conservation and recreation proposal at London Riverside should be specifically identified
- Havering housing targets should be reduced to take full account of local circumstances and reflect local context and character
- The London Plan should say that for boroughs like Havering, the most appropriate form of new residential development will, in most cases, be houses
- In view of the scale of pitch provision required to meet local needs in Havering, the Council should not be expected to make additional provision to accommodate pan-London requirements
- The recognised potential of 'cultural quarters' is welcome but more is needed on culture opportunities in the Thames Gateway
- There is concern about the commitment to Outer London and the rest of the Thames Gateway in the light of the priority on the 2012 Games
- Clarification is needed on 'visitor support' and how it will improve the range and quality of provision especially in outer London
- There is a 'mismatch' between the emphasis on Crossrail and its role to 'uplift' potential for offices in outer centres
- The Green Enterprise District for Havering is welcome but attention should be given to restructuring the manufacturing sector and to promoting green enterprise around existing industries, industrial areas, education institutions, CEME and the BIC, and green spaces
- There is significant concern about the Mayoral intention to revisit waste projections and his support for increased waste capacity. It is important that Mayoral support for 'green' industries does not become a 'back door' means of increasing waste capacity in east London (including Havering) in the light of the Mayor's comments about waste projections

- Whilst the overall approach to transport is broadly supported, there is concern at the lack of major infrastructure for Havering to support new communities and enhance "connectivity", especially in regeneration areas such as Rainham (see also the separate comments on the draft Mayor's Transport Strategy), and inadequate emphasis on the potential for reducing the need to travel by creation of local jobs and services
- There is a 'mismatch' in the timescales for the Mayor's Transport Strategy, the Replacement London Plan and Transport for London's Business Plan for Transport (2009/10–2017/18)
- The transport interchange possibilities must identify the Romford Station 'Gateway' opportunity from Havering's adopted Local Development Framework Romford Area Action Plan
- The proposed Cycle Superhighways are noted with interest and there should be exploration of the potential feasibility of these being extended into Havering
- The introduction of road user charging, should it be required, must be subject to agreement with individual boroughs
- The absence of a proposal for a Thames estuary airport in the draft London Plan is noted. This is very welcome given its possible adverse environmental implications for the east of London and the implications for infrastructure investment priorities in the wider area, particularly those for transport
- The Mayor's intention to implement a Community Infrastructure Levy must be taken forward with the involvement of boroughs to ensure that it does not disadvantage them
- The Mayor should focus on his strategic role and avoid burdening boroughs with unnecessary frameworks and guidance (it is noted that the Mayor intends to bring forward some 20 separate guidances to support the London Plan).

(b) Mayor's Draft Transport Strategy

13 This sets out the Mayor's vision for transport in London over the next 20 years, and describes how Transport for London and its partners, including London boroughs, will deliver that vision. London-wide, the strategy is seeking to increase the travel mode share of public transport, walking and cycling to 64%. It articulates the transport challenges through the six goals of:

- Supporting economic development and population growth
- Enhancing the quality of life of all Londoners
- Improving the safety and security of all Londoners
- Improving transport opportunities for all Londoners
- Reducing transport's contribution to climate change and improving its resilience; and
- Supporting delivery of the London 2012 Olympic and Paralympic Games and its legacy.

- 14 The draft Transport Strategy points out the increasingly tight funding constraints for transportation investment for the Mayor. There is welcome recognition that while continuing to support central and inner London, the Mayor is also determined to improve public transport and quality of life in Outer London, as well as support economic development of the latter, in line with the recommendations of the Outer London Commission.
- 15 The major schemes or initiatives outlined in the strategy include substantial Tube infrastructure upgrades, implementation of the Crossrail and Thameslink rail projects, better buses, better integration of National Rail with TfL services and the further advancement of the Mayor's "Cycling Revolution" including introduction of Cycle Superhighways and "Biking Boroughs". Other important themes identified involve "smoothing traffic flow", facilitating more walking journeys, providing enhanced journey information, easier interchange, "Better Streets" and improved environment, facilitating freight and making better use of the Thames.
- 16 Reduction of CO₂ emissions is a particularly challenging aspiration, even with more use of low carbon transport such as electric cars and freight vehicles. While the Mayor announces that he is minded to remove the Western Extension of the Central London Congestion Charging Zone, he has indicated also that he may consider, with certain caveats, introduction of future road user charging schemes if other measures at his disposal prove insufficient to meet the transport strategy's objectives.
- 17 Section B of Appendix 1 provides a summary of the key themes of the Transport Strategy.

Summary of Recommended Comments from Havering

- 18 The general recognition of the Outer London perspective and of the role of Metropolitan centres, and of the Mayor's willingness to work closely with boroughs in developing and implementing many of the proposals and policies within the strategy is certainly to be welcomed. It is beyond the scope of this report to list all of the elements of the overall transport strategy with which the Council would concur but the following aspirations are particularly endorsed:
 - Delivery of the Crossrail project
 - Improving the 'connectivity' of town centres, and the identification that in Outer London these should be the focus of transport investment
 - Encouragement of further modal shift towards walking, cycling and buses for short local trips
 - Recognition of Thames Gateway being a development area requiring support by transport improvements

- Recognition that the role of the car will remain important in Outer London, and that flexibility in car parking standards here is important
- The aim to achieve a service frequency of at least 4 trains an hour on National Rail routes where the infrastructure allows
- The Mayoral intention to work with key stakeholders to seek to co-ordinate flight paths so that their impact upon London is minimised; and;
- The intention to invest in improved interchange quality (though see following paragraph).

19 There are, however, certain topics or concerns about which the Council should comment. These include:

- The investment attention for interchanges being focussed upon “strategic interchanges” and broadly concentrating upon enhancing linkages with inner London Overground lines. This would be to the particular disadvantage of Romford where the Council’s proposed Romford Station Gateway aspiration represents potentially better value
- Absence of any indication of specific funding to boroughs to deliver local complementary transport and environmental improvements in the vicinity of Crossrail stations
- That of various proposed extensions to the Docklands Light Railway, the Dagenham Dock proposal should be identified as a clear priority in order to deliver growth in the London Riverside area and towards Rainham
- That to be consistent with the draft Replacement London Plan, a new station at Beam Park should be mentioned
- That the substantial increase sought in pan-London electric vehicle usage will only be realised by effective Government and Mayoral support
- That the proposed Cycle Superhighways are noted with interest and there should be exploration of the potential feasibility of these being extended into Havering
- That any consideration of road user charging proposals in London’s Metropolitan town centres would need to take into account, amongst other things, the need for Outer London centres to be able to compete with major retail centres and business locations outside the London boundary on a level footing, and charging should not be introduced unless it is supported by the boroughs affected

(c) Mayor’s Draft Economic Development Strategy - ‘Rising to the Challenge’

20 ‘Rising to the Challenge’ – the Mayor’s Economic Development Strategy sets out the Mayor’s economic vision for London which cuts across all his strategies, plans and actions. To achieve the Mayor’s ambitions, five key over-arching objectives are outlined which set out in more detail how this vision should implemented. Those objectives are:

- Promote London as a city that excels as a world capital of business - which will be overseen by 'Promote London' and promote London as the business capital of the world
- Ensure that London has the most competitive business environment in the world by strengthening London's economic productivity and supporting innovation by encouraging collaboration across sectors including businesses and academia
- Drive London's transition to a low carbon economy and maximise the economic opportunities this will create and support efforts to make the transition to a low carbon economy especially around the skills gap
- Give all Londoners the opportunity to take part in London's economic success, access sustainable employment and progress in their careers. It seeks to address weaknesses in educational attainment, low skills and access to the workplace by involving boroughs and partners in the delivery of the London Skills and Employment Boards action plan
- Maximise the benefits to London from investment to support growth and regeneration, and from the 2012 Olympic and Paralympics Games and its legacy by maximising the value of investment that the Games provides for continued growth and regeneration in East London.

21 Section C of Appendix 1 provides a summary of the key content of the Economic Development Strategy as it affects Havering.

Summary of Recommended Comments from Havering

22 The Economic Development Strategy is a thematic document which outlines the Mayor's plans for economic development across London in general terms, in contrast to the other two strategies which are geographically specific. Outlined below are the key areas which the Council can generally support:

- Proposals for an internationally recognised brand for London, and that promotional agencies should be encouraged to work more closely with boroughs
- The commitment to the 2012 Games
- The emphasis on developing London's capacity for innovation by encouraging collaboration and promoting more productive links between business and academia
- The Mayor's proposals to enable businesses to become more energy efficient and adapt to climate change impact
- Much of the analysis and most of the proposals to extend economic opportunities to all Londoners
- The emphasis placed on 'Quality of Life'
- Lobbying the government for tax breaks and incentives for 'green industries' and stimulus packages for low-carbon investment

- The approach to working with the London Skills and Employment Board to promote improved skills and the need for greater flexibility and a new approach to skills and employment provision
- The emphasis on giving children the best start in life, and the expansion of higher education institutes into outer London.

23 However, it is considered that the Council should respond on certain aspects of the Economic Development Strategy to ensure that the final document reflects Havering's priorities. These include:

- More clarity is needed on how the gateway boroughs and the rest of London will be engaged in the economic opportunities the 2012 Games have to offer and how they will benefit from the long-term legacy
- Stronger links are necessary between the five objectives of the Strategy especially around how the opportunity of the 2012 Games will be used to raise skills levels particularly in the Gateway boroughs
- Concern that the resources for support and advice to pre start-up and start-up businesses may be limited to internet advice only. In Havering, 90% of businesses are SME's and micro-businesses and contribute considerably to the local and London economies
- More clarity is necessary on how the Mayor will support the cultural sector and promote its economic value as this is a sector that may become increasingly under threat in the next few years with the possibility of public sector cuts
- The Mayor should implement programmes targeted directly to businesses, such as business-specific funding initiatives in addition to those for housing and public buildings
- Incentives should be promoted for appropriate 'green industries' which would also support the work already being undertaken by the LDA, London Thames Gateway Development Corporation and the boroughs to establish a green enterprise district in London Riverside
- The role of employers and the need to support businesses in improving the skills of the workforce to create a more competitive economy should be emphasised. In Havering and other boroughs, the vast majority of people with no or low skills are working, many of them in small businesses
- The Mayor should recognise the needs of outer London boroughs with low skills (such as Havering) which provide a large workforce to inner London centres such as City and Canary Wharf
- As well as inner boroughs, Outer east boroughs also have concentrations of deprivation that need to be addressed with sustained investment in regeneration. In Havering, there are wards in both the north and south of the borough which are in the 20% most deprived according to IMD 2007 ranking
- Support is needed for programmes that link employers to schools (ie a range of work placement schemes including, opportunities to meet with employers, incentives to study for higher qualifications and access to 'taster' employment programmes)

- Development, marketing and promotion will be essential to secure the benefits that Crossrail and other transport initiatives will have in boosting the economy in the long term of Romford as a retail destination
- The implementation plan should be strengthened in order to make the vision clearer and emphasise the need for an even clearer link between all three strategies on strategic developments across London, including how infrastructure investment will be prioritised
- Havering will wish to be involved in any discussions on how investment for priority areas is allocated.

Next steps

- 24 Subject to Member approval, the comments identified above will form the basis of detailed responses from Havering Council to the Mayoral Strategies. It may be necessary for comments submitted on the draft Replacement London Plan to be followed up at the formal Examination into the London Plan (scheduled for summer – autumn 2010). A recommendation is included in the report that if this arises, the relevant Group Director and Head of Service be authorised to take any necessary steps to support this. The Examination into the London Plan will be followed by the publication of a report detailing recommended changes for the Mayor to consider. The Mayor will then decide which of these he intends to accept and send a revised draft London Plan to the Government Office for London with a formal notice of his intention to publish the replacement Plan. Ministers will have a period of six weeks to decide whether or not they wish to direct any changes should be made. The replacement Plan can then be formally published and this is expected to be late 2011 / 2012.

REASONS AND OPTIONS

Reasons for the decision:

This decision is necessary to ensure that Havering's comments on the draft Mayoral Strategies (draft Replacement London Plan, draft Transport Strategy and draft Economic Development Strategy) are communicated to the Mayor so that they can be included in the final versions of these documents.

Other options considered:

The option of not responding has been discounted because it is essential that the Council's comments are provided to the Mayor.

IMPLICATIONS AND RISKS

Financial implications and risks:

The submission of the Council's representations (particularly on the draft Replacement London Plan) may subsequently involve the Council in involvement at the London Plan Examination (scheduled for summer-autumn 2010). Whilst it is expected that this would primarily involve Council officers, it may be, that depending on the topic, specialist external assistance/expertise will be required to successfully progress the Council's representations. The cost of this cannot be known at this stage. In the event that this situation arises, consideration will be given to using existing Housing and Planning Delivery Grant monies held in Regeneration and Strategic Planning.

Legal implications and risks:

The consultation on the London Plan is undertaken pursuant to Sections 42 and 42A of the Greater London Authority Act 1999 as amended by Section 2 of the Greater London Authority Act 2007.

The Council's responses and representations to and possibly at any Examination of the London Plan will require legal resources.

Human Resources implications and risks:

It is envisaged that any further work involved in taking forward the Council's representations on the Mayoral Strategies will be dealt with by existing staff in the Regeneration and Strategic Planning Service. In the event that the work requires ongoing specialist expertise (see above) this will be considered at the time against the services other priorities and workload and in the light of resources available.

Equalities implications and risks:

The Mayor is required to have regard to the principle that there should be equality of opportunity for all people and this principle has underpinned the preparation of these strategies. The draft Replacement London Plan has a specific policy (Policy 3.1) 'Ensuring equal life chances for all' which sets out that the Mayor is committed to ensuring equal life chances for all Londoners. The documents have been reviewed with this in mind and are regarded as satisfactory.

BACKGROUND PAPERS

There are no background papers as all documents referred to are already in the public domain.

SECTION A: Summary of the draft Replacement London Plan

Evidence Base of the London Plan

- (1) The Plan is underpinned by an extensive evidence base derived largely from that which supported the 2004 and 2008 documents. It has been updated where necessary and the Mayor has taken account of the significant economic changes and challenges of recent years. These include:
- Over the period of the plan London's population is expected to increase from 7.52 million (2006) to 8.89 million (2031)
 - Employment is expected to rise from 4.68 million (2007) to 5.5 million (2031)
 - Within employment sector's there will be significant changes in numbers for example: manufacturing -135,000, business and finance +420,000, hotels and restaurants +325,000 and 'others' +360,000
 - An increase is expected in the numbers of households in London from 3.2 million (2007) to 3.82 million (2031).

Summary of the key challenges identified by the Mayor

- (2) The key challenges identified by the Mayor for the period to 2031 comprise:
- A growing and changing population
 - Social trends resulting in more households
 - A growing and changing economy with fewer manufacturing jobs and more service sector employment
 - Persistent poverty and deprivation in localised areas and links to housing
 - A changing climate – warmer, wetter, drier, flooding, water 'stress'
 - Ensuring that infrastructure such as transport and community facilities is in place to support growth
 - The Olympics 2012 and its legacy are top regeneration priority
 - A new focus on quality of life
 - Changes in the planning system.

Key 'Themes' of the draft Replacement London Plan

(3) London's Places

- London's global and national roles are retained and extended
- The regeneration priority is to be the 2012 Olympics and their legacy

- Outer London is promoted with a stronger economy and its distinct transport needs are recognised
- Thames Gateway and London Riverside and existing regeneration areas' potential to be realised
- Strategic development centres with important economic roles are highlighted for development and promotion

(4) London's People

- Striving for equal life chances for all through social and community infrastructure and health provision
- More choice and better quality homes for all in mixed and balanced communities with site potential 'optimised' reflecting context and setting
- There is a pan-London housing target of 33,400 new homes pa - 1,235 in Havering each year
- There is a new approach to 'affordable' housing based on 13,200 pa across London – borough targets left to LDFs
- Pitch provision for gypsies and travellers identified – 42 in Havering from pan-London target of 538
- Social infrastructure is to be protected and enhanced facilities for education (including higher education role identified in Havering) and health, sports and recreation to be increased

(5) Economy

- Overall a strong, diverse economy with a drive towards low carbon across London and growth promoted in outer London
- Central London and Isle of Dogs are to be main focus for offices with consolidation elsewhere through renewal and modernisation
- A robust evidence base will underpin the management of industrial land and premises (eg KICC). East London will have managed transfer of industrial land to other uses
- The visitor economy promoted (40,000 new hotel rooms) and arts, culture and entertainment provision are to be supported and enhanced
- A focus in town centres on partnership working and the role of town centres is emphasised with retail, commerce and leisure development linked to their accessibility
- Romford's night-time economy is highlighted
- New and emerging economic sectors, a 'connected' economy and improved skills are to be supported
- A Green Enterprise District is supported in the Thames Gateway.

(6) Response to climate change (& resource management)

- Striving for London being a world leader in improving the environment by re-affirming current policies and programmes to minimise carbon emissions

- Promotion of decentralised energy networks, renewable and alternative or innovative energy sources for buildings and transport
- Flood risk management is to be by sustainable and cost-effective means, sustainable drainage and adequate infrastructure for sewerage
- Waste self-sufficiency for London, zero landfill by 2031 and increased waste processing capacity
- Approach to minerals planning largely unchanged.

(7) Transport

- Better integration between development and transport, improved 'connectivity', and public transport capacity and quality. Links between quality of life and transport are highlighted
- Crossrail remains the Mayoral priority with a funding focus
- The other big transport priorities match Transport for London's Business Plan to 2018 and mostly exclude Havering
- The importance of cars in Outer London is recognised
- There is significant expansion of walking and cycling along with public realm improvements and shared spaces
- Traffic flows are to be smoothed and congestion tackled with road-user charging to be considered
- There is opposition to Heathrow expansion but the Thames estuary airport proposal is not mentioned.

(8) Living Places and Spaces

- High priority is afforded to place-shaping and building neighbourhoods and communities
- There is an emphasis on local character and context and highest quality public realm/architecture
- A criteria-based approach to tall buildings
- The importance of heritage assets is recognised along with their role in regeneration
- There is a specific focus on noise, air quality and natural environment
- National policy to be applied to Green Belt
- The role of rivers is highlighted through Blue Ribbon Network.

SECTION B: Summary of key themes in the Transport Strategy

(1) Challenges

Paragraph 13 of the accompanying report cited the six challenges/goals of the Transport Strategy. The principal objectives of those goals of particular potential interest to Havering are summarised in (2) to (7) below.

(2) Supporting economic development and population growth

- Improving transport connectivity, rail capacity, bus network and cycling infrastructure, and promoting smarter travel initiatives
- Delivering an efficient and effective transport system for people and goods
- Seeking a public transport/ walking and cycling mode share increase by 5% to 64%
- Keeping open the option of extending road user charging, should other Transport Strategy measures not deliver required outcomes.

(3) Enhancing the quality of life of all Londoners

- Improved journey experience including better rail services and trains and smoothed traffic flow
- Enhanced built and natural environment through “Better Streets” urban realm design aspirations
- Reduced noise impacts from public and private transport including increased use of quieter vehicles through the provision of charging points for electric vehicles
- Aspiration to work with aviation stakeholders to seek to co-ordinate aircraft flight paths so that their impact upon London is minimised
- Improved health benefits and air quality through reduced transport emissions and more walking and cycling.

(4) Improving the safety and security of all Londoners

- Reducing crime, fear of crime and anti-social behaviour
- Improved road safety through engineering, education, advertising and enforcement
- Improved safety for public transport users and staff.

(5) Improving transport opportunities for all Londoners

- Improved accessibility through infrastructure enhancements, better service and journey information
- Supporting regeneration and tackling deprivation to increase economic and social opportunities

- Improve transport links to support new jobs and homes in East London and other development areas
- Widen travel horizons for those in most need.

(6) Reducing transport's contribution to climate change and improving its resilience

- Reducing CO2 emissions
- Adapting for Climate Change, building resilience and reducing incidences of transport disruption arising from extreme weather events
- 10,000 More street trees across London by 2012, plus a further two million trees by 2025.

(7) Supporting delivery of the London 2012 Olympic and Paralympic Games and its legacy

- Ensuring delivery and successful operation of transport infrastructure for the Games and maximising legacy benefits.

SECTION C: Summary of key themes in 'Rising to the Challenge' Economic Development Strategy

(1) Challenges and content

- Promote London as a city that excels as a world capital of business;
- Ensure that it has the most competitive business environment in the world;
- Drive London's transition to a low carbon economy and maximise the economic opportunities this will create;
- Give all Londoners the opportunity to take part in London's economic success, access sustainable employment and progress in their careers; and
- Maximise the benefits to London from investment to support growth and regeneration, and from the 2012 Olympic and Paralympic Games and its legacy.

(2) London: world capital of business

Proposal 1B is about taking full advantage of the 2012 Olympic and Paralympics Games opportunity. There is a lot of emphasis on using the Olympics as a showcase to the rest of the world during the Games. But not enough on the economic opportunities it offers Londoners.

- There is also very little mention of the long term legacy and the advantages for other boroughs
- Maximising the potential of the Olympic Park to generate inward investment beyond the Games
- Linking the Olympic and Paralympics to the concern expressed elsewhere with regard to raising skill levels. How will the opportunity of the Games be used to raise skill levels across London?
- How will the whole of London, including Outer London boroughs, be engaged in the economic opportunities the Games have to offer?

(3) Improving London's competitiveness

This section uses a lot of social indicators of opportunity; ie, skills and jobs and quality of life including cultural life and heritage as contributing to this, but there seems to be an element of taking this for granted. 'London performs well in ...'

- How will opportunity be extended to Outer London boroughs for example?
- Should include a focus on micro business and be reflected in financial commitment
- Emphasis on skills and training services to local employers and low skilled employed residents

- How will the Mayor support the cultural sector and promote its economic value as this is a sector that may come increasingly under threat in the next few years as cuts really start to hit the public sector?

(4) Transforming to a low-carbon economy

Strongly agree with Proposal 3B, to lobby government for tax breaks and incentives for green industries and stimulus packages for low-carbon investment. Recommend that Havering lobbies for:

- Programmes targeted directly to businesses, such as business-specific funding initiatives in addition to those for housing (HEEP) and public buildings (BEEP) which the Mayor has mentioned
- Support for business incentives
- Efforts are facilitated through existing business forums to ensure wide reach and access across all Boroughs.

(5) Extending opportunity to all Londoners

This section uses a lot of social indicators of opportunity; ie, skills and jobs.

- How will opportunity be extended to Outer London boroughs for example?
- In considering programmes around worklessness there needs to be an acknowledgment that the Outer East boroughs also have concentrations of deprivation that need redressing and sustain investment in regeneration.

(6) Investing in London's future

- It is important in welcoming the emphasis on town centres that the issues of how this will be achieved are raised. Clearly improved transport accessibility combined with development and marketing and promotion will be essential
- Further clarification on what the 'hub and spoke' model will look like for leading centres in outer London, as there is no mention of where the leading centres are located.

This page is deliberately left blank



CABINET

16 December 2009

REPORT

Subject Heading:

Hornchurch Regeneration

Cabinet Member:

**Councillor Andrew Curtin,
Cabinet Member, Culture
and Community**

CMT Lead:

**Cynthia Griffin, Group
Director Culture and
Community**

Report Author and contact details:

**Robert Flindall
01708 432892
bob.flindall@havering.gov.uk**

Policy context:

Havering Local Development
Framework
Hornchurch Urban Strategy (June
2006)
A Regeneration Strategy for
Havering (2007 – 2010)

Financial summary:

Each project described is funded

Is this a Key Decision?

Yes

Is this a Strategic Decision?

Yes

When should this matter be reviewed?

December 2010

Reviewing OSC:

Culture and Regeneration

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

Clean, safe and green borough	✓
Excellence in education and learning	☐
Opportunities for all through economic, social and cultural activity	✓
Value and enhance the life of every individual	✓
High customer satisfaction and a stable council tax	☐

SUMMARY

Hornchurch Town Centre is an essential part of the Council's Towns and Communities goal for its Living Ambition 20 year vision. The regeneration of the town centre has also been identified as priority programme and this report describes the progress that has been made since Cabinet approved the Hornchurch Urban Strategy in June 2006.

Regeneration in Hornchurch seeks to support and enhance the town's cultural significance, both within the borough and to communities beyond Havering. Hornchurch's contribution to the local cultural landscape adds greatly to the quality of life for residents and has the potential to raise the profile of Havering across the region.

The development of the Urban Strategy included detailed consultation with the local community. It provides a framework to guide the regeneration of the town centre. The strategy integrates with wider Council and other policies and provides an opportunity for local people, businesses and other stakeholders to be involved in shaping the future of the town. The Council has established a Hornchurch Town Centre Partnership to take forward the delivery of the strategy.

There has been significant progress in taking forward the regeneration of Hornchurch and this is described in the report under the themes of the urban strategy, - town centre regeneration, culture, public spaces, community safety, and quality of life.

These achievements (described in the appendix) include environmental improvements to Station Lane, securing £775k for improvements to High Street, Harrow Lodge Sport Centre refurbishment, Library refurbishment, Fairkytes restoration, Langtons House and Gardens restoration and events in the Gardens, the Hornchurch Festival, installation of CCTV and the establishment of an evening economy partnership and a town centre partnership. This work is complemented by ongoing improvements in cleanliness and the quality of the public realm.

The report also describes future proposals for the improvement of the green space south of Queens Theatre, the proposed approach to the future improvement of High Street, improvements for St Andrews Park, further arts and cultural events and community safety initiatives.

RECOMMENDATIONS

1. That progress on the Hornchurch Urban Strategy be noted
2. That the Council's support for the continued development and detailed design of the Transport for London Area Based Scheme in Hornchurch Town Centre and at Hornchurch Station be agreed, and that authority to implement the programme be delegated to the Lead Member for Culture and Community and with the Cabinet Member for Finance and Commerce where expenditure is involved.
3. That the Hornchurch Area Committee be invited to consider traffic management schemes and streetscape proposals should these arise from the High Street and Station Area Based Scheme.

REPORT DETAIL

1.0 Background

- 1.1 The Council's Living Ambition agenda has five goals around environment, learning, towns and communities, individuals and value. The Towns and Communities Goal seeks to provide opportunities for all through economic, social and cultural activity and identifies Hornchurch as a regeneration priority.
- 1.2 In 2005 the Council, in consultation with the local community, embarked on the preparation of an urban strategy for Hornchurch, identifying a need to provide a dynamic and innovative framework for the development and enhancement of the town centre to promote and guide its future growth and prosperity over the next 10-15 years, to provide a physical framework to guide future development, an action plan of regeneration and other proposals and a delivery strategy. The strategy was to integrate with wider Council and other policies and provide an opportunity for local people and businesses to be involved in shaping the future of the town.
- 1.3 The Urban Strategy was based on extensive consultation with the local community and stakeholders and looks at Hornchurch within its wider context, examining its role within the borough and the wider region and the cultural, community, quality of life, environmental, commercial and business priorities for the area. Critical in this is the development of enhanced links between Hornchurch and other areas in the borough to both promote Hornchurch's future growth and broaden the appeal of the borough.

- 1.4 In June 2006 Cabinet agreed the Hornchurch Urban Strategy and the establishment of a Hornchurch Town Centre Partnership to guide and support the implementation and development of the strategy.
- 1.5 The Urban Strategy has five themes and this report describes progress on the development and implementation of the strategy against those themes and through the establishment of governance processes and the development and delivery of an Action Plan. More detail on these initiatives is set out in Appendix 1.
- 1.6 Quality of Life - £775k has been allocated to an area improvement scheme for Hornchurch High Street. Works have been completed on Station Lane, linking the station to the High Street.
- 1.7 A cultural destination – Hornchurch Library has been refurbished, the Council continues to support the Queens Theatre and improvements to the Queens Theatre have been undertaken; Langtons House has been refurbished; an all year round programmes of events including the Hornchurch Festival have taken place and the improvements have taken place to Hornchurch Allotments.
- 1.8 Attractive public spaces – Refurbishment of the green space to the south of the Queens Theatre is set to begin in January 2010; work is planned in St Andrews Park to achieve a Green Flag award in 2010; funding has been secured for Hornchurch Country Park and the Ingrebourne Valley.
- 1.9 A safe environment – A safe and sound evening economy group has been established and a number of initiatives launched working with the Safer Neighbourhoods Team including CCTV and radios for shops.
- 1.10 A thriving centre – a news letter for businesses has been launched; work with the day time economy continues leading to the re-establishment of the group in 2010; the Discover Havering brand, which seeks to promote visits to Havering, has a substantial focus on activities and attractions in Hornchurch and a Christmas event is being held in Hornchurch in 2009 for the first time.
- 1.11 **Governance** - The Council has established an Hornchurch Town Centre Partnership and this meets 4 times a year. Membership currently includes Cabinet Members, key Council officers, representatives of local business, the Safer Neighbourhoods Team and community representatives (Queens Theatre, St Andrews Church). The Hornchurch Regeneration programme is managed by a Project Board chaired by the Group Director Culture and Community. An officer working group also meets on a regular basis.

REASONS AND OPTIONS

2.1 Reasons for the decision:

This decision is needed in order to continue a number of initiatives currently underway that are aimed at the regeneration of Hornchurch.

2.2 Other options considered:

A range of options have been considered in the development of the Hornchurch Urban Strategy and in the consultation. This report identifies preferred options which have been selected in consultation with the community.

IMPLICATIONS AND RISKS

Financial implications and risks:

Recommendations 2 and 3

High Street and Station Area Based Scheme

Capital Cost

When notifying the Council of its 2009/10 Local Implementation Plan allocation, TfL indicated a 3 year financial commitment of £775K for the delivery of the ABS in Hornchurch between 2009/10 and 2011/12. Spend in 2009/10 is for detailed design and consultation. Jacobs engineering have been appointed to deliver this work. Subsequent allocations will be for work that is expected to begin in 2010/11. TfL advise that the current allocation is indicative and that additional funding will be available subject to the approval of the detailed design. The balance of the Council's Regeneration capital programme for 2007/08-2008/09 that has been dedicated to Hornchurch and that is not dedicated to the green space south of the Queens Theatre project will also be available to deliver this programme. These capital resources will not be exceeded in the delivery of the project and no commitments will be made at any time beyond the TfL resources confirmed.

Revenue Implications

It will be essential to ensure that the cost of maintenance of all work associated with TfL funded Area Based Scheme can be met from existing Streetcare budgets. This will be considered as part of the detailed design.

Legal implications and risks:

There are no legal implications specifically related to the content of this report. There may be additional legal implications as specific projects are developed. These will be reported when detailed decisions are required.

Human Resources implications and risks:

The Service responsible for delivery will deal with these initiatives using existing staff resources.

Equalities implications and risks:

The Vision and Strategy for Hornchurch will target those groups most in need and seek to develop an inclusive and cohesive community. It will open up opportunities for participation in work, training, arts, heritage, sport and other activities to the community.

BACKGROUND PAPERS

1. Equality Impact Assessment

APPENDIX 1

Quality of Life

High Street and Station Area Based Scheme

In 2008 the Council submitted an application to Transport for London (TfL) for funding from its Area Based Scheme programme (ABS) that would be dedicated to achieving a 'step change' in the environmental quality and accessibility of town centres. Subsequently when notifying the Council of its 2009/10 Local Implementation plan allocation TfL announced a 3 year programme of financial support for the ABS in its 2009/10 Local Implementation Plan. The development of a master plan for the area will include High Street, links to car parks, North Street and Billet Lane as well as traffic management issues.

Currently £775,000 has been allocation to the delivery of the ABS in Hornchurch between 2009/10 and 2011/12. Detailed design work is underway and it is anticipated that work will start in 2010/11. Recommendations 2 and 3 of this report cover the continued design and delivery of this project.

Station Lane

In 2008, as a first phase of the ABS, the Council funded and delivered a £400,000 public realm environment improvement programme in Station Lane between Hornchurch Station and the High Street. This followed extensive public consultation and has been welcomed by local business and residents.

Conservation Area Designation

The Council has appointed consultants to recommend the designation of Conservation Areas in Hornchurch in order to protect and enhance the rich built heritage of the town. Cabinet will shortly receive a report that will review this work and recommend the designation of two Conservation Areas, centred on the St Andrew's Church and Dell area and the Langtons and Fairkytes area.

Other public realm highway improvements

A key factor of shaping the future of Hornchurch is the development of the public realm, much has been completed over recent years but more is required that will complement the High Street ABS programme. Footway and road improvements are a top priority building on recent years investments to Station Lane, High Street and North Street. Delivering improved street lighting will both enhance the local area and improve the element of safety at night whilst reducing the fear of crime. Traffic safety schemes will also contribute to reducing accident levels making Hornchurch a safe and welcoming place to visit. All the improvements will be supported by our ongoing planting schemes, additional seating and increased litter bins ensuring the area is maintained to the highest standards.

Parking

Much progress has been made over recent years with Parking Services, with a commitment to improve parking facilities further by improving car parks accessibility, obtaining "Park Mark" security and safety recognition and developing local parking schemes that meet business and residents needs that will further support the local economy. Hornchurch is fortunate to have good car parking facilities in Dorrington Gardens, Appleton Way, Fentiman way and Queens theatre, in total these facilities allow for 523 parking spaces within minutes walk of Hornchurch town centre, cultural quarter and Queen theatre and it's thriving night life.

Hornchurch Sports Centre

Over the last 3 years the Council has invested over £1.8m to improve the facilities and appearance at Hornchurch Sportcentre. Key projects have included a new refurbished fitness suite, refurbished squash courts and also a new unisex changing village to serve the swimming pool. There have been major improvements to the plant including a new Air Handling Unit on poolside and also new boilers and circulation pumps in the plant room. Other improvements include the installation of a new emergency lighting system, new fire doors and also the redecoration of the external areas.

A Cultural Destination

Queens Theatre

The Council has continued to support the Queens Theatre, which delivers a varied and popular range of performances through out the year. Recent improvements to the accessibility of the Theatre have been delivered through new automatic front doors. There has also been a complete replacement of the dimmer control system - the dimmer rack, allowing different lighting effects on stage, essential to running a successful theatre.

Hornchurch Festival of Arts and Heritage

The first Arts and heritage Festival was held in 2008. In 2009 Festival continued to consolidate its profile. Particular highlights included the young people's music and dance stage as part of Havering Mela and performances by the Grand Union Orchestra. Plans are currently being laid for a higher profile, more focussed event for June 2010.

Langtons House

Full conservation based restoration of the interior of the house has been completed. The works also included asbestos removal works and the installation of central heating in the building. Phase II of the restoration, scheme including external works to the driveway/entrance to the site and courtyard, is still to be carried out subject to resources. Re-roofing works have been carried out to main roof, lower roofs and gutters. External redecoration has been carried out to the House and Stable block.

Langtons Gardens

Restoration works to the gardens has been carried out that supports working towards submitting an Heritage Lottery Fund bid for the full restoration of the Gardens. The Orangery is shortly to be repainted, including timber repairs. Works to the Gazebo/Bathhouse are progressing with the help of the Friends Group. The exterior of the building has been restored including re-roofing. Works are now taking place on the interior. A new plaster ceiling and cornice has been installed and a new Portland Stone floor is to be laid in the Gazebo part of the building (partly funded by the Friends Group). Stabilisation works to the sunken bath are required and restoration of the Carrara marble floor in the bathhouse. The Friends Group are continuing to progress the scheme to restore the end of lake feature.

Fairkytes

Phase one of the repair scheme was completed and this involved repairs to front of the building including works to the front parapet ,new parapet gutter, new roof coverings and structural works internally. The front forecourt has been re-landscaped with a Yorkstone path, gravel and planting. Room 9, one of the fully panelled rooms on the first floor, has been restored in a period colour scheme. Subject to resources, it is hoped that further phases of the repair scheme will be carried out. In addition future consideration will be given to the condition and use of the Billet.

Events in Langtons House and Gardens and Fairkytes

The Council's year-round programme of events and workshops for the arts and cultural participation for all ages continues at Fairkytes Arts Centre. Twice within the last 12 months the monthly attendance record has been broken. The traditional open air concert in Langtons Gardens in June 2009 was attended by 2000 people. New initiatives this year have included open days and craft fairs in June and a Christmas themed event in December and open-air Shakespeare performances in Fairkytes Gardens. A winter season of professional classical and chamber music concerts is being organised in the newly refurbished hall, to start Feb 2010. Open House continues to be very popular in Hornchurch and interest increases every year.

Hornchurch Library

Hornchurch Library reopened in 2007 after a major refurbishment. This was part of the refurbishment programme for the library service and was funded by the Capital Programme. Additional funding was also secured, for a piece of community artwork, from the Veolia ES Cleanaway Havering Riverside Trust. This has been co-ordinated by Studio 3 Arts. After consultation and workshops with different community groups the final design is soon to be installed outside the library.

The library has been extended to the front which now makes it a striking building that has added to the character of this part of the town centre. In detail the project included:

- A lift to provide better first floor access.
- Additional space on the ground floor for;
- More book space

Cabinet, 16 December 2009

- CAB offices
- PASC desk
- Exhibition space
- Public toilets
- RFID (self service book issue and return)
- Exhibition space

And on the first floor for;

- Reference, IT and study space
- 2 classrooms
- Meeting room and kitchen facilities
- Public toilets
- Exhibition space

Since the library reopened there have been many varied events taking place as well as all the regular library activities. Havering Adult college use the classrooms during term time for their courses. The meeting room has been used for author events, business meetings, community meetings, craft events, local societies and association meetings. The flexible shelving in the lending library enables events, such as the evening with Jo Brand and Lisa Tarbuck, to take place as the shelving can be moved to create more space. The library has proved very popular with students of all ages during revision periods and is used by many young people. There has also been increased spending on books.

The refurbishment has attracted a number of visits from different library authorities, keen in seeing the RFID in action.

Hornchurch Allotments

The Hornchurch and District Allotment Society continue to work with the Council promoting biodiversity in there sites with the management of bee-hives at one of their sites in Hornchurch. The bees help pollinate crops and provide the society with honey which can be sold in their store.

Attractive Public Spaces

Green Space south of Queens Theatre

The Council's regeneration capital programme part funded the Station Lane improvements described above. It is proposed that the balance of this funding, c£400,000 be invested in similar initiatives in the town centre that are complementary to the ABS and the Urban Strategy. One such initiative identified in the Urban Strategy is to deliver a quality public open space on the Council owned green space to the south of the Queens Theatre. In consultation with the Town Centre Partnership this project is at detailed design stage and will be delivered in early 2010. This work will have regard to the proximity of historic buildings, the Theatre, local history and the need to provided access to nature.

St Andrews Park

In partnership with the Friends of St Andrews Park this important park is benefiting from a series of improvements that are intended to achieve Green Flag recognition in 2010. This work will include:

- New welcoming entrance from Burnway including decorative pedestrian gates.
- New pathway from Burnway to play area and linking pathway to Bell Vue entrance.
- Significant landscape improvements including:
 - wild flower meadow
 - spring flowering bulbs
 - removal and thinning of unwanted trees and shrubs
 - gapping up and creation of new shrub beds throughout park
 - tree planting throughout park
 - Cycle proficiency area on redundant tennis courts
 - New entrance and interpretation signage
 - Additional bins, benches and picnic tables

Hornchurch Country Park, Ingrebourne Valley Project and Connect2

In partnership with the Havering Wildlife Partnership and Essex Wildlife Trust the Council has embarked upon an ambitious programme of improvements to the landscape, biodiversity and accessibility of the Ingrebourne Valley and Hornchurch Country Park. A series of innovative projects will benefit from investment from the Heritage Lottery Fund, Veolia ES Cleanaway Havering Riverside Trust, Transport for London, LDA and the Big Lottery, and will be delivered in the next 5 years.

Apart from the Ingrebourne Valley Project which will greatly benefiting Hornchurch Country Park the Council is also working with the Essex Wildlife Trust to build a new visitor centre at the Park. Architects have been commissioned and have produced an outline plan. Some funding is in place, however, additional money needs securing over the next few years.

A new play area is proposed to be installed at Hornchurch Country Park in late winter/early spring 2010. This is being funded by the Big Lottery Fund and Department of Children, Schools and Families (DCSF) under the 'Playbuilder' initiative. The outline of this area has been designed by landscape architects, linking this with the proposed visitor centre. Various items of play equipment will be installed including bespoke features in keeping with the heritage of the park and incorporating the theme of 'natural play'.

Abbs Cross/Harrow Lodge Park

Cabinet has resolved that the open space at Abbs Cross should be incorporated into Harrow Lodge Park and the Council is working on taking this resolution forward.

A Safe Environment

Closed Circuit TV

In 2007 the Council installed CCTV coverage for much of the town centre, including the High street and the car parks at Fentiman Way, Dorrington Gardens and Appleton Way at a cost of c£250,000.

Safe and Sound Hornchurch

The Hornchurch Safe and Sound evening economy group has continued to operate successfully for a number of years, as a partnership between the Council, the Safer Neighbourhoods team and local licensed businesses. There have been a number of recent initiatives, e.g. all licensed premises have been given Date Rape tester kits; those with door supervisors have agreed to buy high visibility vests for their door staff; businesses share a lot of information , e.g. exchange of images; drugs dogs operate regularly. All premises are regularly visited by the Safer Neighbourhoods Team and the Council's licensing officers.

A number of borough wide community safety initiatives are also being delivered in the Hornchurch area. These include:

- *Secondary schools alcohol workshops*
- *Hate Crime reporting line*
- *Home Security*
- *IDVA Caseworker*
- *Anti Social Behaviour (ASB) Reporting Line*
- *Neighbourhood Watch:* In Hornchurch, as in the rest of the borough, there has been a slow increase in the number of Neighbourhood Watch schemes. Where there have been active neighbourhood watches there has been a trend towards a decrease in the number of burglaries taking place. SNTs are now responsible for promoting, launching and supporting the schemes.
- *Community Safety Conference:* A Community Safety Conference will be taking place in February 2010 at the Queens Theatre. The Conference will be open to all members of the public and will be covering the main themes, Vigilance, Crime Prevention, Enviro crime, Violent Crime, and will look at the way forward for the Council's Community Safety team.

A Thriving Centre

Day time economy group

Although the Safe and Sound daytime economy group ceased to operate because of a decline in membership, the Council and the SNT propose to re-launch this group in the near future. A bid is being submitted to fund the upgrade of the town link radios that will allow Hornchurch to be linked directly to Mercury House so that the system is joined up. Once this has been approved work will begin on starting the group. 15 day time businesses are

keen to have radios and this will be used as an incentive to joining the group. The group will also be used as a sounding board for regeneration activity.

Discover Havering

'Discover Havering' is the Council's brand for attracting visitors to the borough. The borough has a broad range of visitor offers available to visitors from both borough and from other areas of the country which include:

- Discover Parks
- Discover Family Fun
- Discover Sports
- Discover Nature
- Discover Culture
- Discover Shopping.
- Open House Havering and London
- Havering Show and Planet Havering

Traders Newsletter

The Council has launched the first edition of a traders newsletter that has been distributed to all local businesses. Subject to resources it is planned publish a similar newsletter on a regular basis.

Christmas festivities

In November 2009 the Council, as an initiative of the Hornchurch Town Centre Partnership, organised a small scale Christmas celebration on the open space next to the Queens Theatre. Its success will determine whether future, similar events will be held.

Developing Cultural Industries

A key focus of the Urban Strategy is to build on the existing cultural strengths of Hornchurch and this could involve the development of the creative industries economy. The strategy proposes the provision of live/work artist studios to help incubate the cultural business sector and to provide resources, both at the production and consumption end, for local specialist shops.

The Council has embarked on some initial work with organisations that promote the development of live/work studios. As the economy comes out of recession there may be opportunities to progress this initiative working with the private sector.

Planning Guidance

In June 2006 Cabinet agreed the preparation of Supplementary Planning Guidance for Hornchurch. Since then the Council has made excellent progress with its Local Development Framework (LDF) to provide an up to date statutory planning framework for the borough. In particular, in 2008, it formally adopted its Core Strategy and Development Control Policies along with a Site Specific Allocations document. The former include 'generic' borough-wide planning policies which apply to Hornchurch as well as specific

policies to recognise its importance as the borough's key cultural centre. The LDF has strengthened the Council's position with regard to shaping the development of Hornchurch and it will assist in the delivery of the Urban Strategy. Having regard to these factors, it is considered that there is less imperative to prepare specific planning guidance for Hornchurch at the present time as was originally envisaged. The Council's Local Development Scheme (which sets out its intentions regarding further LDF work) is currently being revised. It is likely that subject to its approval by Members it will reflect this.

The draft Replacement London Plan was recently published by the Mayor for consultation. As before, it provides a strategic planning framework for London including Hornchurch. The draft document includes policies to protect and enhance the role of town centres such as Hornchurch and for the enhancement of the arts, culture and entertainment sectors. It requires boroughs through their LDFs to develop 'cultural quarters'. Whilst the Council has not yet formally considered its response to the draft, officers consider that these are very positive policies which will assist in the delivery of the Council's objectives for Hornchurch and, accordingly, they should be supported.

			2009												2010												AE
			Jan	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
17																											
18																											
19		1.5	Other Public Realm Highway Improvements																								
20	Mark Phillpotts	1.5.1	Suttons Lane - Local Area Improvement Scheme																								
21	Mark Philpotts	1.5.2	Development of street furniture design standards (to be informed by ABS work)																								
22		1.5.3	Lighting improvements to Appleton Way																								
23	Bob Flindall/Street Care	1.5.4	Improve links between car parks and High Street (to be informed by ABS design)																								
24		1.6	Car Parking																								
25	David Pritchard	1.6.1	Introduction of on-street parking restrictions																								
26																											

			2009												2010												AE
46			Jan	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
47	Lead		Objectives and Key Actions																								
48		3	Developing Cultural Industries																								
49	Joy Richards	3.1	Research the possibilities of Live/ Work units in accordance with the Urban Strategy (related to forthcoming asset review)																								
50		4	Community Safety																								
51	Jane Eastaff	4.1	Re - launch Daytime Economy Safe and Sound Group																								
52	Jane Eastaff	4.2	On going support for Evening Safe & sound Economy Group																								
53	Houston-MacBean	4.3	Delivery of Alcohol Workshops to all secondary schools																								
54	Deborah Houston-MacBean	4.4	24 hour borough wide Hate Crime reporting line launched Nov 08																								
55	Houston-MacBean	4.5	Ongoing support for neighbourhood watch																								
56	Houston-MacBean	4.6	Ongoing provision additional free home security to victims of burglary, domestic violence, hate crime for residents over 60 years																								
57	Houston-MacBean	4.7	CCTV monitoring																								
58	Houston-MacBean	4.8	Provision of IDVA Caseworker through victim support																								
59	Houston-MacBean	4.9	Community Safety Conference (Queens Theatre)																								
60	Deborah Houston-	4.01	Provision of ASB reporting line																								

This page is deliberately left blank



CABINET

16th DECEMBER 2009

Subject Heading:	Outcomes achieved from the Community Halls project and the next steps
Cabinet Member:	Cllr Curtin
CMT Lead:	Andrew Blake-Herbert
Report Author and contact details:	Rita Greenwood 01708 432218
Policy context:	Maximising community benefit of the resources available
Financial summary:	Modest costs are being met by the strategic reserve
Is this a Key Decision?	No
Is this a Strategic Decision?	No
When should this matter be reviewed?	N/A
Reviewing OSC:	N/A

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

Clean, safe and green borough	<input type="checkbox"/>
Excellence in education and learning	<input type="checkbox"/>
Opportunities for all through economic, social and cultural activity	<input checked="" type="checkbox"/>
Value and enhance the life of every individual	<input type="checkbox"/>
High customer satisfaction and a stable council tax	<input type="checkbox"/>

SUMMARY

1. A review of Community halls commenced early in 2007 and this report sets out the achievements to date and describes how the work will continue into the future to maximise community benefit.
2. Community and Social Halls are a valued resource. The Council is committed to ensuring these facilities are fully utilised for the benefit of the whole community and that there are good quality public halls available for each community.

RECOMMENDATIONS

1. To note the review of social and community halls.
2. To note the outcomes achieved including the increased provision.
3. To note the approach being adopted in respect of the next phase of the strategy relating to the Council managed halls.
4. To note that future leases will be offered on the conditions set out in the report.
5. To note that community benefit assessments will be undertaken of Community Associations to inform the continuation of equitable rents in future lease renewals.
6. To recommend to Governance Committee that Councillors be no longer allocated to Community Associations.

REPORT DETAIL

1. BACKGROUND

- 1.1 Havering Council is the main provider of the cultural infrastructure in the borough through the provision of parks and open spaces, leisure centres, libraries and community halls. The Council has in recent years made improving these a priority.
- 1.2 Havering and its partners in the Havering Strategic Partnership recognise the roles that culture and access to community facilities and/or a multi purpose community organisations have in meeting the shared priorities of central and local government including:

- raising standards across schools by providing pre school activity to smooth the transition into school life.
- improving the quality of life for children, young people, families at risk and older people e.g. increasing participation in a broad range of high quality cultural activities, both in and out of school and increasing percentage of volunteering by young people in culture and sport.
- promoting healthier communities by targeting key local services, such as health and housing e.g. improving quality of life and independence of vulnerable older people and increasing the level of physical activity and use of sports facilities, especially by priority groups and older people and in disadvantaged areas.
- creating safer and stronger communities e.g. reassuring the public, reducing the fear of crime and anti-social behaviour, empowering local people to have a greater voice and influence over local decision making and the delivery of services.
- transforming the local environment .e.g. strengthening communities and improve places where people live through culture and sport.
- meeting transport needs more effectively.
- promoting the economic vitality of local areas e.g. build a sense of community by encouraging and supporting all forms of community involvement and promoting social inclusion and cohesion.

1.3 It also recognises that community groups can assist in residents:

- Being satisfied with their neighbourhood as a place to live.
- Considering if their neighbourhood is getting worse (lowering).
- Feeling they can influence decisions affecting their local area.
- Feeling that their local area is a place where people from different backgrounds get on well together.

1.4 In addition, the Council is aware that there can be significant direct and indirect benefits for the community in which an asset is situated:

- Users of assets that are in the control of the community, whether individuals or groups are better able to plan for the future.
- Wealth creation activities, often deliberately aimed to create jobs for local people, will directly bring increased income and improved health within the local community.
- Wealth creation and the revaluing through new use of an existing facility, be it a centre, a shop, a housing estate, or a school, can have a powerful multiplier effect. It can restore confidence in that place, it can restore the viability of local businesses, it can help to reverse the exodus of residents and businesses, it can help to restore land values and attract new investment.

- Asset-based, community anchor organisations with a broad community remit and a multi-purpose function can play a powerful role in promoting community cohesion by bridging the ethnic, faith and other divisions that may be present in communities, and promoting mutual understanding and harmony. Asset ownership can have a major effect in building community confidence and a sense of worth.
- The surpluses generated by the community organisation remain in the community and can support innovative projects through small grants and the availability of community facilities and development support.
- The buildings that are taken over by communities will sometimes occupy iconic status in that community – perhaps a miners’ welfare centre, a disused town hall, or a redundant church. Restoring them to productive use that directly addresses current local needs, can give a significant psychological boost to local communities giving them a new hope in their future.

1.5 In its Local Development Framework the Council has acknowledged the value of leisure, recreation and community facilities and has identified a range of preferred options including:

- community facilities to be built close to users such as housing and retail to make them more convenient and accessible
- to allow the loss of a community facility unless it can be demonstrated that there is a need locally for the current use or any alternative community use
- to ensure as many people as possible can access leisure and recreation facilities
- to encourage the dual use of education, sports and recreation facilities so that best use is made of school buildings to the benefit of the local community.

2. COMMUNITY AND SOCIAL HALLS WITHIN THE COUNCIL

2.1 The Council owns a large number of community facilities throughout the Borough. These can broadly be categorised as follows:

Category 1 – Council Managed Facility

- Community/Social Halls that are managed and controlled by Culture and Leisure Services or Housing Services

Category 2 – Community/Social halls with Community Organisations

- Community/Social Halls that are leased to community groups at equitable rents

The total schedule is attached as Appendix A. There are also other premises leased to Clubs and Community/Heritage groups e.g. Scouts as well as Sports lettings and Youth facilities. These arrangements are kept under review by the specific services.

2.2 There are also other halls and sports facilities available to the community which can be broadly categorised into:

- Parks
- Private Facilities
- Other Community Facilities, e.g. Golf Courses
- School Facilities

2.3 The emphasis of this project has been on the following themes:-

For Community /Social halls with Community Organisations:

- Promoting the facilities and Community Associations to the Community
- Increasing provision within the Community
- Ensuring that there are sustainable arrangements in place for the social hall premises managed within the community.
- A better understanding of the support provided by the Council to Community Associations

For Council Managed Facilities:

- Developing a strategy for the community halls owned and managed by the borough

Overall

- Taking forward a single property management approach.

3. PROMOTING THE FACILITIES AND COMMUNITY ASSOCIATIONS TO THE COMMUNITY

3.1 The borough's Community Associations (Community Associations) form a vital part of community life in Havering. These Associations, managed by volunteers, provide a wealth of social and educational opportunity for all in our society. All of our Community Associations are registered charities and strive hard to bring in revenue to both maintain their buildings and pay their rents, whilst still providing an active social and educational facility for our borough's residents including:

- Play Groups
- Dance classes for adults and children
- Keep Fit
- Rooms for weddings and parties

3.2 A community association is a "voluntary organisation". It is run by members of the community, for the community. The members have

the overall control through their decisions taken (by majority vote) at the Annual General Meeting (AGM). At the AGM the members also elect "Executive Officers" and other committee members.

The committee is responsible for running the affairs of the community association between AGMs. The actions and decisions of the committee must be in line with:

- Any decisions taken at the AGM
- The stated purpose of the community association
- Any rules of the community association
- The interests of the association (not the members own personal interests)
- The law (especially the Charity Law)

3.3 The constitution sets out how the association is run – its purpose, how decisions are made, how the management committee is formed, how many people must be present at committee meetings etc. The Council has no involvement or influence in these matters. The Council's role is one of landlord and control is restricted to the terms and requirements contained within the proposed lease.

3.4 Most of Havering's community associations belong to national organisations such as Community Matters (and its more local networks, the Havering Federation of Community Organisations – HFCO), so that they can get support and advice, and benefit from opportunities to learn from people involved in other community associations.

3.5 The Community Hall facilities are utilised for a number of things and many of the associations are reliant on the income this generates. These are also a valuable community asset provided by the Council via a subsidy arrangement. The Council has made arrangements to publicise the Community Halls as a facility in order to raise awareness by:

- (i) Installing Boards with contact details outside each hall
- (ii) Arranging Publicity in Living in Havering
- (iii) Arranging a website promoting the facilities

3.6 It is also important that the assets are available to the whole community and the associations provide facilities for the community. In order to ensure this is the case, a community benefit assessment will be undertaken annually. This will then inform future lease renewals. This is being taken board as part of the community engagement work. The format and process will be agreed by the Leader and Lead Members for Resources and Culture.

4. INCREASING PROVISION WITHIN THE COMMUNITY

The Council has, in line, with the aims of the project increased provision of facilities in the community. The following paragraphs set this out.

4.1 Forest Row

4.1.1 In 2004, the Council agreed that a former school site be marketed with a requirement for sustainable and community supported facilities to be developed on site. The site was subsequently marketed, a preferred purchaser was selected and the community facilities developed.

4.1.2 In order that the facilities were run locally Community Regeneration staff assisted FLAC and the Collier Row Junior Football Club in developing a constitution for a Community Association that will run and manage the new community facilities. The groups is called the Forest Row Centre Community Association.

4.1.3 Given the benefit to the community the Council agreed to grant a full repairing 20-year lease to the Association on the basis of the equitable rent policy which means the organisation is charged one third of the market rent.

4.1.4 The community facilities developed as a result of this are:

- Main hall for functions, meetings and events that can be divided into two smaller halls
- Small kitchen with servery
- Smaller meeting rooms
- Storage facilities for the main hall plus cleaners store
- Changing rooms plus showers to support use of the outdoor sports pitches
- Separate male/female toilets
- Separate disabled toilet
- An external Multi use games area with floodlights
- Car park

4.2 Betty Strathern Centre

4.2.1 This is owned by the Council and used to be managed by the Council and used by the Briar Community Association (BCA) under hiring arrangements from Homes in Havering.

4.2.2 The Council and the BCA wanted to support the continuance of this valuable community asset in the context of:

- The BCA having a local membership base

Cabinet, 16 December 2009

- The premises are regularly used by a number of local community groups
- The building being in poor repair which was worsening and in need of modernisation.

4.2.3 Both parties therefore made arrangements for BCA to take control of the management of the building under a lease subject to the receipt of grant funding that would allow the refurbishment and extension of the premises. In order to facilitate these aims, the Council:

- applied and was successful in attracting £757k of grant funding from the Big Lottery Fund and £196k of funding from the Veolia Cleanaway Trust.
- entered into an Agreement for Lease that will trigger automatically into a 25 year lease to BCA when refurbishment and other building works have been satisfactorily completed. The Agreement for Lease will be entered into with trustees of the BCA and be on the basis of an equitable rent.

4.2.4 As part of taking this forward, the Council and the BCA have also entered into two other agreements, in addition to the Agreement for Lease. These are as follows:

1) Tripartite Deed of Dedication – This document binds the Council and the BCA in agreement with the Big Lottery Fund to receive and dedication the grant money to the project and contains various obligations in this respect plus land registration requirements.

2) Partnering Agreement – This is between the Council and the BCA and contains the following principal requirements:

- To record the intentions of the Council and the Community Association to work together to deliver the following objectives:
 - To develop a joint vision for the future use of the Betty Strathern community Centre based on the Briar Estate in Harold Hill, under the management of the Briar Community Association
 - To develop a strategy to take on board issues, opportunities and aspirations identified by the people of Briar Estate in Harold Hill and meet the social, cultural and welfare needs of the local community, particular the youth
 - To make arrangements to transfer the Betty Strathern Centre as a community asset to the Briar Community Association, as a leasehold interest for a period of 25 years, primarily for the benefit of the people living on the Briar Estate and the Harold Hill area as a whole
 - To develop a fundraising strategy for the capital refurbishment phase and revenue funding streams leading to long term sustainability

Cabinet, 16 December 2009

- To develop a Business Plan for the next 3 years, in consultation with the local community and other stakeholders. Also undertake to review the Business Plan every 12 months to take on board any new issues, needs and challenges
- To complete all of the above by October 2010.

- To create a Partnership Board to oversee the delivery of the objectives set out above following resolutions by prospective members to join the Partnership Board. The initial membership of the Partnership Board consists of the following bodies:
 - London Borough of Havering
 - Homes in Havering and
 - Briar Community Association

Each partner has nominated a named person to sit on the board, with a named deputy to ensure continuity and regular flow of information. The Partnership Board will:

- agree a detailed agreement for the approval of the Council and the Community Association
- appoint a named individual to act as secretary to look after the day to day affairs of the Board.
- appoint a Lead Partner who will be responsible for holding all monies obtained to carry out the objectives and enter into contracts on behalf of the membership necessary to deliver the objectives

Specialist officers from the Council, statutory bodies, other member organisations and other interested parties e.g. consultants, will be invited to attend the Partnership Board meetings from time to time to make their specialist input.

The London Borough of Havering is the Lead Organisation for the purpose of obtaining any grants and implementing the works and/or programmes funded by such grants including complying with all conditions, timetables and limitations imposed by the grant making body as a condition of the grant award.

The London Borough of Havering is directly responsible to the Big Lottery Fund for the delivery of the Project on time, in budget and in accordance with the grant terms & conditions.

The other members of the Partnership Board will use their reasonable endeavours to support the Lead Organisation in obtaining grants and fulfilling grant terms & conditions, in particular those attached to grant funding from the Big Lottery Fund.

The other members of the Partnership Board will provide as is required such monitoring information as is within their control to the Lead

Organisation so that the Lead Organisation can provide regular progress reports to grant funders.

4.2.5 The current position is that the project is progressing well and as at September:

- There were no identified major risks in respect of LBH formalities.
- Tenders were within budget.
- A contractor has been appointed and is on site working on the extensions with works expected to be completed in May 2010.
- The community centre is going to run normally until the end of November 09. after which some of the activities will move to the Betty Whiting Centre, closeby.

4.3 **Ingreboune**

4.3.1 The Council is undertaking major improvements to Harold Hill including a new library, a new college and schools, a new youth facility, improved parks, shopping areas and new housing. As part of the public consultation on the proposals for the Harold Hill Ambitions Programme, a need was identified for additional premises to accommodate community clubs, groups and organisations.

4.3.2 The Council has responded to this need by making the former Ingrebourne School available for community and club use. The accommodation is made up of a number of ground floor rooms varying in size. All rooms have good daylight and many have running water as they were previously arts or science classrooms. The largest room was used as a hall/gym and has high ceilings and a wooden floor. The Council aim is to transform the Ingrebourne School into a Community hub as an occupation location for a variety of voluntary and community clubs, groups and organisations that are essential for the full development of community activity.

4.3.3 This will be an evolving project. The Council is committed to an initial high degree of Council involvement in the management of the property with the aim that eventually it will be a sustainable community premises run by its users as they come together to form an Association of Users with its own management structure and constitution.

4.3.4 With this in mind, the property is being managed for an initial 12 month period by a Premises Development Officer located within the Asset Management service. The role involves:

- Mapping existing demand from community groups and organisations
- Arranging appropriate initial lettings via the Council for community benefit (working in conjunction with community leaders)
- Identifying the potential for additional demand/use, compatible with adjacent users, to include scope for evening and weekend use.

- Developing an appropriate business plan, marketing strategy and financial projections for the short/medium term in order to maximise utilisation of the facility.
- Developing sufficient community inertia and capacity building for the subsequent management of the facility to be transferred to a single lead group or organisation.

4.3.4 The Council wants to draw together possible users and has done this by asking clubs, groups and organisations to submit expressions of interest in the property. These include those looking for new or improved accommodation. The Council in working with potential users to try and accommodate as many as it can and will include the possibility of it acting as a centre for the occupation of smaller groups, the provision of community rooms, playing fields or sports facilities.

4.3.5 Although the Council is seeking for the property to accommodate more than just a single user., it does see the presence of one or two large space users being helpful in supporting the management of the premises so that smaller groups or ad-hoc users could also be accommodated.

4.3.6 In so far as the occupational arrangements are concerned, the Council is prepared to make the premises available on a combination of leasehold or hiring arrangements so as to suit the needs and capacities of individual users. As mentioned above this is expected to be an evolving process and with time the Council would encourage a single group or collection of users to take a responsibility for operating and running the premises, with underlying arrangements for smaller groups. Although the Council does have standard arrangements for leasing as set out later in this report, given the embryonic nature of Ingrebourne facility and the need for sufficient tenure to support funding applications, there is no fixed view on possible leasing periods and the Council will be flexible to deal with this need.

4.3.7 The marketing commenced in July and expressions of interest from community groups and clubs are now being reviewed in order to determine the future use of the building. A high level response was received and it is envisaged that a further report will be submitted to the Cabinet Member for Culture & Communities identifying the progress achieved and making future recommendations.

5. ENSURING THAT THERE ARE SUSTAINABLE ARRANGEMENTS IN PLACE FOR THE SOCIAL HALL PREMISES MANAGED WITHIN THE COMMUNITY

5.1 There is the opportunity to transfer ownership of the assets. Members during the review considered the advantages of transfer and leasing as set out on the next page:

Sale	Leased
<ul style="list-style-type: none">• Immediate receipt• Unlikely to obtain full value but would need to demonstrate best value• Community Group would be able to access mortgage	<ul style="list-style-type: none">• Greater control over activities to ensure use for all the community• Protects the assets for future strategic Council decisions• Group could be disadvantaged from accessing funding, e.g. lottery, mortgages. However, this is alleviated by providing a lease of a suitable length to satisfy funding organisations.

The conclusion is to continue with the provision of leases, which provides the ability for groups to access funding and have long term stability whilst preserving the value of the asset for the general Council Tax payer.

5.2 Lease arrangements

5.2.1 It is important that there are formal arrangements for the management of premises in order to ensure clear accountability and maximum opportunities for attracting funding. A review of the current arrangements took place with the aim of ensuring that the lease arrangements were appropriate. Variations were found as a result of some Community Groups being larger than others, some being in a better location and/or having higher levels of membership and/or better facilities and/or receiving higher income than other groups. Due to this, alongside the fragmented central management and different historical approaches, these differences have resulted in variations to the lease terms.

5.2.2 The review also identified the need to address the following issues in leases arrangements:

- (a) The presumption that in granting leases the Council covenants to arrange insurance (subject to recharge) and take on the responsibility for works/rebuild/shortfalls.
- (b) The ability to take action when some groups have fallen into arrears
- (c) Maximising the facility as a community facility.

5.2.3 Arrangements are now fully in place so that leases to Community Associations are based on the principles of the Council's standard commercial lease. This gives the Group exclusive possession for a period of time, on terms agreed, in return for the payment of rent. It also means that the principles being adopted for community groups at lease renewal, are as follows:

- (a) Leases contain standard commercial rent arrears recovery arrangements although experience to date is that arrears tend not to arise.
- (b) Adequate insurance or event management arrangements are put in place to ensure insurance covers intended loss.
- (c) Tenants to have full repairing liability both internally and externally, with no exclusions for structural defects arising. Regard is had to the initial condition of the property in setting lease terms and rent.
- (d) Groups and Trustees must enable general hiring of their facilities to the public and other groups.
- (e) The facilities to be made available to the Council for use as polling stations, subject to the Council waiving rent for the period of use. Currently there is none or limited provision in the leases.
- (f) All new leases to be excluded from the Security of Tenure provisions of the Landlord and Tenant Act 1954. This will enable the Council to better control the required community use of premises or devise better strategies over the future of its properties, once the lease comes to an end. Where tenants currently have the benefit of security of tenure, they are entitled (through the Courts) to renew their lease on the same grounds, it is therefore likely that this will only apply to new leases granted.

5.2.4 At the start of the review, there were a number of associations without lease arrangements and not making rent payments. This does not provide stability for the organisation, causes confusion over responsibilities and is unfair on other organisations, which are paying rent to the Council. These have now all been addressed with rents being paid and leases in the process of being granted with the exception of Brettons Manor House and Youth Club which will be addressed as part of the overall master plan for the whole site.

5.2.5 In its community leadership role, the Council wishes to ensure there is adequate provision to utilise facilities for refugees in the case of emergencies or local incidents. A number of halls have been selected to provide this facility both council managed and leased. In respect of the latter, discussions are taking place with the leaseholders.

6. A BETTER UNDERSTANDING OF THE SUPPORT PROVIDED BY THE COUNCIL TO COMMUNITY ASSOCIATIONS

6.1 As can be seen from the above, the Council has provided significant assets to community groups. These are shown in the Appendix A under category 2. In summary, the Council provides a large number of

halls for use by community groups. The table below sets out the benefit to the community of both this and the rate relief provided:

	Per Annum £000's
Rental value of Assets	393
Rent forgone by the Council	298
Discretionary rate relief provided	21
Cost of discretionary relief to the Council	16
Mandatory rate relief provided	121
Cost of Mandatory relief to the Council	0

6.2 The Community Engagement and Development Team (CED) based within the Council also supports the establishment, maintenance and development of Community Associations in a variety of ways, as whilst competently managed by volunteers, the majority of Community Associations do rely upon external support and advice to assist them. Support given to the Community Associations by the CED includes, amongst others, the following:

6.2.1 Funding

The CED advises on funding issues and securing money for Community Associations, including writing or assisting with the writing of funding bids.

CED has secured a vast amount of money over the years to support both Community Association capital and revenue needs and developments for Community Associations.

Approximately £1,150,000 has been raised over the past 5 years towards Community Association refurbishments and through the MYCA Committee approximately £900,000 was raised for the Mardyke Neighbourhood Nursery. Thousands of pounds have also been raised through Community Associations Committees for community initiatives, projects and activities.

6.2.2 Policy

The CED advises on the policies that the Community Associations should have in place, including the writing of new policies as appropriate.

6.2.3 **Statutory Obligations**

Advice is given on statutory obligations, such as: licensing and Health and Safety issues, incorporating fire risks.

6.2.4 **Conduit Between Services**

The CED provides a conduit between the Community Associations and other services, primarily including LBH services, as well as the PCT and HAVCO.

6.2.5 **Governance**

Advice is given on committee matters and general governance, including the establishment of sub-groups.

6.2.6 **Consultation**

The CED advise on consultation techniques and methods and is often involved in undertaking community consultation.

6.2.7 **Community Association capacity Building**

The CED offers advice and assists with the facilitation of Community Association capacity building techniques.

6.2.8 **Future Development**

The CED provides advice re: future planning and the development of Associations, specific activities include: giving advice about and assisting with the writing of business plans.

6.2.9 **Charitable Status**

Advising re: obtaining charitable status and Charity Commission regulations.

6.3 The Council does assign Councillors to some of the Associations. This has been happening for a number of years. This role is largely a historic practice rather than well defined in any constitutional sense and pre-dates the approach now taken in granting leases to Associations. The main reasons for seeking Member involvement was believed to be:

- (a) For the “prestige” of having a Member on their Committee.
- (b) As the Community Association was using a Council-owned property, it was important for there to be a Councillor or two on the Committee to ensure propriety (since superceded with more formal leasing arrangements).

- (c) The “community leadership” aspect to the role.

Associations have in the past been consulted on this practice and the general response was that Councillors should continue to be assigned to individual Associations. The Associations see this as beneficial in having a direct link to Council decision-making and for the Council there is the opportunity to receive Member feedback on the operation of the Association and its well-being. However, this role is not defined in any formal sense and some Associations are keener than others on the practice, with some Associations not having, or wanting, Member representatives. It can also cause confusion as to roles, responsibilities and powers.

The Council is in reality the landlord granting a lease at a reduced rental on the basis that the Association conforms with its lease conditions. These include subscribing to Community Matters. Once they have done this, they have access to a wealth of information & advice and are able to adopt the constitution which is a model of good practice. This constitution as the governing document for the organisation, is designed for a Community Association established for charitable purposes and is suitable for a Community Association which owns or leases a community centre and aims to provide a wide range of community activities for its individual members, its sections and its affiliated voluntary or not for profit groups.

With all this in mind, it is recommended that Councillors are no longer affiliated to Associations as a Councillor and instead the Councils relationship with the Associations is via the landlord and CED roles with the benefits being known via the annual community benefit assessment referred to above.

7. TAKING FORWARD A SINGLE PROPERTY MANAGEMENT APPROACH.

- 7.1 The Council is currently in the process of centralising its property management arrangements. As part of this review it is proposed that all the leased Category 2 Community Halls will be brought under the Head of Asset Management who will manage the lease arrangements for the future.
- 7.2 Council managed halls are also proposed to be brought under the same management arrangements.

REASONS AND OPTIONS

Reasons for the Decision:

To summarise the progress and deliverables of the Community Halls project and to note the next stages.

Alternative Options Considered:

None.

IMPLICATIONS AND RISKS

Financial Implications and Risks:

1. The estimated cost of the boards etc. is £35,000 and will be met from the Strategic Reserve as have the specific project management costs. Other resources have been the redirection of Officer time.
2. The granting of a lease provides certainty and clearly defines the responsibilities of both the Community Association and the Council. Changes in rent levels to organisations have taken place over recent years and will continue to change in the future. An additional rental income of £33,000 per annum has accrued between 2005/6 and 2009/10 and this should increase in future years, however there is a risk that rents could reach a level that some organisations would find difficult to meet.
3. There is a wider issue around the granting of subsidised leases, and whether the Council should move towards market rents with annually awarded grants to help towards this cost. Any change to policy would be subject to full consultation.
4. The interim closure of Cottons Park hall has resulted in a net income loss (i.e. after allowing for savings on variable expenditure) of approximately £5,000 in 2008/09. This increased the existing budget overspend to around £8,000. This is being managed within the overall budget.

Legal Implications and Risks:

While the Council has power to provide community facilities, it is not under an obligation to do so. The standardisation over time of the lease terms will be beneficial in terms of management and improve efficiency for negotiation and drafting documentation - such negotiations have often been very lengthy in the past. Court excluded leases will improve the ability of the Council to redeploy assets at the end of a lease. While the usage of the halls will be defined so that usage by the community is referred to, it is difficult to envisage situations when a lease could be terminated due insufficient (as oppose to no) community involvement as determined by the Council.

Human Resource Implications and Risks:

Any staff affected by proposals in this report will be dealt with in accordance with the Managing Organisational Change Policy.

Equalities and Social Inclusion Implications and Risks:

1. In the long term local communities will benefit from better facilities in their area, which will be available to all.
2. The usage will be monitored to ensure that all areas of the community are given equal access to the facilities.

BACKGROUND PAPERS

None

**COMMUNITY / SOCIAL HALLS
MASTER LISTING**

CATEGORY 1

Community/Social Halls that are managed and controlled by Culture and Leisure Services or Housing Services (Category 1 on map)				
Plan Ref	Property_Name	Description	Leaseholder	Existing Management Responsibility
1	Cottons Social Hall		Not Applicable	Leisure
2	Tweedway Social Hall		Not Applicable	Leisure
3	Dukes Hall		Not Applicable	Leisure
4	New Windmill Hall		Not Applicable	Leisure
5	Langtons Gardens		Not Applicable	Leisure
6	Betty Strathern Centre		Not Applicable	Housing
7	Betty Whiting Centre		Not Applicable	Housing
8	Haydock Close Social Hall		Not Applicable	Housing

CATEGORY 2

Plan Ref	Property_Name	Description	Leaseholder	Existing Management Responsibility
9	Kilmartin Way Tenants Hall*	Social Centre	Trustees Havering Asian Welfare Assoc	Housing
12	Woodhall Crescent – Whittaker Hall*	Social Centre	Havering Association For People With Disabilities	Property Services
13	Ardleigh House Community*	Social Centre	The Trustees of Ardleigh House	Youth Support Service Education
14	Clockhouse Lane – North Romford Community Centre*	Social Centre	Trustees of the association	Youth Support Service Education
11	Gooshays Drive Community Centre*	Social Centre	Harold Hill Community	Youth Support Service Education
15	Harold Wood Neighbourhood Centre*	Social Centre	Trust of Harold Wood Neighbourhood Centre	Youth Support Service Education
16	Cranham Community Centre*	Social Centre	Trustees of Cranham Community Assoc	Leisure CHECK
17	Rush Green Community Centre*	Social Centre	Trustees of Community Centre	Youth Support Service Education
18	Harold Wood Social Centre*	Social Centre	New Ingrebourne Trust	Leisure
19	Mardyke Social Hall*	Social Centre	Trustees of the Mardyke Youth and Community	Leisure
20	Nelson Rd – Whybridge P.A Hall*	Social Centre	Whybridge Parents Association.	Leisure
21	Rainham Social Hall	Social Centre	Trustees Of Rainham &	Leisure

Cabinet, 16 December 2009

	(Brenda Blackemore Community Centre)*		Wennington Community Association	
22	South Hornchurch Social Hall*	Social Centre	Trustees Of South Hornchurch And Airfield Community Association	Leisure
23	Front Lane Cranham Social Hall	Social Centre	Terms In Negotiation	Leisure
24	Emerson Park Social Centre	Social Centre	Terms In Negotiation	Leisure
25	Elm Park Assembly Hall	Social Centre	Terms In Negotiation	Leisure
27	Forest Lodge Community Premises*	Social & Sports Centre	The Forest Row Centre Community Association	Leisure
36	Bretons Manor House And Youth Club	Community & Club Lettings	Trustees of Bretons Social Club	Leisure

***Premises that are leased on Equitable Rent basis (1/3rd Market Rent) – List agreed by Members 22nd November 2004**

This page is deliberately left blank



CABINET

16 December 2009

REPORT

Subject Heading:

The Green Spaces Project

Cabinet Member:

Councillor Andrew Curtin

CMT Lead:

Cynthia Griffin

Report Author and contact details:

Simon Parkinson
Simon.parkinson@havering.gov.uk
01708 432199

Policy context:

Havering Culture Strategy (2007/11); Havering Parks and Open Spaces Strategy (2007/11)

Financial summary:

The initiatives outlined in this report will be funded from the available resources and no commitments will be made from external funds until receipt is confirmed. All projects are managed robustly to minimise the risk of project slippage or overspend. Further reports to Members will be made as appropriate.

Is this a Key Decision?

No

Is this a Strategic Decision?

Yes

When should this matter be reviewed?

December 2010

Reviewing OSC:

**Culture and Regeneration
Overview and Scrutiny
Committee**

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

Clean, safe and green borough	[√]
Excellence in education and learning	□
Opportunities for all through economic, social and cultural activity	[√]
Value and enhance the life of every individual	[√]
High customer satisfaction and a stable council tax	□

SUMMARY

This report provides Members with an update on the Green Spaces Project.

RECOMMENDATIONS

Members are asked to:

1. Note the progress that has been made in improving Havering's Parks and Open Spaces, as a result of the Green Spaces project;
2. Endorse the continuation of the project in its current form and authorise the Head of Culture and Leisure Services to continue to deliver the Green Spaces Project.

REPORT DETAIL

1. BACKGROUND

- 1.1 The Parks and Open Spaces Strategy was agreed by Cabinet in 2006. It created a list of 25 Principal Parks and 13 Principal Open Spaces where the majority of future investment was to take place.
- 1.2 The Strategy also set out a method for measuring the quality and value of Havering's Parks and Open Spaces which was known as the Quality/Value Assessment or QVA.

- 1.3 At the time the strategy was written, it was recognised by the Administration that Havering's Parks and Open Spaces were in serious need of investment.
- 1.4 The decision to invest in parks and open spaces was made one of the Administration's 11 priority projects. The investment was to be funded in three ways:
- (i) Havering's Capital Programme;
 - (ii) External Funding;
 - (iii) Reinvestment of funds from the disposal of some low value/low quality land.
- 1.5 The objectives of the strategy were to improve the quality of life of Havering's residents by ensuring that its parks provided a wide range of activities, and were safe and pleasant places to visit.

2. IMPROVEMENTS TO HAVERING PARKS AND OPEN SPACES (2006-2010)

Improvements to basic facilities

- 2.1 Basic facilities in a significant number of parks and open spaces have been improved. The investment programme has resulted in
- (i) New signage at over 10 sites
 - (ii) Over 70 new litter bins installed
 - (iii) Over 50 new benches installed
 - (iv) Over £190,000 spent on new planting
 - (v) Over £450,000 spent on resurfacing
 - (vi) Over £75,000 spent on railings and gates
 - (vii) Over 300 new trees planted
 - (viii) 5km of new Greenways created

Major improvements

- 2.2 The following major improvements have been made across the borough:
- (i) Allotments improvement programme – fencing, gates, resurfacing
 - (ii) Bedfords Park – Green Flag status
 - (iii) Brittons – Artificial turf pitch, play area and skatepark
 - (iv) Brookway – play area
 - (v) Chelmsford Avenue – play area
 - (vi) Clockhouse Gardens – Art project
 - (vii) Collier Row Recreation Area – play/teen area
 - (viii) Cottons Park – Green Flag status
 - (ix) Country parks projects- landscaping
 - (x) Cranham Playing Fields – Play area
 - (xi) Dagnam Park Greenway

- (xii) Forest Row – Play area and fencing
- (xiii) Grenfell - Play area
- (xiv) Grounds maintenance computer software package
- (xv) Grounds maintenance machinery
- (xvi) Hacton Lane open space ballcourt/play area and gym
- (xvii) Harold Wood Sports Pavilion and Green Flag status
- (xviii) Harrow Lodge Park - Play areas, ball court and teen area
- (xix) Havering Country Park – Signage/ Depot/ Park furniture
- (xx) Haynes Park (MUGA, play area and tennis court refurb)
- (xxi) Hornchurch Country Park – play area
- (xxii) Hylands Park – Green Flag status
- (xxiii) Ingrebourne Valley project
- (xxiv) Keats Avenue – Play area
- (xxv) King Georges – Play area, teen area, gym, resurfacing, changing rooms
- (xxvi) Lawns Park – ball court and play area, gym – Green Flag submission 2010
- (xxvii) Lessa Open Space – ball court
- (xxviii) Lodge Farm Park – Green Flag status
- (xxix) Louis Marchesi Open Space – play area, fencing
- (xxx) Mardyke Open Space – Play area
- (xxxi) New local nature reserves
- (xxxii) North Hill Recreation Ground – Play area
- (xxxiii) Painsbrook Open Space – Play area, pathways, park furniture
- (xxxiv) Park Lane Rec new play area
- (xxxv) Parklands – Bridge restoration
- (xxxvi) Queens Theatre Green - Relandscaping
- (xxxvii) Rainham paths project
- (xxxviii) Rainham Recreation Ground – ballcourt, play area and outdoor gym
- (xxxix) Raphael Park – play area, tennis court refurbishment, revetments and drainage
- (xl) Rise Park – Play area, resurfacing
- (xli) Spring Farm Park – ball court, play area and outdoor gym
- (xlii) St Andrew's Park new play area and teen area – Green Flag submission 2010
- (xliii) St Neots Open Space – play area
- (xliv) Thames Chase Community Forest
- (xliv) The Glen (Rainham) - Play area
- (xlvi) Upminster Hall Lane - Re thatching the tythe barn, play area and teen area
- (xlvii) Upminster Park – Green Flag status

2.3 The investments that have been made have been spread across the borough, as shown in Appendix 1 to this report.

Green Flag Programme

- 2.4 In 2006 Havering did not have any Green Flag parks. In 2007 Bedfords Park and Upminster Park obtained Green Flag status, in 2008 Lodge Farm Park and Hylands Park joined them and in 2009 Cottons Park and Harold Wood Park became the 5th and 6th Green Flag parks.

Friends of Parks Groups

- 2.5 Havering now has 18 Friends of Parks groups.
- 2.6 The Friends of Parks groups have made a significant contribution to improving the quality of Havering's Parks and Open Spaces and have played a vital role in helping the Council achieve Green Flag status for six of its parks. The Friends Groups have led on many new initiatives including:
- The Friends of Bedfords Park – wild flower plating, pond clearance
 - The Friends of Cottons Park – family fun day, historic walks, carols
 - The Friends of Clockhouse Gardens – art project funding
 - The Friends of Dagnam Park – records of flora, historical research
 - The Friends of Havering Country Park – litter picking, landscaping
 - The Friends of Haynes Park - consultation
 - The Friends of Harold Wood Parks – Fund raising, events, historic information
 - The Friends of King Georges Playing Fields – landscaping, fund raising, events
 - The Friends of Langtons Gardens – events, concert
 - The Friends of Lawns Park – litter picking, consultation
 - The Friends of Lodge Farm and Raphael Park – events consultation, litter picking, landscaping
 - The Friends of St Andrews Park – consultation, litter picking
 - The Friends of Upminster Park - events consultation, litter picking, landscaping
 - Elizabeth Road Tenants Association (Brookway) - consultation, fundraising
 - Harrow Lodge Conservation Group – conservation works, litter picking
 - Havering-Atte-Bower Conservation Society – consultation, pond clearance
 - Hylands Park Action Group - events consultation, litter picking
 - Rush Green Regeneration Group – Development of allotment site
- 2.7 Havering has developed a ground breaking approach to formalising partnership arrangements between the council and Friends of Parks Groups. 7 Friends Groups now have "Official" Friends Group Status, having met various criteria set by the Council. These are:-

Hylands Park Action Group
The Friends of King Georges Playing Fields
The Friends of Langtons Gardens

The Friends of Lodge Farm and Raphael Park
The Friends of Harold Wood Parks
The Friends of Cottons Park
The Friends of Upminster Park

Improvements to grounds maintenance across the Borough

- 2.8 The in-house grounds maintenance direct services organisation manages the grounds maintenance operations in parks and open spaces, on street verges and open space under the jurisdiction of Homes in Havering (following a tender process in 2008/09). The fact that all these areas are managed by one organisation means a more consistent approach to grounds maintenance can be delivered.
- 2.9 The standards of maintenance have been developed and new methods of maintenance have been adopted such as the use of wild flower meadows and wild grassland, the introduction of butterfly borders and the use of woodpiles. All of these issues aim to improve local biodiversity in the borough.
- 2.10 A new apprenticeship scheme for the Parks and Open Spaces Service was launched in September 2009. The scheme is a partnership between the Council and Havering College whereby the 8 apprentices learn horticultural and grounds maintenance skills and at the same time have the opportunity to obtain an NVQ level 2 qualification in 2010. The scheme initially lasts for a year.
- 2.11 A new computerised software package ("Mayrise") has been purchased which will allow all grounds maintenance operations to be programmed and managed in a more efficient manner. Existing data is currently being loaded onto the system and it is intended that the new system will become fully operational from 1 April 2010.

Improvements to allotments

- 2.12 The following improvements have been made to the Council's allotments:

Resurfacing
Fencing repairs
Gate replacement/repairs
Clearance and reinstatement of disused plots
Training programmes have been delivered on the use of Pesticides

The council is working actively with the allotments associations in order to improve the lease agreements between the two parties.

Parks and Open Spaces wider role in the delivery of cultural activities

- 2.13 Parks and Open Spaces are ideal locations for a range of cultural activities and events which, in the last four years, have included the following:
- (i) “Playfest” – the Council’s annual free play festival which had 13,000 attendances in 2009;
 - (ii) Tree sculptures – in Lodge Farm Park, Bedfords Park and Cottons Park (all sculptured by Council staff working for the Grounds Maintenance DSO);
 - (iii) “Shakespeare in the Park” – at Raphael Park, organised by the Romford Summer Theatre Company
 - (iv) In 2009 the Reading in Parks Scheme delivered story telling at 10 parks.
 - (v) The environmental education programme “Whacky about Wildlife” was delivered at 20 sites in 2009.
 - (vi) Harold Wood was designated as the major sports hub for the borough by Sport England
 - (vii) The Tennis Strategy was approved in 2009 with the objective of creating Beacon status for both Hylands Park and Raphael Park Tennis clubs

Biodiversity

- 2.14 The Council’s work in promoting diversity in the borough is included in Appendix 2.

Havering Country Park

- 2.15 A new Parks Ranger has been appointed to work in Havering Country Park. This will post will commence in 2010.

Havering Parks Forum

- 2.16 The Parks Forum was set up in 2008. In the first year 120 people attended and in the second year 150 people attended. The Forum provides an opportunity for the residents of Havering to be given an update on how the borough’s parks and open spaces are being improved, as well as being about the achievements and targets for the past and following years. There are a series of workshops in the afternoons where those attending are able to participate and feedback information, which is then used in service planning to improve the service.

3. FUTURE PLANNED IMPROVEMENTS

Three new parks for Havering

- 3.1 Havering Council has agreed in principal that three new parks would be created in the borough. These three parks are:
- (i) Broxhill Park in Harold Hill (on the site of the ex school);
 - (ii) Rainham Gateway Park in Rainham
 - (iii) Romford Pocket Park (next to the Library)

“Wildspace”

- 3.2 The “Wildspace” project will involve the creation of a new community park, reconnecting the Rainham community back to the river and the marshes and connecting people to other green spaces.

Harrow Lodge Park

- 3.3 £60k has been secured from Design for London and the Environment Agency to compete a feasibility study into the naturalisation of the River Ravensbourne at Harrow Lodge Park. It is hoped that this project will deliver a master plan for the site that will then be used to develop a bid to undertake the works which are estimated to cost in excess of £1million.

“Harold Hill Ambitions”

- 3.4 The Harold Hill Ambitions project includes a significant focus on improving the quality of parks and open spaces, including plans to create Broxhill Park (see 3.1 above), to improve the quality and range of facilities at Central Park, to investing in improvements to Dagnam Park and to improve the quality of the “Bosworth Field” on the Briar Road Estate.

Raphael Park

- 3.5 The council has secured stage I approval from the Heritage Lottery Fund (HLF) to develop a master plan for the restoration of Raphael Park. This master plan will be used as part of a stage II submission to HLF to obtain capital funding in the region of £2million to carry out the restoration works. The stage II bid is in competition with other authority bids. The works proposed for the improvements to the site include:-

- The conversion and use of the park lodge
- Resurfacing pathways
- Tree works
- Restoration of fences and gates

New park furniture
New interpretive facilities
Lake side revetments
Soft landscape works
Staffing of the site

4. Funding Secured

External Funding Secured

4.1 External Funding has been secured from a wide range of national, regional and local organisations; including:

- (i) Veolia ES Cleanaway Havering Riverside Trust
- (ii) London Marathon Trust
- (iii) Department of Children's Schools and Families – Playbuilder
- (iv) Big Lottery
- (v) Natural England
- (vi) Section 106 agreements
- (vii) Heritage Lottery Fund
- (viii) European Regional Development Fund
- (ix) Transport for London
- (x) Thames Gateway parklands
- (xi) London Thames Gateway Development Corporation
- (xii) East London Green Grid (London Development Agency)
- (xiii) Aggregates Levy Sustainability Fund

4.2 Unfortunately the council was not successful in securing any of the London Mayor's Priority Parks programme as Havering's two submitted parks (Harrow Lodge and Central Park) did not receive enough votes in the London wide competition. However the bid for Harrow Lodge Park was "re-used" and has been successful in obtaining £60k for a feasibility study on the park.

Current Funding Bids

4.3 Havering Council are awaiting the outcome of a number of funding bids, as follows:

- (i) London Marathon Trust – For match funding to outdoor gyms at proposed Green Flag Parks (Dec 2009)

and the Council is currently working on the following future funding:

- (ii) Heritage Lottery Fund - Stage II bid under the Parks for People programme for Raphael Park – August 2010

- (iii) Veolia bid - match funding for the parks capital programme 2010
- (iv) Harrow Lodge Park – Bids to Environment Agency, Natural England and Design for London for Naturalisation of the River Raversborne
- (v) Natural England – High Level Stewardship bid for the management of the new park at Rainham Gateway
- (vi) London Marathon Trust – For match funding to capital programme 2010

LBH Parks Capital Programme

4.4 Since 2006 the Council has invested £3.3 million of its own Capital Programme funds into parks and open spaces.

Disposals

4.5 The Council has disposed of one piece of land to help fund the investment programme: the ex-park keeper's house on the edge of Spring Farm Park in Rainham.

Overall level of funding secured

4.6 The overall level of funding secured is illustrated in the Table below

	06/07 £	07/08 £	08/09 £	09/10 £	Total 06-10 £
LBH Parks Capital Programme	300,000	1,000,000	1,000,000	1,000,000	3,300,000
LBH recession spend programme	N/A	N/A	N/A	90,000	90,000
External funding for parks	247,500	1,450,474	2,270,820	595,000	4,563,794
External funding for East London Green Grid	1,000,000	1,000,000	2,500,000	3,000,000	7,500,000
Total funding secured	1,547,500	3,450,474	5,770,820	4,685,000	15,453,794

Full details of the funding for parks is set out at Appendix 3

5. OUTCOMES

5.1 Resident Satisfaction

Resident satisfaction with Parks and Open Spaces has gone up from 58% in 2005 to 69% in 2008 (annual MORI surveys).

5.2 The Journey to a very good service

Prior to 2006 the parks and open spaces service provided by the Council was generally poor. The service received a considerable amount of complaints on a consistent basis and the reputation of the service was very weak. A lack of previous investment and a dissipated service had led to this situation.

However from this point the Council resolved to made its parks and open spaces a priority service in response to the wishes of the local community. Accordingly a series of measures were put into place including:

- the creation of an integrated service by moving the grounds maintenance service into the wider Parks Service
- The adoption of Havering's first Parks and Open Spaces Strategy
- The creation of a Parks Capital programme leading to the ability to successfully attract external grants to add value to council resources
- The start of a concerted effort to form Friends of Parks groups within the local community i.e. engaging with local people
- The development of management plans leading to the initial successes regarding the Green Flag award

These initial measures have been built on and enhanced in the last 5/6 years resulting in the high quality service in place today which has an enhanced reputation in Havering and beyond.

5.3 The annual Cultural Survey in 2009 provided the following feedback for parks:

Top reasons for visiting the park:

- Using park play area (26%);
- Walking the dog (25%);
- Place to bring the children (19%);

Parks Usage:

97% respondents had used the park in the past;
99% of people would use the park again;
55% used the park almost everyday.

How would people like to see us improve the service:

50% of people would like to see some wildlife information
in the park;
41% Ecology area;
42% more events in the park;
45% more picnic areas.

Satisfaction levels:

Over all the satisfaction rate was high with 42% ranking their
satisfaction at 8 on a scale of 8-10 (1 being the lowest 10 the
highest);
41% of people's satisfaction levels had increased in the last
year.

What are the benefits of using the park:

88% people said they felt more fit and healthy after visiting the
park;
85% agreed that visiting the park made them feel part of the
community;
81% agreed that visiting the park made them feel more positive
about the borough;
92% agreed that parks in Havering make the borough a nice
place to live;
65% agreed visiting the park made them feel safer in Havering.

Increase in Usage linked to investment

- 5.4 It is clearly noticeable that the numbers of users increases dramatically when the Council renovates a park under the Green Flag process. In the case of both Cottons park and Harold Wood Park the increase in users has been estimated to be over 100%.

Reduction in vandalism

- 5.5 Following the renovation a park under the Green Flag process the Parks service has noticed a large drop in the amount of vandalism. This is due to the following reasons.
- Increased numbers of people visiting the park – self policing;
 - Designing out of crime issues during the renovation process;
 - Engagement with the Friends provides local ownership;
 - Engagement with local SNT's improves security;

REASONS AND OPTIONS

Reasons for the decision:

The success of the Green Spaces project to date provides a strong argument for it continuing into the future.

Other options considered:

Discontinuing the project was considered but rejected due to the success to date and the opportunities to make further improvements in the future.

IMPLICATIONS AND RISKS

Financial implications and risks:

The approved Council capital programme includes ongoing Parks funding of £1m per annum until 2016/17. External funding will continue to support this when successful applications are made.

Consideration of the revenue implications of capital projects and the capacity to deliver them, will be undertaken to ensure they can be met from within existing budgetary provision.

The initiatives outlined in this report will be funded from the available resources and no commitments will be made from external funds until receipt is confirmed.

All projects are managed robustly to minimise the risk of project slippage or overspend.

Further reports to Members will be made as appropriate.

Legal implications and risks:

There are no legal implications from this report

Human Resources implications and risks:

No implications / risks to report

Equalities implications and risks:

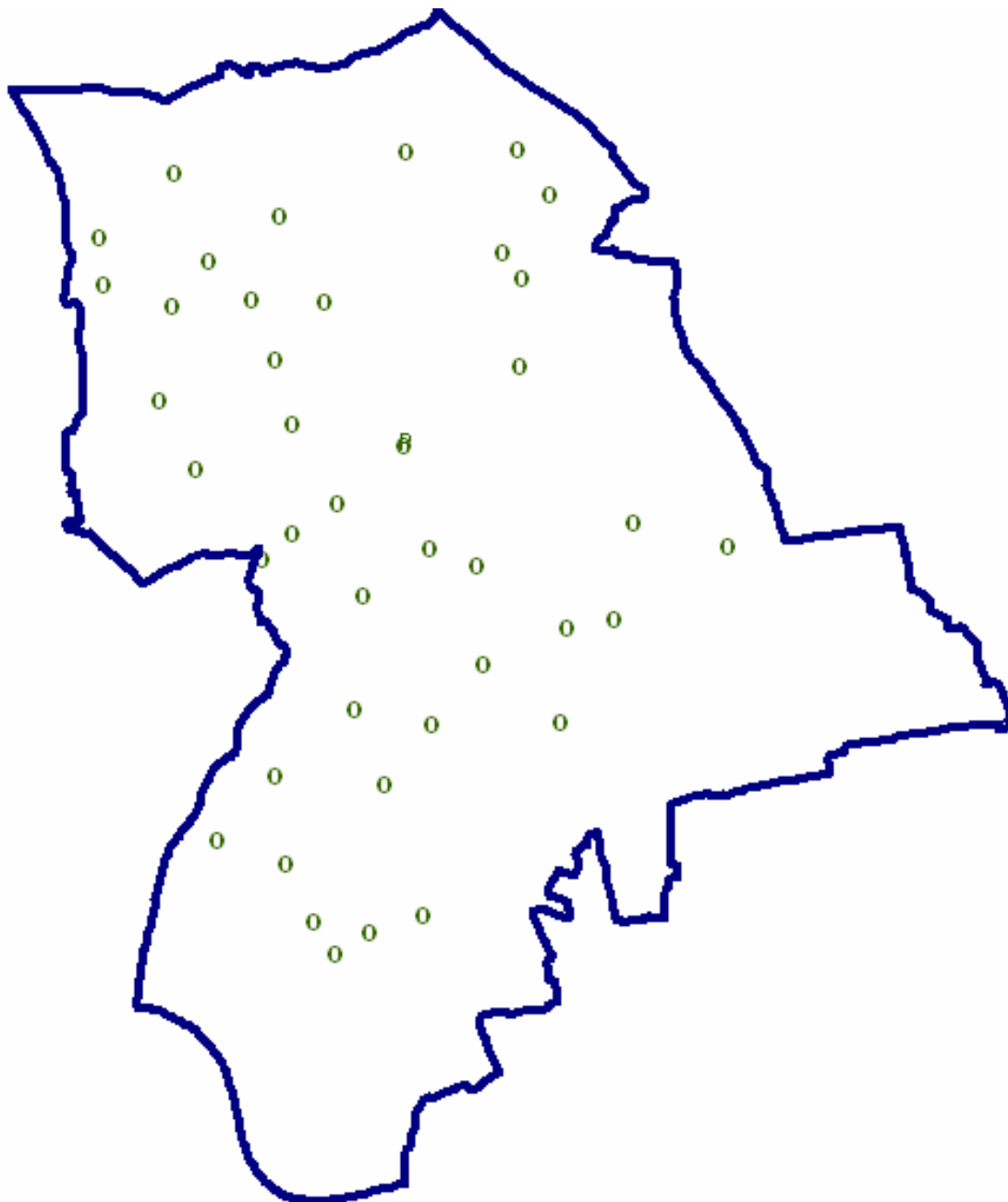
Parks are important community assets and the proposals in this report will increase opportunities to access and enjoy these facilities.

BACKGROUND PAPERS

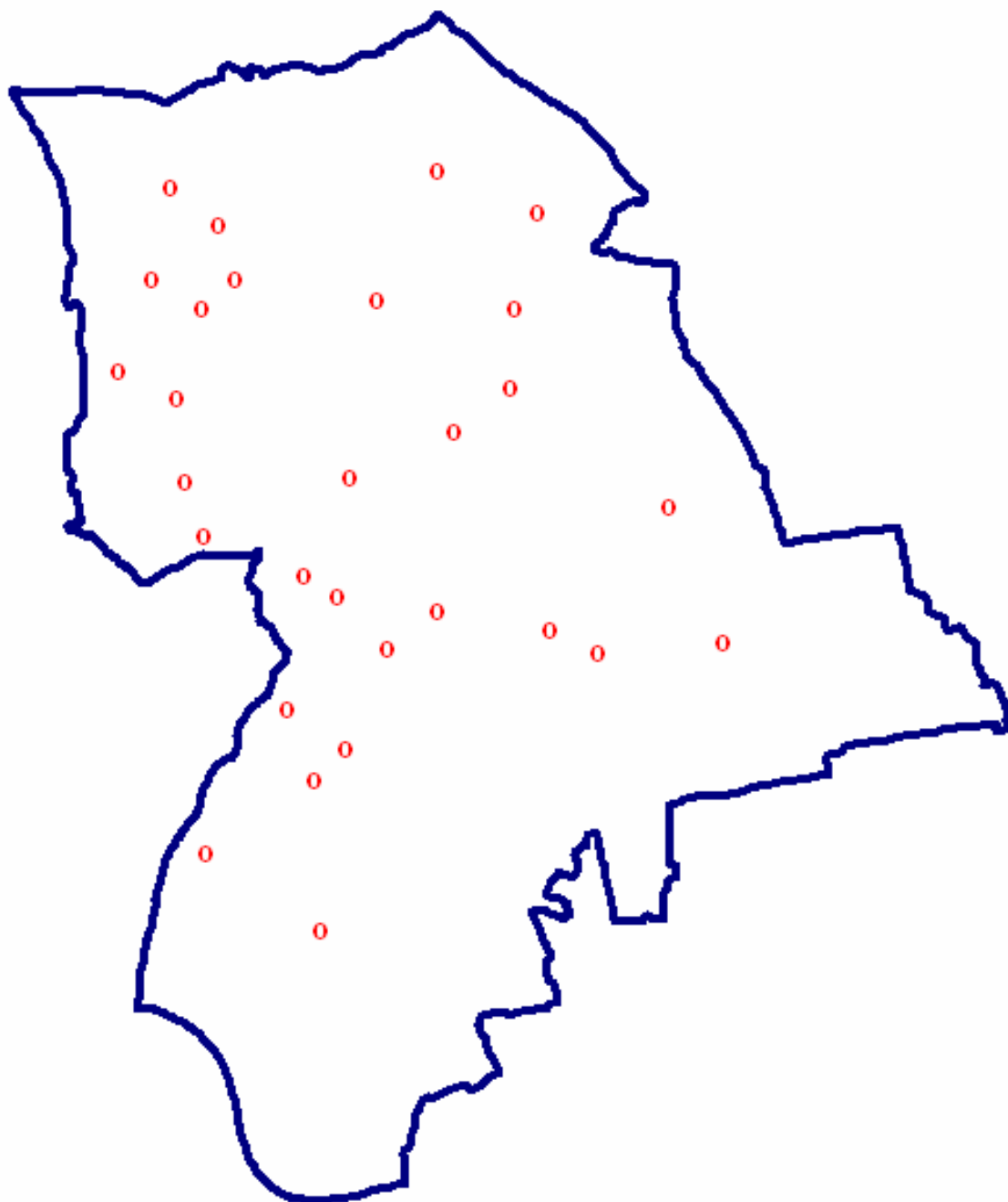
- Havering Culture Strategy (2007-11)
- Havering Parks and Open Strategy (2007-11)
- Havering Play Strategy (2007-12)

**MAP SHOWING GEOGRAPHICAL SPREAD OF
PARKS AND OPEN SPACES INVESTMENTS**

Having Parks Projects 2006-2010



Havering Allotment Sites Projects 2006-2010



BIODIVERSITY IN PARKS AND OPEN SPACES

1. Introduction

1.1 Biodiversity may be defined as the variety of life on earth, and includes all species of plants and animals and the natural systems that support them.

1.2 Havering is an important Borough for Biodiversity in the London context. There is a substantial area of green belt (60km²), three Sites of Special Scientific Interest six designated Local Nature Reserves, 82 Sites of Importance for Nature Conservation, and over one hundred parks and open spaces, including 2 Country Parks. Habitats contained within the Parks range from large areas of woodland, particularly in the north of the Borough through to important wetlands and watercourses including the Rivers Rom, Ravensbourne and Ingrebourne. These valuable habitats support many nationally protected and Biodiversity Action Plan species such as the great crested newt, adders and water voles. As such, conservation of Biodiversity is one of the core components of the management of all Havering's parks and open spaces.

1.3 Conserving biodiversity includes restoring and enhancing species populations and habitats, as well as protecting them. Conservation of biodiversity is vital to the successful use and development of parks and open spaces in Havering, after all biodiversity is one of the contributing factors that makes a place so special to visit as well as delivering other key ecosystem services such as flood management, pollination and the provision of clean air and water for example. Through the management of its parks and open spaces, the Council therefore has a key role to play in conserving biodiversity.

1.4 Havering's parks are managed by the Parks and Open Spaces department with input from other key partners. Some sites, for example the Local Nature Reserves, are worked on in partnership with the Environmental Strategy Group based in Regeneration and Strategic Planning; Hornchurch Country Park benefits from a unique partnership project with two dedicated Ingrebourne Valley Project staff from Essex Wildlife Trust. Technical help is provided by Streetcare Engineers and the Environment Agency whilst day to day management of sites such as Hornchurch and Havering Country Parks is undertaken by our dedicated ranger service. This is not to mention that many of our sites have involvement from local community volunteers especially where Friends Groups have become established.

2. Green flag

2.1 Over the last 3 years London Borough of Havering has been successful in achieving Green Flag status for 6 sites. These are Bedfords Park, Upminster Park, Lodge Farm Park, Hylands Park, Cottons Park and Harold Wood Park.

One of the award criteria is the conservation of natural features, flora and fauna. With the exception of Bedfords Park, which already had a rich and diverse nature conservation interest, new areas beneficial to wildlife have been created on these Green Flag sites in order to contribute towards the award. New wild flower meadows have been created providing additional species and structural diversity beneficial to a range of native fauna. 'Butterfly Borders' have been planted using a mix of colourful shrubs and herbaceous species attractive to butterflies, bees and other invertebrates. In some established trees bird and bat boxes have also been installed to help encourage local species to frequent the Parks.

2.2 New entrance signage and interpretation boards provide information on the particular park's ecology

2.3 The principles from the Green Flag process are now being applied to other parks across the Borough. In recognition of the importance of grassland habitats in Havering, existing areas of long grassland and also areas previously cut regularly on sites such as Haynes Park, Cranham Brickfields, Harrow Lodge Park, Rise Park, Raphael Park and Bretons and Hornchurch Country Park are now being cut and cleared on an annual basis, dependent on species, either by hay cutting or using a recently purchased Forage Harvester. The principle being to allow the grassland to grow and set seed before cutting, with the arisings being removed to promote the growth of wildflowers. Hay cutting regimes are also well established at Hornchurch Country Park, Havering Country Park, Bedfords Park and Dagnam Park which is having a beneficial effect on the native flora at these important sites.

2.4 All park Management Plans have a dedicated section on nature conservation. Potential improvements are identified in the SWOT analysis and then fed into the action plans.

3. Ingrebourne Valley Project

3.1 The Ingrebourne Marshes is the largest continuous stretch of freshwater reedbed in London and provides a habitat for a huge diversity of wildlife including the rare over wintering bird the bittern. The importance of the Marshes is recognised in its designation by Natural England as a Site of Special Scientific Interest (SSSI).

3.2 In 2008 the Ingrebourne Valley Project, a new initiative set up to take the development of the site further, was awarded a significant Heritage Grant by the Heritage Lottery Fund (HLF). This was matched by funding from the Veolia ES Cleanaway Havering Riverside Trust, Essex Wildlife Trust and the Council.

3.3 The Ingrebourne Valley Project, which encompasses Hornchurch Country Park along with the Ingrebourne Marshes, Parklands Open Space, Abby Wood Open Space, Hacton and Sutton Parkways is a unique 3 year project aimed at improving local awareness and involvement with the Valley. The project, which is managed in partnership with Essex Wildlife Trust who

employ a dedicated project manager and project officer will provide a number of improvements aimed at enhancing biodiversity, including tree planting, grassland management and lake restoration. There will also be improved public access to the site, new signage, benches, litter bins and gates, all serving to greatly enhance the Ingrebourne Marshes and their place within the landscape of Havering. A diverse program of free heritage and wildlife themed events and activities to engage local residents in the site's rich cultural and natural heritage is already well underway with the majority of events fully booked.

4. Local Nature Reserve Declaration

4.1 The Borough now has six designated Local Nature Reserves (LNRs) amounting to 321.5 Hectares, which are The Manor including Dagnam Park and Duck Wood, The Ingrebourne Valley which includes Hornchurch Country Park and Ingrebourne Marshes SSSI, The Chase at Rush Green, Cranham Marsh and Cranham Brickfields and most recently Bedfords Park. Local Nature Reserve management plans have been produced for each site.

4.2 Cranham Marsh is currently leased to the Essex Wildlife Trust for a nominal rent. They manage the site for access and nature conservation helping to maintain the sites diverse mixture of species rich grassland, sedge fen and ancient wet woodland. Cranham Brickfields is managed by the Parks and Open Spaces department and a new management regime for the site, in line with its status as a Local Nature Reserve, is currently being implemented. A successful funding bid to the Veolia ES Cleanaway Riverside Trust will help implement projects such as access improvements, events and habitat management to realise the full potential of these sites.

4.3 Rainham Marsh SSSI is the next site to be declared as a Local Nature Reserve under stretch targets set for the Local Area Agreement. The process will start with a report presented to the Local Area Committee. This will be followed by consultation with all stakeholders including local residents, friends groups, potential site users and Natural England. This site declaration will contribute effectively towards the delivery of Wildspace: London Riverside Conservation Park which aims to provide a 640Ha area of land dedicated to ecology and leisure including improvements to access, interpretation and nature conservation.

4.4 The Local Nature Reserve Declaration process continues to be led by the Environmental Strategy Group in partnership with Parks and Open Spaces. As part of the Local Area Agreement (1) the Council received funding to employ a Countryside Projects Officer to declare further LNR's. Ultimately, by 2010, over 400 hectares of land in Havering will have been declared as Local Nature Reserves since 2004 which will amount to almost 2 Hectares for every 1,000 head of population.

4.5 The future management and involvement of the local community at these sites and existing LNR's in the Borough will play a crucial role not only in the contribution to local, regional and national targets for biodiversity but also

other statutory duties such as the NERC Act (see below), Access to Natural Green Space Standards – Natural England's criteria for quality green space provision, Access to Nature – Part of the Mayor's Biodiversity Strategy for reducing the deficiency in access to biodiversity across London not to mention the health benefits associated with being able to access green space and the role they play in natural processes such as flood attenuation.

5. Havering Local Biodiversity Action Plan

5.1 In 2003, led by the Havering Wildlife Partnership, the Havering Biodiversity Action Plan (BAP) was adopted. The purpose of the Action Plan, which currently prioritises 6 habitats and 16 species specific to Havering, is to contribute towards targets to conserve biodiversity set at a Regional and National Level.

The overarching aims and objectives of the Action Plan are to:

- Promote awareness and knowledge of the species/habitat and in the Borough
- Protect, maintain and enhance current populations of the species/ biodiversity
of the habitat within Havering
- Increase the monitoring and knowledge of the species/habitat within Havering

5.2 As the BAP process has evolved it has become increasingly important to set achievable targets for nature conservation. Where Biodiversity Action Plan species and habitats occur within parks and open spaces in the Borough this will help to inform management to ensure a more targeted approach.

5.3 The Council continues to host the Havering Wildlife Partnership who meet quarterly. The Partnership is made up of dedicated local naturalists, members of Friends of Groups, representatives from the Essex Wildlife Trust, RSPB, Environment Agency, Natural England and London Biodiversity Partnership together with the Council's Park and Open Spaces department and the Environmental Strategy Group. The focus of the partnership is essentially on biodiversity within Havering. The group are able to provide advice on the management of Havering's parks and open spaces.

5.4 Biodiversity is promoted within parks through various methods. New entrance signage includes a section on providing information on the particular park's ecology. Through advice and the Parks Management Plans, the Parks and Open Spaces department are able to offer advice to Friends Groups on the nature conservation interest in their parks and relevant management techniques. Attendance at the Havering Wildlife Partnership is an effective method of promoting the work carried out in parks and open spaces and has led to the development of two new draft action plans including one for grasslands and one for parks.

5.5 In 2008 the Parks and Open Spaces department along with the Council's Planning department and the Environmental Strategy Group subscribed to a Service Level Agreement provided by Greenspace Information for Greater London (GiGL). GiGL are a data service provider and this agreement provides the Council with a useful method of collating records on all aspects of biodiversity from individual species records to changes in the area of particular habitats including those contained within the Sites of Importance for Nature Conservation.

6. National Indicator (NI) 197 Improved Local Biodiversity

6.1 This new national indicator, introduced in 2009, measures the Council's performance on biodiversity by assessing the implementation of positive conservation management on Sites of Importance for Nature Conservation (Local Sites). The indicator relates to the influence the Council has on the Local Sites system and the measures and procedures involved in ensuring effective conservation management is introduced to, and acted upon, by Local Site owners and managers.

6.2 In order for sites to "score" there has to be evidence that positive conservation management has been or is being undertaken in the last five years. To show that positive conservation management is being undertaken on a Local Site, there also has to be documented evidence of management that contributes to maintaining or enhancing the features of interest for which a site was originally selected and designated.

6.3 Havering has a total of 2,297 Hectares of Sites of Importance for Nature Conservation, just under half of which are under Council ownership. 20% of Sites within Havering scored positively for this indicator in 2009. In order to show improvement it will be essential to show how these sites are being positively managed for nature conservation. The assessment and implementation of this Indicator will obviously require close co-operation between the Environmental Strategy Group and the Parks and Open Spaces department along with the help of a Local Sites Partnership.

7. NERC Act (Biodiversity Duty)

7.1 The Council has a statutory responsibility under Section 40 of the Natural Environment and Rural Communities Act (NERC) Act 2006 to have regard to the conservation of biodiversity in exercising all of its functions.

7.2 Effective conservation of biodiversity requires its integration into all activities across the Council. This is a key theme of the England Biodiversity Strategy.

7.3 The Council plays a key role in any number of issues that impact upon biodiversity including the management of public open space and nature reserves. The management of these sites has important impacts on

biodiversity, both indirectly providing habitats for wildlife, and in generating environmental impacts on other wildlife sites.

7.4 In order to demonstrate that the Council is fulfilling its duty to have regard to biodiversity, it should be able to show that it has identified and taken opportunities to integrate biodiversity considerations into all relevant service areas and functions, and ensured that biodiversity is protected and enhanced in line with current statutory obligations. This could take the form of raising awareness of staff, managers and elected members with regard to biodiversity issues using available guidance, integrating biodiversity into staff training, using in-house ecological expertise or seeking advice from colleagues and external bodies, and, where necessary, providing specific training. The Council should also be able to demonstrate a commitment and contribution to key local biodiversity initiatives, such as Local Biodiversity Action Plans, Local and/or Regional Records Centres and Local Site systems and Demonstrate progress against biodiversity indicators and targets.

8. Events

Events are a good forum to create interest and educate members of the public on biodiversity. The 'Wacky about Wildlife' programme, run by the Parks and open Spaces department, offers fun environmental education sessions in the Easter, summer and autumn school holidays. 'Playfest' which is held during national play week in August includes a nature zone. This includes interactive displays on nature conservation and insect identification. Various events are taking place to promote the Ingrebourne Valley Project which include bug hunts, nature trails, bird watching, bat walks and craft skills. At Bedfords Park the Essex Wildlife Trust who manage the visitors centre provide a comprehensive programme of activities within the park.

Detailed Parks spend analysis Year on Year 2006 -2010

LBH Parks Capital programme 2006-07

Site/project	Cost (£'s)
Painsbrook Open Space	
-New toddler play area	
-Remove redundant footpaths/fences etc	
-Refurbish landscape	80,000
Keats Avenue Open Space	
-new play site	57,000
King George's Playing Field	
Install perimeter fencing to car park to protect new play area	8,000
Harrow Lodge Park	
-provide new street lighting to approach	15,000
Upminster Hall Playing Field	
-new children's play area	57,000
-car park lighting	11,500
Raphael Park	
-refurbish lake revetments (phase 1)	30,000
Lodge Farm Park	
Repair bowls green banks	21,500
Various Sites	
Soft landscape refurbishment	20,000
Total	300,000

External Funding 2006-07

Site/project	Cost (£'s)
Brittons Playing Field (Veolia)	
- play area	25,000
Lessa Open Space (Veolia)	
- ball court	30,000
Spring Farm Park (Veolia)	
- play area and ball court	62,500
Hylands Park (Veolia)	
- teen area	45,000
Upminster Park (Veolia)	
- teen area	25,000
Cottons Park (Veolia)	
- skate park	35,000
Louis Marquesi Play Site (Veolia)	
- play area	25,000
Total	247,500

LBH Parks Capital programme 2007-08

Site/project	Cost (£'s)
Harrow Lodge	
- boating lake fencing	6400
King George's Playing Field	
- car park resurface	18360
Spring Farm	
- park play area	35100
Spring Farm	
- park teen area	32400
Lessa Recreation Ground	
- teen area	32400
Raphael Park	
- revetments	54000
Lawns Park	
- new teen area	70200
Hylands Park	
- teen area/green gym	37800
Havering CP	
- bungalow roof repairs	16200
Hornchurch Stadium	
- pitch improvements	51840
St Andrews Park	
- railway fence (50% contribution)	5940
Clockhouse Gardens	
- bank/fence refurbishment	10800
Raphael Park	
- restoration study	54000
Hylands Park	
- tennis court refurbishment	27000
Uppingham Park	
- teen area	27000
Cottons Park	
- skate extension contribution	16200
GM machinery	
	108000
Green Flag Parks	
- improvement works	54000
Country Park	
- project and interpretation works	81000
Allotments	
- improvement projects	54000
Louis Marquesi	
- play site new play area	29700
Health and safety projects	
-footpaths, fencing, essential refurbishments	129060
Parklands bridge	
-restoration project	48600
TOTALS	1,000,000

External Funding 2007-08

Site/project	Cost (£'s)
Elm Park (London Marathon Trust)	
- play facilities	27,500
Hylands Park (London Marathon Trust)	
- outdoor gym	50,000
Rainham Rec (London Marathon Trust)	
- teenage area	40,000
Haines Park (Veolia)	
- tennis courts and teen area	40,000
The Glen Rainham (Veolia)	
- play area	35,000
St Andrews Park (Veolia)	
- play area	60,000
Park Lane Recreation Ground (Veolia)	
- play area	30,000
Grenfell park (Veolia)	
- play area	35,000
Hacton Parkway (Veolia)	
- teen area	40,000
Harold Wood Park (Football Foundation)	
- Pavilion	412,347
Harold Wood Park (English Cricket Board)	
- Pavilion	150,000
Harold Wood Park (Jack Petchey Foundation)	
- Pavilion	25,000
Harold Wood Park (Harold Wood Sports Association)	
- Pavilion	38,000
Playfest, Hornchruch C.P., Raphael Park, Britons Playing Field (Big Lottery Play Fund)	467,627
TOTALS	1,450,474

LBH Parks Capital programme 2008-09

Site/project	Cost (£'s)
Harold Wood Park	
- pavilion contribution	100,000
Green Flag Park	
- improvement projects	200,000
Haynes Park	
- MUGA and tennis court renovation	40,000
Raphael Park	
- HLF renovation inc revetments	150,000
Country Park	
- improvement projects	100,000
Romford Town Centre	
- Screen	75,000
Allotments	
- improvement projects	40,000
Grounds Maintenance	
- computerised management system	35,000
The Glen	
- play area	30,000
St Andrew's Park	
- play area and teen area	40,000
Park Lane Recreation Ground	
- play area	35,000
Grenfell Park	
- play area	30,000
Health and safety projects	
footpaths, fencing etc	125,000
Totals	1,000,000

External Funding 2008-09

Site/project	Cost (£'s)
22 Natural Play areas (DCSF)	
Playbuilder Grant	1,165,820
Cottons Park (Section 106)	
- landscaping	100,000
Hacton Parkway (London Marathon Trust)	
- outdoor gym	40,000
Hornchurch C.P. (London Marathon Trust)	
- play area	30,000
Cottons Park (London Marathon Trust)	
- outdoor gym	25,000
Raphael Park Restoration (Veolia)	
Match funding for HLF project	150,000
Cottons Park (Veolia)	
- play improvements	20,000
St Neots Open Space (S106)	
- play area	85,000
St Andrew's Park (Veolia)	
- play area and teen area	40,000
Lawns Park (Veolia)	
- ball court	20,000
Harold Wood Park (Veolia)	
- outdoor gym	15,000
Britons Playing Field (S106)	
Artificial Turf Pitch	580,000
TOTALS	2,270,820

LBH Parks Capital programme 2009-10

Site/project	Cost (£'s)
Green Flag Park	
- improvement projects	275,000
Principal Parks	
- teenage facilities	60,000
Raphael Park	
- Heritage Lottery Fund Project	150,000
Country Park	
- improvement projects	60,000
Rise Park	
- landscaping	50,000
Bedfords Park	
- walled garden project	30,000
Brittons Playing Field	
- car park and play area footpath	35,000
Principal Parks	
- landscaping projects	55,000
Health and Safety	
- improvement projects	105,000
Allotments	
- improvement projects	40,000
Parklands Bridge	
- restoration – phase 1	50,000
The Grove bridge	
- restoration	13,000
Heritage buildings and museum	
- improvement projects	7,000
Grounds Maintenance Depots	
- investment in health and safety	10,000
Principal Parks	
Investment in local composting sites	40,000
Grounds Maintenance	
Investment in DSO plant, machinery, vehicles	20,000
Total	1,000,000

External Funding 2009-10

Site/project	Cost (£'s)
Oldchurch Park (S106)	
- landscape works	38000
Oldchurch Park (S106)	
- landscape works	29000
Lessa Open Space (Veolia)	
- play area	40000
North Hill Recreation Ground (Veolia)	
- play area	20000
Lawns Park (Veolia)	
- play/teen area	20000
St Andrews Park (Veolia)	
- play/teen area	20000
Spring Farm Park (Veolia)	
- fencing and pavilion roof	35000
Rush Green (Veolia)	
- natural park/signage	35000
Rush Green (Big Lottery Funding)	
- Allotment project	50000
Hornchuch C.P (London Marathon Trust)	
- trim trail	40000
King George's Playing Field (London Marathon Trust)	
- outdoor gym	10000
Lawns Park (London Marathon Trust)	
- outdoor gym	15000
Lodge Farm Park (London Marathon Trust)	
- outdoor gym	15000
St Andrews Park (London Marathon Trust)	
- outdoor gym	15000
Raphael Park (Heritage Lottery Fund)	
Stage I bid award Parks for People programme	133000
Lessa Open Space (London Marathon Trust)	
- teen area	20000
Harrow Lodge Park (Environ Agency)	
Feasibility Study	30000
Harrow Lodge Park (LDA)	
Feasibility Study	30000
Total	595000

GREEN SPACES PROJECT - IMPROVEMENTS



Vandalised Harold Park Pavilion 2006



Opening of new Harold Wood Park Sports Pavilion – February 2009



Cottons Park circa 2006



Cottons Park new skatepark - 2008



Upminster Park shrub beds circa 2004



Upminster Park 2008 - after Green Flag award



Collier Row Recreation Ground former play area circa 2004



Opening of new Collier Row Recreation Ground play area in 2006

This page is deliberately left blank



CABINET

16 December 2009

REPORT

Subject Heading:

PROPOSAL TO MAKE THE LONDON BOROUGH OF HAVERING (MARDYKE ESTATE PHASE 2) COMPULSORY PURCHASE ORDER

Cabinet Member:

Councillor Michael Armstrong

CMT Lead:

Christine Dooley

Report Author and contact details:

Robin Bloom, Principal Locum Lawyer (Contracts) ext. 2472

Policy context:

Regeneration and redevelopment of the Mardyke estate

Financial summary:

The cost of the compulsory purchase order is being met by Old Ford Housing Association who are the current owners of the estate

Is this a Key Decision?

No

Is this a Strategic Decision?

Yes

When should this matter be reviewed?

n/a

Reviewing OSC:

Housing

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

- Clean, safe and green borough
- Excellence in education and learning
- Opportunities for all through economic, social and cultural activity
- Value and enhance the life of every individual
- High customer satisfaction and a stable council tax

SUMMARY

Formal approval of a plan of one of the premises to be included in the London Borough of Havering (Mardyke Estate Phase 2) Compulsory Purchase Order 2009.

RECOMMENDATIONS

To confirm the inclusion of the leasehold interest of 70 Lower Mardyke Avenue, Rainham, as defined on the annexed plan in the London Borough of Havering (Mardyke Estate Phase 2) Compulsory Purchase Order 2009.

REPORT DETAIL

On 11 February 2009 Cabinet authorised the making of Compulsory Purchase Orders for Phases 1 and 2 of the Mardyke Estate Regeneration and gave delegated powers to specified Officers to progress the matter

The Decision detailed the properties included within Phase 2 under Table 1 but the relating plans in Appendix 1 omitted the location plan for 70 Lower Mardyke Avenue, Rainham, RM13 8PR.

The location plan for 70 Lower Mardyke Avenue, Rainham, RM13 8PR is now included in the Appendix to this Report and Cabinet is asked to confirm its decision made on 11 February 2009 with the inclusion of the above mentioned plan.

REASONS AND OPTIONS

Reasons for the decision:

The making of the Mardyke Estate (Phases 2) CPO, is to enable the implementation of Phase 2 of the Mardyke regeneration Masterplan and the improvement of the local housing stock as set out in section 3 of the report of the 11th February 2009.

Other options considered:

The only alternative is not to make a compulsory purchase order on the premises. Since the date of the transfer, OFHA has sought to purchase the leasehold interests in Appendix C by agreement. It is likely that negotiations will continue up

to and indeed beyond the making of the order. However, there remains a risk of not reaching agreement with one or more leaseholders. Unless all premises are acquired the redevelopment cannot proceed.

IMPLICATIONS AND RISKS

Financial implications and risks:

All costs incurred by the Council relating to the making of this CPO, and the associated capital expenditure will be reimbursed by Old Ford Housing Association in accordance with the Mardyke Transfer Agreement, (Schedule 10, part 2) between the Council and the Association.

It is not possible to estimate at this stage the likely costs the Council will have to incur for this CPO and acquisition, prior to reimbursement by OFHA, as it is not clear whether or not an inquiry will be required, nor how many properties will be subject to compulsory purchase.

The Council would become liable for any Council Tax payments for any properties acquired by the Council which are void for more than 6 months. In the event of any such costs being incurred by the Council as a result of this CPO order these would be reimbursed by Old Ford Housing Association.

In the event of compulsory purchase triggering the repayment of RTB discount repayments back to the Council this will be taken account of in finalising the agreed price for acquisition.

Similarly, account will also have to be taken if any leaseholders being subject to compulsory purchase have a mortgage outstanding with the Council.

Legal implications and risks:

Section 17(3) of the Housing Act 1985 allows local authorities to acquire land and property by compulsory purchase order for housing purposes. Circular 02/03 states that Section 17 may be used for the purpose of making the land available to a Housing Association for development.

The CPOs will be subject to confirmation by the Secretary of State and the circular states that there must be a compelling case in the public interest for a CPOs given the interference with the property rights of those affected.

Human Resources implications and risks:

There are no human resource implications and risks relating to this report.

Equalities implications and risks:

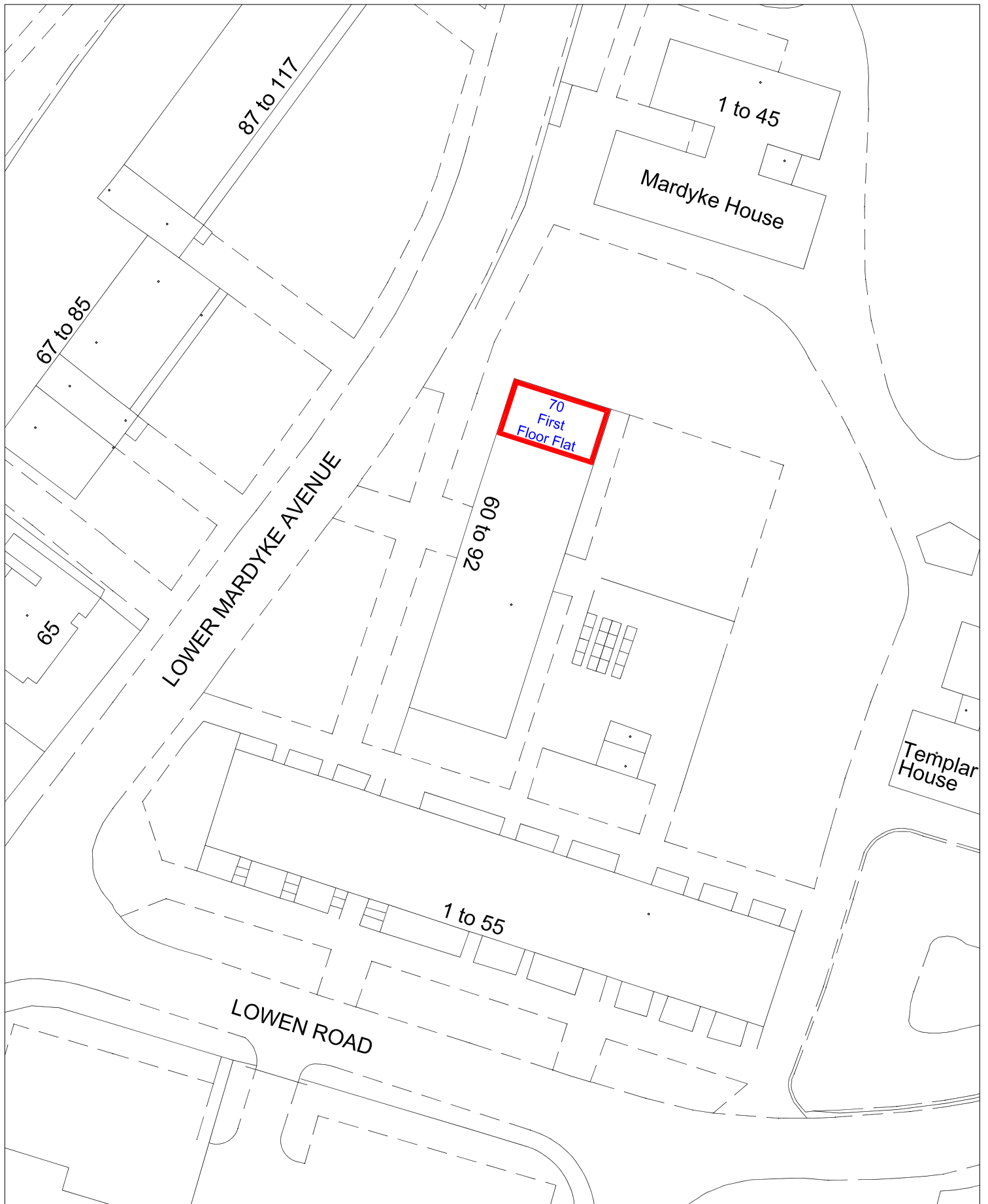
Members of Havering's more socially excluded communities, notably

residents with low incomes and those from black and minority ethnic communities, are over-represented on the Mardyke Estate. Thus, the ultimate redevelopment and improvement of properties will have a positive impact on these communities' quality of life.

In the interests of community cohesion that Mardyke scheme has been developed to encourage as many resident leaseholders as wish to to remain on the new Mardyke. To achieve this the offer to leaseholders includes being able to buy a new property on the estate outright, through shared equity or as part of a shared ownership scheme.

BACKGROUND PAPERS

1. Mardyke Masterplan and Outline Planning Application (P2058.08), Old Ford Housing Association in particular:
 - i) Planning Statement (including draft Heads of Terms);
 - ii) Description of Development & Parameters



No	Revisions	Date	Notes

Job Title: Mardyke CPO	Date: November 2009
Drawing Title: 70 Lower Mardyke Avenue Rainham, RM13 8PR	Scale: 1:500 @ A4
	Drawing Number: sps0668



Havering
LONDON BOROUGH

Strategic Property Services
 Mercury House | Mercury Gardens | Romford | RM1 3RX
 Telephone: 01708 434343 | Fax: 01708 432512
 email: propertyservices@haverling.gov.uk
 Internet: www.haverling.gov.uk



© Crown Copyright. All Rights Reserved.
 London Borough Of Havering.
 Licence No: 100024327

Based upon Ordnance Survey mapping with the permission of the Controller of Her Majesty's Stationary Office © Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings.

This Drawing shall not in any way be used or reproduced Without The Prior Permission Of Strategic Property Services. All Dimensions are to be checked on site prior to commencement of work & any discrepancies reported to Strategic Property Services. Do not scale, work only to figured dimensions.

This page is deliberately left blank

CABINET

SUPPLEMENTARY AGENDA

16 December 2009

SUPPLEMENTARY REPORT

5	RAINHAM VILLAGE CONSERVATION AREA: HIGH RISE FLATS Supplementary report attached
---	--

CORRECTION

10	MAYORAL STRATEGIES – Consultation response from London Borough of Havering
----	---

The 6th bullet point of paragraph 12 (on page 8 of the printed Vol.2 of agenda papers) should read :

- In view of the scale of pitch provision for gypsies and travellers required to meet local needs in Havering, the Council should not be expected to make additional provision to accommodate pan-London requirements

Cabinet, 16 December 2009



CABINET

16 December 2009

REPORT

Subject Heading:

RAINHAM VILLAGE
CONSERVATION AREA:
HIGH RISE FLATS

Cabinet Member:

Michael Armstrong

CMT Lead:

Cynthia Griffin

Report Author and contact details:

Nigel Young
01708 432543
nigel.young@havering.gov.uk

Policy context:

Havering Local Development
Framework
Rainham Compass June 2009
A Regeneration Strategy for
Havering (2007 – 2010)

Financial summary:

Financial implications agreed
by Cabinet June 2009

Is this a Key Decision?

No

Is this a Strategic Decision?

No

When should this matter be reviewed?

N/A

Reviewing OSC:

Culture and Regeneration

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

Clean, safe and green borough	✓
Excellence in education and learning	✓
Opportunities for all through economic, social and cultural activity	✓
Value and enhance the life of every individual	✓
High customer satisfaction and a stable council tax	✓

SUMMARY

At its meeting on 9 December, the Council resolved to agree the following motion:

“This Council will support and promote Rainham Village with its unique heritage, historical buildings, character and appearance.

The Council therefore asks Cabinet to reconsider any current proposals to build high rise flats in the Rainham Village Conservation Area.”

This report firstly describes the action which the Council is taking to support and promote Rainham Village and its heritage, character and appearance.

It then explains the threshold used in the Havering Local Development Framework for “tall buildings”, which is regarded as synonymous with “high rise”, and notes that there are no current proposals in the Rainham Village Conservation Area which exceed this threshold.

The current proposal for a new library and community and learning centre with sixteen apartments is not considered high rise, and it is proposed that it will contribute positively to the Conservation Area, as well as providing much-needed community facilities.

RECOMMENDATIONS

1. To note the action which the Council is taking to support and promote Rainham Village and its heritage, character and appearance.
2. To note that there are no current proposals to build high rise flats in the Rainham Village Conservation Area.
3. To note that the current proposal for a new library and community and learning centre with sixteen apartments is proposed to contribute positively to the Conservation Area, as well as providing much-needed community facilities.

REPORT DETAIL

1.0 Supporting and Promoting Rainham Village

1.1 The Council is already actively supporting and promoting Rainham Village. ***Rainham Compass*** sets out the Council's vision for the area and specifically emphasises preserving and enhancing the heritage, character and appearance of the village, including its historic buildings. Policies for this are set out in the Local Development Framework and Site Specific Allocations document and include designation of the Village as a Conservation Area.

1.2 Rainham Compass lists a range of improvement projects planned/underway for Rainham Village setting the following goal - 'We want to preserve the attractive heritage of the village and enhance the quality of life by providing improved safer local environment, enriched by educational and cultural opportunities for everyone. The physical projects include:

- New Library and Community and Learning Centre with 16 apartments (approximate funding - £6m)
- Rainham Village interchange and public space - (approximate funding - £1.2m)
- Rainham Hall Gardens - (approximate funding - £300k)
- Rainham Walkway - (approximate funding - £385k)
- Improving Traffic management - including a new public space at the war memorial (approximate funding - £1.5m)
- Shop front improvements (bid for further funding - £230K including match funding)
- Rainham Creekside (funding to be confirmed)
- Rainham Village School and Health Centre (funding to be confirmed)
- Rainham to the River and Parklands (approximate funding - £5m)

1.3 For over five years the Council has run an environmental improvement programme which has brought together Council funding with English Heritage and other funding sources including private sector. This has made a dramatic improvement to heritage of the village through improving 13 shop fronts, the Redbury Guest House, the Church Yard and Rainham Hall. This Shopfront Improvement Programme was begun in 2003 and approximately £385,000 funding has been secured for the scheme from sources such as English Heritage, Veolia Trust and London Riverside Ltd.. The grant also generally requires a 20% contribution from shop keepers. The most recent completion is the Rainham Gold Mine – a Grade II listed building.

- 1.4 The Council is also working with partners such as the London Thames Gateway Development Corporation to bring forward further improvements in the village through the development of a Rainham Village Public Realm Masterplan which includes such projects as the walkway linking Tesco to the village, the extension and improvement of the Creekside Park, traffic management and improvements around Rainham Hall. In addition, the Council is seeking to extend the highly successful shop front improvement scheme.

2.0 Proposals for “High Rise” Flats in the Conservation Area

- 2.1 The Council's LDF (Local Development Framework) policies for development do not use the terminology "high rise". This term is however regarded as synonymous with a "tall" building. As defined within the LDF (Development Control Policy DC66) this Council considers that in Havering a "tall" building or structure is one which is six storeys or eighteen metres or more above ground level. The policy states that buildings or structures of this height are likely only to be acceptable in selected locations in Romford Town Centre, and it requires all tall buildings to be of exemplary high quality and inclusive design.
- 2.2 In addition, LDF Site Specific Allocation Policy SSA15 - *Rainham Station Transport Interchange and Civic Square* - provides specific criteria for assessing redevelopment proposals on the land north of Rainham Station. Amongst other things development must safeguard important views into and out of the village, and a heritage statement must be submitted with development proposals evidencing how the development will preserve or enhance the character of the Conservation Area and will enhance the setting of Rainham. Buildings here also need to help integrate the station into the fabric of the village.
- 2.3 Along the Rainham Broadway, the LDF Site Specific Allocation (SSA13) imposes a restriction to a maximum of three storey development. This restriction does not apply to the site north of the station, but key heritage considerations have been taken into account when developing the scheme as set out below.
- 2.4 In response to the second part of the motion (as noted in Recommendations 2 and 3), the scheme proposed for the site north of the station would not exceed the planning policy threshold for tall buildings, so there are no current proposals to build high rise (ie tall) flats in Rainham Village Conservation Area.
- 2.5 The development if approved will be funded by the Development Corporation and the Council, and will provide much-needed community facilities for Rainham, including an expanded new library with a PASC; community halls and meeting rooms; a small coffee shop and kiosk; accommodation for a playgroup; a lifelong learning centre; and externally, a landscaped public space with cycle and disabled parking

facilities, linked to the provision of a new bus/rail transport interchange for Rainham. Next to the library and community building there will be sixteen apartments – there will be no flats on top of the library. The whole scheme proposes to use traditional materials and has been carefully designed to complement the buildings in the historic village centre.

- 2.6 Because of the importance of the Conservation Area, in taking proposals forward the Council and the Development Corporation have sought the involvement of high quality designers and architects to ensure the setting of this historic village is preserved and enhanced, and accordingly appointed award-winning architects Maccreanor Lavington. They propose that the new building for the site north of the station will improve the Conservation Area by providing an important and appropriately designed building at a point where the historic village, the marshes, industry and the station come together.
- 2.7 The development as proposed will screen views of the railway bridges, overhead power lines and adjacent five storey flats which currently detract from the Conservation Area. The height of the proposed building steps down from five storeys nearest the railway where it is just below eighteen metres, to two storeys nearest to the village, responding to adjacent two and three storey buildings in the Conservation Area.
- 2.8 English Heritage have been consulted during the development of the scheme and are supportive of the design principles and the relationship of the proposed buildings to the Conservation Area, and have commented informally that :

“The quality of the design and completed project has the potential to make a huge contribution to Rainham and will integrate the transport interchange effectively into the historic fabric of the village. In this respect I would urge both the [Development Corporation] and [the Council] to consider the library proposal with CABE [the Commission for Architecture and the Built Environment] and with an aim for a potential [Royal Institute of British Architects] Conservation Award.”

REASONS AND OPTIONS

3.1 Reasons for the decision:

The decisions are for noting, and follow a motion to Council.

3.2 Other options considered:

A range of options have been considered in the development of Rainham Compass and the LDF on which there has been extensive public consultation.

IMPLICATIONS AND RISKS

4.0 Financial implications and risks:

4.1 This report is for noting, and has no specific financial implications. For information, financial implications for Rainham Compass as a whole were agreed by Cabinet in June 2009.

5.0 Legal implications and risks:

5.1 The report does not introduce any new legal implications regarding the promotion and protection of the Rainham Conservation Area.

6.0 Human Resources implications and risks:

6.1 The human resources implications of the actions the Council is taking to promote and protect the Rainham Conservation Area were detailed in the reports where those actions were authorised, and there are no new human resources implications arising from this report.

7.0 Equalities implications and risks:

7.1 The equalities implications of the actions the Council is taking to promote and protect the Rainham Conservation Area were detailed in the reports where those actions were authorised, and there are no new equalities implications arising from this report.

BACKGROUND PAPERS

1. Equality Impact Assessment June 2006