



Public Document Pack

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

# CABINET

<b>7.30 pm</b>	<b>Wednesday 20 March 2013</b>	<b>Council Chamber - Town Hall</b>
----------------	------------------------------------	--

Members 10: Quorum 5

Councillor Michael White (Leader of the Council), Chairman

	<b>Cabinet Member responsibility:</b>
Councillor Steven Kelly (Vice-Chair)	(Deputy Leader) Individuals
Councillor Michael Armstrong	Transformation
Councillor Robert Benham	Community Empowerment
Councillor Andrew Curtin	Culture, Towns & Communities
Councillor Roger Ramsey	Value
Councillor Paul Rochford	Children & Learning
Councillor Geoffrey Starns	Community Safety
Councillor Barry Tebbutt	Environment
Councillor Lesley Kelly	Housing & Public Protection

**Ian Buckmaster**  
**Committee Administration & Member Support Manager**

**For information about the meeting please contact:**  
**Andrew Beesley 01708 432437**  
**[andrew.beesley@haverling.gov.uk](mailto:andrew.beesley@haverling.gov.uk)**



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

## **AGENDA**

### **1 ANNOUNCEMENTS**

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

### **2 APOLOGIES FOR ABSENCE**

(if any) - receive

### **3 DISCLOSURES OF PECUNIARY INTEREST**

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

### **4 MINUTES (Pages 1 - 18)**

To approve as a correct record the minutes of the meeting held on 13 February 2013, and to authorise the Chairman to sign them.

### **5 REPORT OF THE VALUE OVERVIEW & SCRUTINY COMMITTEE - REQUISITION OF CABINET DECISION CONCERNING THE FUTURE STRATEGY IN RESPECT OF THE OLD WINDMILL HALL SITE AND ADJACENT CAR PARK**

Report to follow if requisition upheld

### **6 TRANSFER OF PUBLIC HEALTH TO THE COUNCIL (Pages 19 - 28)**

### **7 FIVE CULTURE SUB-STRATEGIES (Pages 29 - 206)**

### **8 NON-DOMESTIC RATE RELIEF - CHARITIES AND NON-PROFIT MAKING ORGANISATIONS (Pages 207 - 222)**

### **9 CORPORATE PERFORMANCE REPORT 2012/13 - QUARTER 3 (Pages 223 - 244)**

# Public Document Pack Agenda Item 4



**MINUTES OF A CABINET MEETING**  
**Council Chamber - Town Hall**  
**Wednesday, 13 February 2013**  
**(7.30 - 9.55 pm)**

**Present:**

Councillor Steven Kelly (Individuals) Deputy Leader (Chairman)

**Cabinet Member responsibility:**

Councillor Michael Armstrong

Transformation

Councillor Robert Benham

Community Empowerment

Councillor Andrew Curtin

Culture, Towns & Communities

Councillor Roger Ramsey

Value

Councillor Paul Rochford

Children & Learning

Councillor Geoffrey Starns

Community Safety

Councillor Lesley Kelly

Housing & Public Protection

Apologies were received for the absence of Councillors Michael White and Barry Tebbutt.

Councillors Keith Darvill, Michael Deon Burton, David Durant, Roger Evans, Gillian Ford, Linda Hawthorn, Paul McGeary, Pat Murray, Denis O'Flynn, Ron Ower and Linda Van Den Hende were present for the meeting.

There were no disclosures of pecuniary interest.

The Chairman advised those present of the evacuation procedures in the event of an emergency.

Unless otherwise indicated, all decisions were agreed unanimously with no member voting against.

In the absence of the Chairman, the Vice-Chairman chaired the meeting.

## 43 MINUTES

The minutes of the meeting of Cabinet held on 23 January 2013 were agreed as a correct record and signed by the Chairman.

44 **THE COUNCIL'S BUDGET 2013/14 - INCLUDING THE SETTING OF FEES & CHARGES**

*Councillor Roger Ramsey, Cabinet Member for Value, introduced the report.*

The report before Cabinet outlined the context within which the 2013/14 budget was due to be set and identified the Council's overall policy direction, statutory duties and financial strategy.

It was reported that the Council's budget needed to reflect the level of funding allocated to it by the Government. It was noted that since the 2010 General Election, the Government had made a series of announcements, with the most recent being the Autumn Budget Statement, which preceded the announcement of the provisional Local Government Settlement. This saw the introduction of fundamental and complex changes to the funding regime for local authorities, probably the biggest in 20 years. Whilst this reflected the localisation of responsibilities, it also brought increased financial risk, and this had to be reflected as part of a robust budget setting process.

In anticipation of the changes that these various announcements had brought about, and in response to the Emergency Budget announced in 2010, Cabinet had previously agreed a range of savings proposals in July 2010, and again in July 2011, designed to deliver savings approaching £36m. These proposals were in the process of being implemented, subject to consultation where appropriate.

It was noted that the provisional settlement had been announced on 19 December, the details of which had been included in the previous report to Cabinet in January. Interpretation of the impact of the settlement had been extremely difficult due to the continual flow of information from central government. More recently, there had been speculation that the final settlement would not be available until mid-February. Supplementary papers were issued which provided further detailed information on the final local government financial settlement and other levies. It was noted that the final settlement provided a 1.1% reduction in funding. The delay in the announcement had increased the level of uncertainty at a time when the pressure on public sector budgets continued to grow.

In the light of the ongoing financial climate, and with the prospects for "more of the same" for the foreseeable future, information on a small number of budget pressures and savings proposals was released for formal consultation in January and as part of this process, was submitted to the joint Overview and Scrutiny Committee. The results of this consultation were set out in the report. Subject to any further changes made by Cabinet arising from the consultation and scrutiny, the report set out the factors being recommended for inclusion within the 2013/14 budget.

It was noted that there was no proposed increase to the Havering element of the Council Tax, which would enable the Council to take advantage of the new Council Tax freeze grant on offer.

Final confirmation of the Greater London Authority (GLA) precept was not expected until the day on which the London Assembly was due to meet, which was two days prior to the Council budget setting meeting. It was reported that the Mayor had proposed a small reduction in the current precept, and this had been the subject of a similar consultation process. On the assumption that this was approved by the

London Assembly, there would be a small overall reduction in Council Tax. The band D figure would reduce to £1,498.18.

The report provided details of the various components of the budget with appendices also included.

**Reasons for the Decision**

The Council is required to set a budget for 2013/14 and, as part of that process, undertake relevant consultation in respect of the proposals included within the budget.

**Alternative Options Considered**

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

Members praised staff for their hard work in drafting the report in difficult circumstances given the inaccuracies in the final settlement delivered by central government.

The Cabinet Member emphasised the challenging financial circumstances that the Council found itself in, particularly as further savings were required in the next financial year and beyond.

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

1. Noted the advice of the Chief Finance Officer as set out in Appendix H when recommending the Council budget.
2. Noted the comments received during the consultation exercise, which are set out in the report from the joint Overview and Scrutiny Committee, which is attached as Appendix J to this report, when recommending the total Council budget.
3. Approved the Council's General Fund draft budget for 2013/14 as set out in Appendix E of the report, formulated on the basis of:
  - an ELWA levy based on the anticipated budget and levy increase
  - the budget items shown at Appendix F of the report
  - the other assumptions set out in this report.
4. Approved the delegated schools' draft budget as set out in Appendix E.
5. Delegated to the Leader and the Cabinet Member for Value authority to approve spending plans for new sources of grant funding or for confirmed amounts where estimates have previously been used, as set out in paragraph 3.3.5 of the report, for both revenue and capital grant funding.

6. Delegated to the Cabinet Member for Children's Services, in conjunction with the Cabinet Member for Value, authority to take action to reduce Council spend resulting from the further transition of schools to academy status, as set out in paragraph 3.4.22 of the report.
7. Delegate to the Chief Executive and Group Directors to make any necessary changes to service and the associated budgets relating to any subsequent specific grant funding announcements, where delays may otherwise adversely impact on service delivery and/or budgetary control, subject to consultation as appropriate.
8. Approved, with effect from 1 April 2013, that the financial assets and liabilities of the commercial properties currently held in the Housing Revenue Account be appropriated to the General Fund, the final list of properties appropriated to be agreed by the Group Director Finance & Commerce.
9. Approved the schedule of Fees and Charges set out in Appendix L, with any recommended changes in year being implemented under Cabinet Member delegation.
10. Approved the Capital Programme for 2013/14 as set out in Annexes 2, 3 and 4 of Appendix I of the report.
11. Delegated to the Chief Executive and Group Directors to implement the 2013/14 capital and revenue proposals once approved by Council unless further reports or Cabinet Member authorities were required as detailed.
12. Agreed that if there were any changes to the GLA precept and/or levies, that the Group Director Finance & Commerce (in the absence of the Chief Executive) be authorised to amend the recommended resolutions accordingly and report these to Council on 27 February 2013.
13. Agreed that information be made available to members of the public, staff, trade unions, etc. explaining the decisions made by Cabinet, and the final decision on the Council Tax setting.
14. Delegated to the Cabinet Member Value and the relevant service area Cabinet Members authority to commence tender processes and accept tenders where these relate to Capital schemes within the Capital Programme.
15. Delegated to the Chief Executive authority to consider the comments of the trade unions and to reflect any changes and/or comments in the recommendations to Council.

**Cabinet:**

16. Recommends to Council, subject to recommendation 3 above, the General Fund budget, and the Council Tax for Band D properties, and for other Bands of properties, all as set out in Appendix E, as

revised and circulated for the Greater London Authority (GLA) Council Tax.

17. Recommends to Council the delegated schools' budget, also as set out in Appendix E.
18. Recommends to Council that a resolution be passed based on the proposals as set out in this report in order to set the Council Tax – the final text/figures to be advised to Council once the final GLA position is known.
19. Recommends to Council to pass a resolution as set out in section 8.4 of this report to enable Council Tax discounts to be given at the existing level
20. Recommends to Council the Capital Programme for 2013/14 as set out in Annexes 2, 3 and 4 of Appendix I.
21. Recommends to Council to agree that the Capital Programme be expanded for schemes during the year which are funded via grant funding under the authority of the Leader and the Cabinet Member Value.

**Cabinet Noted:**

22. The monitoring arrangements for 2013/14.
23. The prospects for 2014/15 and beyond, which indicate a very challenging financial environment still lies ahead, with the continuation of the Government's austerity programme, and that the need for continued financial prudence is especially important.
24. The likely date for the announcement of the final settlement and the potential need for a further report, should the figures be materially different.
25. That supplementary information would be provided to Cabinet where information was awaited, such as from external bodies such as the GLA and the other levying bodies, as well as the final settlement itself.
26. That any further reductions in grant funding introduced by the Government subsequent to the setting of the budget would be reported back to Cabinet, together with any consequent recommendations on maintaining financial stability.
27. That a further report would be brought to Cabinet setting out proposals to reduce spend associated with Early Intervention activities, in line with the reduced funding provided by Government.
28. That a report would be brought to Cabinet in March setting out the Council's proposed policy for dealing with business rates relief.
29. The effect of Council Procedure Rules with regard to the moving of any amendment to the Council Tax Setting report.

30. That consultation with the Trades Unions would continue in respect of any proposals within the Budget that have an impact on staff.
31. The virement and contingency rules set out in Appendix G.
32. That it had previously agreed that any future underspends from the Corporate Contingency Fund, from the Transformation budget, and from any service revenue underspends, were allocated to the Strategic Reserve.
33. The indicative Capital Programme for 2014/15 as set out in the report and Appendix I.
34. That the Treasury Management Strategy was being presented to Cabinet concurrently with this report as a separate agenda item.
35. That **Midnight on Monday 18 February 2013** is the deadline for amendments to the Council Tax Setting and Budget Report.

45 **HRA BUDGET FOR 2013/14 AND HRA CAPITAL PROGRAMME 2013/14 - 2014/15**

*Councillor Lesley Kelly, Cabinet Member for Housing & Public Protection, introduced the report*

The report before Cabinet detailed a budget for the Council's Housing Revenue Account (HRA) and HRA Capital Programme. It was explained that from 2012 the position of the HRA had changed as a result of the introduction of Self Financing HRAs. An update to the HRA Business Plan was provided as an appendix to the report.

It was noted that the HRA remains a ring-fenced account that is used to manage the Council's own housing stock. The proposed budget would enable the Council to manage the stock to a reasonable standard and to deliver the next phase of the Council's Decent Homes Programme. The report sets out the income resources the Council has available to spend on housing; it also set out the current HRA financial position and proposed spending plans for 2013/14.

In addition, the report detailed the proposed rents, service charges and other charges for Council tenants for the year 2013/14.

**Reasons for the Decision**

The Council is required to set the housing rent, service charges and a budget in accordance with the Local Government and Housing Act 1989.

**Other Options Considered**

There were no alternative options in so far as setting a budget was concerned. However, there were options in respect of the various elements of the budget. These were considered in preparing the budget and cover such matters as the rent and service charge increase, budget growth and capital programme proposals.



A view was expressed that the above-inflation increases in rents and service charges would have a detrimental effect on the living standards of the poorer sections of society. Members were reminded that the rents in Havering were the lowest across Greater London and that any increase in rents and service charges would be reinvested into the Decent Homes fund.

**Cabinet:**

1. Agreed the Housing Revenue Account Budget as detailed in Appendix 1.
2. Agreed that the average rent for Council properties owned by the London Borough of Havering be increased by £4.55, from £81.21 to £85.76 (5.60%) with effect from 1 April 2013, in line with the Government's policy to restructure rents. This means in effect that rents would increase as set out in the table below:

	<b>Rent 2012/13 – 52 weeks</b>	<b>Rent 2013/14 – 52 weeks</b>	<b>Increase (£)</b>	<b>% increase</b>
Bedsit	£62.96	£66.55	£3.59	5.70%
1 Bed	£67.49	£71.91	£4.42	6.55%
2 Bed	£80.11	£84.58	£4.47	5.58%
3 Bed	£97.29	£102.16	£4.87	5.01%
4 Bed	£110.90	£116.17	£5.27	4.75%
5 Bed	£122.20	£127.68	£5.48	4.48%
<b>Average Rent</b>	<b>£81.21</b>	<b>£85.76</b>	<b>£4.55</b>	<b>5.60%</b>

3. Agreed that the rent free weeks for 2013/14 be w/c 26 August 2013, the two weeks commencing 23 December 2013, and the week commencing 31 March 2014.
4. Agreed that tenants' service charges and heating and hot water charges for 2012/13 be increased or decreased as follows:

<b>Service Charges reviewed and recommended</b>	<b>2012/13 Weekly Charge – 52 weeks</b>	<b>2013/14 Weekly Charge – 52 weeks</b>	<b>Increase (decrease)</b>	<b>% increase (decrease)</b>
Caretaking	£3.41	£3.33	(£0.08)	(2.3%)
Internal Block Cleaning	£0.71	£1.02	£0.31	43.7%
Bulk Refuse Collection	£0.49	£0.45	(£0.04)	(8.1%)
CCTV - Mobile Service	£0.55	£0.55	£0.00	0%
CCTV - Static Service	£1.30	£1.38	£0.08	6.2%
Neighbourhood Wardens	£0.85	£0.83	(£0.02)	(2.4%)
Door Entry	£1.38	£1.38	£0.00	0%
Ground	£2.57	£2.39	(£0.18)	(7.0%)

Maintenance				
Sheltered Cleaning	£2.67	£2.93	£0.26	9.7%
TV access	£1.25	£1.32	£0.07	5.6%
Heating	£10.85	£9.52	(£1.33)	(12.3%)
Hot Water	£8.22	£6.02	(£2.20)	(24.3%)

5. Agreed that the service charge for homeless households accommodated in the Council's hostels be increased by 3.1% to £24.15 a week.
6. Agreed that charges for high and medium demand garages be increased by 2.6% and that rents for low demand garages be frozen.
7. Agreed that support charges for mobile support for older people be increased by 3.1% as follows:

<b>Service</b>	<b>Weekly support charge in 2012/13 – 52 weeks</b>	<b>Weekly support charge in 2013/14 – 52 weeks</b>
Support – low level	£5.12	£5.28
Support – medium level	£10.24	£10.56
Support – high level	£12.81	£13.21
Community support (previously called 'Itinerant round')	£1.10	£1.13

8. Agreed that the Careline support charge be increased by 3.1% as follows:

<b>Service</b>	<b>Weekly support charge in 2012/13 – 52 weeks</b>	<b>Weekly support charge in 2013/14 – 52 weeks</b>
Careline – sheltered tenants	£4.10	£4.23
Careline – community users	£4.37	£4.51

9. Agreed that Telecare support charges be increased by 3.1% as set out below:

<b>Service</b>	<b>Weekly support charge in 2012/13 – 52 weeks</b>	<b>Weekly support charge in 2013/14 – 52 weeks</b>
Telecare – base unit plus two sensors	£6.37	£6.57
Additional Telecare sensor	£1.06	£1.09

10. Agreed to maintain the transitional arrangements to correct the undercharging, by £4.18 increase plus inflation a week, of tenants in the former Hornchurch mobile support pilot scheme, whereby the full charge will be gradually increased over the five year period 2012/13 to 2016/17 inclusive for the 13 tenants paying for this service; for 2013/14 this amounts to an increase to the weekly charge (52 weeks) of £0.87.
11. Agreed the detailed expenditure items in the 2013/14 and 2014/15 HRA Capital Programmes, based on total resources of £35.7m and £43.781m respectively, as presented in Appendix 2 & 3 and agreed to refer the Programmes to Council for final approval for expenditure.
12. Approved the development of an affordable housing scheme consisting of nine bungalows for older people at the Garrick House sheltered scheme in Hornchurch, (the funding for which was included in detail in the exempt Appendix 5), consisting of capital grant from the GLA under the Mayor of London's Care and Support Specialised Housing Fund, subject to the successful outcome of a bid made in January 2013. Also included were right-to-buy receipts allocated to new building housing under the agreement signed with the Department for Communities and Local Government in 2012, and s106 commuted sums to meet the remainder, the exact amount being dependent on the level of GLA grant allocated.

46 **TREASURY MANAGEMENT STRATEGY STATEMENT, MINIMUM REVENUE PROVISION POLICY STATEMENT AND ANNUAL INVESTMENT STRATEGY 2013/14**

*Councillor Roger Ramsey, the Cabinet Member for Value, introduced the report*

Each year the Council receives and approves, as a minimum, three main reports which incorporate a variety of policies, estimates and actuals. It was noted that such reports were scrutinised by the Audit Committee before presented to Cabinet for recommendation to Council.

The subject of the report before Cabinet members was the 'Prudential and Treasury Indicators and Treasury Strategy'. The report covered the following areas:

- the capital plans (including prudential indicators);
- a Minimum Revenue Provision Policy (how residual capital expenditure was charged to revenue over time);
- the Treasury Management Strategy (how the investments and borrowings were organised) including treasury indicators; and
- an investment strategy (the parameters on how investments were managed).

The Treasury Management Strategy Statement, which incorporates the Minimum Revenue Provision Policy Statement and the Annual Investment Strategy, were attached as an appendix to the report.

**Reasons for the decision:**

The statutory Codes set out that the Council ought to approve a Treasury Management Strategy Statement, the MRP Strategy and the Annual Investment Strategy for 2013/14.

**Other options considered:**

There were no good reasons to depart from the provisions of the relevant Codes.

Cabinet agreed the Treasury Management Strategy Statement (TMSS) which incorporated the MRP Strategy and the Annual Investment Strategy 2013/14, and recommends to Council that the TMSS be approved.

**47 REVIEW OF CHILDREN'S CENTRES**

*Councillor Paul Rochford, Cabinet Member for Children & Learning, introduced the report*

The report before Cabinet presented the findings from the recent consultation on a review of Children Centres, which proposed the merger of Children Centre activities around 6 hub sites that took place between 15 October 2012 and 4 January 2013.

It was noted that alternative operators (such as Schools and Libraries) would run and maintain the other smaller and less-used sites, which would be decommissioned as Children Centres, but continue to provide early years services such as pre-school provision.

Overall, the consultation responses received were supportive of the proposals which Cabinet was asked to approve.

**Reasons for the decision**

Alongside the background evidence base, feedback from the consultation suggests support for the merger of Centres as indicated. Consultation feedback as detailed in stakeholder consultation minutes attached also indicated that Chippenham Road should remain open as a Children's Centre.

The implementation of the proposal would continue the delivery of service provision to a high standard without affecting current staffing levels and allow for closer co-location of staff to deliver targeted and preventative services for families.

Children's Centres would still offer free services to all, although resources will be mainly focused on more targeted and specialist work with families. Wherever possible, the voluntary sector and parent volunteers will continue to be encouraged to deliver these services, supported with training where necessary or families signposted to other opportunities in the area.

The proposals would ensure:

- Havering continued to meet its statutory duty to have sufficient centres to meet local need

- (demand at the larger Hub Centres is far higher as detailed in the evidence section, and positive informal feedback has been received from Department for Education on initial proposals).
- That the impact on local communities would be minimal, due to the provision of alternative early years services from former sites. Increased outreach provision will also ensure that services are accessible and all communities can be served.
- Provision of local childcare, particularly given significant recent increases in the early years population in Havering are likely to increase placement demand. The proposals will also help the Council implement its Childcare Sufficiency Audit Objectives and provide additional free places for two year olds from vulnerable families.

**Table 2 Proposed Timeline**

<b>Date</b>	<b>Activity</b>
Friday 15 <sup>th</sup> February, or as soon as possible if the report is called in	<p>Cabinet considers and approves proposals..</p> <p>Proposals are sent formally to Department for Education for sign off.</p> <p>Building condition surveys completed and all other technical queries asked by schools are answered.</p> <p>Following any Cabinet approval, consultation feedback, alongside final proposals are distributed at Children Centres and on-line.</p>
Friday 1 <sup>st</sup> March	<p>Legal agreements with schools/libraries are finalised and transfer preparations commence.</p> <p>Any amendments are made based on Department for Education's formal response to site-specific proposals.</p>
Tuesday 2 <sup>nd</sup> April	Centres are deregistered and formerly transfer to new operators.
Summer term / holiday	Schools begin commence early years activities from sites, modify buildings as needed, and develop a variety pre-school offers to open from September 2013.

**Other options considered**

Alternative options considered included:

1. Keep all centres open - this is not a long-term option. It would mean staff resources remain over-stretched across multiple sites and are unable to deliver a new targeted and early help service. In addition, this option would not allow the Service to make financial savings.
2. Keep Hildene Children's Centre rather Chippenham Road open. This would be unattractive because

- Consultation findings and background evidence reveal the Chippenham Centre is well use, popular and should remain open.
- It is in a central and densely populated area.
- Due to the high rent costs, alternative early years provision (such as pre-school provision) is not financial. Without alternative early years provision from the site, DfE would be entitled to claw back Sure Start capital grant.
- In comparison, Hilldene Primary School is interested in using Hilldene Children's Centre for pre-school provision and family activities.

A number of questions were fielded concerning the impact of the proposals on existing provision and what the proposed provision would have on existing and future service users, particularly alongside the provision of early intervention.

Cabinet:

1. Noted the comments received and the overall findings from the consultation on the review of Children's Centres.
2. Approved the decommissioning of the following Children's Centres and the services currently provided within them to be transferred to the remaining hub sites by 2 April 2013, subject to receiving final approval from the Department for Education:
  - Airfield
  - Harold Court
  - Hilldene
  - Pyrgo
  - South Hornchurch
  - Thistledene
  - Upminster
3. Approved the continued provision of services from the following larger hub centres:
  - Collier Row
  - Chippenham Road
  - Elm Park
  - Ingrebourne
  - St Kildas
  - Rainham Village

## 48 **FUTURE OF YOUTH OFFENDING SERVICES IN HAVERING**

*Councillor Paul Rochford, Cabinet Member for Children & Learning, introduced the report*

The report informed Cabinet of interim arrangements which had been put in place with London Borough of Barking and Dagenham (LBBD) to manage Havering Youth Offending Service (YOS), whilst more detailed discussions had taken place to establish an integrated service model across both Havering and Barking and Dagenham.

It was reported that the interim arrangements included the secondment of one LBBD YOS Manager to Havering for 60% of his time and additional support from other LBBD YOS

Management staff. During the intervening period continued work would be undertaken to explore options for a fully integrated service.

**Reasons for the decision:**

The Council is committed to building a community where people are safe and feel safe. Good quality youth offending services reduce offending and reoffending amongst 10-18 year olds. Barking and Dagenham YOS had a very good thematic inspection in 2011/12 and the integration will allow opportunities for building on good practice and resilience in the Youth Offending Services in both boroughs.

**Other options considered:**

There were two main options considered, namely:

- Option 1 – To maintain standalone YOS for Havering.
- Option 2 – To collaborate with a neighbouring authority with a view to realising benefits for both authorities.

Option 2 is the recommended option for the reasons as outlined in the report.

Questions were raised concerning the level of consultation with partner organisations concerning the proposals. It was accepted that there would be a geographical spread resulting from the service revisions, however this would not result in a loss of service.

It was noted that the report was for noting, with the final decision delegated to the Cabinet Member for Children & Learning. The Crime and Disorder and Children & Learning Overview and Scrutiny Committees would be presented with reports detailing the performance of the proposed collaboration with LBBD.

Cabinet:

1. Noted and agreed the direction of travel to merge Youth Offending Services with London Borough of Barking and Dagenham over time.
2. Noted the current accommodation issues for the location of the YOS once the lease expires on Portman House.
3. Delegated authority to the Cabinet Member for Children & Learning to take any decisions required to complete a merger of Youth Offending Services with London Borough of Barking and Dagenham.

**49 SECTION 75 AGREEMENT WITH NORTH EAST LONDON FOUNDATION TRUST**

*Councillor Steven Kelly, Cabinet Member for Individuals, introduced the report*

This report before Cabinet considered the current partnership working with North East London Foundation Trust (NELFT) providing integrated health and social care services for people with mental health needs in Havering.

The report identified the opportunity for further co-operation with NELFT and recommended that the Council enter into an Overarching Section 75 Partnership Agreement with the Trust encompassing mental health and other community-based health and social care functions for a period of 3 years from 1 April 2013.

The Cabinet Member recognised that the Council's relevant Overview & Scrutiny Committees were the appropriate place for the performance of the contract to be monitored.

**Reasons for the decision:**

The Council and North East London Foundation Trust were partners in a successful Section 75 Agreement for the provision of an integrated community mental health service in Havering. The Council had seconded its mental health social care staff to the Trust. Following a review of the agreement both partners considered that the mental health partnership should continue and that as there may be a range of other health and social care services which would benefit from such a partnership approach there should be an Overarching Agreement that gives the partners flexibility to agree that other services can be incorporated at a future date.

**Other options considered:**

The Council considered these other options:

- Ending the current Section 75 Mental Health Agreement and secondment arrangements and delivering mental health social care services in-house. This option would not provide the required integrated health and social care services.
- Ending the current Section 75 Mental Health Agreement with North East London Foundation Trust and negotiating a new Agreement with another specialist mental health organisation. This option would entail considerable expenditure in procuring an alternative provider; the market in specialist mental health provision is not well developed and as the PCT and CCG who are the commissioners of the health mental health services are not intending to open the service to competition the Council would be unable to proceed on a unilateral basis.
- Renewing and revising the current Section 75 Mental Health Agreement with North East London Foundation Trust and developing separate Section 75 Agreements for each new service partnership. In view of the common intention of both parties to develop more partnership working across a wider range of health and social care services it would be more complicated and expensive in terms of developmental costs to produce a range of Agreements.

A suggestion was made that there be an annual debate in the Council on the issue of public health. The Cabinet Member for Individuals supported the suggestion and commented that the Annual Public Health Report was a matter which should be debated in public.

Cabinet authorised the Group Director, Social Care & Learning to conclude negotiations with North East London Foundation Trust to enter into an Overarching Agreement under Section 75 of the National Health Service Act 2006 with effect from 1 April 2013.



50 **PROPOSED GRANT FUNDING BIDS TO HERITAGE LOTTERY FUND LANDSCAPE PARTNERSHIPS PROGRAMME AND TO GREATER LONDON AUTHORITY 'BIG GREEN' FUND**

*Councillor Robert Benham, Cabinet Member for Community Empowerment, introduced the report*

The report described the developing partnership work between the Council, the Thames Chase Trust, the Forestry Commission and others aimed at securing funding for substantial environmental regeneration programmes in Havering's countryside and green spaces.

It was noted that Green infrastructure had an increasingly important role to play as the Council faced the challenges of sustaining economic growth and the expected changes to London's demography and climate. It could help absorb flood water, cool the urban environment and clean the air. It could also be used for local food production, to promote sport and leisure and ensure space for London's fauna and flora; as a network it could provide links and connections between places, encouraging walking and cycling, highlighting landscape and heritage and supporting the local economy, in particular the visitor economy.

The report sought approval to make grant funding bids to the GLA Big Green Fund, an All London Green Grid initiative, and to the Heritage Lottery Fund Landscape Partnerships programme and for the Council, on behalf of the partnership, to act as the accountable body for the grants were the bids to be successful.

**Reasons for the decision:**

The GLA Big Green Fund and HLF Landscape Partnerships were important grant opportunities from which Havering and its partners could benefit.

In order to maximise the benefits of these opportunities to Havering a decision by Cabinet is required to authorise the submission of funding bids in excess of £500k. The Constitution sets out that pursuant to the delegated authority for general functions in Part 3 Section 2.1 in the following paragraphs to Cabinet:-

(g) To allocate and control financial and land and property resources, to determine priorities in the use of these resources, and take any other action necessary to achieve those objectives; and

(r) To be responsible for all executive matters even if not expressly set out in Part 3 of this constitution.

Pursuant to Corporate Functions under Part 3 Section 2.2:-

(a) To take decisions on all matters relating to the Council's finances including but not exclusively:

(i) budgetary control

**Other options considered:**

Submitting bids above £500k requires Cabinet approval, without which there are no other options for approval.

**Cabinet:**

1. Agreed the development and submission of grant funding applications to the GLA Big Green Fund and to the Heritage Lottery Fund Landscape Partnerships funding programme.
2. Agreed that the Council be identified as the accountable body for these grant funding applications.

**51 FUTURE STRATEGY IN RESPECT OF THE SITE OF THE OLD WINDMILL HALL AND ADJOINING LAND**

*Councillor Roger Ramsey, Cabinet Member for Value, introduced the report*

On 26 October 2011, Cabinet approved a report on the future provision of community halls within the borough. The report approved the demolition of the Old Windmill Hall and called for a further report on the option of disposing of the site and the adjoining land. The report considered the option of disposal and reviewed other possible uses for the site.

Subject to the disposal option being adopted, the report also set out some practical issues arising from the proposed sale of the land and identifies the relevant decisions and processes required to deal with such issues.

**Reasons for the decision:**

The majority of the site was no longer in use for operational purposes and the adjacent car park was now longer required to meet the parking needs of users of the Old Windmill Hall. It was considered important that Council assets were used as efficiently as possible and to maximise their contribution to services whether this be directly or by the creation of a capital receipt.

In the circumstances, it was necessary for the future use of the site to be considered and for a strategy to be identified.

**Other options considered:**

The other options considered for the future use of this site were set out above in the main body of the report.

A view was expressed that the disposal of the site was disappointing given its prominent location in the heart of Upminster, and the value of the site given the character of its surroundings.

**Cabinet:**

1. Confirmed that the Old Windmill Hall site and adjacent car park (as shown edged red on the attached plan) be declared surplus and authorised the disposal of the freehold interest in the site.

2. Authorised the commencement of the statutory process to appropriate from open space and then dispose of the land coloured blue on plan sps1294/1 Rev A.
3. Authorised the appropriation of the land shown coloured green on plan sps1294/1 Rev A from the curtilage of the Old Windmill Hall to open space use subject to the removal from open space use of the land shown coloured blue.
4. Authorised the appropriation of the disposal site (edged red on plan sps1294/1 Rev A) for planning purposes.
5. Authorised the Property Strategy Manager, in consultation with the Assistant Chief Executive (Legal & Democratic Services) to undertake all appropriation processes and for the Cabinet Member for Value to consider any objections received and whether to confirm the appropriations.
6. Authorised the Property Strategy Manager, in consultation with the Assistant Chief Executive (Legal & Democratic Services) to deal with all matters arising from this decision and to complete the disposal. This includes completion of the statutory process for the appropriation of open space and the appropriation for planning purposes in the event of there being no representations on these issues.

---

**Chairman**

This page is intentionally left blank

## **CABINET**

**20 March 2013**

**Subject Heading:**

Transfer of Public Health to the Council

**Cabinet Member:**

Councillor Steven Kelly, Lead Member for Individuals and Deputy Leader of the Council

**CMT Lead:**

Cheryl Coppell, Chief Executive

**Report Author and contact details:**

Julie Brown  
01708 432496  
[Julie.brown@havering.gov.uk](mailto:Julie.brown@havering.gov.uk)

**Policy context:**

The Health and Social Care Act 2012 requires the transfer of most public health functions to upper tier / unitary local authorities. This is part of a number of major changes mainly affecting the NHS but which have a significant impact on local government. One of the five mandated public health services to be provided is advice to NHS commissioners.

**Financial summary:**

Public health advice has to be provided at no cost to the HCCG. The resource implications arising from the MOU will be met from within the specific ring-fenced grant allocation.

**Is this a Key Decision?**

No

**When should this matter be reviewed?**

During 2014-2015

**Reviewing OSC:**

Individuals, Children's Services or Health OSC

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

Ensuring a clean, safe and green borough	[X]
Championing education and learning for all	[X]
Providing economic, social and cultural activity in thriving towns and villages	<input type="checkbox"/>
Valuing and enhancing the lives of our residents	[X]
Delivering high customer satisfaction and a stable council tax	[X]

**SUMMARY**

- 1.1 This report seeks approval to enter into the Memorandum of Understanding (MOU) for the provision of public health advice to the Havering Clinical Commissioning Group (HCCG). The MOU will come into force from 1<sup>st</sup> April 2013 and underpin the Council's responsibility to provide public health advice to NHS commissioners, which, in Havering, is the HCCG.
- 1.2 The Council is also obliged to accept the transfer of relevant staff and public health assets from North East London and City cluster of PCTs, due to the statutory transfer of responsibilities under the Health and Social Care Act 2012.
- 1.3 Finally it provides a general update on the progress made to support the successful transfer of public health into the Council, as part of the changes introduced through the Health and Social Care Act 2012.

**RECOMMENDATIONS**

- 2.1 To agree that a MOU (drafted on the basis of Department of Health guidance) be entered into by the Director of Public Health for the provision of public health advice to HCCG in accordance with the requirements of the Health and Social Care Act 2012, subject to annual review and, in the event of statutory changes, termination.
- 2.2 To note the transfer of relevant staff and public health assets from North East London and City cluster of PCTs, as mandated by the Health and Social Care Act 2012.
- 2.3 To authorise the acting Assistant Chief Executive to accept the novation from the PCT of contracts relating to smoking cessation, the healthy child programme and sexual health services insofar as they relate to Havering.

- 2.4 To note the Council's current position of readiness for the transfer of the public health function from 1<sup>st</sup> April 2013.

**REPORT DETAIL**

- 3.1 The Health and Social Care Act 2012 will transfer public health responsibilities from the Department of Health to local government from 1<sup>st</sup> April 2013. Local authorities will have a duty to improve the health of their population and will also take on key functions to ensure that robust plans are in place to protect local populations and provide public health advice to NHS commissioners.

**Memorandum of Understanding for the Provision of Public Health Advice to NHS Commissioners**

- 3.2 In Havering, the provision of public health advice to NHS commissioners will be to HCCG.
- 3.3 Since November 2012, Council officers have been meeting regularly with representatives from the public health team for Havering and the HCCG to agree the detail of public health advice service that is to be provided and to define the requirements on either the Council and HCCG to ensure the appropriate conditions are in place to facilitate the provision of this advice.
- 3.4 The MOU sets out the provision of public health advice across the following four categories:
- Service Improvement
  - Health Improvement
  - Health Protection
  - Library Support to Public Health
- 3.5 As an overarching agreement, the MOU will remain in force whilst the Health and Social Care Act continues to mandate the provision of advice to NHS Commissioners by local authorities.
- 3.6 The work plan referred to within the MOU will be reviewed and agreed annually between the Director of Public Health and HCCG to enable the provision of public health advice to support current commissioning priorities. In broad terms, the work plan is likely to comprise:

- evidence-based approaches to addressing the pressures in the acute trust;
  - evidence-based approaches to supporting the Integrated Care Coalition;
  - undertaking Needs Assessments; and,
  - supporting the design and evaluation of Innovative Projects
- 3.7 Throughout the life of the MOU, the Director of Public Health and HCCG will regularly review delivery of the work plan and will submit an annual joint progress report to the Health and Wellbeing Board.
- 3.8 The MOU contains appropriate dispute escalation procedures which set out the process to be followed should any disputes arise that can not be resolved locally.

**Transfer of relevant staff and public health assets from North East London and City cluster of PCTs**

- 3.9 Until 1<sup>st</sup> April 2013, the public health function is part of the PCT. All PCTs are being abolished and public health is transferring to the Council and therefore a formal handover needs to take place. The process of transfer for staff, contracts and assets has been determined by the Department of Health. It has continued to evolve up to and throughout March 2013 which has made the transition process particularly challenging for both PCTs and Councils alike.
- 3.10 A robust process of information checking, due diligence and assurance has taken place involving HR, Finance, Legal and Commissioning staff working alongside public health colleagues to ensure that relevant public health staff, liabilities, assets are formally transferred to the Council.
- 3.11 This has been a significant process for the PCT as it transfers its assets to numerous CCGs and councils across the cluster.
- 3.12 On 5<sup>th</sup> March 2013, a transfer scheme assurance meeting took place between the cluster PCT and the council. The meeting was part of an assurance exercise that the PCT undertook with all receivers. It reviewed the handover assurance framework (HAF) which sets out what the PCT (the senders) either have or would send to the council (the receivers) and identified the issues arising from the council's due diligence process that needed to be addressed prior to 1<sup>st</sup> April.
- 3.13 On 7<sup>th</sup> March 2013, the PCT Board met and, as the 'sender board', reviewed the HAF to provide assurance that both the sender and receiver agree on the information that is being exchanged regarding the transfer, and are aware of any outstanding issues and that these are being addressed. The PCT then submitted this information to the Department of Health, who will issue the final transfer scheme for Havering Council by the end of March.



**Progress on preparations for the transfer of public health into the Council**

3.14 Since the previous Cabinet report on Public Health Transition in November 2012, good progress has continued to be made in which public health staff have been significantly involved, to ensure that the Council is fully prepared for the transition of public health.

**HR**

3.15 A Director of Public Health, Dr Mary Black, has been appointed and will take up the post on the 22<sup>nd</sup> March and transfer with the rest of the public health staff on 1<sup>st</sup> April. Approximately 14 public health staff will transfer to the Council on 1<sup>st</sup> April 2013 on their substantive posts.

3.16 An induction programme for the public health staff has been delivered over the last two months which has included information about the borough's geography and environment; core rules, regulations and processes; how the Council works from a democratic perspective; health and safety procedures; and IT training.

3.17 Public health staff, Council staff and the PCT have worked well together to ensure a smooth transition for staff.

**Public health budget for 2013/14 and 2014/15**

3.18 The public health budget allocation was announced on 10<sup>th</sup> January 2013 as:

- For 2013/14 - £8,833,400 (£36 per capita)
- For 2014/15 - £9,716,700 (£39 per capita)

3.19 The 2013/14 amount represents an approximate increase of 27% when compared to the initial baseline estimate of £6.912m announced in February 2012, or 7% when compared to the revised estimate of £8.241m submitted to Dept of Health in July 2012. The indicative baseline estimate was based on current spend, however the actual allocations have been based on a formula as recommended by the Advisory Committee on Resource Allocations (ACRA). The announcement was positive news for Havering but still leaves the borough with a somewhat low capita compared to the targets of £42 for the year 13/14 and £44 for 14/15.

3.20 This ring-fenced funding comes with some conditions, which are:

- it must be used for purposes related local authorities' public health function;

- it has to be reported on quarterly through the usual Quarterly & Annual Revenue Outturn (RO) returns to DCLG, who will forward these to Public Health England (PHE) to review on behalf of the Department of Health;
- reporting will be against 18 categories of spend;
- it can be used for revenue or capital spend, although the capital spend cannot be on items that entail borrowing or a finance lease;
- it can be used for pooling, subject to certain conditions;
- unused grant can be carried forward into the next financial year however recurrent under spend can lead to withdrawal of funds; and
- no separate audit or certification requirements, but Chief Executives will have to return an annual statement of assurance to PHE that the grant has been used as intended & RO returns are accurate.

3.21 As a reminder, the mandatory services to be provided within this funding are:

- Appropriate access to sexual health services
- Ensure an appropriate plan is in place to protect the health of the population, including the establishment of a Health Protection Forum
- Ensure NHS commissioners receive the public health advice they need
- Delivery of the National Child Measurement Programme
- NHS Health Check assessment for people aged 40-74

### **Public health contracts**

3.22 Collectively, the 2012/13 existing public health contracts funded by the PCT cost approximately £6.4m per annum and include a number of small contracts with GPs for Local Enhanced Services (LES) and significant value contracts with BHRUT and NELFT.

Significant work has taken place over the last three months to review all public health contracts. By April 2013, most public health contracts will have been re-negotiated and issued on the Council's terms and conditions, a waiver to the Contract Procedure Rules will be completed for these contracts for a period of one year. The exceptions to this are the contracts for smoking cessation, the healthy child programme and sexual health services which will novate from the PCTs until they expire during 2013/14. All contracts will then be procured following the Contract Procedure Rules during 2013/14.

3.23 A tripartite agreement between Havering, Barking & Dagenham and Redbridge councils has been reached to share responsibility for managing the largest three contracts – sexual health services, the smoking cessation service and the healthy child programme – for at least 2013/14. Havering will lead on the contract for the integrated sexual health service Barking & Dagenham will lead on the healthy child programme and Redbridge will lead on the smoking cessation service.

**Governance**

- 3.24 The transfer of public health, and the Health and Social Care Act 2012 more broadly, have meant several changes were needed to the Council's Constitution. A report detailing the changes was presented to the Governance Committee on 13<sup>th</sup> March 2013 and is awaiting approval by Full Council on the 27<sup>th</sup> March.
- 3.25 From April 2013, the Council will have a statutory obligation to protect the health of their geographical population through the provision of public health advice, challenge and advocacy to relevant partner agencies.
- 3.26 Subject to approval by full Council, a Health Protection Forum will be established as a sub-committee of the Health and Wellbeing Board, to provide assurance about the adequacy of prevention, surveillance, planning and response with regard to health protection issues, including but not limited to communicable disease control, infection prevention and control, emergency planning, sexual health, environmental health and immunisation and screening programmes.

**Data migration and access to secure IT systems**

- 3.27 The IT data migration has been completed successfully and the NHS "N3" connection to health networks for secure data transfer is in place and operational.
- 3.28 Subject to the extent that legislation or information governance rules allow, the public health team will maintain current levels of access to health service utilisation data held by the CCG or its partners such as the CSU, through an agreed data sharing protocol.

**REASONS AND OPTIONS**

**Reasons for the decision:**

The provision of public health advice to health commissioners is a mandated service, so it must be provided and underpinned by an appropriate agreement.

**Other options considered:**

There is a statutory obligation to provide the service and the departmental guidance recommends a compact or Memorandum of Understanding with the CCG. This is consistent with the spirit of collaborative partnership working the Council is keen to further develop with HCCG.

**IMPLICATIONS AND RISKS**

**Financial implications and risks:**

There are no direct financial implications arising as a result of the MOU. As the Council has a responsibility to provide advice to the HCCG from April 2013, the financial implications of this will be met from within the specific ring fenced grant. The grant allocations and a summary of the terms and conditions are per paragraph 3.18 and 3.20 above.

The 2013/14 budget will be set to reflect 18 categories of spend as defined within the grant circular. These categories must be reported as part of the existing Chartered Institute of Public Finance & Accountancy (CIPFA) and Communities and Local Government (CLG) Revenue Outturn (quarterly) and Revenue Actual (annual) returns. These categories will be reported to Public Health England, who will review them on behalf of DH.

The budget by category will be decided in accordance with service requirements, contracted commitments and in relation to resources transferring to the authority from April.

There is the budget risk that demand-led services could exceed the amount of the grant, particularly where indicative contract values have been disaggregated from existing health contracts. The biggest areas of risk are thought to be sexual health and drug and alcohol services, which are the two highest areas of spend (13/14 estimates £1.8m and £2.4m respectively).

Suitable insurance cover is currently being arranged. Discussions are on-going with PCT finance on the 2012/13 closedown process and legacy issues arising thereafter. A health team will be responsible for closing the accounts; it is expected that any post closedown liabilities will also fall to health, although the exact arrangements are still being clarified.

### **Insurance**

The Council's insurer, Zurich, has offered assurances that the current cover does include treatment. It does not however cover diagnosis, though this is not an issue as it is not something that the public health team undertakes.

The Council does not currently insure for the provision of medical services so this will need consideration once the Director of Public Health is in post, as she is a medical professional. If her role is purely advisory then this will not require changes, but if there is any element of practicing then the extent of the risk will need to be assessed and insured against.

At beginning of March, the Department of Health advised PCTs that liabilities associated with ceased contracts would also transfer to receiver organisations. This is illogical, and representations are being made nationally to seek to reverse this decision. In practice the risk is felt to be low, but as there are many unknowns, this is far from certain.

Another potential issue relates to incurred but not reported (IBNR) incidents for staff transferring to the council. As the council would have the financial liability for incidents that have occurred but have no insurance cover should these materialise into claims. Work is ongoing to understand the potential exposure and whether the insurance provision transfers over.

Any additional costs associated with public health responsibilities would be met from the ring fenced public health budget.

**Legal implications and risks:**

The main legal issues have been highlighted in this report. Substantial amendments will be necessary to the Council's Constitution in order to incorporate the responsibilities and procedures relating to public health placed on the Council by the Health and Social Care Act. These are being reported to the Governance Committee separately.

**Human Resources implications and risks:**

The transfer of NHS employees in the Public Health team in NELC NHS that are 'Havering-facing' (including any related assets, such as personal files, personal data, Occupational Health files, etc) has been progressed in line with the relevant Transfer Scheme under the Council's internal governance arrangements. With the completion of the transfer on 1 April 2013, the Council can be assured that all identified HR implications and risks (including accommodation issues) have been either dealt with, or planned for, in line with an agreed and monitored action plan, which has had the full support of NHS partners, and other relevant frameworks.

**Equalities implications and risks:**

An equalities analysis covering the transition of public health from the PCT to the Council is being developed. In addition all new public health commissioning arrangements will be assessed for equalities implications under the Council's equality analysis process.

**BACKGROUND PAPERS**

1. Memorandum of Understanding between the Council and Havering CCG
2. NHS NELC Overview of Transfer Schemes for Local Authorities
3. Correspondence between Council and the Primary Care Trust

This page is intentionally left blank

## CABINET

**20 March 2013**

<b>Subject Heading:</b>	Five Culture Sub-Strategies
<b>Cabinet Member:</b>	Councillor Andrew Curtin, Lead Member for Culture, Towns and Communities
<b>CMT Lead:</b>	Cynthia Griffin
<b>Report Author and contact details:</b>	Catherine Robinson x3604
<b>Policy context:</b>	Living Ambition
<b>Financial summary:</b>	This strategy will be delivered within existing resources
<b>Is this a Key Decision?</b>	No
<b>Is this a Strategic Decision?</b>	Yes
<b>When should this matter be reviewed?</b>	December 2015
<b>Reviewing OSC:</b>	Towns and Communities

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

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

## SUMMARY

This report seeks cabinet approval of the five new Culture Sub-Strategies, covering the period 2013 – 2015.

## RECOMMENDATIONS

To agree the 2013-15 Culture Sub-Strategies.

## REPORT DETAIL

- 1.1 In May 2012 Cabinet approved an over-arching 3-year Culture Strategy for the borough, covering the period 2012-2014.
- 1.2 The core ambition of the Culture Strategy is *'to transform lives through participation in, and enjoyment of, culture'*. The strategy sets out 3 objectives and 4 underpinning principles which outline our priorities for achieving this. Each of the Culture Sub-Strategies are based on these 3 objectives and share these same principles (see section 3.0 below).
- 1.3 Primarily, the Culture Sub-Strategies provide a strategic direction for the Council, but they also provide a framework for the wider development of culture in the borough through partnership with agencies in the public, private and voluntary sectors. The strategies also clearly demonstrate to external partners and funding agencies the key priorities for the Council and the community.
- 1.4 The sub-strategies include an analysis of the current service, identify emerging opportunities and areas for development, and set out an action plan for the next 3 years. Both the analysis and action plan will be used to inform service planning on an annual basis and in turn be reflected in individual work programmes.
- 1.5 The sub-strategies have been developed through consultation with both internal and external partners, and the content and priorities reflect the feedback from this engagement.
- 1.6 The sub-strategies set out how culture makes a vital contribution to the vision and priorities of the Council's 'Living Ambition' / Sustainable Communities Strategy and how culture is valued by residents.
- 1.7 The sub-strategies link with wider policy agendas, including the Health & Wellbeing strategy, area regeneration plans, tourism, economic development, the environment, children's, young people's and older people's services, lifelong learning, community safety, community cohesion, and other important areas, which all work together to improve the quality of life for residents of the borough.



## 2.0 The intrinsic and instrumental value of Culture:-

### 2.1 **Intrinsic value:**

Both as participants and spectators, culture engages our emotions, senses, intellects and bodies, and is their greatest manifestation. Whether in the intellectual commitment required to succeed in sport, the physical dexterity needed to make great visual or performing arts, the emotions which we feel when reading, the emotional attachment which we feel to a drama group or a sports team which we support, or the sensory engagement which we gain when we experience the natural, historic and built environment.

Culture is important for its own sake and requires no further justification.

- The Arts are important because we can make great things - be they visual arts, performing arts or in new media, and because we enjoy looking at them.
- Sport is important because people can attain great achievements in team games or individual pursuits and enjoying watching others do so.
- History is important because people have lived and made significant contributions within communities of this borough in the past, and we want to preserve some of what they have done and learn about it.
- Libraries are important because we take delight in the world of fiction, poetry, academic writing and children's literature that they contain, as well as for their vital role as centres for information and new technology in every community.
- Our parks are important because of the joy which we get from seeing the changing seasons, from having space to rest and relax, to hear the sound of trees in the wind, birds singing, children laughing as they play, or the sense of a link with the past in their historic landscapes.

They are all worthy of public spending, and investment from a number of other sources, simply because we can do these things and experience these feelings which they engender in us.

They are a vital part of a well-balanced and enjoyable community, where all aspects of our lives are catered for.

### 2.2 **Instrumental value:**

Culture is a central part of a balanced life, and has important benefits for our health, our education, our development as individuals at different stages of our lives, our sense of community and identity, and the degree to which we are inclusive as a society.

Aside from its own intrinsic value, culture also has an important instrumental role to play in broader social policy because of the ways in which it can effect behaviour change and have beneficial impacts on quality of life for everyone.

Evidence, from the local to the international level, shows how culture improves physical and mental health and emotional well-being, helps address crime and

community safety issues, contributes to the regeneration of specific areas, promotes community cohesion, provides jobs through the expanding cultural industries sector and can help boost educational attainment.

Culture facilities, such as libraries, museums, arts space, theatre, parks and historical buildings, also make a major contribution to the development of attractive and sustainable towns, which in turn has an impact on people's sense of pride in their area, whether they feel safe, and whether they have the space to access and engage in activities they enjoy.

The objectives for each of these strategies are as follows: 1) Health & Wellbeing; 2) Learning & Personal Development; and 3) Towns and Communities.

These priorities have been chosen because, as well as accurately reflecting the views of the service and wider sector, they also reflect the priorities of the Sustainable Communities Strategy (i.e. 'Learning' and 'Towns & Communities') and the priorities of the Health & Wellbeing Strategy (i.e. 'Health & Wellbeing').

### 3.0 Summary of the Objectives and Principles of the Sub-Strategies:-

#### 3.1 **Objective 1 : Health and Wellbeing**

Support a high standard of mental, physical and emotional health for all by increasing the number of people engaging with libraries, parks and open spaces, sport and physical activity, arts and historic environment.

#### 3.2 **Objective 2 : Learning and Personal Development**

Support learning outcomes and personal development for all age groups through our innovative library service, rich historic environment, broad arts offer, sports coaching and apprenticeships.

#### 3.3 **Objective 3 : Towns and Communities**

Enrich our towns and communities, through investment and engagement in culture, and delivering a high quality, safe, pleasant, visually interesting landscape and townscape for our residents.

#### 3.4 **Principle 1 : Community Engagement**

Promote more active engagement in service delivery, from consultation, to volunteering, to devolving services to the local community.

#### 3.5 **Principle 2 : Work in Partnership**

Continue to work with our partners, internal and external, and regionally across borough boundaries, to achieve shared objectives.

#### 3.6 **Principle 3 : Inclusion and Cohesion**

Be smarter about collecting information on our customers and communities. Target new audiences and broaden access to our services, breaking down barriers to engagement where these exist, facilitating social progress and improved quality of life.

#### 3.7 **Principle 4 : Good Value Services**

Continue to develop innovative, modern and efficient methods of service delivery, thereby maintaining the high quality of our services against a backdrop of reduced budgets, and ensure that activities are evaluated effectively to retain a focus on outcomes for local people.

## REASONS AND OPTIONS

### **Reasons for the decision:**

The approval and formal adoption of the Culture Sub-Strategies will provide a context and focus for the work of culture services in Havering over the next three years. The approval of the document will support the service and wider culture sector to i) access external funding, ii) influence other strategies and agendas, iii) communicate our priorities to the wider public, and iv) provide strategic direction for annual service planning.

### **Other options considered:**

No alternatives have been considered. Without these strategies the Council would be disadvantaged by not having a defined focus and strategy for improving the provision of culture in Havering.

## IMPLICATIONS AND RISKS

### **Legal implications and risks:**

There are no direct legal implications from the adoption of the strategies. There may be implications for the implementation of projects to meet the aims of the strategies. They will be dealt with on an individual project basis.

Ian Burns

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

Cabinet is being asked to agree a new Culture Strategy. The aim is to provide strategic direction to the service. Clearly, the strategy will need to be delivered within existing revenue and capital resources, resources which are subject to review, during the planned period on the strategies, i.e. 2013/2015.

Conway Mulcahy

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

Assuming the strategies will be delivered within existing resources, there are no direct HR implications/risks arising from this report.

Geraldine Oakley

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

Cabinet, 20 March 2013

Culture makes a significant positive contribution to equality and cohesion issues. Cultural activity is based on values of inclusiveness, access and opportunity. Participation in arts, sports and other culturally related community projects provide a focus for social activity, reducing isolation, and bringing together people of diverse backgrounds in a context of mutual understanding and sharing.

The Culture Sub-Strategies have undergone an Equality Analysis.

## **BACKGROUND PAPERS**

- *Sport & Physical Activity Strategy, 2013-15*
- *Arts Strategy, 2013-15*
- *Library Strategy, 2013-15*
- *Parks & Open Spaces Strategy, 2013-15*
- *Heritage & History Strategy, 2013-15*

# Arts Strategy, 2013-15

## CONTENTS

### Chapter 1: Introduction

- ▶ Foreword by Cllr Andrew Curtin, Cabinet Member for Culture, Towns and Communities
- ▶ About the Arts Strategy, including our '3-year vision for the arts in Havering'
- ▶ Our Objectives & Principles

PAGE 2

### Chapter 2: The Value of the Arts in Havering

- ▶ Intrinsic and Instrumental value
- ▶ Value of the Arts to Residents
- ▶ Contribution of the Arts to Living Ambition

PAGE 5

### Chapter 3: Where are we now?

- ▶ What facilities and services are provided?
- ▶ Significant achievements from the previous Arts Strategy
- ▶ SWOT analysis (Strengths, Weaknesses, Opportunities and Threats)
- ▶ Responding to a changing community
- ▶ An overview of national, regional and local policy relevant to the arts

PAGE 13

### Chapter 4: Our Action Plan (2013-2015)

PAGE 27

## APPENDICES (as a separate document)

Appendix 1: 2007-2012 Arts Strategy – How did we do?

# CHAPTER 1: Introduction

---

## Foreword

The arts are key to our experience of life, to the richness of our experience of life. Consequently, thoughtful social policy will always place the arts at the centre of its priorities in every community, and not just in the internationally-significant centres of theatre, music, visual arts and work in a thrilling variety of other media and genres, which this country is so fortunate to have.

The ability to experience work which experiments with new ways of using materials and media in the visual arts, new ways of using voices and sounds in music and poetry, new ways of constructing narrative and using language in theatre and literature, and new ways of using our bodies in dance and performance, is important to every community everywhere. This is not just because without having this possibility we are un-necessarily cutting ourselves off from a significant aspect of our potential as individuals, but also because it is important to many other aspects of our lives.

Making and sharing new things in the arts is pivotal to a community where individuals enjoy a shared interest in one another, it is a central part of a community which values invention and new thought for its own sake - whether that is in business, engineering, science or the arts. It is central to our enjoying active good health over the course of our whole lives, and it is central to the education process and the development of young people.

The arts are central to our vision and policies in Havering, so it is a very great pleasure to introduce our second Arts Strategy for the whole borough.

**Cllr. Andrew Curtin**  
**Cabinet Member for Culture, Towns and Communities**

*“... what kind of notes are they that gyre and waver,  
one moment trembling like a whisper, as if  
about to fade from existence, the next clawing  
at the air like a tiger, each one, flawed or perfect,  
of a delicacy that hurt? What kind of notes  
both elevate and cast down, exalt and crush?”*

Yann Martel, 2004  
‘The Time I Heard the Private Donald J. Rankin String Concerto...’

## About the Arts Strategy

Reflecting that of the Culture Strategy, the Arts Strategy is driven by the very simple **ambition**:

***“To transform lives through participation in, and enjoyment of, the arts”***

---

The **purpose** of the Arts Strategy is to:

*‘Provide focus and added value to the efforts of everyone involved in the planning and provision of arts activity, linked to a very clear view of what will be achieved by 2015’.*

In the context of this strategy, the **scope** of ‘the arts’ is understood to encompass:

- performing arts, including music, dance, drama and other performance
- visual arts, including crafts and public art
- literary arts, including literature, poetry, reading, writing and the spoken word
- media arts, including film, broadcasting and other forms of digital creativity
- art as integral to urban design and the built environment

## Objectives and Principles

The **Objectives and Principles** of the Arts Strategy are based on those of the Culture Strategy:

### **OBJECTIVE 1: Health and Wellbeing**

Support a high standard of mental, physical and emotional health for all by increasing the number of people taking part in art.

### **OBJECTIVE 2: Learning and Development**

Support learning opportunities for all, by providing access to a broad arts offer, enabling people to take part in new activities and ensuring development pathways are in place.

### **OBJECTIVE 3: Towns and Communities**

Enriching our towns and communities, through investment and engagement in the arts, and by using art to deliver a high quality, safe, pleasant and visually interesting landscape and townscape for our residents.

### **PRINCIPLE 1: Community Empowerment**

Promote more active engagement in service delivery, from consultation, to volunteering, to devolving services to the local community.

### **PRINCIPLE 2: Work in Partnership**

Continue to work with our partners, internal and external, and regionally across borough boundaries, to achieve shared objectives.

### **PRINCIPLE 3: Inclusion & Cohesion**

Be smarter about collecting information on our customers and communities. Target new audiences and broaden access to our services, breaking down barriers to engagement where these exist, facilitating social progress and improved quality of life.

### **PRINCIPLE 4: Good Value Services**

Continue to develop innovative, modern and efficient methods of service delivery, thereby maintaining the high quality of our services against a backdrop of reduced budgets, and ensuring that activities are evaluated effectively to retain a focus on outcomes for local people.



## CHAPTER 2: The Value of the Arts in Havering

---

### 2.1 The intrinsic and instrumental value of the arts

#### Intrinsic value

The intrinsic value of the arts – art for art’s sake – refers to the aesthetic pleasure and captivation which results from engagement in, and observation of, art. The act of engaging in the arts, whether as audience or participant, stimulates our senses, emotions and intellect.

*“Art can do many things: entertain, instruct, console, inspire, enrage, transform. It teaches us things we can’t be taught in any other way and makes us see things we wouldn’t otherwise see. It allows us the illusion of escaping our daily lives while simultaneously taking us deeper inside ourselves.”*

Blake Morrison, cited in ‘Achieving Great Art for Everyone’, Arts Council England

One of the greatest gifts we have as humans is to be able to imagine things that we cannot see, to explore ‘what if’, and not be chained to reality or limited to what we already know and have experienced. Creating art allows us to engage our imaginations in a way very few other activities can. Engaging in the arts as audience or participant can also add dimensions to how we see ourselves, allowing us to explore and develop concepts about who we are, and how we can develop, change and grow.

Everyone engages in the arts, and the arts contribute to the quality of life of everybody – whether they are consciously aware of it or not. Most people would consider engaging in the arts to involve going to the theatre or visiting an art gallery, but we actually engage in the arts, in its widest sense, on a much more frequent basis, for example:

- by watching a soap opera we are engaging in the art forms of drama, storytelling, creative writing, photography, lighting and sound,
- by reading a magazine we are benefiting from the arts of photography, creative writing through journalism and the range of design skills required to produce a newspaper or magazine,
- by walking through our town centres we are interacting the arts of design and architecture, by definition prevalent throughout the built environment, and within our parks and open spaces.

Engagement in the arts is life-affirming, it improves our ability to communicate, interact, work and play alongside friends, neighbours and family. It changes our perception of the world around us, offering us new ideas and pathways of personal, social and educational development. The arts offer us aspiration, confidence, achievement, self-esteem and pride in both ourselves and our community.

## Instrumental Value

In addition to the strong intrinsic value, engagement in the arts also has the power to produce significant instrumental benefits. The arts are increasingly recognised for the vital role they play in educational, social and health environments, for example the arts can:

- encourage individuals to express themselves creatively thereby bringing a sense of satisfaction, improving confidence, contributing to their health and well-being and a more balanced life.
- play a key role in educational outcomes, fostering a sense of enquiry, raising the quality of articulation, and providing new skills. We can learn about the arts themselves, but we also use the arts as a conduit to learn about everything else.
- create stronger and more cohesive local communities by bringing people together, sharing interests, stories and experiences, and giving people a greater sense of community and place.
- support community safety initiatives, by serving as a powerful mediating and developmental tool whereby groups and individuals, especially young people or those marginalised in society can discover and develop their own individuality, inherent qualities and build self confidence.
- contribute to our local economy through the production of a unique range of products and activities to experience and enjoy
- present a lively image of the borough, through investment in events and arts facilities, making it a more attractive place to live and work, and attracting visitors into the area.
- keep local businesses at the cutting edge by encouraging creativity and developing a strong cultural and creative industry sector
- make our public spaces and buildings more lively and visually attractive.

## 2.2 The value of the Arts to residents

The arts are highly valued by residents, both in terms of participation in and observation of the activities, and also in terms of the instrumental benefits that the arts bring to the local area and community.

From the 2010 Culture & Leisure survey (1,000 respondents) we know that:

- Residents believe that participating in arts activities help them to **meet and mix with local people** (74% agreed), made them **feel part of the community** (74% agreed) and helped **strengthen community spirit** (74% agreed).
- The majority believe participating in arts activities makes them **feel more positive about the borough** (63% agreed).

In terms of resident satisfaction with services, we know that:

- 99% of users were either satisfied or highly satisfied with their experience (Fairkytes user survey, 2011)
- 98% of residents using Fairkytes Arts Centre say they would visit again (2010 C&L survey)
- 59% of users say that they visit Fairkytes every week (2010 C&L survey)
- 79% of residents say their visit was **fun and relaxing**, and 85% said they **learnt new skills** (2010 C&L survey)

In terms of attendances:

- The Queen's Theatre receives around 193,000 attendances annually across its range of activities
- Fairkytes Arts Centre receives around 80,000 attendances annually across its range of activities
- Havering Music School taught 2,931 children in schools and colleges and 465 children in its Saturday and Wednesday Music Centres last year, and the children participated in 30 weekly ensembles and choirs, 22 concerts and 24 workshops (figures do not include school ensembles, choirs and concerts).

It is difficult to estimate the level of participation in the arts locally, other than through service/activity specific data and anecdotal evidence. However, the national picture – which is reasonable to infer from – is that there is a high, and increasing, level of engagement with the arts. For example 'Taking Part' statistical data for Q1 2012/13 (i.e. from July 2011 – June 2012) found that:

- 78.9% of adults engaged in the arts in the last year, - a significant increase since 2005/06 (76.3%) and 2010/11 (76.2%).
- Arts engagement significantly increased between 2009/10 and 2012/13 Q1 for the most deprived decile group, from 59.9% to 67.9%. Art engagement also significantly increased for the 7<sup>th</sup> deprived decile, from 78.4% to 84.8% over the same period.
- Arts engagement increased to highest levels since the survey began in 2005/06 for people living in urban areas, reaching 78.2% in 2012/13 Q1. This is a significant increase from 74.9% in 2005/06.
- Adults aged 45-64, 65-74 and 75+ have seen a significant increase in engagement since 2005/06 (from 78.5% to 80.9% for 45-64 year olds, from 70.7% to 75.2% for 65-74 year olds and from 57.7% to 64.2% for aged 75 and over).

## 2.3 Contribution of the Arts to Living Ambition

In 2008 the Council launched 'Living Ambition', a long term strategy to further improve the quality of life enjoyed by Havering residents, based on five goals – the Environment, Learning, Towns and Communities, Individuals and Value. The arts contribute significantly to each goal, placing arts and culture at the strategic centre of the council's direction.



<b>Environment</b>	<p>The arts make our environment more appealing, and sharpen our perception and experience of it by making us more curious and allowing us to better engage with our environment.</p> <p>The arts also contribute to community safety, particularly through our work with young people. For example, enabling young people to work well in groups and express themselves creatively, using the arts to provide education on alcohol, using music production to allow examination of issues through lyric writing and conversation. The arts also contribute to important protective factors such as literacy and numeracy, and simple diversionary activities for people at risk of offending, or dropping out of education.</p>
<b>Learning</b>	<p>The arts are a rich conduit to formal and informal learning in all aspects of our lives. As well as providing opportunities to develop art-based skills, engaging in the arts also enhances our sense of imagination, enquiry and problem-solving skills, and enables us to better understand ourselves and communicate with others. The arts also provide opportunities to learn about other world cultures, is suited to all ages, interests and abilities, and can be used as a method of engaging otherwise hard to reach groups in informal learning activity.</p>
<b>Towns and Communities</b>	<p>Havering's towns and communities are steeped in the arts, both in a physical sense through the design and architecture of our town centres, and through the opportunities provided to participate and engage in the arts. Art makes places more exciting, improves residents' perceptions of their local area, bind us together, and supports the development of a stronger, more cohesive society. Art resides in multiple settings throughout our towns and communities; within our libraries, parks, museums, theatres, community and church halls, our high streets and our homes. The arts attract footfall and spend within our town centres and ensure we develop an economy that makes things as well as consumes them.</p>
<b>Individuals</b>	<p>The arts provide opportunities for self-expression, relaxation, creativity and enjoyment, and have a powerful and positive impact on our physical, mental and emotional wellbeing. The arts provide particularly important opportunities to engage and improve the lives of more isolated, disadvantaged, disabled or hard to reach individuals, because of the diverse range, and accessible nature, of arts activities. The arts also creates a voice for these groups to connect, communicate and advocate for themselves.</p>
<b>Value</b>	<p>The arts sector in Havering represents good value for money with lower than average per capita spend (source – Audiences UK) but higher than average participation rates. We have a vibrant and active voluntary sector, strong partnership working practices and a strong customer service ethic, which form the basis of our approach to ensuring continued value for our residents.</p>

## 2.4 How the Arts contribute to Health & Wellbeing (Objective 1)

The arts are intrinsic to our physical and mental health and wellbeing. Nearly all of our users at Fairkytes Arts Centre agree that their activities help them to make and keep in contact with friends, to stay mentally and physically active – and simply, to get out of the house! Parents and families of young people engaged in our youth music and dance programmes report that their children have become more outgoing and confident, have made more friends, and are concentrating on their schoolwork much better.

There is a significant and fast growing body of research on the positive health benefits from engaging in the arts, which illustrates the full contribution the arts can make to our Health & Wellbeing Strategy priorities. For example, research has found that:

- Singing can significantly improve quality of life for people with dementia<sup>i</sup> (for example contributing to improved support for people with dementia, priority 2 in the Health & Wellbeing Strategy)
- Hospital patients who experienced visual arts and live music during their stay had significantly less need for pain relief, had lower levels of anxiety and depression, and were released from hospital earlier than those in the control group<sup>ii</sup> (i.e. contributing to reduced time in hospital and improved experiences whilst in hospital – both two priorities in the Health & Wellbeing Strategy).
- Rheumatoid arthritis sufferers who listen to 20 minutes of music daily report a significant reduction in their perception of pain<sup>iii</sup>
- teaching children with asthma to play wind and brass instruments has cut the time they miss from school and the number of them unable to participate in sports, and reduced their symptoms, sleepless nights and medication<sup>iv</sup>

It is now widely recognised that experiencing the arts and culture can create a sense of wellbeing and transform the quality of life for individuals and communities. The arts have profound impact on people's health in hospitals, health centres, GP practices and across the community, arts has a unique ability to:

- encourage people to participate, raise self esteem and make people more open to change – all important factors in adopting and maintaining healthy lifestyles
- provide powerful alternative methods of communicating public health messages
- help people who find it hard to express their thoughts and feelings verbally

Self-expression lies at the core of the human experience. Without the ability to express ourselves, we become stilted and emotionally and psychologically brittle. We must express our thoughts, our feelings, our hopes, our dreams, and sometimes our nightmares. To express these things is to allow us to see them from a different angle than if they remained solely within us, unexpressed. We can explore them more fully, develop our understanding of them, and even enjoy them more. For the wounds we inevitably take, self-expression through creative activity can also act as an agent of healing.

LBH Arts Service project work with local residential housing schemes, day centres, learning-disabled adults and Alzheimer sufferers demonstrates the benefits of continuing engagement in arts activities, which provide positive activities or even respite for carers and families, and even contribute to extended independent living.

## 2.5 How the Arts contribute to Learning and Personal Development (Objective 2)

Without exception, to engage in the arts means to engage in learning, producing important development outcomes for individuals. Whether you are in the process of completing your MA in anticipation of moving on to a successful career in the cultural industries or a fledgling guitarist struggling to finger that elusive fourth chord - our **sense of enquiry** means we are constantly striving, constantly **developing our articulation**, feeling the **excitement, benefit and satisfaction** of reaching that next milestone, our **horizons growing** ever broader as we begin to realise what we can achieve.

Yet, the arts are a rich conduit to formal and informal learning in all aspects of our lives – not just restricted to learning art skills *per se*. The arts make us curious about the world around us, stimulating enquiry, enabling us to communicate and honing our problem-solving skills. From the foundation of observation, those who partake in making art are also engaged in analysis. Besides the more familiar analysis forms such as logic and deduction, there is a right-brain form of analysis that differs from these left-brain forms. The arts help train these more subtle forms, which is often confused for "gut instinct" or "feel".

Let's take the example of pottery, requiring three dimensional observation and spatial and analysis (two of the more right-brain functions). Because pottery is not only an art, but also a craft based in a lot of hard science, we have the added benefit of learning to analyse using both our right and left hemispheres of our brains. Pottery also assists us in other forms of observation and analysis, and help us bring together more complete conceptual frameworks, or to put it another way, to fully realise a complete three dimensional object from formless clay. Because of this, these creative activities also inherently increase our ability for problem solving. All these new skills of observation, analysis and problem-solving enhance our learning ability right across the board.

We learn as individuals, but we also learn collectively – from a group of watercolour hobbyists to a professional symphony orchestra – and our ability to communicate, listen, trust, recycle and contribute to this communal experience grows ever more expansive. The artist offers us alternative narratives, new ideas and ways of thinking, challenging us to decode them individually and collectively, and even if the end result is to reject that narrative, we have still informed ourselves.

We learn through the arts – and develop our learning skills – as audience just as much as participant. Even as pure entertainment, the arts offer us an opportunity to locate ourselves in our social and cultural environment. Exposure to art of the highest quality as part of our educative process, be it formal or informal, has long been established as a core necessity of our learning journey. The value of this experience to schools in both delivering and enriching the national curriculum, whether it is through visiting professional performances or hosting professional artists in-school, is beyond doubt.

Music is also central to children's educational development, as shown by a wealth of reports and inquiries worldwide. Professor Susan Hallam (The Power of Music, IoE, 2010) identifies benefits in perceptual, language and literacy skills; numeracy; intellectual development; general attainment and creativity; personal and social development; as well as physical development, health and wellbeing.

Learning to play a musical instrument unites both sides of the body and hence both halves of the brain, which in large part contributes to the many educational benefits. Singing, can – should – be part of everyone’s musical experience, and brings health and social benefits at all ages.

Those of us engaged in music education, both teachers and learners, also sense its intrinsic value in the richness it brings to our lives.

The parents and siblings of a young guitarist participating in our Saturday Rockscool Project, reported that he was more confident, more outgoing, had made many new friends and that his overall school work – not just in music or art – had dramatically improved.

## 2.6 How the Arts contribute to Towns and Communities (Objective 3)

The arts make a significant contribution to our Towns and Communities, in environmental, social and economic terms. Nationally speaking, 6.2% of the UK’s local income (GVA) comes from the creative industries, the arts provide over 2 million jobs and are mentioned by 8 out of 10 tourists as a reason for their visit. Overseas visitors to the UK’s major museums and galleries boosted the nation’s economy by £1bn in 2009 (figs courtesy of DCMS).

On a local scale too, the arts are a vital heartbeat within Havering’s economy. Local cultural industries (including commercial leisure) provide some 47% of Hornchurch’s jobs (Ecotec Survey 2007), with the Queen’s Theatre being one of the Borough’s biggest single culture sector employer. But the picture does not stop there. John Kay, writing in the Financial Times, stresses that the arts’ economic contribution extends far beyond these bald facts and figures.

*“The economic value of the arts is in the commercial and cultural value of the performance, not the costs of cleaning the theatre... it is what makes our lives agreeable and worthwhile. Activities that are good in themselves are good for the economy.”*

The effect of the arts in educating and inspiring us, developing our emotional and intellectual literacy, keeping us active and healthy and providing cohesion for our community, all of these things translate in to our own economic activity too, extending the arts’ contribution way beyond the mere purchase of tickets and refreshments.

Havering’s towns and communities are steeped in the arts. Whether as audience or participant, the arts bind us together. It opens a channel to talk to other people and build stronger relationships. This not only affects our relationships with close family and friends, but moves outward into our relationships with the greater community. The arts are essential to our ability to lead fulfilling, enjoyable lives. Without pleasure, play, humour and fun in our lives, we begin to emotionally disintegrate. Even if there was no other value to the arts, this one aspect, by itself, would make everything we do worthwhile.

But the arts are essential to the health of our towns and communities on so many other levels. Our Sustainable Communities Strategy recognises the vital role that arts facilities, activities and events play in fostering regeneration and sustainability throughout the borough – to create and enhance those “green places of Culture, Commerce, Community and Beauty,” and our ongoing investment in these key areas will continue to reflect this.

Our borough’s arts facilities, activities, events and festivals, as well as our museum, parks and libraries, are all engines for the local economy, not only in tangible first and second degree spending (Did you buy a ticket? Did you buy lunch? How did you travel there?) but at least as importantly in another less tangible way - as our own health and wellbeing increases, so does our wider economic activity. In fact, national studies have long shown that cultural facilities and activities are important factors in where we choose to live, educate our children, where we go shopping and where we choose to set up our businesses.

Art begins to define our townscapes not just physically, but in the way that our community functions both intellectually and emotionally. As our demography changes then so does our artistic landscape, offering us experience and insight into a huge and diverse range of new cultures which help make all members of our community understand each other better. In such an atmosphere, our own artistic community begins to thrive too, as artists start to activate themselves collectively and move in to our towns to enrich our cultural landscape on their own initiative.

Building, developing, preserving and stewarding our environment is a process that greatly benefits from the guidance of artists, but in a much richer and complex way than the provision of public art or the integration of artists into urban design projects. People who make, create and perform have historically displayed an unusually vibrant relationship with their natural habitat, and their work, by relating the human experience to both the built and natural environment, and by exploring new views on relationships and situations, help the rest of us enjoy living in closer proximity to other people. Art makes the environment exciting.

The role of the artist is one of interpreter, translating themes from the world around us, and also providing a lens through which we can view, connect with and understand our own deeper feelings, fears and desires. Art makes it safe for us to come into contact with the wild, with our own playfulness. Vibrancy in our community is a modulation between the wild and the ordered. We have so many examples, in so many locations, of what is becoming a familiar sequence of events - of artists inhabiting otherwise unappealing or disused spaces and inviting local people to become part of the creative process itself.

‘Heart of Dixie’, a vacant former hairdresser’s on Romford High Street, attracted over 300 visitors in seven days after it was taken over and converted into a temporary art gallery and activity space by a group of local artists and arts graduates, supported by the Havering Arts Service.



## CHAPTER 3: Where are we now?

---

The delivery of the 2007-2012 Arts Strategy Action Plan has taken the arts in Havering to a higher level, with more events, initiatives and opportunities - and higher attendances – than ever before. Our national indicators for visits to museums and galleries and engagement in the arts have all risen year on year – the latter in particular at 42.3% well in excess of the national average. The arts have become more innovative and wide-ranging and its offer has become of much higher quality; the borough’s facilities physically vastly improved, more professionally-run and safer to use than ever before. New partnerships with other local authority services and external bodies, voluntary and community groups have been developed and sustained. The arts have become better-attuned to efficient delivery and service user needs, and our own services, and our service and voluntary sector partners, think and act much more strategically.

However, the role of and challenge for the arts has never been greater. The population of Havering borough becomes older even as it grows more diverse. As public funding for the arts comes under ever more detailed scrutiny, patterns of cultural consumption by a whole range of socio-economic groups change almost as swiftly as the technology to deliver it moves on (the National Campaign for the Arts saw a 39% rise in ‘adults digitally engaging in the arts’ between 2009 and 2010). Simultaneously, the arts have made huge strides over recent years in demonstrating their efficacy not only to enhance quality of life and enrich the cultural offer of the borough, but in promoting social cohesion, help people develop social skills and enhance self-esteem especially among society’s more marginalised groups, and contribute significantly to the economy.

There are four key cornerstones of the arts landscape in Havering, each of them intimately linked through a wide range of partnerships, initiatives and strategic direction – i) London Borough of Havering Culture and Leisure Services; ii) Havering Theatre Trust; iii) the Voluntary Sector (including our sub-regional partners) and iv) Havering Music School.

### 3.1 What facilities and services are provided?

#### Culture Services

- In addition to the Arts Service itself, Culture and Leisure Services also manages Havering’s libraries, parks and green spaces and the Harold Hill myplace facility – all vital and wide-ranging arts resources for the entire community
- London Borough of Havering is the biggest single funder of the Queen's Theatre, which is one of the Borough's most significant cultural providers. This producing theatre offers a year-round programme of drama, complemented by music, dance, and light entertainment. The Theatre also maintains youth drama and dance projects, a theatre-in-education touring programme, and other outreach projects all in all making the Queen's Theatre the single biggest cultural employer in the Borough.

## Culture Services - Arts Service

- Operation, management, programming and marketing of Fairkytes Arts Centre, Billet Lane, Hornchurch, offering a year-round programme of participatory arts opportunities and activities for all ages and abilities, through both direct provision and activities offered by its short-term and long-term tutors and tenants, and community/voluntary group room hires.
  - The centre is open 7 days a week (weekdays until 10.30pm).
  - In 2011/2012 the centre received over 80000 attendances including the Saturday Theatre School for young people.
  - Fairkytes also offers Summer and Easter holiday schemes and half term activities for children and young people and targeted provision for disabled children and adults.
  - Since 2009 the centre has undergone root-and-branch restoration including a new roof, new central heating system and essential remedial work, plus redecoration and refurbishment of most of the Billet annexe and hall, and much improved disabled access and facilities.
  - Fairkytes Arts Centre plays a key and growing role as a centre for cultural industry, with nine artists and craftspeople (and youth dance company) in permanent studio residence, and its new retail shop development will create a selling space for local artists and craftspeople.
- Special project and outreach work throughout the borough targeting specific and disadvantaged sections of the community, e.g. Looked-After Children; young offenders and those at risk of offending; disabled children and young people; older people; disabled older people and ethnic minorities
- Consultation, advice and brokerage for major scheme regeneration initiatives throughout the borough including public art commissioning and project management
- The Romford Contemporary Arts Programme and Havering Artists Co-operative, creating installations, exhibitions and 'happenings' in empty shops, marketplace, shopping malls and other unexpected public places plus support for the newly-established Romford Arts Trail in partnership with the Brentwood Road Gallery
- Strategic direction and consultation for a range of council services, voluntary organisations and groups, placing arts and culture at the strategic centre
- A wide range of arts and cultural events and programmes throughout the borough, both as direct provision or in partnership with other council service areas, voluntary/community sector, arts organisations and schools, including The Big Dance, Langtons Summer Concert, Hornchurch Festival of Arts and Heritage, Langtons Winter Concert Season, Rainham Art Fair, SoundQube at the Queen's Theatre, schools art competitions, older people's art competitions and many more.

## Havering Theatre Trust

- A core programme of high quality musical theatre and drama performances annually produced in-house by “cut to the chase...” resident theatre company
- A year-round programme of visiting artists, performers and shows covering all forms of music, dance, spoken word and ‘nostalgia’ events
- Youth theatre and youth dance companies
- An extensive theatre-in-education programme touring to schools and colleges throughout the borough (and neighbouring boroughs)
- A foyer programme of youth music, community events, exhibitions, children’s theatre, jazz and comedy clubs
- A vital facility for hire/use by the voluntary arts sector, schools and community events
- Securing Arts Council England National Portfolio Status in order to maintain the Queen’s Theatre at the heart of Havering’s regional cultural offer for the next three years

## Havering’s voluntary sector

Havering’s voluntary sector is extensive to say the least. Havering Association of Voluntary and Community Organisations is an advisory, training and umbrella body with over 150 smaller charitable and voluntary organisations registered, many of whom boast the arts as a core part of their function. Havering Arts Council represent 50 music, theatre, craft and visual arts societies all regularly meeting, exhibiting and performing. There are at least 35 dance and drama schools based in the borough, while the inaugural meeting of Havering Artists Co-operative was attended by 75 individual visual and multi-media artists of all ages and backgrounds. In other words, Havering’s biggest artistic resource for the community to engage in the arts, is our community itself.

The art of partnership, as it were, is to harness the energy and expertise of this thriving sector and set off on the journey together, particularly when targeting disadvantaged groups, disabled children, adults in residential care... we go to the organisations who know them best and design the project or programmes together. The result? High attendances and high quality outcomes. In other cases we might be providing our expertise and/or resources to pump prime an initiative or idea that the community itself then picks up and runs with. We can enable, and help generate an environment in which the community can create its own engagement, a critical mass of activity that takes a life of its own.

- A vibrant voluntary arts sector offering participation and engagement in a wide range of activity from drama to music, dance, visual arts and craft through Havering Arts Council, Havering Artists’ Co-operative, HAVCO and a huge number of other community-based groups, charities, services and agencies
- Amateur music and drama performances and productions of all sizes, including the Passion Play on Hornchurch Green once every five years
- Staging of group and individual visual arts exhibitions in Havering libraries and at the Queen’s Theatre

- Vital partnership working to engage hard-to-reach groups into cultural activity, especially older people and disabled people
- Vital partnership working in order to stage a wide range of community-based events such as Rainham village events, Rainham Arts Fair and Havering Mela
- Project development, support and delivery through a range of key regional and sub-regional partnerships, including Studio 3 Arts, East London Dance, Grand Union Orchestra and Emergency Exit Arts.

### **Havering Music School**

- Over 80 full- and part-time staff, which teach nearly 3,000 pupils per week in primary and secondary schools across the borough, plus another 1,500 pupils per week through primary schools' 'Wider Opportunities' teaching.
- Lessons on most orchestral, band and contemporary instruments plus voice.
- Saturday and Wednesday Music Centres, where 465 students take part in individual music tuition and 30 weekly-rehearsing ensembles and choirs
- An instrument hire and a VAT-free purchase scheme.
- Regular pupil performances at concerts and other events.
- Lead role in Havering Music Education Hub, a partnership of local and national providers to increase opportunities for young musicians in the Borough.
- Ongoing partnerships with the Queen's Theatre Hornchurch, London Symphony Orchestra, Royal Opera House, London Chamber Orchestra, Grand Union Orchestra, among others.
- Regular joint events and workshops with neighbouring boroughs.

### **Brentwood Road Gallery**

The formerly-named visual arts centre on Frances Bardsley School's campus offers the only high quality, dedicated visual arts exhibition space in the Borough, hosting national touring exhibitions, established and emerging artists and developing arts education, outreach and related programming. Its year round exhibition programme has shown work from internationally renowned artists like Henri Matisse and Picasso, nationally established artists, students and local artists. The gallery shop and craft markets offer support local designer makers. The gallery aims to –

- Promote the understanding and appreciation of art by all members of the community
- Make art and the creative process available to those who might not otherwise have access through community outreach
- Promote opportunities for artists' growth and development

In recent years the gallery has become an important creative source for emerging developments such as the Havering Artists' Co-operative and Romford Art Trail, and has played a key role in a number of community arts and public art projects as well as developing a close relationship with the Romford Contemporary Arts Programme.

### 3.2 Significant achievements from the last Arts Strategy

- Refurbishment and restoration of Fairkytes Arts Centre and Billet annexe, including new roof, new central heating, improvements to disabled access and facilities, improvements to and new equipment for dance/theatre studio, extensive internal works and redecoration including new CCTV system, and establishment of arts and crafts retail shop
- Havering Theatre Trust achieving ACE National Portfolio Status from 2012/13, securing high quality programming, production and education/outreach work at the Queen's Theatre for the next three years
- Fairkytes Arts Centre gaining QUEST national accreditation for excellent facilities management and customer service – twice breaking its all-time highest attendance records along the way
- Music for a Winters Night classical and chamber music season established at Langtons House, attracting international artists and performers of the highest calibre
- Romford Contemporary Arts Programme established, curating and showcasing the work of new young contemporary artists in empty shops, public spaces and Romford market, following successful pilots in Romford and Harold Hill. The project has been identified as an example of good practice by London Councils who will be presenting it as a case study to the London Assembly Economics Committee in Autumn 2012.
- Three year programme of youth arts activities initiated and delivered as Places to Go and Things to Do, incorporating music technology, Saturday rockschool, street dance and digital media/filmmaking participation, live performances, showcases and artists' residencies, offering open access holiday activities as well as diversionary activities, training and targeted projects for disabled young people, young people at risk of offending; young people who are NEET or at risk of dropping out of education; and children in care. Over 7000 young people engaged during the life of the project
- The myplace centre in Harold Hill is now open, offering a new performing arts venue and recording studio as well as a wide range of other youth and community facilities in one of Havering's most deprived boroughs
- World carnival project delivered as part of Romfest cultural Olympiad celebrations, involving over 600 primary, secondary school pupils, college students and youth groups over three years, engaging in music, dance, puppetry, costume making and carnival arts with Grand Union Orchestra and Emergency Exit Arts.
- Strong creative partnerships established with the voluntary sector particularly targeting disabled young people, resulting in drama, digital media and craft workshops and activities with Studio 3 Arts and ongoing regular pottery workshops at Fairkytes Arts Centre
- Rainham Arts Fair established as an annual event, offering professional live music performances, art exhibitions and arts and craft fair/displays, attracting up to 500 people annually.
- New public art installations at Romford Central Library; Hornchurch Library; Romford Station; Orchard Village (energy Centre) and Rainham Village (art trail).
- Shakespeare in the Garden professional theatre performances established at Fairkytes Arts Centre
- Delivery of the very successful "Big Dance" programme, linked to the Cultural Olympiad
- Establishment of the Havering Music Hub and securing three years of Arts Council funding
- Romford Summer Theatre celebrated their 50<sup>th</sup> anniversary in 2012.
- Havering's Library Service held their first Arts Award Discover programme (one of the first libraries in the country to do so).

### 3.3 SWOT analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Queen’s Theatre awarded National Portfolio Funding Status (ACE) for three years</li> <li>• Refurbishment of Fairkytes Arts Centre significantly improving user environment</li> <li>• Active voluntary sector including Havering Arts Council and Havering Artists Co-op</li> <li>• Strategic position of the arts established</li> <li>• Good understanding and positive relationship with service users</li> <li>• Excellent and developing voluntary sector partnerships</li> <li>• High satisfaction levels amongst users</li> <li>• Fairkytes QUEST accreditation</li> <li>• Brentwood Road Gallery</li> <li>• Music hub</li> <li>• Havering Big Dance programme</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Lack of information about non-users hindering future programme development</li> <li>• Lack of market penetration particularly with one-off special events and festivals</li> <li>• Lack of high quality visual arts exhibition space in the borough</li> <li>• Limited arts facilities in the south of the borough (Rainham and South Hornchurch)</li> <li>• Unclear pathways and access to participation in the arts via the voluntary sector, particularly for young people</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Further partnership opportunities with voluntary, community and private sector, including capacity-building and professional development for artists and arts practitioners</li> <li>• Arts Lottery funding coming back on stream</li> <li>• Technologies offering new ways of engaging with audience, e.g. social networking</li> <li>• Unsold capacity at a range of events, concerts etc.</li> <li>• Improved facilities at Fairkytes, including potential for new gallery space, to create higher quality experience, generating new users and new income</li> <li>• New myplace facility, including performance space, arts room and music studio</li> <li>• Increased focus on partnerships and cultural activities within new vision and principles for young people and role of Youth Facilitation Team</li> <li>• Partnership opportunities with Royal Opera Production Park and National Skills Academy in Thurrock</li> <li>• Strengthened partnerships and community access to Havering FHE College facilities</li> <li>• Emerging young artists getting involved in the arts / cultural industries</li> <li>• Creation of, and funding for, ‘Music Hubs’ which presents opportunities for further partnership working with the Havering Theatre Trust and Arts Service</li> <li>• Legacy of 2012 Games and Cultural Olympiad (see Havering 2012 Legacy paper)</li> <li>• Queen’s Theatre rehearsal space</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Wider economic situation affects participants / attender’s ability to purchase tickets etc, affecting arts service (and Queen’s Theatre) income and attendance targets</li> <li>• Public spending cuts limit capital programme / future investment</li> <li>• Public spending cuts impact on other council services, voluntary / community sector, NHS and schools, affecting ability to develop / maintain partnership working</li> <li>• Quality and safety need to be ensured with 3<sup>rd</sup> sector delivery</li> <li>• Pressure to maintain QUEST accreditation with current resources</li> </ul>

### 3.4 Responding to a changing community

Havering's Culture Strategy clearly summarises the demographic changes facing the borough over the next few years, to which the Arts Service, like all council services and partners, need to respond.

At the time of writing, there are approximately 240,000 people living in Havering, with population projections predicting a 5% increase by the end of this strategy (2015) and a 13% increase by 2021<sup>v</sup>.

- **An ageing population**

The 2011 census calculated the average age for residents in Havering as 40 – the highest average age in London and above the England average. 17.9% of residents were over 65 and 2.6% were over 85. The percentage of older people is due to increase significantly over the next few years. In 2011 there were 1,937 people over 90, by the end of this strategy (2015) there will be 2,496, and by 2021 there will be 3,297 (a 70% increase).

- **Increasing children and young people**

The 2011 census found 5.8% of Havering's population were under 5s – the lowest in London (though set to increase by 15% in 2015 and by 23% in 2021). The 5-9 bracket is currently about average for London, but is set to increase significantly over the next few years (from 13,307 in 2011 to 15,157 in 2015 and 18,424 in 2021 – a 38% increase).

An estimated 19% of children are thought to live in poverty in Havering, 27% live in lone-parent families, and approximately 400 families have been categorised as having multiple complex needs, with a further 2,000 families categorised as 'barely coping'.

With the risk of growing divisions between young and old, the arts and culture in general are in an almost uniquely strong position not only to improve the quality of life for both groups but to create social ties that bind young and old together. There is a strong case for the arts service and its partners to work more proactively to create intergenerational working, and to respond more strongly to a significantly growing section of the community with mobility issues or who are homebound.

- **Ethnicity**

The population of Havering is the least ethnically diverse in London, but it is becoming more diverse. The highest ethnic diversity in Havering is amongst young people, with 23% of school pupils in 2011 coming from non-white ethnic backgrounds, primarily Black African descent. Some estimates predict the current percentage of BME residents could grow 21% by 2016 and 40% by 2021<sup>vi</sup>.

How the Arts Service and its partners respond to this is a moot point in terms of programming, as patterns of cultural consumption change almost as fast as the research is published. Nevertheless, it behoves programmers to present artists and performers from a



diverse range of cultural backgrounds as this increases and enriches Havering's cultural offer across the board, mainstreaming diversity rather than targeting a specific audience. More pertinently, outreach/education and targeted project work might address any emerging social tensions and divides between ethnic groups, focussing on social integration and the breaking down of misunderstandings and barriers. Extending partnerships with schools, community groups and the voluntary sector will prove crucial in this respect.

- **Disability**

Approximately 17.5% of working age residents in Havering are disabled<sup>vii</sup>, and approximately 49% of Havering residents aged 65 or older have a limiting long term illness<sup>viii</sup>. Of these 65+ residents with a limiting long term illness, 7,742 also live alone<sup>ix</sup>. The JSNA states that this number of disabled people in Havering may increase by 7% over the next ten years, while the number of adults with learning disabilities may increase by the same amount.

The Arts Service is in a strong position to respond – the service already has a high number of disabled users and experienced tutors and arts workers, while due to recent refurbishments accessibility at Fairkytes Arts Centre has drastically improved. Accessibility at the Queen's Theatre is good both physically and through signed/described performances, while the new myplace building offers excellent accessibility.

The establishment of the Culture Disability Forum has already resulted in the Arts Service working in partnership with the voluntary sector to provide holiday scheme activities for disabled young people. These kinds of community partnerships will continue to play a pivotal role in the delivery of this kind of targeted work, and it is vital that activity content is as user-led as possible. Integrated working is also important, with disabled and non-disabled people working together and breaking down misunderstandings and social barriers along the way.



### 3.5 Strategic national, regional and local documents relevant to the delivery of the arts in Havering

There are a large number of policies, strategies and priorities which are relevant to the Arts sector and the development of this strategy. The most significant influencers are listed below.

#### 3.5.1 National Policy

##### Achieving Great Art for Everyone (2010)

In 2010, Arts Council England launched their new 10 year manifesto, 'Achieving Great Art for Everyone', a framework for the arts based on five clear goals:-

**Talent and artistic excellence are thriving and celebrated**

**More people experience and are inspired by the arts**

**The arts are sustainable, resilient and innovative**

**The arts leadership and workforce are diverse and highly skilled**

**Every child and young person has the opportunity to experience the richness of the arts**

At the heart of these five goals, while maximising quality, diversity, audiences and participation, lies the concept of the arts moving towards a more sustainable 'mixed economy' way of working; of the arts being recognised even more strongly as a delivery method for key community and social development outcomes; and high quality arts experiences becoming embedded in everyone's own individual cultural landscape, particularly through learning.

The pillars of our own arts strategy, particularly through its relationship to Living Ambition and Havering's Culture Strategy framework, resonate with this national direction of travel.

## Henley Review of Cultural Education (2012)

In 2011 the Government asked Darren Henley to carry out a review of cultural education in order to realise the ambition for ‘every child to have the chance to experience a wide variety of high quality cultural experiences’.

In his report, Henley points to three particular sets of benefits of Cultural Education:

- The direct educational benefits to children through the acquisition of knowledge and skills from Cultural Education subjects.
- The additional benefits to the Creative and Cultural Industries and the wider economy of providing children with an excellent Cultural Education that in turn creates the workforce of the future, helping to drive forward the UK’s growth agenda.
- The wider benefits to our society as a whole of developing an understanding of our common cultural heritage.

At its best, a sound Cultural Education should allow children to gain knowledge through the learning of facts; understanding through the development of their critical faculties and skills through the opportunity to practise specific art forms. Involvement with cultural activities can be habit forming for the rest of a young person’s life.

Henley’s report sets out a minimum required level of Cultural Education that a child should expect to receive during his or her schooling as a whole, broken down by age. Henley explains that, if children were to leave full-time education without having engaged in this spectrum of Cultural Education it would be a failure of a system which sets out to create young people who are not only academically able, but also have a fully-rounded appreciation of the world around them. This list of minimum requirements presents a useful tool for engaging with schools regarding their syllabus and also extra-curricula opportunities for their pupils.

The government has already agreed to adopt a number of Henley’s recommendations, including:

- a National Plan for Cultural Education
- the development of a cultural education passport – so that all children and young people have a rich variety of cultural education
- to work with Teaching Schools and sponsored bodies to improve the quality of cultural education in schools. This will receive £300,000 funding from DfE over three years and will be supported by non-departmental public bodies
- a new National Youth Dance Company. This will provide opportunities for 30 young people – aged 16 to 19 – every year. The DfE and Arts Council England will each provide £600,000 over three years
- funding for National Art & Design Saturday Clubs. Funding of £395,000 over three years, and additional funding from the Paul Hamlyn Foundation and the Esmée Fairbairn Foundation, will be used to establish a network of clubs based on the model set up by Sir John Sorrell. The clubs give schoolchildren access to specialist equipment and tuition at local colleges and universities
- a Film education academy - to inspire and train the next generation of British filmmakers. This will be led by the BFI. It will receive £3m from the Department for Education over three years

The Arts Service is already working in partnership with Havering College of FHE to explore the feasibility of the Art and Design Saturday Clubs for Havering.

## **National Plan for Music Education – The Importance of Music (2011)**

The new national plan sets out the Government’s vision for music education – ‘to enable children from all backgrounds and every part of England to have the opportunity to learn a musical instrument; to make music with others; to learn to sing; and to have the opportunity to progress to the next level of excellence’.

From September 2012 music education will be provided by new ‘hubs’ which will deliver music education in partnership with the local authority, local music organisations, and the wider cultural sector.

The main elements of the National Plan for Music Education are:

- A new national funding formula to make sure all parts of the country get fair funding for music on a per pupil basis, with a weighting for deprivation.
- Funding of £77 million, £65 million and £60 million confirmed for the next three years. Most of this will go to the music education hubs.
- A new music teaching module will be developed for trainee primary teachers, to give them extra skills to teach music.
- Continued funding of £500,000 per year to the National Youth Music Organisations fund, matched by the Arts Council England currently via Youth Music.
- Continued support for the internationally recognised Music and Dance Scheme – which provides money for exceptionally gifted young people to attend the highly specialist music and dance schools.
- Continued funding for In Harmony, Sistema England, augmented by matched funding from Arts Council England so that the programme can expand.

Earlier this year it was announced that Havering Music School will become the Music Hub for Havering. As a key partner in the Havering Music Hub development, we have opportunities to further strengthen partnerships with the Havering Theatre Trust, schools, colleges and wider cultural sector, including establishing links between myplace and Havering College of FHE as centres of music technology and technology training.

## **Digital audiences: Engagement with arts and culture online (2010)**

The report (co-commissioned by ACE, MLA and Arts & Business) is based on findings from a survey of how people engage with arts and culture online, and attitudes towards using online technology to engage with the arts.

The internet is changing the way we consume, share and create arts content: in 2010 English people of all ages and backgrounds used the internet to view paintings and theatre performances, but also to create and post their own art, including films, music and photos.

Importantly, this engagement augments, rather than replaces, the live experience. Our segmentation clearly shows that leading edge consumers of digital technology also tend to be passionate about the arts and regular attendees at live arts and cultural events. In other words, although engaging with the arts and cultural sector through the internet is now a mainstream activity, this does not appear to be to the detriment of the live experience.

The internet is a marketing and audience development tool, for example as a core platform for booking tickets, but also a medium for distributing content and delivering immersive, participative and fundamentally new arts experiences. Arts organisations that are skilled in digital marketing – and particularly in areas such as search engine optimization and the use of social media – will see more people through their doors than ones that rely on an old-school website and the odd email newsletter.

The Romford Contemporary Arts Programme and Artists Co-operative have in a very short time already demonstrated the vibrancy of Havering's on-line cultural community, and with Fairkytes' users slowly moving over towards e-marketing it is inevitable that the Arts Service and Fairkytes will soon follow suit, providing we can solve the conundrum of ownership and participation. The most successful social media sites are user-generated – no-one welcomes a Facebook site thinly disguised as merely trying to flog tickets...

### **Creative Homes: How the Arts can contribute to quality of life in residential care (2011)**

The Social Care Institute for Excellence (SCIE) was commissioned by the Care Quality Commission (CQC) to develop a definition of excellence for social care. One of the attributes listed was:

*“An excellent service supports and enables people to engage in activities, pastimes and roles which bring them pleasure and meaning and enhance their quality of life.” (Recognising Excellence in Social Care, SCIE, 2010,)*

The report describes how “the arts in their widest sense can touch on so many attributes of excellent care and quality of life: the value of active ageing, choice and control, independence and interdependence, creativity, lifelong learning, identity, confidence, friendship, emotional stimulation, intellectual fulfilment, and sensory pleasures - this is living.”

Many arts activities take place in groups and bring with them social interaction and a sense of inclusion, countering a common aspect of older age – loneliness, isolation and depression. Concentrating on tasks that are enjoyable and involve focused mental activity, imagination and memory can have continuing positive benefits for us all. Many arts activities also involve physical engagement which can result in improved motor skills and coordination.

The Arts Service already has a long history of working within social care settings. A number of residential homes bring groups to Fairkytes on a weekly basis, while our music for memory programmes in Romford homes are always well-attended and enthusiastically received by residents and staff alike.

## 3.5.2 Regional Policy

### **Cultural Metropolis, the Mayor’s Cultural Strategy (2010)**

The Mayor of London’s strategy, Cultural Metropolis, sets out the Mayor’s commitment to support the cultural and creative business sectors and highlights their role in regeneration and employment. The strategy emphasises the link between the physical environment and the cultural offer through good urban design, and announces a strong intention to ‘widen access to the arts for London’s outer boroughs’.

## 3.5.1 Local Policy

### **Havering’s Local Development Framework and emerging Local Plan**

*Note: At the time of writing the Council was reviewing the existing LDF and developing the new Local Plan.*

Havering’s existing Local Development Framework provides a planning framework to help shape the future development of Havering up to 2020. Chapter 6 of the LDF core strategy document includes a ‘vision statement for Culture’ which states *“in recognition of its importance to its residents and visitors’ quality of life, Havering will have a strong and well developed cultural provision, including opportunities for ... arts and creative activities and industries”*.

### **Havering Regeneration Strategy (2012-15)**

The arts are identified as contributing to a number of the objectives in the new regeneration strategy. The document references the use of vacant shops for temporary art uses to improve the cultural offer and visual appeal of town centres, the ability of arts facilities to attract footfall and spend into our town centres, and the many arts projects which form part of the Romford, Harold Hill, Rainham and Hornchurch regeneration programmes.

### **Vision for Young People: ‘Creating Bright Futures’ (2012)**

The vision for young people in Havering is: *“To ensure that all young people in Havering have access to relevant activities and opportunities, to assist in the development of their abilities and to help them make a successful transition from childhood to adulthood, and develop the assets that will enable them to become successful, social and safe.”*

The emphasis has shifted from the idea of a youth service, to ‘services for young people’ focusing on creating the means to develop a ‘more collaborative, creative and sustainable approach’ to developing services for young people.

The strategy for delivering services for young people centres around a new framework of engagement – the Havering Assets Framework – which all people working with children and young people can contribute to and develop.

The strategy explains that having a number of assets can help young people ‘thrive, be resilient, be creative and successful’. The following assets have been identified:

Confidence	Integrity	Creativity	Tolerance	Seek Support	Self Value
Resilience	Teamwork	Autonomy	Determination	Problem Solving	Motivation
Enterprise	Communication	Curiosity and Learning	Reliability	Emotional intelligence	

To meet the outcomes and proposals outlined in the visions and principles, the Integrated Youth Service will be restructured and split into two teams – a ‘Focused Intervention Team’ based in Social Care and Learning and a ‘Youth Facilitation Team’ based in Culture and Leisure. The majority of staff and resources will be transferred to Culture and Leisure Services.

The vision document recognise ‘much activity with young people within the Borough takes place through provision provided and commissioned by Culture and Leisure including arts, sports and cultural events’. The restructure presents further opportunities for young people to engage in Culture, with the Youth Facilitation Team tasked with building upon partnerships already in place.

### **Health and Wellbeing Strategy**

Havering’s Health and Wellbeing Strategy sets out how we will work together to improve the health and wellbeing of local people and improve the quality of, and access to, local healthcare services. It provides the overarching direction for the commissioning of health and social care services in Havering and is the responsibility of the new Health and Wellbeing Board.

- Priority 1: Early help for vulnerable people to live independently for longer
- Priority 2: Improved identification and support for people with dementia
- Priority 3: Earlier detection of cancer
- Priority 4: Tackling obesity
- Priority 5: Better integrated care for the ‘frail elderly’ population
- Priority 6: Better integrated care for vulnerable children
- Priority 7: Reducing avoidable hospital admissions
- Priority 8: Improve the quality of services to ensure patient experience and long-term health outcomes are the best they can be

The arts have the potential to make a significant contribution to these Health and Wellbeing priorities, as well as the wider public health agenda for the borough. The contribution the arts can make to health is outlined on p9 under our ‘Health and Wellbeing’ objective.

## Our Action Plan (2013-2015)

---

Our Action Plan for the next three years sets out some of the key activities required to achieve our vision for the Arts in Havering.

Our **vision** for the Arts in Havering, is that ***“in three years’ time our residents and visitors, through their high levels of engagement and participation in the arts in all their rich variety of forms, will be thriving like never before”***.

What this will look like:

- *The arts in Havering will be strong, vibrant and diverse, delivering its full potential in terms of intrinsic and instrumental benefits for individuals, towns and communities (see p5-6).*
- *Now fully restored, Fairkytes Arts Centre’s new two storey extension will be open, hosting a vibrant programme of professional and community-based visual arts exhibitions, talks and workshops, along with the centre’s busy craft shop generating business for Havering’s artists and makers.*
- *The Queen’s Theatre will be consolidating its role as a unique regional producing house, complemented by its new rehearsal and office space extension.*
- *Fairkytes and the Queen’s Theatre, together with an active and heavily promoted Hornchurch cultural brand, will be making the town and the borough a more significant sub-regional cultural destination. An efficient and sustainable delivery model will have been established to protect and consolidate these core programmes, with the structure of that model established on sound business and creative principles.*
- *The Romford Contemporary Arts Programme will be contributing towards a vibrant, exciting and surprising town centre, not only through its curation of empty shops, market and public spaces, and its reaffirming of arts at the strategic centre of wider-scale regeneration, but also through its professional development programme for artists, uncovering more sustainable and commercially viable ways of working and providing business incubation for fledging cultural industries.*
- *Havering’s young, exciting artists and artistic community will work together ever more imaginatively, creating new initiatives and forming national and international links. Havering’s own artistic landscape will be revolutionised.*
- *Record numbers of people of all ages and abilities will be learning, engaging, participating in the arts.*

- *Our Music Hub partnership will provide music education opportunities for every child and young person in Havering.*
- *Expanded and higher quality facilities at both the Queen's Theatre and Fairkytes will build upon both centres' core participatory and educational programmes.*
- *A thriving programme of arts activity and participation will have been established at the myplace centre in the heart of Harold Hill, and arts education providers will continue to work together to produce high quality lifelong learning opportunities for all ages.*
- *Events, concerts and festivals in each of our major centres such as Rainham Arts Fair, Havering Mela, Romford Arts Trail and Langtons Summer and Winter concerts will be bigger, brighter and better attended than ever before.*
- *Access to opportunity and information will be easier, with arts opportunities achieving the maximum possible market penetration through consultation, partnership-working and the employment of new technologies. Residents and visitors alike will be able to find places to go and things to do quickly and comprehensively.*
- *Our voluntary arts sector will become ever more vibrant and accessible, with bodies such as Havering Arts Council offering clear pathways to engagement and opportunity, particularly amongst young people.*
- *Our thriving partnerships with community, health and care sectors will enable us to maintain a solid, effective and measurable outreach programme targeting hard-to-reach and at-risk groups.*
- *Disabled people, older people and economically disadvantaged members of the community will have the same opportunities to engage in the arts as everyone else, while our programming will respond to our ever more diverse population.*



The Action Plan for the Arts, set out below, outlines our key actions against our three strategic objectives: Health and Wellbeing, Learning and Personal Development, and Towns and Communities.

### Objective 1: Health and Wellbeing

Support a high standard of mental, physical and emotional health for all by increasing the number of people engaging with the arts.

Objective / Tasks	Base line position 2012	Target 2015	Culture Strategy Principle
Increase attendances at Queen's Theatre from 2011/12 baseline	193,000 in 2011/12	2% increase	3, 4
Maintain 90%+ satisfaction ratings for Fairkytes users annual survey	2011 survey 99%	Annual rating maintained above 95%	3, 4
Renew QUEST accreditation for Fairkytes Arts Centre	Accreditation achieved March 2011	Accreditation re-acquired for 2013-15	3, 4
Explore business case for Arts Trust on creative and business principles	Consultation complete Dec 2012	Business case delivered	2, 3, 4
Work with the Youth Facilitation Team to develop arts opportunities for young people, through both targeted and open access provision across the borough	300 young people engaged in activities	450 young people	1, 2, 3
Consolidate partnership development with voluntary, community and health sectors with a particular emphasis on older people, disabled people and hard-to-reach groups	Music programme at Romford residential centres piloted	Annual programmes delivered	1, 2, 3
Develop partnership with Havering Arts Council and other voluntary sector bodies to increase engagement in the arts for all sections of the community with particular emphasis on young people and people from diverse cultural backgrounds	Current levels of engagement	3 new partnerships established	1, 2, 3

Develop Arts Marketing Strategy with partners with specific emphasis on communication; developing new audiences; highlighting opportunity and identifying pathways; addressing gaps in provision; new technology	Draft strategy developed March 2013	Action plan delivered	1, 3, 4
Increase attendances at Fairkytes Arts Centre for regular adult/children's workshops, holiday scheme activities, voluntary sector attendances and special events	80,000 in 2011/12	4% increase	3, 4
Work in partnership with the voluntary arts sector in order to increase access to and participation in the arts and explore opportunities to establish affordable artists' studio spaces in the borough	Haverling Artists Co-operative established April 2012	Temporary and permanent studio spaces realised	1, 2, 4
Maintain high quality cultural offer through professional and accessible drama, dance and music programming	Queen's Theatre Programme Music for a Winters Night at Langtons House (5 performances) SoundQube at the Queen's Theatre (6 performances) Music at Haverling Mela	Annual programmes delivered as a minimum. Programme expanded where possible.	3, 4
Consolidate key outdoor events and festivals to ensure high quality, cost effective and safe delivery	Langtons Concert Haverling Mela Fairkytes events and open day Rainham Arts Fayre	Events programme maintained as a minimum. Programme expanded where possible.	2, 3, 4

## Objective 2: Learning and Personal Development

Support learning outcomes for all age groups through a broad, high quality and accessible arts offer.

Objective / Tasks	Base line position 2012	Target 2015	Culture Strategy Principle
Consolidate partnership development with libraries, schools, adult education and colleges to maximise learning opportunities for all ages	Adult learning partnership and community learning strategy established	Continuing partnership working	1, 2, 4
Maintain key partnership role as part of Havering Music Education Hub	Hub established 2012	Project programme delivered	2,4
Havering Music Education Hub to publish an annual needs analysis	HMS annual survey mainly a satisfaction survey to date	Hub programme and development is informed by data	1,2,4
Havering Music Education Hub to develop a vocal strategy for music education	Singing lessons offered but no overall strategy	Vocal and choral development is embedded and needs-driven	2,4
Create a new Arts trust in Havering, subject to the outcome of a supportive Business Case and agreement from key partners.	Initial discussions	Business Case produced New Arts Trust created (subject to the Business Case)	
Develop myplace music and cultural technology training programme in partnership with Youth Facilitation Team, College of FE&HE, Community Learning Service and other external bodies	IYS restructure consultation	Programmes established Jan 2013	2, 4
Consolidate partnerships with local and sub-regional funded arts providers to maximise opportunity and access to learning for all ages (S3A, East London Dance, Grand Union)	Ongoing commissioning and project development	Annual work programmes delivered	2, 4
Explore partnership opportunities with Royal Opera Production Park and National Skills Academy in Thurrock	Partnership established	Project work delivered subject to external funding opportunities	2, 4
Support contemporary and community arts programming and professional and creative	Network meetings held July 2012 Artists residential October 2012	Support annual programme	1, 2

development opportunities for artists through partnership work with Brentwood Road Art Gallery, Havering Artists Co-operative and Romford Contemporary arts programme			
Support Disability Culture Forum in order to develop new voluntary sector partnerships to increase access and opportunity for disabled people	Project schemes delivered April 2012 and October 2012	Annual programmes delivered	1, 3

### Objective 3: Towns and Communities

Deliver a high quality landscape and townscape for residents and visitors alike, ensuring the arts are built into the heart of our towns and communities.

Objective / Tasks	Base line position 2012	Target 2015	Culture Strategy Principle
Continue to support Romford Contemporary Arts Programme and Romford Art Trail: seek external funding to roll out programme, develop sustainable ways of working and enhanced commercial viability for participating artists	Eight exhibitions/installations held in empty shops and public places by end 2012  Trail established July 2012	3 year programme established  Romford art Trail established as annual event	1, 2, 4
Integrate contemporary arts into the Romford Battis Major Scheme through artists residencies and consultation	Steering Group established July 2012	Design scheme completed mid-2013	1,2
Develop the Romford Public Art Strategy	Consultation begun Sept 2012	Strategy established Spring 2013	1,2
Pursue provision of new high quality visual arts exhibition space at Fairkytes Arts Centre	Feasibility study to RIBA stage 4 completed May 2012	New provision progressed subject to necessary fundraising	2, 3, 4
Complete refurbishment of Fairkytes House and Billet	Refurbishment phase 1 and 2 complete Billet refurbishment complete May 2012	Further phases complete subject to funding	2, 3, 4
Support Havering Theatre Trust to Investigate	Temporary provision of rehearsal	Rehearsal space in place subject	2. 3

provision of rehearsal space for Queen's Theatre	space investigated	to funding	
Consolidate partnership with Regeneration, Town Centre Management and the private sector placing arts at the strategic heart of town centre initiatives	Hornchurch Cultural Offer promotion Rainham Compass/Art Trail Harold Hill Ambitions/Myplace GRR (Greening the Ring Road) master plan	Ongoing annual programmes delivered	2, 3
Continue to seek opportunities to establish art in public places (temporary and permanent installation)	4 new pieces since 2007	Minimum of 2 new pieces realised	2, 3
Develop and promote Fairkytes shop as key showcase for local craftspeople and Hornchurch cultural visitor destination	Shop fully open August 2012	Annual promotions delivered Increasing income realised	2, 3, 4

- 
- i Clair, A.A. (1996) 'The effect of singing on alert responses in persons with late stage dementia', *Journal of Music Therapy*, 33, 234–247. Also: Clair, A. (2000) 'The importance of singing with elderly patients', in Aldrige, D. (ed) *Music therapy in dementia: More new voices*. London: Jessica Kingsley pp 81–101
- ii Staricoff, R., Duncan, J. and Wright, M. 'A study of the effects of visual and performing arts in healthcare' Chelsea and Westminster Hospital, 2004;
- iii Schorr, J. A. (1993) 'Music and pattern change in chronic pain', *Advances in Nursing Science*, 15, 4, 27–36
- iv NHS and Arts Council England (2007) 'A prospectus for arts and health' – research from Oldham's 'Bronchial Boogie'
- v Interim 2011-based Subnational Population Projections
- vi Projected Ethnicity Growth in Havering, London & Outer London Boroughs 2011-2021. Round Population Group Projections, Greater London Authority, 2010 (14).
- vii Working Age People with Disabilities, Annual Population Survey: Department for Work and Pensions, (2012).
- viii Limiting Long Term Illness in Havering, Census: Office of National Statistics, (2001).
- ix Residents Aged 65+, Living Alone with LTLI, POPPI, (2012). Available online at [www.poppi.org.uk](http://www.poppi.org.uk)

This page is intentionally left blank

# Heritage and History Sub Strategy, 2013-15

---

## CONTENTS

### Chapter 1: Introduction

- ▶ Foreword by Cllr Andrew Curtin, Cabinet Member for Culture, Towns and Communities
  - ▶ About the Heritage and History Sub Strategy
  - ▶ Our Objectives & Principles
- PAGE 2

### Chapter 2: The Value of Heritage and History in Havering

- ▶ Definitions
  - ▶ Intrinsic and Instrumental Value of Heritage and History
  - ▶ Value of Heritage and History to Residents
  - ▶ Our contribution to Living Ambition
- PAGE 4

### Chapter 3: Where are we now?

- ▶ What heritage buildings and landscapes are of historical significance
  - ▶ Council services with an interest in heritage an history
  - ▶ The Role of the Voluntary Sector
  - ▶ The Role of the Private Sector
  - ▶ The role of the Historic Environment Champion
  - ▶ The role of the Heritage Lottery Fund
  - ▶ Significant achievements from 2010-12
  - ▶ SWOT analysis (Strengths, Weaknesses, Opportunities and Threats)
  - ▶ Responding to a changing community
  - ▶ An overview of national, regional and local policy relevant to Heritage and History
- PAGE 10

### Chapter 4: Our Action Plan (2013-2015)

PAGE 34

## APPENDICES (as a separate document)

Appendix 1: The Historical Development of Havering

Appendix 2: The Survival of Heritage Assets

Appendix 3: Gazetteer of Council Owned Sites

# CHAPTER 1: Introduction

---

## Foreword

To be inquisitive about the histories of the places where we live is to be part of an active, lively and self-confident community. To seek to understand better the local, national and the international forces which have over time combined to shape the particular characteristics of the institutions, society, environment, economy and culture of the places where we now live and others will come to live in the future, seems a particularly generous instinct, which recognises both the contribution of individuals to the development of our communities and the ways in which they responded to the broader circumstances of the time. As such, study of the histories of where we live is an impulse to be fostered and supported through archive, museum and educational provision, as well as through well-evidenced and enlightened conservation of the historic environment and documents and objects relating to our pasts.

This is important. It is important for its own sake - every place inevitably has a history of different types of economic activity, land use, thought, social conditions, building and links to other places, irrespective of our attitude to them. Active study and research of those pasts, welcoming a multitude of different viewpoints and assessments of which aspects of that past carry greatest significance, helps to engender a sense of self-worth in a community, which can help to foster a confident approach to thought on social, environmental, economic and cultural change in the future. Study of local history is also a highly-effective way of stimulating a sense of enquiry as part of the education process, it helps to support the economy by attracting visitors and contributing to a positive image for a place, and it contributes to high levels of health and well-being throughout our lives, by contributing to a sense of interest in what is around us, thus being an efficient and effective way of ensuring active minds and bodies (with all of the health benefits which these bring) at every stage of our lives.

It is a great pleasure to introduce the new History and Heritage Strategy for the borough.

Cllr. Andrew Curtin.  
Cabinet Member for Culture, Towns and Communities.

*"... this sudden new colony hadn't appeared out of empty  
desert.*

*A space had to be made for it, bit by bit, in the long-established  
settlements that occupied the ground already.*

*The new plots were carved out of the smallholdings  
that had supplied the city with vegetables, out of the orchards  
growing its apples and cherries, and the meadows  
that had kept its horses in fodder."*

Michael Frayn "Snies" 2002



## About the Heritage and History Strategy

Reflecting that of the Culture Strategy, our Heritage and History Strategy is driven by the very simple **ambition**:

***“To transform lives through participation in, and enjoyment of, the heritage and history of Havering”***

---

The **purpose** of the Heritage and History Strategy is to:

*‘Provide focus and added value to the efforts of everyone with an interest in the heritage and history of Havering, linked to a very clear view of what will be achieved by 2015’.*

The **Objectives and Principles** of our strategy are also based on those of the Culture Strategy:

### **OBJECTIVE 1: Health and Wellbeing**

Support a high standard of mental, physical and emotional health for all by increasing the number of people taking part in heritage and history activities.

### **OBJECTIVE 2: Learning and Development**

Support learning opportunities for all, by enabling people to study and take part in new heritage and history activities.

### **OBJECTIVE 3: Towns and Communities**

Enriching our towns and communities, through investment and engagement in heritage and history.

### **PRINCIPLE 1: Community Empowerment**

Promote more active engagement in service delivery, from consultation, to volunteering, to devolving services to the local community.

### **PRINCIPLE 2: Work in Partnership**

Continue to work with our partners, internal and external, and regionally across borough boundaries, to achieve shared objectives.

### **PRINCIPLE 3: Inclusion & Cohesion**

Be smarter about collecting information on our customers and communities. Target new audiences and broaden access to our services, breaking down barriers to engagement where these exist, facilitating social progress and improved quality of life.

### **PRINCIPLE 4: Good Value Services**

Continue to develop innovative, modern and efficient methods of service delivery, thereby maintaining the high quality of our services against a backdrop of reduced budgets, and ensuring that activities are evaluated effectively to retain a focus on outcomes for local people.

# CHAPTER 2: The Value of Heritage and History in Havering

---

## 2.1 Definitions and Commentary

*“Heritage is very broad – it can cover everything from land and biodiversity, to buildings and landscapes, collections and even intangible heritage such as language and memory. In fact what makes something part of our heritage is not whether it is a building or landscape, but the value we place on it”.* (Capturing the Public Value of Heritage – Report on the Proceedings of the London Conference, 2006)

*History is “the study of past events, particularly in human affairs”* (Oxford English Dictionary)

*“There is nothing either good or bad but thinking makes it so.”* (Hamlet, Shakespeare)

*“Places of cultural significance enrich people’s lives, often providing a deep and inspirational sense of connection to community and landscape, to the past and to lived experiences. They are historical records that are important as tangible expressions of identity and experience. Places of cultural significance reflect the diversity of our communities, telling us about who we are and the past that has formed us and the landscape. They are irreplaceable and precious. These places of cultural significance must be conserved for present and future generations”.* (The Burra Charter, 1999, ICOMOS, Australia)

## 2.2 The intrinsic and instrumental value of Heritage and History

The heritage and history of an area has an **intrinsic** value. Restoring, conserving, improving and increasing peoples’ access to the borough’s heritage and history should be encouraged for its own sake if people are to live life to the full in our borough.

The heritage and history of Havering is rich and varied, stretching back thousands of years. Reading and learning about the history of the borough; writing about that history; writing diaries that capture personal history; attending history society meetings; visiting and viewing Havering’s many historic buildings and landscapes; restoring and conserving those buildings and landscapes; visiting museums and art galleries; collecting objects of historical interest; celebrating anniversaries and talking about the past, all bring immense pleasure to many thousands of people in Havering. This is the main intrinsic value of heritage and history and the reason why it should be treated with respect.

In addition to the enjoyment of being involved, individuals also benefit in other, very personal ways. The heritage and history of an area gives people great pride in the area in which they live; it gives them a sense of place and provides stability in an age of ever

increasing change (helping to give people peace of mind) and it provides people with a strong sense of personal identity, which is so important if people are to live happy and productive lives. This is particularly true of communities where historic traditions and customs, passed on from one generation to another, help shape cultural identity and help give people self esteem and a sense of worth. Put another way, where people are disconnected from their history and cultural traditions, they often feel a sense that something is missing in their lives, which can then have knock on negative impacts on their health and wellbeing.

People believe that an area's heritage and history belongs to them and is a part of their lives. They feel a sense of loss if a historically important building or landscape is damaged, or even lost. The reaction to inappropriate development and the support for the creation of the Conservation areas in the borough, are two ways in which these very personal feelings manifest themselves in Havering.

Many people in Havering are involved in a voluntary capacity, spending significant amounts of time helping to make the borough's heritage and history more accessible to residents and people visiting from outside the borough. This volunteering gives them opportunities to socialise and provides pleasure and fulfilment, often at a time of their lives when people want to make a positive contribution and "give something back".

People are fascinated by the past. The significant and growing interest in genealogy and family history is evidence of that. People get a sense of satisfaction and feel more complete when they have full understanding of their own past. People value heritage and history for the story it has to tell about the past and because it can be associated with memories of people or events that are important to them.

Understanding the past is crucial to addressing the challenges of the future. The truism that history often repeats itself can be partly attributed to the fact that people often don't learn from the mistakes they have made in the past, even where those mistakes have had significant consequences. Today's intractable problems can often only be resolved if people fully understand what those problems are and often those problems are rooted in the past. Sustainable solutions to those problems require an understanding of the historical context, so it is important that the past is understood and taken account of when solutions are proposed.

However, the reality of what has actually happened in the past is often not clear cut. Evidence of what might have happened has to be assessed and, if there are conflicting accounts, the evidence and arguments need to be weighed up before a final view can be established. In studying history it is essential that conclusions are not "jumped to" without proper thought and without going through a process of weighing up evidence: a process that is taught in history lessons in schools. This process of weighing up evidence is invaluable in later life, making it more likely that individuals and communities take sensible decisions about their future.

Although the development of personal skills is important, many people have argued that the teaching of history in schools is not providing young people with a strong enough narrative about British history, with an absence of chronology and sufficient facts

about the past compounding the problem. Others go further and claim that Britain's history should be celebrated and used to develop a stronger sense of patriotism in individuals. These issues, which relate to the intrinsic value of teaching history in schools, are considered in Sir David Cannadine's excellent book "The Right Kind of History", which traces the teaching of history in state schools. At the time of writing this sub strategy the future of history teaching in the National Curriculum is still to be determined, but it does appear as if the teaching of history will become more important in the future, making it all the more important that young people in Havering have access to a rich variety of buildings, landscapes, documents and objects, to support their learning and help develop their personal skills.

Finally, the buildings, the landscapes, the collections, the documents, the artefacts etc. all have their own intrinsic value, in the sense that they are original and have their own qualities and characteristics, in comparison to copies or replicas. People get pleasure from their understanding that what they are looking at is not only aesthetically pleasing, but also original.

English Heritage have identified a method for thinking systematically and consistently about the heritage value that can be ascribed to a particular place, which focuses on four categories: "Evidential Value" (the potential of a place to yield evidence about past human activity); "Historical Value" (the ways in which past people, events and aspects of life can be connected through a place to the present); "Aesthetic Value" (the ways in which people draw sensory and intellectual stimulation from a place) and "Communal Value" (the meanings of a place for the people who relate to it, or for whom it figures in their collective experience or memory).

The **instrumental** benefits of participation in and supporting heritage and history activity in Havering are many and varied.

#### Towns and Communities

Heritage buildings and landscapes make a significant contribution to providing a high quality local environment that can be enjoyed by the residents of Havering. The borough's historic landscapes, often under the jurisdiction of the Council's Parks and Open spaces service, and the borough's many historic buildings all help make Havering an attractive place to live in. In fact it is one of the main reasons why residents choose to live in Havering and a relatively low number choose to leave.

Archives and Museums are very important in ensuring that geographical areas have a rich culture and well maintained historic environment, adding to the visual interest of an area, and providing a focal point for community interaction and identity;

#### Tourism and Local Economy

Havering's historic buildings and landscapes attract many thousands of visitors each year, encouraging spend in the local economy and also providing a limited number of employment opportunities. Rainham Marshes, for example, are expected to attract half a million visitors a year when visits reach their peak.

## Health and Wellbeing

Visiting historic buildings and landscapes invariably involves a degree of physical activity, which has knock on benefits in terms of improving peoples' health and wellbeing, helping people to live longer and reducing costs to health agencies. Talking and reminiscing about the past has been shown to have a positive effect on mental health, including delaying the onset of dementia.

The contribution of local history to health, in particular to mental health, has been highlighted by studies such as the "Opening Minds: Mental Health, Creativity and the Open Museum" study (2010). The study argues that work with museums and archive collections made an important contribution to promoting mental health and recovery from mental illness and resulted in a "surge in confidence and levels of skill which can be more potent than medication".

## Learning and Personal Development

Ensuring widespread access to the heritage and history of the borough is important in helping children to develop, helping them to develop a sense of enquiry, encouraging them to learn and, most importantly, stimulating an interest in reading and writing (thus helping to achieve objectives relating to increasing literacy levels). The pivotal role of history and local history in a rounded education has been highlighted by the 2011 Ofsted report "History for All". This report showed that local history in particular has the power to bring abstract principles and distant events alive for children, stimulating minds and imaginations and improving learning.

Children also learn to play in historic environments, i.e. not just through formally constructed play sites, but also through the historic natural environment. Providing children with positive play opportunities is crucial to their development (see the Council's Play Strategy). As children get older they study the history of their local area at school, which can be brought alive by access to Havering's historic buildings, landscapes, documents and objects; as well as through visits to the Havering Museum and local Libraries. This can be inspiring to young people and help shape their later lives, whether it be through higher education, employment, volunteering opportunities or through their hobbies. Heritage and history therefore plays an important role in educational attainment, lifelong learning and improving the life chances of young people.

## Safe, Inclusive and Cohesive Communities

Heritage and history is central to fostering a better, more inclusive society. An inclusive society will not exist unless participation in "mainstream" activities such as heritage and history is accessible to all. Heritage and history can help address crime and community safety issues by engendering a sense of pride in a local area and by providing diversionary activities, and it promotes community cohesion by being a focal point around which all in the community can gather and find a sense of local pride and identity.

Unfortunately Heritage assets can suffer from theft and criminal damage, thus undermining the role that heritage and history can play in achieving the instrumental and intrinsic benefits outlined above. The Council, the Police, local voluntary groups and organisations such as the “Alliance to reduce crime against heritage” (ARCH) all have a part to play in ensuring that theft and criminal damage is minimised as far as possible.

### **2.3 The value that residents’ place on increasing access to and involvement in the heritage and history of the borough**

The last Culture & Leisure residents’ survey conducted in 2010 illustrates how residents value heritage and history provision in Havering, and explains the personal and community benefits that participation in such activities bring. The survey asked local residents to indicate how strongly they agreed with various statements about a cross section of cultural activities. 70% gave a score of 8 or more out of 10 to the statement: “Heritage in Havering is a valuable asset to the borough; 74% agreed with the statement that local heritage is “fun and enjoyable” and 72% said they would like to learn more about local history.

The results of the ‘Your Council, Your Say’ survey in March 2011 showed that the largest proportion of Havering residents felt health services were the most important factor in making the borough a nice place to live. This was closely followed by level of crime, with activities and support for older people and activities for teenagers also featuring in the top 10. The provision of high quality heritage and history activities for all ages, and with a focus on healthy lifestyles, makes a significant contribution to each of the above agendas that have been identified as priorities by local residents.

Borough residents have the opportunity to become involved in a wide range of heritage and history activities, principally through the voluntary sector. Local Trusts run many of the important heritage sites in the borough, including Havering Museum, the Upminster Windmill Trust and the Upminster Tithe Barn Trust. A number of Friends Groups work alongside the Council to ensure that important heritage sites are restored and conserved (for example the Friends of Langtons House); whilst the members of the Historic Environment Forum and the various Historical Societies based in the borough play an important advocacy role.

Nationally, over 90% of adults living in England think that when improving local places it is worth saving their historic features, over 70% of adults visit historic sites at least once a year and over 70% say they are interested in the place in which they live in (“Valuing our Heritage” – English Heritage, 2007). There is no reason to think that these views are not replicated in Havering.

## 2.4 Our contribution to Living Ambition

In 2008 the Council launched 'Living Ambition', a long term strategy to further improve the quality of life enjoyed by Havering residents, based on five goals – Environment, Learning, Towns and Communities, Individuals and Value.

Heritage and history contributes to all five of these Living Ambition goals:



### **Environment**

Providing well maintained heritage and history buildings and landscapes contributes to a visually interesting and rewarding local environment; as well as helping to prevent low level “enviro-crime” (tagging, vandalism etc). The Parks Protection team, the Police and ARCH all play a role in ensuring that the borough’s heritage assets do not suffer from theft or criminal damage.

### **Learning**

Engaging in heritage and history activities can stimulate an interest in enquiry, learning, including encouraging children to read, helping young people to study history in schools and providing lifelong learning opportunities for all sections of the community.

### **Towns and Communities**

The historic environment, including buildings, landscapes, archives and museums, provides character, distinctiveness and a sense of place; as well as attracting people to live, work and visit Havering.

### **Individuals**

Individuals benefit in terms of the enjoyment and satisfaction they obtain from being involved, with knock on benefits to their health and wellbeing (for example the History Group established at Western Road Life Skills Centre). Black History Month, Disabled History Month and International Women’s Day all provide individuals with a chance to celebrate history in a way that is directly relevant to them.

### **Value**

Providing access to the borough’s heritage and history is a relatively cost effective way of achieving the intrinsic and instrumental benefits set out above; but all organisations involved in encouraging that access need to make sure they offer a quality service and are operating as efficiently as they can, in order to provide value to their customers and stakeholders.

## CHAPTER 3: Where are we now?

---

### 3.1 What heritage buildings and landscapes are of historical significance?

An account of the historical development of the borough is included as appendix 1. This shows the layering of Havering's history from Saxon settlements and Roman transport links; through country estates and Victorian industry, to 20<sup>th</sup> century suburbs. In each of these roles Havering has served the city as a staging post on routes to eastern England and Europe, a rural retreat, as a supplier of produce and, now, as a home for commuting workers. Despite the overlay of developments undertaken by successive generations, evidence of all the main periods of the borough's history still exist.

Havering has a rich and varied range of heritage assets, which are detailed in appendix 2. 140 heritage sites are formally designated in the Statutory List of Buildings of Special Architectural or Historic Interest; in addition to the three Scheduled Ancient Monument sites, 11 conservation areas and a registered historic garden. Appendix 3 provides a summary list of Council owned heritage sites (a Gazetteer of such sites).

### 3.2 Council services with an interest in heritage and history

#### The role of the Parks and Open Spaces service:

The Parks and Open Spaces service plays an important stewardship and management role in relation to much of the borough's historic and natural environment. The service aims to promote and bring alive the history of the parks and open spaces it manages, through delivering major restoration projects (including the current Raphael Park, Langtons Gardens and Bedfords Walled Garden restoration projects); providing signage that summarises the local history of the area; installing public art that reflects important historical events, the provision of benches and trees that commemorate people's lives and supporting Friends Groups (and other interested stakeholders) to research the history of their local area.

The Parks and Open Spaces service is leading on an important piece of corporate work that is looking at how Havering's natural environment can be improved and conserved.

The Service is responsible for:

- Managing and maintaining to the highest possible standard the Councils own historic buildings and landscapes.
- Providing specialist advice on historic buildings and landscapes to officers and Members.
- Providing an annual programme promoting historic buildings and landscapes to include talks, walks and open days etc.



- Working in partnership with Friends Groups, Trusts and other project groups to develop and promote historic buildings and landscapes in Havering.
- Identifying and sourcing internal and external funding to enhance Havering's historic buildings and landscapes.
- Contributing towards the development of Havering as a visitor destination through its historic buildings and landscapes.
- Acting as the Council's lead officer for the Open House programme and also the Havering Mini Open House event
- Organising the Historic Environment Forum.

The Parks Protection team, in conjunction with the local police, play an important role in preventing theft and criminal damage to the borough's heritage assets.

#### The Council's Library Service:

The Library Service has an extensive stock of history books that can be loaned or used as reference material and provides access to historical material via the internet (including through the free 24 hour Virtual Library); whilst the schools' library service provide books and materials for history teachers. The Library buildings offer an appropriate and safe environment for young people to do their homework and people of all ages to undertake research; they offer space for history talks to be delivered and local history societies to meet; and the murals on many of the library walls depict the history of the local area. Finally, the Library Service provides the Local Studies and Family History Centre, which is covered in more depth below.

#### The Council's Local Studies and Family History Centre:

The Local Studies and Family History Centre, based in Romford Central Library, offers visitors the opportunity to browse a collection of key books about the Borough, as well as a range of local history journals and an extensive collection of books dealing with specialist aspects of family history. Local newspapers back to 1866 and copies of parish registers for the area are available on microfilm and various online resources (including Ancestry.com and "Find My Past") offer free access to a wide range of records of great interest to family and local historians.

The Local Studies collection policy is to collect material about the Havering area, to organise and exploit the material and make it available to users. At the same time the service is responsible for ensuring safe storage of material to serve the immediate and long term needs of users and to conserve items, keeping them free from damage and possible destruction. The Local Studies and Family History service serves as a repository for historic Council records e.g. minute books and rate books. The service concentrates on paper based two dimensional items e.g. books, documents, ephemera, photographs, newspapers and pamphlets.

Local Studies and Family History Centre staff offer assistance to visitors and provide outreach services to groups and individuals through courses, talks, group research sessions, project work with partner organisations and providing material for published local

history books. Enquiries are accepted in person, by telephone, letter or e-mail. The service supports projects run by Havering Museum, including hosting research sessions with Museum volunteers and assisting with images and information for their projects. In addition, the Local History Librarian assists other Council departments with information, research and copies of items and images from the Local Studies collection. For example, the service supports those involved in researching Heritage Walks and supplies historic images for inclusion in the final brochures.

Staff at the Centre also provide training for volunteers working on restoration projects (eg the volunteers working on the project to restore the Upminster Old Chapel).

The Local Studies and Family History Centre continues to display and support exhibitions celebrating anniversaries and the rich history of Havering. During 2011/2012 these included the Romford Garden Suburb, Gidea Park Centenary exhibition, the 75 years of Hornchurch Libraries exhibition, The Working Lives of Thames Gateway exhibition, the 50 Years of Romford Summer Theatre exhibition and the Art and War: The Artists Rifles and Romford 1915-1918 exhibition.

In addition to visitors carrying out their own research, using the material available on the shelves in the Local Studies centre, or arriving without appointments and receiving assistance, there were in excess of 400 appointments for more detailed specialist assistance with family history and local history and access to unique material in the borough's collection in 2011/12.

The service offers a range of courses and taster sessions for groups or individuals wishing to learn about tracing their family history, including the popular Family History for Beginners course. The staff take referrals from Havering Council's Adoption Team, to assist individuals wishing to trace existing family members or learn more about their origins and also deliver talks about family history in libraries across the Borough.

The Local Studies and Family History Centre assist schools and other educational bodies in the teaching and understanding of history, typically involving the loan of or access to local materials bringing alive the history of the local area.

#### The Council's Arts Service

The Council's Arts Service directly manages and helps organise events that celebrate the history of local areas (e.g. the Hornchurch Arts and Heritage Festival) and attracts people into the historic environment (e.g. Chamber Concerts at Langtons, Rainham Hall Arts Fair, Fairkytes Open Day); organises writing competitions that often involve the story teller writing about past events; public art linking to history and heritage of the environment (for e.g. Rainham Art Trail 'Bronzes', Hornchurch 'Infinite Possibilities' and Roneo Corner relating to industrial history of the area).

#### The Council's Planning service:

As the local planning authority, Havering Council is responsible for planning policy and planning decisions in the Borough. Planning policy provides the framework for the management of Havering's heritage assets, including buildings of heritage interest, conservation areas, historic landscapes and archaeology, and in ensuring that new development respects and enhances the special character and the appearance of these assets. Havering places a high priority on ensuring that heritage issues are successfully embedded across the Council, to ensure a positive and proactive approach to heritage in the borough, the achievement of wider planning and regeneration objectives and ensuring that our residents have a high quality of life.

The Development Planning team, which includes the Council's Heritage Officer, leads on the borough's spatial planning policy – the Havering Local Development Framework (LDF) – and it provides a pro-active development planning and heritage service to all stakeholders within the Council and beyond. The Heritage Officer with the planners are responsible for the provision of specialist advice to applicants before, during and after the planning application stage with regards to heritage assets and conservation issues.

Havering's planning policies ensure that new development preserves or enhances heritage assets in the Borough. Additionally, the Council has prepared specific planning guidance on heritage issues in its Heritage Supplementary Planning Document (SPD) in 2010, to compliment the core policies relating to the historic environment, and national policy

The Heritage SPD aims to provide further guidance and clarification in relation to the identification, protection and enhancement of Havering's heritage assets by providing clear guidance to developers, applicants, the public and other parties bringing forward development proposals within Havering. The SPD supports development proposals that take full account of their impact on heritage assets through conservation and enhancement measures that are a planned and positive feature of design in relation to the built environment.

Through the planning system, the Council is also responsible for the designation of Conservation Areas in the Borough and providing conservation area character appraisals for the areas which identify their special interest and heritage values. Havering currently has 11 Conservation Areas, with the most recent, Langtons and St Andrew's (both in Hornchurch) designated in 2010. Conservation Area Character Appraisals and Management Plans for the Langtons and St Andrew's Conservation Areas were adopted by the Council in 2012.

The Heritage Officer works with English Heritage on the 'Heritage at Risk' Register to explore and negotiate repairs, restoration and the re-use of heritage assets deemed to be "at risk". This work includes monitoring and reviewing the register. Officers are involved in the development and implementation of funding applications and grants relating to heritage issues including the "Partnership Schemes in Conservation Areas (PSICA) grants awarded by English Heritage and Heritage Lottery Funding grants. Officers may also produce historical area assessments and /or characterisation studies where this was felt to be beneficial in the planning process.

The planning service can use its enforcement powers to rectify breaches of planning regulations and conditions, where the significance of heritage assets has been harmed and the service could also, potentially, issue “Article 4 Directions” to prevent inappropriate development in sensitive areas (eg for example in relation to inappropriate development in a conservation area or development that negatively impacts on a listed building).

Officers have recently started work on producing a new Havering Local Plan which will replace the LDF. The Havering Local Plan will set out the planning policies which will guide future development in the Borough over the next 15 years. As with the LDF, the Local Plan will include policies ensuring that Havering’s heritage assets and historic environments are central to the future planning of the Borough.

#### The Council’s Regeneration team:

The Council has identified four key priority regeneration areas: Romford, Harold Hill, Rainham and Hornchurch. Major regeneration programmes for each area are co-ordinated by the Council’s Regeneration Service, and represent diverse opportunities for economic development capitalising on the areas’ unique cultural and historic characteristics.

**Romford** is an historic and established town centre with its traditional market, cross roads and museum. The Town Centre Regeneration Programme recognises the importance of the historic environment and a number of projects have been developed which seek to enhance the character of the town centre. These range from interpretation projects such as the historic images in Romford Market and in the subways, through to the design of spaces such as the St Edwards Churchyard, which respect the character of the listed church and encourage people to explore and understand the history of the town. In addition, initiatives such as the Partnership Scheme in Conservation Areas (operated by English Heritage and Local Authorities) provide grants towards the repair of selected traditional buildings located in the Romford and Rainham Conservation areas. The recent improvements to the Golden Lion pub, a traditional Coaching House, is an example of the use of this grant to enhance the historic fabric of Romford.

**Hornchurch** is the second largest town centre in the borough and is its main cultural centre, with a number of important historic buildings that draw visitors from a wide catchment area, bringing economic benefits for local shops and restaurants. The history and heritage of Hornchurch is reflected in the urban strategy and conservation area appraisals, as well as in the delivery of physical regeneration projects such as the improvements to the Green next to the Queens Theatre and the major scheme being brought forward in the town centre. In addition community engagement and promotional projects reflect and interpret the history of Hornchurch, such as the Hornchurch Directory and the poetry project.

The Cabinet Report that established the **Harold Hill** Ambitions Programme recognised the heritage of the area - that it had been characterised by large manors and landscape gardens before their decline and the construction of Harold Hill as a post-war new town. Since the Cabinet Report there have been efforts to promote the history of Harold Hill including a 60 year anniversary

exhibition about the area which was held in Harold Hill Library and toured local events. The production of a book on the history of the area is near completion.

**Rainham**, with its former industrial landscape and its rich wild open space, offers sustainable redevelopment and the potential for improved transport links, which are both key to the future prospects of the area. The regeneration of Rainham village – part of the Rainham Compass Programme - has been focussed on restoring the historic fabric and developing the village as a heritage destination. A range of physical and interpretation projects have been delivered and are planned including the ongoing shop front grant scheme which has restored 16 historically significant shops and buildings, and the installation of architectural lighting to the church and Rainham Hall. Close working with the National Trust to deliver a significant tourist attraction through exploring and interpreting the history of Rainham Hall is underway. A major traffic management scheme is in progress which will divert through traffic from the congested village centre. This will allow for the creation of new pedestrian areas and public realm that will enhance and make the village core more accessible and safe and provide an appropriate setting for the many historic buildings and the Rainham War Memorial.

The new Rainham Library building has been carefully designed to reflect and enhance the historic local vernacular; its interior will host a number of features that highlight Rainham's heritage. A range of community interpretation projects allied to the restoration of the Rainham Hall Gardens have been undertaken with further interpretation projects being implemented around the village. The Council's Rainham to the River Initiative seeks to restore the historic links between the Rainham community and the River and associated marshes, whilst a restoration of the historic wharf at Creekside Park remains an aspiration.

Regeneration also led on 'Havering Walks' initiative, a series of self guided heritage walks across the borough. These walks follow historical themes and different environments; Transport/Urban (Romford), Royal/rural (Havering atte Bower and Harold Hill), Arts/Culture (Gidea Park & Hornchurch) and Industrial (Rainham). In addition the service has provided external funding support to help bring forward a number of historic projects such as Havering Museum and the Upminster Windmill.

#### The Council's Streetcare Service

The Council's Streetcare service plays an important role in preserving the streetscene and street furniture of historical significance; as well as being responsible for maintaining the setting for listed buildings and maintaining the borough's Conservation Areas.

#### The Council's Property Services team, in Asset Management:

This service is responsible for supporting, promoting and managing (in conjunction with Streetcare) the historic Romford Market. The service also draws up Leases for Council owned buildings, including buildings of historical importance, which require the lessee to undertake various roles and responsibilities to protect the heritage asset they have responsibility for.

### Culture and Leisure's Marketing team and the Council's Communications team

The two teams help stimulate an interest in and increase access to Havering's heritage and history, through producing publicity material, ensuring the Council's website focuses on the heritage and history of the borough and ensuring that events of historical significance are covered in the local press (including important anniversaries). The first Discover Havering guide, published in 2012, included a significant feature on the heritage of the borough.

### Havering Schools:

Many schools have a guardian role in relation to maintaining and, where necessary, restoring buildings of historical significance. Sacred Heart of St Mary Girls school in Upminster is a good example of that given the pro active way in which they have secured external funding to restore the Upminster Old Chapel. The school plans to make use of the building for various purposes including worship, prayer and reflection, as well as using it as a learning resource and allowing the local community to tour the building at certain times.

In addition, there are many other schools who operate in listed buildings (for example, the Royal Liberty school in Romford).

Schools are responsible for teaching history as a core subject in the national Curriculum, which goes beyond ensuring that their pupils achieve in an academic sense and extends to stimulating a genuine interest in history. One of the ways in which schools do that is by taking their pupils on school visits to museums and sites of historical significance, to see objects and documents that capture the history of the local area; including visits to local sites such as Havering Museum, the Upminster Windmill and the Upminster Tithe Barn.

## **3.3 The Role of the Voluntary Sector**

### Havering Museum Limited

Havering Museum, located in one of the original Romford Brewery buildings, is managed through their Board and their many trained volunteers and active 'Friends of Havering Museum'. The Museum has a permanent exhibition capturing the social and economic history of Havering and its main town centres; a temporary exhibition space (which can also be booked for functions); an education room and a shop (which sells books covering the history of Havering). The Trust works proactively with schools, local housing providers and a range of other voluntary organisations (such as Age Concern) to increase access to local history.

### Societies

The Gidea Park and District Civic Society, the Havering-atte-Bower Conservation Society and the Rainham Village Conservation Society all play a crucial role in preserving the heritage and history of the area they have an interest in. The Havering-Atte-Bower

Conservation Society have advised that they would be very interested in being involved in a research project that explored the remarkable history of their local area, which, amongst other things, could reveal the foundations of several historically important structures.

### Friends of Parks Groups

Many of Havering's Friends of parks Groups have been involved in projects that bring alive the history of the park they have an interest in (for example, the Friends of Harold Wood Park have been instrumental in providing a sculpture of King Harold, whilst the Friends of Cottons Park helped provide a lasting memorial to six people who died in a WWII bombing raid).

### Upminster Windmill Trust and the Friends of the Upminster Windmill

The Trust are responsible for the management and day to day maintenance of the Upminster Windmill, a grade II\* listed original "Smock Mill", located in Upminster. They are ably supported by the Friends Group whose members do the majority of the day to day maintenance and restoration work. The Trust are working closely with the Council, to secure external funding to restore the Windmill to its former glory and to provide a visitor / education centre and with the Sacred Heart of St Mary Girls' School in relation to holding open days, sharing expertise, developing learning and use of volunteers.

### Essex Wildlife Trust

The Trust is responsible for managing the visitor centre in Bedfords Park and for working alongside the Council and the Friends of Bedfords Park Group to increase access to the historic landscape in Bedfords Park. The Trust are working with the Council to help restore the Walled garden and other features of significance in Bedfords Park. The Trust is also working with the Council on a project to provide a new visitor centre in the Ingrebourne Valley (Hornchurch Country Park) which will include an internal fit out that will capture the history of the local area (principally the former airfield).

### Clear Village

A charity with local connections, are taking a lead on a project to restore the Bedford Walled Garden, in Bedfords Park. The project will involve setting up a Food Growing project, to create a sustainable use for the Walled Garden. It is intended that a wide range of community groups and schools will visit the Walled Garden, to learn about its history and the natural environment.

### The Essex Boys and Girls Club

The Essex Boys and Girls Club manage the historically important Stubbers Adventure Centre site, including the historic walled garden and the associated "crinkle crinkle" wall. Stubbers became famous in the late 17<sup>th</sup> century when the botanist, William Coys

grew many interesting plants on the site; whilst the famous landscape designer, Humphry Repton, produced garden designs in the early 19<sup>th</sup> century.

### Thames Chase Trust

The Thames Chase trust are responsible for managing 40 square miles of countryside and the new Forest Centre, in the east of the borough. The new centre includes a number of carefully restored farm buildings (most notably the restored 17<sup>th</sup> century Essex barn).

### Churches and the Faith Sector

Churches are responsible for the maintenance and repair of many of the boroughs most important heritage buildings. For example, the St Helens and St Giles Church in Rainham is the oldest remaining building in Havering, dating back to 1170.

### The National Trust

The Trust is directly responsible for one significant and very important restoration project in Havering: the restoration of Rainham Hall and Coach House, (Grade II \* listed), a property owned by the National Trust. This follows the very successful project to restore Rainham Hall Gardens.

### The Royal Society for the Protection of Birds (RSPB)

The Society makes a hugely important direct contribution in the borough: their stewardship and management of the Rainham Marshes, a historically important landscape, is crucial to the protection of important wildlife species and the biodiversity of the area.

### Veolia Havering Riverside Trust

The Trust have played a crucial role in funding many projects that have helped restore and preserve the boroughs heritage assets.

### Historic Environment Forum

The Forum brings together representatives of a wide range of organisations with an interest in the heritage and history of Havering, to jointly learn about the heritage and history of the borough, develop new partnerships and joint working arrangements, to learn about new funding opportunities and to act as advocates for the sector.

### Havering Wildlife Project



The Project plays an important role in conserving and protecting the natural environment, which forms a crucially important part of Havering's heritage. A number of voluntary organisations and individuals with a specialist interest meet with Council officers, on a regular basis, to ensure work relating to the natural environment in Havering is progressed in a co-ordinated manner.

#### West Essex Archaeological Group

There is the potential for the Council and other partners to work more closely with the West Essex Archaeological Group on projects in Havering (for example in Havering-Atte-Bower and Rainham).

#### Havering Theatre Trust

Havering Theatre Trust (Queens Theatre) has formed important partnership with Havering Museum, enabling drama to be used to explore and study history, and for history to be an inspiration for the theatre. The Queen's Theatre Community Plays also often include a strong reference to local history and local environment.

### **3.4 The Role of the Private Sector**

Many private sector organisations have a guardian role in relation to maintaining and, where necessary, restoring buildings of historical significance.

### **3.5 The Role of the Historic Environment Champion**

The Council's Historic Environment Champion has an important advocacy role, ensuring that Members of the Council and the residents of the borough are made aware of the importance of the borough's heritage and history. The Champion's annual report provides an opportunity to set out the progress that has been made in the previous year.

### **3.6 The Role of the Heritage Lottery Fund**

The Heritage Lottery Fund (HLF) have played an invaluable role in providing funding to help restore buildings and landscapes of historical significance in Havering, to improve access and increase visits to those buildings and landscapes and to provide them with a more sustainable future. Increasingly HLF funding carries with it requirements for education, training, access and audience development, as well as exemplary standards of repair and restoration.

Havering has benefited from c £5.7m of HLF spending, with notable grants to support the opening of the Havering Museum and the restoration of Raphael Park. HLF has also awarded funding to the National Trust for Rainham Hall, Essex Wildlife Trust for the Ingrebourne Valley Visitor Centre, the Royal Society for the protection of Birds (RSPB) for the Rainham Marshes and the Sacred

Heart of Mary Girls' School for Upminster Chapel. In addition the project to restore Langtons Gardens has received a Round 1 pass. HLF has also supported smaller community heritage projects such as the Life of William Adams, which the Council progressed with the Western Road Life Skills Centre. With the assistance of HLF support, Havering has developed a strong heritage offer that HLF believes is a model in East London.

HLF has advised Havering that it looks forward to an ongoing productive relationship with the borough as they move forward and deliver their new Strategic Framework. HLF is particularly keen to ensure that the Havering Museum is supported and welcomes the borough's commitment to broaden access and activities delivered through the museum. HLF believe the Museum is a wonderful asset for Romford and the borough and they would welcome the new partnerships and activities that are proposed, to help the museum achieve a sustainable future.

HLF have advised that they would welcome good project proposals across the full range of heritage and history, from built to natural, tangible and intangible particularly proposals that address the access and participation needs of all ages and abilities. HLF's new Strategic Framework (2013-18) sets out new ways in which HLF can provide support to the heritage sector, for example through Catalyst Capacity Building small grants and the new Heritage Enterprise scheme, both of which will launch in February 2013.

### **3.7 The Museum of London and the Greater London Archaeological Advisory Service (GLAAS)**

The Museum of London provides opportunities for the curation and loan of artefacts (which is of interest to Havering's Museum), whilst GLAAS provides an archaeological service for the London Boroughs and provides advice to borough planners on archaeology matters, as well as maintaining a formal Historical Environment Record. GLAAS are in the process of re-drawing the Archaeological Notification Areas for London, which will result in Havering's Notification Areas being redrawn and rewritten.

### 3.8 Significant achievements from 2010-12

The most significant achievements, delivered by the Council and its partners, from 2010-12, are listed below:

- Opened the Havering Museum, in an original building on the former Romford Brewery site;
- Completed a 5 Year Anniversary Plan that set out key anniversary dates and how they could be celebrated;
- Celebrated a number of important anniversaries over the life of the Strategy;
- Secured Heritage Lottery funding to restore Raphael Park;
- Secured Stage 1 Heritage Lottery funding to restore Langtons Gardens;
- Restored the interior of Langtons House, restored the Gazebo and began work on restoring the Plunge house;
- Completed the first three phases of a project to restore Fairkytes Arts Centre
- Finalised a bid to the Heritage Lottery Fund to restore the Upminster Windmill heritage site;
- Publicised a book celebrating the 75<sup>th</sup> anniversary of Elm Park;
- Began work on the book that focuses on the historic landscapes of Harold Hill;
- Established a regular feature in the Romford Recorder called “Times Gone By”;
- Opened a new Local Studies and Family History Centre in the refurbished Romford Central Library;
- Started work on the restoration of the Sacred Heart School, Old Chapel, funded by the heritage Lottery Fund;
- Introduced new signage in the 8 Green Flag parks, with a focus on the history of the park;
- Established the Historic Environment Forum;
- Made a number of improvements at the Bretons site;
- Installed sculptures in Cottons park and Harold Wood park that capture the history of the site;
- Created and marketed a number of Heritage Walks in the borough;
- Established an annual Havering Open House weekend, in addition to the London Open House weekend;
- Expanded the Hornchurch Arts and Heritage Festival;
- Secured Veolia and conditional 0Big Food lottery funding to restore the Bedfords Walled Garden and grow traditional foods;
- Secured funding and led on the restoration of Rainham Hall Gardens, in partnership with the National Trust;
- Established 2 new Conservation Areas (Langtons and St Andrews), making a total of 11;
- Continued with the restoration shop frontages in Rainham;
- Completed valuable social history research in to the lives of people living in Romford, progressed by the history group based at the Western Road Lifeskills Centre;
- Completed environmental improvement works on the Queens Theatre green, thus improving the historic setting;
- Completed the Heritage Lottery funded “Working Lives of the Thames Gateway” project;
- Improved the historic fabric of the green at Havering Atte Bower, including the restoration of the stocks and the installation of new historic signage;

- Secured Veolia funding to restore pathways and provide signage in Bedfords Park;
- “Discover Havering 2012” published, with a significant focus on heritage assets and the history of Havering.
- Significant archaeological finds, including the bronze age field system at the Dunningford School site and both the Neolithic/bronze age ring ditch and the very early environmental remains found during the works associated with the M25 widening.

There are a number of outstanding issues that have not been addressed during the lifetime of the previous strategy, including:

- Finding a long term solution that will secure the required investment at the Bretons Manor site;
- Restoring the Parklands Bridge;
- Establishing a locally based Archaeology group;
- Finding a home to display the artefacts and exhibits capturing the heritage and history of Rainham;

### 3.9 SWOT analysis

STRENGTHS	WEAKNESSES
<p>Rich history stretching back thousands of years and Havering’s many heritage assets</p> <p>Role of the Historic Environment Champion</p> <p>Role of the Historic Environment Forum and the Havering Wildlife Project</p> <p>Strong and committed Voluntary sector</p> <p>11 Conservation Areas established</p> <p>Good resident satisfaction levels</p> <p>HLF support to the Borough, including a number of significant funding awards</p> <p>Support from the Heritage Lottery Fund (HLF) and the Veolia Trust</p> <p>Enthusiastic and competent staff</p>	<p>Need for better customer information</p> <p>Lack of business acumen in some parts of the sector</p> <p>Some heritage assets on English Heritage’s At Risk register</p> <p>Limited “strategic management” of archaeology in the borough</p>
OPPORTUNITIES	THREATS
<p>Opportunities through Big Society policies and funding, including philanthropy, volunteering, and voluntary sector capacity building</p> <p>Further HLF and Veolia funding opportunities</p> <p>S106 planning agreements and Infrastructure Levy Fund, to fund future projects</p> <p>The planned new Rainham and Harold Hill libraries</p> <p>Linking the teaching of history in schools to Havering Museum and local heritage sites. The new National Planning Policy Framework (NPPF), which focuses on public engagement and civic benefits, as this strategy does. The NPPF will require developers to develop their understanding of how heritage is affected by their proposals, which could result in archaeological finds being made more accessible to local people and may result in more artefacts being able to be displayed in local museums, libraries etc.</p>	<p>Economic climate:</p> <ul style="list-style-type: none"> <li>- Council Funding</li> <li>- Impact of financial / economic situation on clubs / voluntary sector</li> </ul>

### 3.10 Responding to a changing community

Accurate local demographic data, both current and forecasted, is of great importance in terms of planning and delivering our services to meet the needs and interests of residents. This section provides an overview of our local population and how we will respond to changes, challenges and opportunities.

Information from the DCMS 'Taking Part Survey' shows the number of people who have visited a heritage site in the last year (April 2011-March 2012), broken down by demographics. In the absence of local data we can use this information to gauge who engages in heritage in Havering, and seek to target specific groups who may be underrepresented.

16-24	67%
25-44	78%
45-64	79%
65-74	75%
75+	58%

Male	76%
Female	73%

Upper Socio-economic group	82%
Lower Socio-economic group	63%

White Ethnicity	76%
Black or Minority Ethnic (BME)	61%

Non Disabled	77%
Disabled	67%



### A Growing Population

At the time of writing, there are approximately 240,000 people living in Havering, with population projections predicting a 5% increase by the end of this strategy (2015) and a 13% increase by 2021<sup>i</sup>. An increasing number of people living in the borough means increasing demand for services, and presents both a challenge and an opportunity for the heritage sector.

### An Ageing Population

The 2011 census calculated the average age for residents in Havering as 40 – the highest average age in London and above the England average. 17.9% of residents were over 65 and 2.6% were over 85. The percentage of older people is due to increase significantly over the next few years. In 2011 there were 1,937 people over 90, by the end of this strategy (2015) there will be 2,496, and by 2021 there will be 3,297 (a 70% increase).

It is increasingly important that this age group be encouraged to adopt, and supported to maintain, a healthy lifestyle. A large proportion of older people also live alone and would benefit from socialisation to maintain mental health. As explained earlier in this strategy, engaging in heritage contributes to health and wellbeing and provides opportunity for social interaction.

The Taking Part survey suggests a high level of engagement in the 65-74 age bracket, although this engagement dips for those aged 75+. This is likely to be more a case of reduced health and mobility, or problems with access, than a lack of interest. Local heritage sites should seek to reduce any barriers to access and to explore ways to engage this growing older demographic.

### An Increasing Number of Children

The 2011 census found 5.8% of Havering's population were under 5s – the lowest in London (though set to increase by 15% in 2015 and by 23% in 2021). The 5-9 bracket is currently about average for London, but is set to increase significantly over the next few years (from 13,307 in 2011 to 15,157 in 2015 and 18,424 in 2021 – a 38% increase).

Heritage attractions are often popular destinations for families, providing a fun and educational day out which can be enjoyed by both parents and children. Local heritage sites should be family friendly and continue to market their offer to this growing young audience.

### A More Diverse Community

The population of Havering is the least ethnically diverse in London, but it is becoming more diverse. The highest ethnic diversity in Havering is amongst young people, with 23% of school pupils in 2011 coming from non-white ethnic backgrounds, primarily Black African descent. Some estimates predict the current percentage of BME residents could grow 21% by 2016 and 40% by 2021<sup>ii</sup>.

The Taking Part survey suggests a lower level of engagement in heritage within BME communities. As Havering's BME population increases, it becomes increasingly important to look at ways to better engage these groups in the future.

### Disability

Approximately 17.5% of working age residents in Havering are disabled<sup>iii</sup>, and approximately 49% of Havering residents aged 65 or older have a limiting long term illness<sup>iv</sup>. Of these 65+ residents with a limiting long term illness, 7,742 also live alone<sup>v</sup>. The JSNA states that this number of disabled people in Havering may increase by 7% over the next ten years, while the number of adults with learning disabilities may increase by the same amount.

This forecast suggests there will be an increase in the number of heritage customers/visitors with physical, learning and sensory disabilities. The Taking Part survey suggests that engagement in heritage is lower for disabled people than non-disabled. We need to be proactive in ensuring there is sufficient understanding and training across the sector so that heritage sites and facilities are accessible to disabled people.

### Areas of Deprivation

Indices of Multiple Deprivation combine information about topics such as housing, health and economic circumstances to give an overall indication of the levels of deprivation experienced by people in a local area. Havering is ranked as 200<sup>th</sup> most deprived out of 354 local authority areas. It does not therefore appear to be a highly deprived area when compared with other places nationally.

However, when areas within Havering are examined, pockets of residents experiencing deprivation do emerge. Gooshays, Heaton and South Hornchurch emerge as the areas with the most residents experiencing deprivation, whereas Emerson Park, Cranham and Upminster emerge as the wards with the least residents experiencing deprivation. For older people, Gooshays, Heaton and Brooklands are the wards with the most people experiencing deprivation while for young people it is Gooshays, Heaton and South Hornchurch. It should also be noted, however, that there are smaller pockets of deprivation (at super output area level) that are not reflected within ward level analysis.

The Taking Part survey suggests a lower level of engagement in heritage from those in lower socio-economic groups, which if translated to Havering, could mean that more deprived areas of the borough are less engaged and therefore opportunities to engage in heritage and history could be targeted in these areas.



## Summary

In summary, the implications of the current and forecasted demographic makeup include a need to:

- Provide appropriate, and increased, targeted provision for the elderly (75+)
- Prepare for a potential increase customers with young children, particularly 5-9 year olds
- Ensure that heritage sites and facilities are family friendly
- Ensure that heritage sites and facilities are accessible to disabled people and older people with reduced mobility
- Increase work with, and promote activities to, black and minority ethnic groups to encourage a higher level of engagement
- Provide access to more affordable opportunities, or better promote opportunities, in specific wards with higher levels of deprivation
- Improve access to heritage buildings and landscapes among Havering residents across the board in order to contribute to improved overall health and wellbeing and quality of life
- Ensure activities and facilities are accessible to all, removing barriers to engagement where and however these exist

### 3.11 An overview of strategic national, regional and local documents relevant to Heritage and History.

A large number of policies, strategies and national and regional priorities all influence the way in which the heritage and history of an area is celebrated and made more accessible. Below is an analysis of some of the most important influencers.

#### National Policy

Organisation/Document	Focus
Heritage Lottery Fund (HLF) Strategic Framework 2013-18 – “A lasting difference for heritage and people”	The Strategic Framework aims to give confidence and provide some certainty as to how the HLF will deploy its resources in the next 5 years, whilst retaining some flexibility to respond swiftly to emerging needs. HLF’s vision for heritage is “a sector that is fully fit for the future – vibrant and flourishing.” The document provides partners with clarity on what funding will be available and what the emerging priorities will be in the next 5 years”.
Heritage Lottery Fund guidance publications – the “First Steps” series and the “Thinking About” series	These guidance publications provide invaluable advice and support on how to become involved and take forward an interest in heritage and history.
National Trust strategy – “Going Local: Fresh Tracks Down Old Roads”	The mission statement in the strategy reads: “Our mission, “for ever, for everyone” can never end. While our values and objectives remain eternal and constant, our means of achieving them must evolve to suit the times we live in. However unpredictable the future may be, we must make sure that the special places which nurture us today will still have that power to move unborn generations, centuries from now. We are a rare thread of continuity in an unstable world. But the durability of that thread depends on our charity’s capacity to meet people’s changing needs. Bold evolution is the heroic story of the Trust’s first 115 years, and it must be our story today. In our founder’s words, “new occasions teach new duties.” This document describes our thoughts about the “new duties” we face as we enter the second decade of the 21st century. Our aim is unchanging: to conserve and defend our precious but vulnerable heritage of buildings and landscapes for the benefit of the nation”.
English Heritage Corporate Plan 2011-15 (follow on document to EH’s previous	The Corporate plan has 5 aims: (i) Understanding – aim is to identify and protect our most important heritage;

strategy for 2005-10 – “Making The Past Our Future”.	<ul style="list-style-type: none"> <li>(ii) Valuing – aim is to champion England’s heritage;</li> <li>(iii) Caring – aim is to support owners, local authorities and voluntary organisations to look after England’s heritage;</li> <li>(iv) Enjoying – aim is to help people appreciate and enjoy England’s national story;</li> <li>(v) Excellence – an underlying aim for EH, to achieve excellence, openness and efficiency in all we do.</li> </ul>
Arts Council Vision 2011-21 – “Achieving Great Art for Everyone”	This Vision document, written before the Arts Council took over responsibility for Museums and Libraries, is relevant as it considers art in a historical context and recognises that great works of art are a part of our heritage.
Arts Council companion document to the Vision – “Culture, Knowledge and Understanding: Great Museums and Libraries for Everyone” (produced in Sept. 2011)	<p>The Arts Council see themselves as having a role to champion, develop and invest in Museums and Libraries. The document has 5 main aims:</p> <ul style="list-style-type: none"> <li>(i) Excellence is thriving and celebrated;</li> <li>(ii) More people experience and are inspired by museums and libraries;</li> <li>(iii) Museums and libraries are sustainable, resilient and innovative;</li> <li>(iv) The leadership and workforce in museums and libraries are diverse and highly skilled;</li> <li>(v) Every child and young person has the opportunity to experience the richness of museums and libraries.</li> </ul>
Various Museum Association publications	The “Museums Journal”, a magazine that provides news, opinions and reviews of latest developments in the Museums world; “Museum Practice” which provides essential information, forensic analysis and practical case studies at the forefront of Museum thinking; the “Museum and Galleries Yearbook”, listing events etc. and the “museum Services Directory”, which has over 1,200 company entries.
Equality Act 2010 and Public Sector Equality Duty	<p>1) The Equality Act replaces previous anti-discrimination laws, it prohibits unfair treatment in the workplace, when providing goods and services, in education and by associations (such as private clubs), and covers nine protected characteristics:</p> <ul style="list-style-type: none"> <li>• age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.</li> </ul>

	<p>2) Public Sector Equality Duty:</p> <ul style="list-style-type: none"> <li>i) eliminate unlawful discrimination, harassment and victimisation</li> <li>ii) advance equality of opportunity between different groups</li> <li>iii) foster good relations between different groups</li> </ul>
--	--

### Regional Policy

Organisation/Document	Focus
Greater London Authority – the Mayor’s Culture Strategy for London 2010 – “A Cultural Metropolis”	The Strategy focuses on the Mayor’s leadership and co-ordinating role and recognises London’s unrivalled collections of art, historical artefacts and architecture.
The Mayor’s London Plan, July 2011	The Plan includes policies to ensure that London’s built and landscape heritage is identified, preserved and restored.

### Local Policy

Organisation/Document	Focus
Havering’s Culture Strategy (agreed by Cabinet in June 2012)	The Councils Culture Strategy provides important context for the Heritage and History Strategy and includes reference to the strategically important restoration projects that are planned in the borough.
Havering Council’s Local Development Framework / Local Plan and relevant Planning Policies	<p>The Council’s Local Development Framework and subsequently the Local Plan will ensure that new development preserves or enhances heritage assets in the Borough. Additionally, the Council has prepared specific planning guidance on heritage issues in its Heritage Supplementary Planning Document (SPD) in 2010. The following policies are relevant to this strategy:</p> <p>National Planning Policy Framework 2012, Chapter 12: “Conserving and enhancing the natural environment;</p> <p>London Plan 2011, Policy 7.8: “Heritage assets and archaeology” and policy 7.9: “Heritage-led regeneration”</p> <p>Core Strategy and Development Management Policies DPD 2008: Policy CP18 –</p>

	Heritage; Policy DC67 – Buildings of Heritage Interest; Policy DC68 – Conservation Areas; Policy DC69: Other Areas of Special Townscape or Landscape character; Policy DC70 – Archaeology and Ancient Monuments; DC71: Other Historic Landscapes.
'Fair to All' LBH Single Equality Scheme 2010-13 (updated November 2011)	<ul style="list-style-type: none"> <li>• Sets out the Council's equality objectives</li> <li>• Communicates the Council's commitment and priorities</li> <li>• Meets Council's legal duties in Equality Act 2010 and Public Sector Equality Duty</li> </ul> <p>Equality Objectives:</p> <ul style="list-style-type: none"> <li>• Knowing our communities and equality mapping</li> <li>• Place shaping, leadership, partnership and organisational commitment</li> <li>• Community engagement and satisfaction</li> <li>• Responsive services and customer care</li> <li>• A modern and diverse workforce</li> </ul>
Joint Strategic Needs Assessment (JSNA)	<p>The JSNA informs the development of the health and wellbeing strategy, which in turn drives the development of commissioning within local areas. The JSNA uses local data to try and answer key questions about the Borough and draws attention to issues that may need particular attention in commissioning local services. The document tries to address questions such as:</p> <ul style="list-style-type: none"> <li>• How is Havering's population changing?</li> <li>• What does this mean for future services?</li> <li>• How does health in Havering differ from other areas?</li> <li>• What are the main inequalities in health within the borough?</li> <li>• Where can we invest time and resources to make the biggest difference?</li> </ul> <p>And looks specifically at the following groups in detail:</p> <ul style="list-style-type: none"> <li>• Children and Young People</li> <li>• Older People</li> <li>• Disabilities, learning difficulties and mental health.</li> </ul>
Youth Vision (Strategy to follow in 2013)	The vision of the new youth service strategy describes a shift in emphasis, away from the idea of a youth service, and towards 'services for young people' which focus on a

	<p>'more collaborative, creative and sustainable approach'. The strategy for delivering services for young people centres around a new framework of engagement – the Havering Assets Framework – which all people working with children and young people can contribute to and develop. The strategy explains that having a number of assets can help young people 'be safe, social and successful' (described in the document).</p> <p>The vision paper recognises that already 'much activity with young people within the Borough takes place through provision provided and commissioned by Culture and Leisure.</p> <p>The creation of the new 'Youth Facilitation Team' based in Culture and Leisure will provide opportunities for improved partnership working and delivery of activities for young people.</p>
Parks and Open Spaces Strategy	The Parks and Open Spaces strategy shares the same objectives as the proposed Heritage and History Strategy. Havering's parks and open spaces provide a wealth of opportunity to enjoy and participate in activities linked to the heritage and history of the borough.
Play Strategy	The Play Strategy shares the same objectives as the proposed Heritage and History Strategy. The historic environment provides endless opportunities for play, which is fundamentally important to the quality of life, enjoyment and health of children.
Safeguarding policies for Children and Vulnerable Adults	Safeguarding is a top priority for the Council whether commissioning, delivering or supporting services which involve contact with vulnerable people. The Council has an important role to play in ensuring that partners managing Council owned heritage sites are aware of their responsibilities.
Prevention Strategies for Children's Services and Adult Social Care	The Parks and Open Spaces service (and other services with an interest in Heritage and History) have a key part to play particularly in regard to 'primary prevention' and 'secondary prevention' / 'early intervention'. A strategic shift towards prevention and early intervention has been recognised to lead to a better quality of life for individuals and lead to reduced health and social care service costs. The concept of prevention is now fully incorporated into the strategic planning of social care and within the Health and Wellbeing Strategy.
Health & Wellbeing Strategy	Havering's Health and Wellbeing Strategy sets out how we will work together to

improve the health and wellbeing of local people and improve the quality of, and access to, local healthcare services. It provides the overarching direction for the commissioning of health and social care services in Havering and is the responsibility of the new Health and Wellbeing Board.

- Priority 1: Early help for vulnerable people to live independently for longer
- Priority 2: Improved identification and support for people with dementia
- Priority 3: Earlier detection of cancer
- Priority 4: Tackling obesity
- Priority 5: Better integrated care for the 'frail elderly' population
- Priority 6: Better integrated care for vulnerable children
- Priority 7: Reducing avoidable hospital admissions
- Priority 8: Improve the quality of services to ensure patient experience and long-term health outcomes are the best they can be

## CHAPTER 4: Our Action Plan (2013-15)

---

Our action plan is based on our three objectives:

1. Health and Wellbeing
2. Learning and Personal Development
3. Towns and Communities

### Objective 1: Health and Wellbeing

Support a high standard of mental, physical and emotional health for all by increasing the number of people taking part in heritage and history activities.

Action	2012 Baseline	2015 Target
To maintain and where possible develop the Council's Healthy Walks Programme, which include walks with a focus on heritage and history.	Average of 26 walks per month.	Average of 27 walks per month.
To develop at least one new initiative to encourage the engagement of young people in heritage and history, during the lifetime of the strategy.		One new initiative progressed.
To maintain and where possible develop the Council's Heritage Walks Programme	6 heritage Walks established and marketed.	7 Heritage Walks established and marketed ( a new Heritage Walk to be developed in Upminster). Rainham Heritage Walk to include an art trail capturing the history of the local area.
To produce a plan to conserve and improve the borough's natural heritage.	Outline Plan drafted	Plan produced to protect and enhance Havering's unique natural heritage assets, including its forests, rivers, ponds, marshes and species. Actions built in to relevant annual service plans and partners' future plans.
To continue to support reminiscence workshops for older people, for the benefit they have on health and wellbeing of residents.	Regular workshops run by Havering Museum.	Continue to run workshops and look to market these through Havering Circle and other groups.



## Objective 2: Learning and Personal Development

Support learning opportunities for all, by enabling people to study and take part in new heritage and history activities.

Action	2012 Baseline	2015 Target
To increase the number of school visits to the Havering Museum and the main heritage sites in Havering.	20 visits per annum	Increase by at least 10%
To increase the number of young people engaged in the borough's heritage.	No specific targets included in the Council's youth strategy	Targets to engage young people included in the Council's youth strategy.
To increase the number of trained volunteers working at Havering Museum.	40 trained volunteers working at Havering Museum.	45 trained volunteers working at Havering Museum.
To increase the number of general visits to Havering Museum and increase the number of temporary exhibitions.		Increase by 10% in visits and exhibitions
Ensure that as parks signs need replacing the new signs capture the history of the park and the local area.	6 Parks signs covering the history of the park and the local area (i.e. Cottons park, Harold Wood park, Hylands park, Lawns park, Lodge Farm park and St Andrews park).	At least 12 Parks signs covering the history of the park and the local area.
To increase the number of volunteers working at the Upminster Windmill.	35 volunteers working at Upminster Windmill.	60 volunteers working at Upminster Windmill.
To increase the number of visitors to the Upminster Windmill, subject to HLF funding being secured.	Approx. 2,500 visitors per year.	Approx. 10,000 visitors per year.
To increase the number of people accessing services at the Local Studies and Family History centre.	1,146 appointments and other visits. 5 exhibitions	1,295 appointments and other visits. 5 exhibitions
To produce a new 5 Year Anniversary Plan for Havering.	2007-2012 Anniversaries Plan	2012-17 Anniversaries Plan
To write and publish books capturing the history of local areas in Havering.	Elm Park 75 <sup>th</sup> Anniversary Book published	Harold Hill history book published.
To produce a revised version of the Heritage Brochure.	Heritage Brochure produced in 2010	Revised Heritage Brochure published
To increase the number of heritage assets involved	15 heritage assets involved in the	17 heritage assets involved in the

in the London Open House and Havering Open House.	London Open House weekend. 10 heritage assets involved in the Havering Open House weekend	London Open House weekend. 12 heritage assets involved in the Havering Open House weekend
To capture the history of the Rainham area in the planned new Rainham Library.	Library not yet built	New Library to include blinds and floor murals that capture the history of the local area.
To continue efforts to digitise heritage and historic resources, in order to increase access, promote learning opportunities, and protect / record these for future use.	Libraries pursuing opportunities for external funding in order to digitise the local studies and family history collection.	Significant percentage of collection digitised. Further extend access to, and promote opportunities for, educational and adult learning.

### Objective 3: Towns and Communities

Enriching our towns and communities, through investment and engagement in heritage and history.

Action	2012 Baseline	2015 Target
To resolve existing legal and property issues at Bretons Farm and open space, develop a better understanding of the historic and natural environment and produce a long term sustainable plan for the Bretons site.	Community Association managing the building. A number of legal, property and financial issues need to be resolved. The historic and natural environment not fully understood. Significant investment required in the historic buildings.	Resolution of all outstanding legal, property and financial issues. Reports on the historic and natural environment produced. Long term sustainable solution to the management of the site to be in place.
To restore the Bedfords Walled Garden and develop a community based food growing project.	Walled Garden requires significant restoration, including one section that has collapsed. Partnership Agreement with "Clear Village has been signed. A Food Growing project is planned.	Collapsed section of the wall is addressed and other, high priority restoration works to the wall have been progressed. Lease signed between the Council and Clear Village. Food Growing project is established in the Walled Garden.
To complete the restoration of Langtons Gardens, the Bath House and the Orangery.	HLF support for a stage 1 funding bid has been secured.	HLF Stage 2 funding secured. Subject to HLF funding:

		Restoration works completed; Green Flag status secured
To complete the restoration of Raphael park.	Stage 2 HLF Funding secured	Restoration works completed, Green Flag status secured.
To complete the final phases of the Fairkytes Arts Centre restoration project.	Phases 1-3 completed	Phase 4 completed
To review and update the existing Conservation Area Character Appraisals, including a review of the current boundaries.	Review is planned.	Review completed and any proposed updates are agreed.
To complete the restoration of the Parklands Bridge and Grove Bridge, subject to funding being made available.	Bridges not yet restored	Both bridges restored, subject to funding being available
To restore the Romford Market Fountain and relocate it in its original historic setting.	Fountain in storage	Fountain restored and relocated in Romford market place
To deliver the Upminster Windmill Heritage Site project, including the restoration of the Windmill and the provision of a visitor / education centre; subject to HLF funding being secured.	Bid submitted to HLF	Funding secured. Subject to funding, the Windmill will have been restored and a new visitor / learning centre will have been built.
To continue work on the restoration of Rainham Hall and Stable Block to increase public access to these buildings.	National Trust have submitted their round 1 application to HLF. Work progressing on the round 2 application.	Subject to HLF funding being secured, Rainham Hall conservation work to be finished. These works to include an innovative approach to interpreting the buildings history and provide new learning opportunities for visitors. The Stable Block will be restored, with new visitor facilities, a new café and a new community space to be created as part of these works.
To install the “Rainham Tokens” historic trail	Research completed. Publicity produced	“Tokens” to be installed and the trail to be completed.
To deliver a new visitor centre in the Ingrebourne Valley, with a focus on the history of the local area, subject to receipt of funding from the Heritage Lottery Fund.	No centre provided	New visitor centre provided. Internal fit out captures the history of the local area Improvements to park to increase access to the centre are completed

To work in partnership with the “Froglife Project” to help ensure amphibian and reptile conservation in Havering.	Project not yet started	Develop the project in Bedfords Park in 2013, Dagnam Park in 2014 and Hornchurch Country park in 2015.
To restore and improve access to the Rainham War Memorial.	War Memorial in need of cleaning and restoration.	War Memorial cleaned and restored. New public pedestrian access in place.
To ensure that Havering Local Plan is informed by the Culture Strategy and the Heritage and History sub strategy.	Local Development Framework being reviewed.	New Havering Local Plan agreed and informed by the Culture Strategy and the Heritage and History sub strategy.
Supporting third sector heritage organisations to be sustainable, through income generation, access to external funding, and other support and guidance	Advice and support provided to a number of local organisations	Advice and support continues to be provided to a number of local organisations
To continue to maintain and improve the Upminster Tithe Barn.	Ongoing improvements made as and when required.	Subject to funding, to re-thatch the roof that is nearing the end of its life.
To reduce the number of heritage assets on the English Heritage’s “Heritage at Risk” (HAR) register.	12 listed buildings, 1 schedule monument and 1 Conservation area currently on the HAR register.	Reduction in the number of heritage assets on the HAR register.

---

i Interim 2011-based Subnational Population Projections

ii Projected Ethnicity Growth in Havering, London & Outer London Boroughs 2011-2021. Round Population Group Projections, Greater London Authority, 2010 (14).

iii Working Age People with Disabilities, Annual Population Survey: Department for Work and Pensions, (2012).

iv Limiting Long Term Illness in Havering, Census: Office of National Statistics, (2001).

v Residents Aged 65+, Living Alone with LTLI, POPPI, (2012). Available online at [www.poppi.org.uk](http://www.poppi.org.uk)

# Library Strategy, 2013-15

## CONTENTS

### Chapter 1: Introduction

- ▶ Foreword by Cllr Andrew Curtin, Cabinet Member for Culture, Towns and Communities
- ▶ About the Library Strategy
- ▶ Our Objectives & Principles

**PAGE 2**

### Chapter 2: The Value of Libraries in Havering

- ▶ Intrinsic and Instrumental Value
- ▶ Value of Libraries to Residents
- ▶ Our contribution to Living Ambition
- ▶ How Libraries contribute to Health & Wellbeing
- ▶ How Libraries contribute to Learning & Personal Development

**PAGE 4**

### Chapter 3: Where are we now?

- ▶ What services do we provide?
- ▶ Significant achievements since our 2010-12 Library Strategy
- ▶ SWOT analysis (Strengths, Weaknesses, Opportunities and Threats)
- ▶ Responding to a changing community
- ▶ An overview of national, regional and local policy relevant to Libraries

**PAGE 15**

### Chapter 4: Our Action Plan (2013-2015)

**PAGE 25**

## APPENDICES (separate documents)

**Appendix A:** Review of objectives from the last strategy

**Appendix B:** Glossary of terms

## ANNEXES (separate documents)

**Annex A:** Literacy Strategy (in draft at time of writing, scheduled for Cabinet in mid 2013)

# CHAPTER 1: Introduction

---

## Foreword:

What we read can shape our experience of the world around us, intensify it, deepen it, and give added richness to it. This is true whether applied to the emotional complexity of the novel adding to our empathy for those around us, the descriptive pattern of poetry refining our sensory experiences, or the contents of the wealth of non-fiction sources of information about the world around us, which shape our understanding and form our opinions.

This is why the public library service is the lynchpin of every community, the service which both enables us to live fuller, more satisfying lives as individuals in no end of ways, and also allows us to act in a more informed way and with greater empathy as a community.

Page 108  
Whether it is in providing material to read for pleasure in all the panoply of different media in which the written word can be disseminated nowadays, or in ensuring that we have access to reliable, well-researched and verified reference material in our age of limitless access to information (not all of which is reliable) via the web, the public library service is the greatest force for self improvement, and our collective improvement as a society in the modern world.

It has lost none of the potency which early campaigners for public libraries imbued it with in the mid-nineteenth century, indeed if anything it has added to it, its activities now making it the key vehicle for the early years development of children, and support for parents and carers, developing literacy and empathy from the earliest stages of a child's life. It offers the community the information and sources of reliable opinions which a modern-day democracy needs if its citizens are to thrive and prosper, it is the vital bulwark against isolation and loneliness in old age, the key to a knowledgeable and thriving work force and economy, the best way to tackle socially-damaging polarisation within society between those with access to new technology and the skills to use it and those shut out from them, and it is the surest way to guarantee our health as a community, to provide effectively the means by which we can enjoys active minds and information about how to maintain physical health and activity.

But, most of all, the services that it offers bring pleasure to thousands.

Like laughter, public libraries bring joy and much more to all of us, so it is an enormous pleasure to introduce the borough's new Library Strategy.

**Cllr. Andrew Curtin**  
**Cabinet Member for Culture, Towns and Communities**

*“They laughed long, freely and contentedly.  
Their laughter was so tasty that it made the old lady  
throw back her head and rasp quietly;  
The old man’s shoulders shook with it  
and he twitched the ends of his moustache.  
Their granddaughter was laughing too,  
she wasn’t entirely sure why she was laughing  
but she was caught up in their laughter.”*

Elena Katishonok, 2011

‘Once Upon a Time There Was an Old Man and Old Woman’

## About the Library Strategy

Reflecting that of the Culture Strategy, our Library Strategy is driven by the very simple **ambition**:

***“To transform lives through participation in, and enjoyment of, reading and a wide range of Library services”***

---

The **purpose** of the Library Strategy is to:

*‘Provide focus and added value to the efforts of everyone involved in the planning and provision of Library services, linked to a very clear view of what will be achieved by 2015’.*

The **Objectives and Principles** of our strategy are also based on those of the Culture Strategy:

### **OBJECTIVE 1: Health and Wellbeing**

Support a high standard of mental, physical and emotional health for all by increasing engagement with the Library service and develop initiatives to promote healthy lifestyles, reduce social isolation and increase wellbeing.

### **OBJECTIVE 2: Learning and Development**

Support learning outcomes and personal development for all ages through our innovative library service, delivering informal learning opportunities, developing literacy and enhancing our digital offer.

### **OBJECTIVE 3: Towns and Communities**

Enriching our local towns and communities through continued investment and increased engagement in Libraries, as focal points for our communities.

### **PRINCIPLE 1: Community Empowerment**

Promote more active engagement in service delivery, from consultation, to volunteering, to devolving services to the local community.

### **PRINCIPLE 2: Work in Partnership**

Continue to work with our partners, internal and external, and regionally across borough boundaries, to achieve shared objectives.

### **PRINCIPLE 3: Inclusion & Cohesion**

Be smarter about collecting information on our customers and communities. Target new audiences and broaden access to our services, breaking down barriers to engagement where these exist, facilitating social progress and improved quality of life.

### **PRINCIPLE 4: Good Value Services**

Continue to develop innovative, modern and efficient methods of service delivery, thereby maintaining the high quality of our services against a backdrop of reduced budgets, and ensuring that activities are evaluated effectively to retain a focus on outcomes for local people.

# CHAPTER 2: The Value of Libraries in Havering

---

## 2.1 The intrinsic and instrumental value of Libraries

The **intrinsic benefits** of reading are both obvious and unique to every reader. Some people read for the mental challenge and purpose of personal development; to learn new skills, develop their knowledge, and discover information. Some read for the entertainment value; for the drama and suspense of a good story, or for the pleasures of escaping reality and becoming immersed in another world. Some read for the personal enrichment it gives them; for relaxing the mind, inspiring their imagination and creativity, even finding spiritual enrichment or expanding their worldview.

The **instrumental benefits** of reading logically follow from these intrinsic benefits. For example, reading improves health and wellbeing through reducing stress, lowering blood pressure and improving mood. Research shows that reading can reduce stress levels by 67% (University of Sussex), and social activities based on reading (e.g. reading groups and author events) help to combat isolation by bringing people together.

Page 110  
Some research even suggests that reading may reduce the onset of dementia, with one piece of research suggesting reducing the likelihood by 35% (New Eng. Jnl Medicine) although this is not conclusive. It is particularly interesting however given the ageing population and predictions that levels of dementia could rise by 61% by 2026 (Kings Fund).

However, Libraries are more than a book lending service. Our vision for public libraries in the 21st century sees them providing access to information, learning and cultural content in shared and trusted spaces; inspiring and empowering people to lead active lives, enriched through cultural experience. As such, public libraries have a much greater intrinsic and instrumental benefit than reading alone. For example:

- Increased social interaction - Libraries offer excellent spaces for people to come together to attend groups, activities or talks. As well as improving personal emotional health, such activities aid social inclusion and community cohesion.
- Bridging the digital divide - the provision of free PC access in our libraries ensures that people who do not have access to equipment / internet at home are not disadvantaged. Our Libraries provide a free IT Basic Skills course which helps people back into work and improves their life outcomes.
- Improving literacy and pleasure in reading
- Improving knowledge, skills and qualifications
- Increased community involvement
- Increased self confidence and self esteem for individuals
- Improving health and wellbeing
- Widening access to cultural opportunities
- Providing information and promoting the borough





- Access to historical resources through the Local Studies and Family History Centre.
- Providing access to government benefits through the free Peoples Network computers, ensuring people on low incomes with no access technology are not disadvantaged
- Providing a trusted first point of contact and access to information about Council services
- Helping to promote financial inclusion through the provision of information and IT support

## 2.2 The value of Libraries to residents

- Our library buildings are important as local hubs, for local people to find out information, learn new skills or read for pleasure. The effective access to library services for local communities is of paramount importance, and our new 11<sup>th</sup> 'virtual library' will deliver to an even wider audience.
- The 2011 'Your Council, Your Say' survey stated that 82% of people were either satisfied or very satisfied with Havering Library Services. This is backed up by results from our own 2010 Culture and Leisure survey which found that 89% of customers were satisfied or very satisfied with Libraries, 71% were satisfied or very satisfied with our buildings, 61% were either satisfied or very satisfied with our book selection and 50% were either satisfied or very satisfied with our computers.
- In the 2010 Culture & Leisure Survey 73% of people either agreed or strongly agreed that Libraries were 'an important part of the community', 58% thought they gave young people 'places to go and things to do', and 21% said that their visit on that day had helped them develop or learn a new skill.
- Library buildings remain a key asset for the local community; they provide a welcoming space for local groups, schools, community organisations and individuals. Providing book stock will remain a key component of the service during the life of this strategy and this needs to be provided in buildings that are comfortable and welcoming. Our buildings need to provide access to people with disabilities and the service will need to provide well trained staff to support customers who may not be IT literate, or be able to afford computer access at home. There is also a need for study space for people undertake research and do homework / course related studies across the borough. We will continue to run a full events programme from our buildings, however with increasing pressure on budgets we will look at opportunities for co-location with other services to ensure we are able to maintain our current service.

Although we already receive very high levels of satisfaction from our residents, we are always looking to improve on our services and actively seek feedback from users and non-users. One way we do this is through our Annual Market Research Survey. The most recent survey produced in the following recommendations and resulting actions. This survey will continue to run annually and will inform our future plans

Feedback from Users	Action taken
A wider choice of books was important	<p>We have purchased Evidence Based Stock Management systems to measure how hard stock works. This has helped ensure we have the right stock in the right place, and created significant efficiencies.</p> <p>New Stock contracts, which are managed by supplier selection criteria, are now in place and are improving the range and volume of stock.</p>
Maintaining a welcoming feel is also important	We have tried to create a brand in all of our libraries to ensure people recognise they are in a Havering Library and it is warm and welcoming for all.
Increased publicity of 'library events' outside of the library may help to increase numbers of people utilising such services	We have moved into Social Networking (particularly Twitter and Facebook) and have our own TV network. We have made films of our services and we are moving into e-mail marketing this year.
Computers seen as old and slow	New computers have been purchased for all branches and the network has been increased from 2mg to 10mg
Feedback from Non Users	Action taken
An improvement in access and publicity around increased access in cultural and leisure services may encourage people who have mobility issues.	We have made a short film around libraries and the services we provide for people with disabilities which is used by our Outreach Team to promote the service to disability groups.
An inclusive ethos at activities / events may increase the number attendances from people who consider themselves to have a disability.	We also held our first disability forum this year, which seeks to develop an ongoing dialogue with users and representative partners in order to continue to review and improve our service for this audience.

Page 1

## 2.3 The value of Libraries to Living Ambition

The Library service makes a significant contribution to the Council's Living Ambition.

<p><b>Environment</b></p>	<p>Libraries contribute to the environment by ensuring that all new refurbishments meet the highest standards including gaining BREEAM 'very good' status where possible. Elm Park Library was our first new library building and was built using sustainable wood, has a sedum roof, recyclable materials used for insulation, and has photovoltaic panels on the roof which save on utility costs for the building. Elm Park was the first 'Green' library in London.</p> <p>The library service continually focuses on the environment; we run courses for children using recycled materials, donate our old newspapers to the local animal shelter, recycle all old books, support campaigns such as 'love food, hate waste', distribute orange and green sacks to the community, and proactively promote recycling to residents.</p> <p>Libraries provide resources that help people learn about, and shape their perception of, their local environment, as well as a Local Studies and Family History Centre which helps people understand their historic environment. Library buildings are in prominent locations in the heart of Havering's town centres, and have a positive impact on people's perceptions of their local area.</p>
<p><b>Learning</b></p>	<p>Enquiring about ourselves, our possibilities, and the world and people around us is essential to a successful education and personal development, as well as simply for enjoyment.</p> <p>Through our 10 branch libraries and our new virtual library we are the focus of enquiries for the local community. Libraries encourage learning as a lifelong activity, enabling individuals to achieve their potential, through new knowledge, abilities, interests, and increased confidence. Libraries serve a vital function in providing universal access to information and literacy development, offer a wide range of courses and activities, provide space and resources for research, homework and study, and importantly provide a neutral place for learning outside of the school and home environment.</p> <p>We have a Schools Library Service which provides advice and support to a number of schools within the borough. The service assists with setting up school libraries, the provision of appropriate resources, and runs courses for continuous professional development of schools staff.</p> <p>The Reader Development Team visit all schools and pre-schools in the borough to promote libraries and literacy. They also run training sessions for school staff, pupils and library customers on the library's online resource offer.</p> <p>Libraries run the Reading Buddies volunteer programme which involves volunteers supporting children who are having issues with reading and literacy. The programme has been successful in raising reading achievements of children participating. We are also introducing this for adult readers with low levels of literacy for the first time this year.</p> <p>This year we have invested in a wide range of online services to attract different audiences and promote learning in a digital age, these include online language classes and 'Universal Class' which offers over 400 non accredited, self-paced, tutor-</p>

	supported courses across a wide range of subject areas.
<b>Towns and Communities</b>	<p>Libraries sit at the heart of their communities, both in a figurative and literal sense. We have 10 branch libraries across the borough in each of the main town centres. Nine of these have either been refurbished or rebuilt and there are plans in place to replace the 10<sup>th</sup> building at Harold Hill by end 2014. We will also be rebuilding an existing new library in Rainham in 2014. Both new buildings will have additional meeting room space for more local community activities, they will have an increase book stock and more public network computers available.</p> <p>Libraries attract footfall into town centres, act as focal points for communities and community involvement and, through good design, contribute to the visual appeal of our towns and communities.</p> <p>Libraries provide a focal point for culture in every community, they provide access to information and advice to help residents play a well informed and clearly articulated part in life and in their local community. They are also focal points for creativity in the community, through new media, book stock, information and support as well as a wide range of informal learning, cultural and engaging events (in excess of 200 events per month). They provide a safe, neutral space for our communities to meet and socialise, and to seek advice and information from partner agencies such as Age Concern, PASC and CAB. All libraries are accessible to people with disabilities</p> <p>The role of the library staff within communities has grown to include being seen as key players in community events. The staff and buildings have a support role in large community actives for example Collier Row Parade and Fun Day and the Elm Park Fiesta. The Reader Development Team also attends the Havering Show, International Women's Day, Homes in Havering Residents Day, and other civic and community events.</p> <p>The library service produces a quarterly events programme and a monthly e newsletter to ensure we market our services to the widest audience.</p>
<b>Individuals</b>	<p>Libraries, like all forms of culture, have the unique ability to change lifestyles and behaviour and truly transform people's lives. Active engagement has been repeatedly shown to have a positive impact on individual health and wellbeing and life satisfaction. Libraries offer individuals the opportunity to socialise within the community particularly when they have experienced a change in their life circumstances or are socially isolated.</p> <p>Libraries provide opportunities for individuals to improve their employment prospects by providing access to reading, training, research, and volunteering opportunities. In turn this improves the economic potential for individuals, families and communities. The Libraries offer free access to computers and the internet, and provide basic training and volunteer support to help improve residents' computer skills. This vital service helps to uphold social and financial inclusion amongst those who wouldn't otherwise have access, something that will become increasingly vital as more services go online (for e.g. the introduction of universal credit which will require application for benefits online) and face-to-face contact is reduced as part of the Council's Customer Service strategy.</p> <p>Our libraries have a good understanding of their local communities and provide a wide range of events and activities to match</p>

	<p>local need and meet the needs and interests of all sections of the community. For example, Libraries deliver a range of services for disabled people, including software on PCs in each library which meet the RNIB 6 steps programme, and story times for people with disabilities through a range of different materials including 'Bag Books' which help develop concentration for people with learning disabilities. Specially trained staff work with schools, residential homes and community groups for adults to deliver a programme of Bag Book Story sessions, and Ravensbourne School pupils will be participating in the Summer Reading Challenge for the second year using Bag Books. Parents of Autistic Children Together (PACT) have worked with staff to deliver Autism awareness training. This has helped staff to recognised customers who may have autism and it has helped them to communicate more effectively and provide a better service. Young people from the support group have since visited Romford Library on two occasions to meet staff informally and find out more about libraries. Young people from the group partially like the RFID machines as this enables them to use our service independently. The staff have also all completed Safeguarding training.</p> <p>We have several opportunities for volunteering in our libraries, and as a result of customer feed back have increased the number of IT volunteer support hours available at al branches. We are working in partnership with HAVCO to deliver further opportunities and have recently opened a Volunteer Information Desk at Romford Central Library in partnership with them.</p>
<b>Value</b>	<p>Libraries have one of the highest resident satisfaction levels within the Council, and Havering Libraries cost per visit is the 2<sup>nd</sup> lowest in London (CIPFA data). Yet we are always seeking new ways to improve value for our residents, exploring new ways to deliver services and achieve greater efficiencies, securing external funding where possible, and working in partnership with the public, private and voluntary &amp; community sector to offer an even greater range of services.</p> <p>The London Library Consortium (LLC) is one such example of how Havering has led the way of securing efficiencies and improving services. The enables our residents to have access to 7 million book items and have the use of over 170 branch libraries across London whilst reducing our own costs. Libraries are also looking at opportunities to maximise the use of space available to increase income. This has already been achieved in the new Central Library where unused parts of the building have been converted into council office space. This has allowed for efficiency savings whilst not impacting on frontline services.</p>



## 2.4 How Libraries contribute to Health and Wellbeing

'Five Ways to Wellbeing' (commissioned by the Foresight Project) describes the kind of behaviour people can undertake which will lead to improvements in their mental health and wellbeing. In the table below we outline how Libraries provide opportunities for each of these identified behaviours and activities.

Positive behaviour and activity:	How Libraries provide opportunities for this:
<p>1. <b>Connect</b>... With the people around you. With family, friends, colleagues and neighbours. At home, work, school or in your local community.</p>	<p>Numerous courses and events available to encourage residents to connect with fellow residents.</p> <ul style="list-style-type: none"> <li>- Many of our customers are of an older generation who use the library as an opportunity to socialise. I.e. through Knit and Natter clubs.</li> <li>- There are also a lot of opportunities for parents, children and whole families to bond through groups such as Read &amp; Rhyme.</li> </ul> <p>New media options have meant that our Facebook and Twitter pages provide spaces where people can connect and share like minded discussions about books and culture in the borough.</p> <p>The libraries TV Network has provided people with access to what happens at our events and has given people the confidence to connect with local groups which helps to reduce social isolation and depression.</p>
<p>2. <b>Be active</b>...Discover a physical activity you enjoy and that suits your level of mobility and fitness.</p>	<p>The Library service now runs Zumba classes in Romford Central Library. We are also running Summer Sports Parties in all libraries this summer, and hold fitness road shows. We promote health and fitness in a range of settings, including Sports Centres.</p> <p>We hold an extensive range of book stock and online magazines on a wide variety of sporting activities and Health and Wellbeing.</p> <p>We hold Baby Bounce and Wiggle and Giggle session for pre school children to link music and movement.</p> <p>Observations contained in written form and in a variety of genres and media, sharpens our perception of the world and our ability to take notice.</p>

<p>3. <b>Take notice</b>... Be curious. Catch sight of the beautiful. Remark on the unusual. Notice the changing seasons. Savour the moment, whether you are walking to work, eating lunch or talking to friends. Be aware of the world around you and what you are feeling.</p>	<p>Libraries are the perfect setting to instil and cultivate curiosity, through access to a range of resources in various forms.</p> <p>Libraries worked in partnership with the 'Year of Living Gratefully' project. We run regular Poetry and Creative Writing Groups and we are working on the Arts Award Discover this year which will encourage young people to notice arts and culture in their day to day life.</p>
<p>4. <b>Keep learning</b>... Try something new. Rediscover an old interest. Sign up for that course. Take on a different responsibility at work. Fix a bike. Learn to play an instrument or how to cook your favourite food. Set a challenge you enjoy achieving. Learning new things will make you more confident.</p>	<p>Whether for pleasure or personal and professional development, libraries provide a valuable place for learning new skills and developing knowledge. Our libraries regularly hold temporary exhibitions and talks, offer a range of courses, and provide free and easy access to information.</p> <p>We run 18 Reading Groups which encourage people to be able to read and analyse books in a sociable group setting.</p> <p>Libraries offer a wide range of online resources which include access to Dictionaries, Art and Music, Encyclopaedias, Study and Homework, Family and Local History, Legal and Business Support.</p> <p>Libraries also offer online access to a range of Newspapers and Magazines, and have recently launched 'Universal Class' an online learning resource with hundreds of self-paced, tutor-led courses.</p>
<p>5. <b>Give</b>... Do something nice for a friend, or a stranger. Thank someone. Smile. Volunteer your time. Join a community group. Seeing yourself, and your happiness, as linked to the wider community can be incredibly rewarding and creates connections with the people around you.</p>	<p>Our library service is supported by a very strong base of volunteers. We have in excess of 200 regular volunteers who support the Summer Reading Challenge, the Housebound Service, the Reading Buddies Programme, peer support for the internet and Local History. This year also saw the introduction of the Library Ambassador programme.</p>

Libraries can, and do, make a significant contribution to the health and wellbeing agenda. The central role of libraries, reading and information sources and its contribution to health and well being is recognised in the work of the Shadow Health and Wellbeing Board, in our Culture Strategy, and by partners in the Health Service and other relevant bodies. This provides us with excellent grounds in Havering to ensure maximum levels of health and wellbeing among residents by using the work of the public library service in the borough.

## Promoting Healthy Lifestyles

Libraries have a Health and Wellbeing corner in every branch. These include books on mood boosting, diet, exercise, medical issues, mental health issues, emotional health support, and more. We also hold leaflets from a range of services and will be holding sessions in partnership with NHS and other providers to promote health and wellbeing. Libraries also often partner with other organisations to offer space for the delivery of health activities such as healthy eating advice, smoking cessation and blood pressure checks, and offer Books on Prescription (self-help books referred by their GP).

## Supporting Early Years Development

The Frank Field Review in 2010 examined the nature and extent of poverty in the UK and presented recommendations for increasing the life chances of children which the report argues is the best way to tackle intergenerational disadvantage. The report proposes nine 'life chance indicators which cover things like behavioural, social and emotional development, cognitive development, home learning environment, and maternal mental health.

Page 10  
Libraries are important partners in supporting early years development, we work closely with health visitors and children's centres in a number of ways, for example at Upminster we provide space for Health Visitors to do progress checks, and our Book Start programme is distributed in partnership with Health Visitors and Community Nursery Nurses. Our Book Start programme and events such as Baby Bounce and Read and Rhyme have proven very valuable in supporting both children and parents. Libraries provide opportunities for play and all the benefits that come from this, i.e. cognitive, behavioural, physical and social development, stimulating enquiry and problem-solving, and developing emotional engagement between parents and children. Libraries provide opportunities for learning, particularly early communication and literacy, and also provide opportunities for parents to socialise and build support networks.



## Combating social isolation and ensuring services are accessible to all

Libraries make a significant contribution to combating social isolation. We run our Housebound Service to support older people and people with particular disabilities which mean they can not leave their homes. We run Baby Bounce and Wiggle and Giggle to encourage social interaction between young mums and babies. These sessions also help provide a neutral space for mums to share experiences and build confidence. We also run Young at Heart groups which give older people opportunities to socialise and keep mentally and physically active.

Libraries also work closely with Customers with Special Needs and Caring Organisations to make our services more accessible, and we have worked in partnership with PACT (Parents of Autistic Children and Teenagers) to deliver Autism awareness training to our staff. We run specialist Bag Book sessions in special needs schools and adult groups, we run the Summer Reading Challenge at Ravensbourne School, and we regularly take our services to other special needs schools and First Steps Special Needs Playgroup. We also work with MIND to deliver the 6 Book Challenge and hold Dementia Roadshows in our branches.



## 2.5 How Libraries contribute to Learning and Personal Development

### Literacy

Public libraries serve an important function in the literacy development, which in turn has a major impact on quality of life. Poor literacy skills are part of a vicious cycle of factors that lead to disadvantage and poverty of opportunity. Research shows the links between low literacy and crime, poor health choices, low educational attainment and unemployment<sup>i</sup>.

Recent reviews of child poverty<sup>ii</sup> and the Early Years Foundation Stage<sup>iii</sup> have identified early language and literacy as building blocks for children's lives, helping to narrow the gap in the life chances experienced by children from poorer homes.

The development of literacy and reading form the core of the public library offer, and visiting libraries and library activities are generally viewed as enjoyable recreational activities by children and young people. This is important as both children's reading attainment and their enjoyment of reading has declined in recent years, yet research studies have shown positive links between enjoyment, learning and academic success<sup>iv</sup>.



### Digital Access

Public libraries have a vital role in bridging the digital divide and enabling people to get reliable information from the internet. Not everyone has broadband access, let alone internet access, and many lack the skills or confidence to use the internet. It is also more often those of an older generation or poorer background who do not have access.

By providing free access to the internet, and providing free and non-intimidating basic IT skills training, libraries help to prevent people being excluded from access to useful online resources and services.

### Hosting training and development

Libraries can provide even more opportunities for local people by being a 'host' for training and development, by partnering with organisations who are specialist in other areas to help people gain skills, become more employable, and build their confidence.

We already work with a number of agencies such as Learn Direct and The Sure Trust to deliver such courses in our branches.



## Informal Learning

Libraries provide a safe and welcoming space for community groups or individuals to learn, explore, improve their skills and socialise. We provide a huge range of informal learning courses, including basic IT skills training, arts and crafts classes, poetry groups, Creative Writing groups, we 18 Reading Groups, we also have over 400 on line courses which range from Cookery, Computer skills, Photography to CV writing, History, Finance and Health and medicine etc. We also have 80 foreign language courses which range from Albanian to Zulu. We also have 20 courses which cover English as a second language.

The Library Service is working in partnership with a number of learning providers as part of a new Community Learning Strategy. The strategy is built around 5 development themes which together aim to improve the provision of informal community learning in the borough by identifying opportunities for integration, partnership working and efficiencies between the main providers.

The 5 development themes within the Community Learning Strategy are:

- 1) A continuing focus on partnerships and networks
- 2) Forging greater service integration
- 3) Becoming even more user/citizen led
- 4) Designing and delivering 'a new curriculum for challenging times'
- 5) Giving priority to services that 'add value'



## CHAPTER 3: Where are we now?

---

### 3.1 What services do we provide?

The Library Service is responsible for the management and development of:

- 10 physical branch libraries – with each branch having an extensive physical book stock, free PC access for customers and free Wi-Fi access, and each running a range of events and activities which are tailored to the local community.
- 1 Virtual Library – providing 24/7 access to a wide range of on line materials including dictionaries, art and music resources, Driving and Citizenship tests, Encyclopaedias, study and homework help, family and local history resources, legal and business resources, online courses, foreign language courses, newspapers and magazine access, and access to e-books and audio books.
- Reader Development Team – developing and promoting library services to children, young people and adults, managing safeguarding across the service, and working with the branches to deliver our event programme.
- Housebound Service – for people who are housebound either for a temporary period of time (i.e. coming out of hospital) or as an ongoing service for people who meet the criteria. This service is run in partnership with Barking and Dagenham.
- Schools Library Service – delivering a programme of advisory visits to schools, providing primary school and secondary school support and training, and linking in with Reader Development literacy work.
- Local and Family History Centre – providing access to local and family history collections, holding exhibitions and talks to the local community, and providing support for research. They are based in the new centre in Central Library.
- Stock Team – managing the stock using a range of IT support systems, in order to provide the right stock at the right price at the right place. We also share a Stock Manager with London Borough of Enfield.

In addition, we are:

- Well underway in our programme of building refurbishments, with nine buildings already completed, and plans to develop two new libraries in Rainham and Harold Hill.
- Incorporating several partners in our buildings, including Children’s Services in some of our branches
- Involved in partnerships with several visiting services, i.e. Age Concern, Arthritis Care, CAB, JobNet, Community Police events, local sports groups and support groups.
- Providing support to the Havering Museum.
- Running a very well supported volunteer programme.



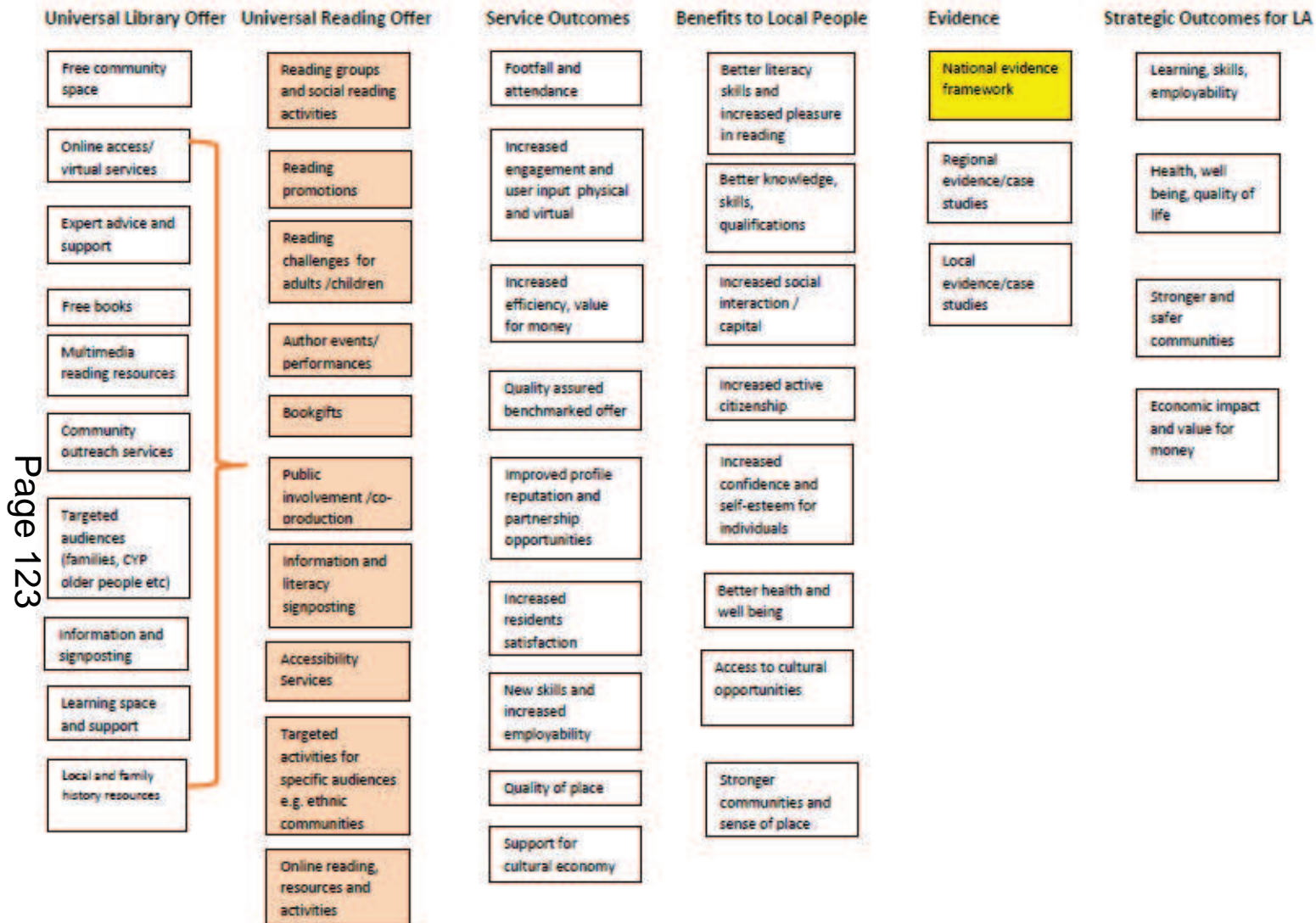
### 3.2 Achievements since the last strategy

Just a few of our achievements in Libraries since our last strategy (2010-12) include:

- Opened new Library in Romford
- Opened new Library in Elm Park
- Restructured the Service to deliver MTFs savings without closing libraries or reducing opening hours
- Increased opening hours across branches, in excess of 100 hours per week, whilst simultaneously reducing budget costs
- Introduced our virtual library which includes a wide range of books and services
- Increased our range of targets events programme which have include some high profile authors including Jo Brand, Bill Turnbull, Mary Berry, Anne Widdecombe, Andy McNab etc
- Expanded our volunteering opportunities
- Introduced RFID in all branches
- Replaced the Peoples Network PC
- Increased the internet band width from 2mg to 10mg for each library
- Made free Wi-Fi available in all our branches
- Expanded our services to disability groups which include using Bag Books, Disability Forum, and Autism awareness
- Introduced Havering Libraries Television network
- Used Social Networking to target new audiences
- Expanded the London Libraries Consortium to 15 members
- Employed 8 staff with Learning Disabilities in partnership with the Rose Programme



The diagram below provides a useful illustration of the range of services provided by public libraries and the respective outcomes from this provision for the service, local authority and residents.



Logic Model Framework, Reading Agency and Chief Librarians

### 3.3 SWOT analysis

From the data and feedback we receive, we consider our strengths, weaknesses, opportunities and threats to be:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Location and condition of our buildings which enable them to be hubs of the community</li> <li>• Providing an inclusive service</li> <li>• We have 24/7 access to a large range of services including Reference, Training and educational support</li> <li>• Support of our Council and in particular our Lead Member</li> <li>• Strong leadership</li> <li>• Well trained and committed workforce</li> <li>• High customer satisfaction with our services</li> <li>• Delivering an extensive, popular and well attended event programme (approx. 3,000 a year)</li> <li>• Strong community engagement and volunteer support</li> <li>• Strong partnerships with internal services and external organisations using our buildings</li> <li>• An innovative and forward thinking service</li> </ul>	<ul style="list-style-type: none"> <li>• Some of the income targets are challenging</li> <li>• Parts of our collection are not readily available, in particular the Local and Family History archive</li> <li>• Some staff need to improve their customer service skills</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Use of new technologies to attract new borrowers and expand our reach in the community</li> <li>• Our trained staff will improve the customer experience</li> <li>• Improve marketing and promotion in a range of media formats to end the 'I did not know libraries did that' culture</li> <li>• The role that the Library Service can play in relation to objectives in the Council's Customer Services Strategy, including use of library space to co-locate council services through the use of mini PASCs or IT</li> <li>• How libraries respond to the 'Digital Age'</li> <li>• How Libraries respond to the Literacy Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Requirements to make budget savings in an increasingly difficult economic climate</li> <li>• Maintaining the relevance of libraries to the local community</li> </ul>

### 3.4 Responding to a changing community

Havering's Culture Strategy summarises the demographic changes facing the borough over the next few years, to which the Library Service, like all council services and partners, need to respond.

At the time of writing, there are approximately 240,000 people living in Havering, with population projections predicting a 5% increase by the end of this strategy (2015) and a 13% increase by 2021<sup>v</sup>. It is estimated that in the next five years, the population of South Hornchurch will grow the most, followed by Brooklands, Harold Wood and Romford Town.

- **An ageing population**

The 2011 census calculated the average age for residents in Havering as 40 – the highest average age in London and above the England average. 17.9% of residents were over 65 and 2.6% were over 85. The percentage of older people is due to increase significantly over the next few years. In 2011 there were 1,937 people over 90, by the end of this strategy (2015) there will be 2,496, and by 2021 there will be 3,297 (a 70% increase).

- **Increasing children and young people**

The 2011 census found 5.8% of Havering's population were under 5s – the lowest in London (though set to increase by 15% in 2015 and by 23% in 2021). The 5-9 bracket is currently about average for London, but is set to increase significantly over the next few years (from 13,307 in 2011 to 15,157 in 2015 and 18,424 in 2021 – a 38% increase).

An estimated 19% of children are thought to live in poverty in Havering, 27% live in lone-parent families, and approximately 400 families have been categorised as having multiple complex needs, with a further 2,000 families categorised as 'barely coping'.

- **Ethnicity**

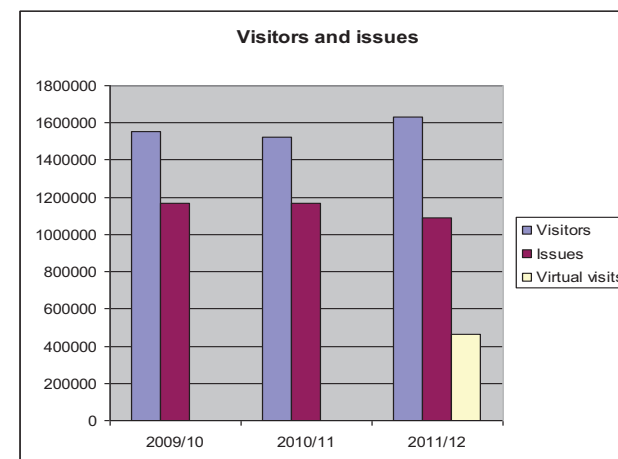
The population of Havering is the least ethnically diverse in London, but it is becoming more diverse. The number of overseas nationals registering to work who live in Havering has increased by 41.5% over the last five years, with Nigerian, Polish and Indian nationals as the predominant groups. The highest ethnic diversity in Havering is amongst young people, with 23% of school pupils in 2011 coming from non-white ethnic backgrounds, primarily Black African descent. Some estimates predict the current percentage of BME residents could grow 21% by 2016 and 40% by 2021<sup>vi</sup>.

- **Disability**

Approximately 17.5% of working age residents in Havering are disabled<sup>vii</sup>, and approximately 49% of Havering residents aged 65 or older have a limiting long term illness<sup>viii</sup>. Of these 65+ residents with a limiting long term illness, 7,742 also live alone<sup>ix</sup>. The JSNA states that this number of disabled people in Havering may increase by 7% over the next ten years, while the number of adults with learning disabilities may increase by the same amount.

The Library Service is proactively planning for, and responding to, these changing demographics. A few examples are listed below:

- We have developed detailed community profiles for each of our branch libraries and we are actively using these to plan and deliver a wide range of inclusive services. We will continue to review these profiles and monitor attendance and feedback to ensure we are focusing services in the most appropriate way.
- We have this year identified that we have more females than males using our services and as a result we have planned a range of activities targeted at males.
- We recently established our disabilities forum day and will continue this annually to help us understand the needs of this group.
- Our Reader Development Team continues to visit community groups across the borough, promoting the service and feeding back any suggestions on how we can best engage with BME groups and groups that may be socially isolated or hard to reach.
- The Reader Development Team will also continue to work children and young people in the local community to promote reading and literacy, and this year we are developing a new literacy strategy which will help us focus our resources further over the next three years.
- We have provided resources to support access for people with sensory impairments, including retaining our large print and spoken word offer, providing a very successful listening group in Rainham, and purchasing technology to ensure we meet the RNIB 6 Steps programme.
- We continue to deliver our Housebound Library Service which provides a tailor made service to any Havering resident who is unable to get to the library, due to age, illness or disability and has no one who can visit on their behalf. Staff will visit them in their own homes once a month to provide them with all the services that are available through loan in the Library Service.
- Community Profiles indicate that Harold Hill Library users aged 15 – 19 make up only 5% of their active users, compared to 13% for users aged 10 – 14. The library will be exploring the possibility of a joint membership system with MyPlace and engaging in joint working to try to increase the usage of the 15 – 19 age group.
- We are always exploring new ways to get across the message about reading to all groups. Social networking is a growing way in which we can share the message, particularly with younger age groups. It is a way in which we can find new audiences, and remain relevant in today's technological world.
- Work has been ongoing to develop our digital offer and this is starting to attract new users (see graph). We have been investing in our virtual library and this has increased our virtual visitors, however this has not decreased our physical visitors which have continued to increase. This is largely due to our improved events and activities programmes.





### 3.5 An overview of national, regional and local policy

There are a large number of policies, strategies and priorities which are relevant to Public Libraries and the development of this strategy. The most significant influencers are listed below.

#### **Culture, knowledge and understanding: great museums and libraries for everyone (ACE, 2011)**

In October 2011 lead body responsibility for libraries and museums transferred from Museum, Libraries and Archives Council (MLA) to Arts Council England (ACE). To prepare for this transfer, Arts Council England asked Baroness Morris to provide an independent view on its strategic framework, 'Achieving Great Art for Everyone' and how ACE could adjust its vision for the arts in the next 10 years to embrace the museums and libraries sectors and serve its new wider sphere of influence.

The Goals for the Library Service, fit within this 10-year strategic framework, and are as follows:

Goal 1: Excellence is thriving and celebrated in museums and libraries

Goal 2: More people experience and are inspired by museums and libraries

Goal 3: Museums and libraries are sustainable, resilient and innovative

Goal 4: The leadership and workforce are diverse and highly skilled

Goal 5: Every child and young person has opportunity to experience the richness of museums and libraries

Page 127

#### **What Makes a Good Library Service (CILIP 2010)**

In 2010, the Chartered Institute for Library and Information Professionals published guidance for local councils which described a good public library service as one which would deliver:

- A positive future for children and young people
- A fulfilling life for older people
- Strong, safe and sustainable communities
- Promotion of local identity and community pride
- Learning, skills, and workforce development
- Health improvements and wellbeing
- Equality, community cohesion and social justice
- Economic regeneration

A good library service will also offer a programme of activities and events that reflect the important role of the library in the local community. These may include:

- Activities for parents and toddlers, children and young people
- Events to encourage the experience of literature through author talks, reading groups, storytelling and promoting the joy of books through imaginative selection and presentation of stock

- Programmes to support family and community learning
- Promotion and support of the study of local history
- Programmes to develop information literacy, ICT proficiency, and skills for life

Libraries are important. A good library service provides a positive experience for local people and demonstrates the value a local authority places on its community. Libraries provide a popular and heavily-used service for everyone, allowing unbiased and unparalleled access to the world's knowledge. Libraries benefit everyone, whether they use their local library or not. They stand for intellectual freedom, democratic engagement, community cohesion, social justice and equality of opportunity.

**The Modernisation Review of Public Libraries: A policy statement (Department for Culture, Media and Sport, 2011)**

The review highlights 5 main challenges and 6 key aims for Libraries over the coming years.

Challenges:

- How can we reverse the current trend of decline in library usage and grow the numbers using the library service?
- How can the library service respond to limited public resource and economic pressures?
- How can all libraries respond to a 24/7 culture and to changing expectations of people who want immediate access to information?
- How can all libraries grasp the opportunities presented by digitisation?
- How can the library service demonstrate to citizens, commentators and politicians that they are still relevant and vital?

Aims:

- To drive the quality of all library services up to the level of the best
- To reverse the current trend of decline in library usage and grow the numbers using the library service
- That the library service is able to respond to limited public resource and economic pressures
- To ensure that all libraries respond to a 24/7 culture and to changing expectations of people who want immediate access to information
- That all libraries grasp the opportunities presented by digitisation
- To demonstrate to citizens, commentators and politicians that libraries are still relevant and vital

**Future Libraries Programme and London Libraries Change Programme**

Central government has stated a clear aspiration for greater collaboration in the provision of public services. The 2010 Future Libraries Programme has involved a rethink of how library services could be better delivered through a greater focus on shared services and new governance models, as well as through partnerships with community organisations and volunteers as part of the Big Society. Similarly, the 2011 London Libraries Change Programme has been exploring new delivery and governance models for libraries including a focus on collaborative services.

## Envisioning the Library of the Future

Envisioning the Library of the Future is a programme of research and debate that will help to develop a long-term vision for public libraries in England, and builds on ACE's 'Culture, Knowledge and Understanding: Great Museums and Libraries for everyone'. The work is expected to be complete by the end of 2012, but some data has already been analysed and outlined below.

“Over the next ten years, the core purpose of libraries looks set to remain the same as it has done for many years: enabling people to access, explore and enjoy books and reading and other forms of knowledge, the provision of quality assured information, support for learning and literacy. The critical difference in the future will be the social, technological context in which libraries will be working, and what it means for *delivering* their core purpose.”

Feedback from the first stages of consultation presented the following conclusions about the future of Libraries:

### Funding, volunteers and partnership

- the justification for public funding of a core library offer remains strong
- there is likely to be a move towards a diversity of funding models
- the extent of volunteering in libraries will need to be a settlement between local councils and communities
- community involvement in libraries will become an organising principle focused on collaboration and engagement, rather than a way of staving off closure

### Digital society, e-books, children and literacy

- there is a growing risk of a real digital divide in society
- libraries are key to enable access and assistance to all in the use of digital technologies
- barriers to e-book lending from public libraries has to be addressed
- libraries are essential to the learning, reading literacy, information literacy and cultural development of people of all ages

### Communicating the brand, national consistency, new audiences and users

- what libraries offer is much more than books and reading, but too few people know this
- libraries of the future must achieve a step-change in how they communicate their offer
- usage is rising where libraries are communicating with, and becoming closely attuned to, their local communities
- there is a tension between national consistency and local distinctiveness

### Social purpose, making the political case, public space and rural communities

- discussion tends to focus on what libraries must do in the future; stakeholders find it harder to articulate *why* they should do it
- there are concerns that the powerful core concepts about the purpose and ethos of the service are not well-rehearsed outside the sector
- libraries provide a gateway for some people to a digital public space

### Skills, leadership and innovation

- libraries will need information professionals, but also educators, community mobilisers and managers of volunteers. These skills exist in libraries but are too often in short supply
- a leadership challenge for the libraries sector is the need to articulate big shared ideas about core purpose while simultaneously offering services appropriate to individual communities
- a related challenge is the ability to adapt and innovate quickly, e.g. in provision of new services or developing varied funding streams
- the training provided by library schools is not always relevant to careers in public libraries

### Public library activity in the areas of health and well-being, MLA and LISU, 2010

Research commissioned by the Museums, Libraries and Archives Council (MLA) in 2010 concluded that public libraries make a significant contribution to health and well-being in communities, but that this wasn't as well recognised or articulated as it could be. Key findings were:

- There is a wide range of health and well-being activity in public libraries, some of it carried out in partnership with health and social care.
- Evidence suggests that it is the *diversity* of the health and well-being activities library offer that is particularly important. So someone might initially come into the library to find out specific information about a particular health concern but then find support from other activities the library is running, such as reading groups, leisure activities and social care support.
- Health and care partners value the fact that libraries offer people a neutral, non-stigmatised, non-clinical community space and can help them reach people are difficult for health care partners to contact.
- Libraries are valuable because they assist people to access online services, including NHS choices website.

However...

- The potential for libraries to work in partnership with health and social care particularly around creative community activities such as reading groups is underdeveloped.
- There needs to be more and better evidence that demonstrates the impact of libraries and health partners working together to support future partnership development.
- Libraries need to build the business case which demonstrates how effective they are at delivering services that meet strategic partners' priorities including running early intervention and preventative services, providing positive outcomes for patient and saving costs.
- Among the recommendations made by the research is that libraries develop a core offer, or set of activities, services and initiatives around health and well-being.
- Libraries' inability to articulate their contribution to the health and well-being agenda is reinforced by their relative invisibility in high level health, well-being and social care policy and strategy. Where libraries do feature, it tends to be at the action planning level. Health and well-being should, however, be high on the public library agenda.

## CHAPTER 4: Our Action Plan, 2013-15

### Objective 1: Health and Wellbeing

Objective / Tasks	Base line position 2012	Target 2015	Culture Strategy Principle
Maintain and improve Health and Well being corners in all libraries	5 in place	A further 5 to be delivered based on feed back from the first 5	2,3,4
Improve the Books on Prescription stock and promote to a wider audience	Stock currently at some branches but not well publicised	Add stock to the Health Corners in libraries	4
Run a wide range of events around food, exercise and healthy living	Each of our monthly themes will include one of these key areas	Each of our monthly themes will include one of these key areas and we will increase attendance by 5%	2,3,4
Continue to promote joining the library from birth to encourage reading and rhyme for children and investigate option for re engaging at Reception Age	All children born in the borough to automatically have a library card	All children followed up at Reception age to ensure they know how to use the library	3
Continue to reach out to community groups and schools promoting the value of reading and learning	All children born in the borough currently get a library card when registered	Review of this services and work to ensure all reception children have a library card	1,3
Achieve RNIB 6 steps	Not compliant with all 6 steps yet	All branches complaint	3
Plan and deliver on opportunities linked to the 2012 Olympic and Paralympic Games	Sporting Memories project held. Digital exhibition commenced. Scrapbooking project due to start.	Display community information and photographic evidence of events linked to the Olympics in Havering. Record Sporting Memories project for future generations which will form part of the Local and Family History Archive Project.	1
Work with the Health & Wellbeing Board to explore new ways for public libraries to contribute to the Borough's Health & Wellbeing priorities.	A number of existing initiatives are already underway or being established, including Healthy Living Corners in all libraries.	Implement new initiatives in libraries, in partnership with other services, which contribute to the health & wellbeing priorities.	1,2,3,4
Deliver the Literacy Strategy to improve opportunities for people in the borough	No strategy exists at present. We are working with the National Literacy Trust to complete this.	Strategy agreed and work will be on going to deliver the action plan.	1,2,3,4

## Objective 2: Learning and Personal Development

Objective / Tasks	Base line position 2012	Target 2015	Culture Strategy Principle
Engage with other partners and stakeholders to manage learning opportunities for the residents of Havering	Havering College no longer wish to use the library to run regular courses. Work is on going regarding the rationalising of adult learning opportunities	Clear guidance on which service is providing which opportunities and identifying new partners to use the meeting space	2,3
Build on our Volunteer Strategy	Strategy in draft	Strategy implemented	1
Digitise the Local and Family History collections using volunteers, to create learning opportunities for the volunteer groups and the local community	Nothing digitised at present	20% of collection digitised	1,4
On going training for staff to promote our on line reference resources to help customers get the most from the wide range of resources	No training on online services yet completed	All staff trained	4
Purchase new book stock to meet demand. Use Evidence Based Stock Management tools to deliver good quality stock	4,000 items moved this year saving £12,500	Increase this by 5%	4
Promote basic IT Skills training and run courses with our partners	Currently courses are run in Hornchurch and Upminster	Library to look at opportunities for running self help courses via on line resources to support partners	2,4
Increased take up of children starting and finishing the Summer Reading Scheme	4,196 children took part in the challenge. With 2,830 children finishing. This is a 51% increase since 2002	We aim to increase this by 2%	1,2,3,4
Promote our new on line courses including on line languages to improve mental health and support learning	Launched in July 2012	Hits on the new service to increase to 10,000	3
Review of how the School Library Service model and work with schools to ensure it provide a service that is required	Advisory Service only	New model agreed	2,4

### Objective 3: Towns and Communities

Objective / Tasks	Base line position 2012	Target 2015	Culture Strategy Principle
Increase satisfaction with Libraries	81.5 % satisfaction	83.5 % satisfaction	4
Use Community Profiles to increase library membership, including a focus on increasing membership in our most deprived areas of the borough	69% of the population currently has a library card (add target re. membership in areas of deprivation)	75% of population to have a card (add target re. membership in areas of deprivation)	1,2,3,4
Achieve Libraries Customer Service Excellence Accreditation	Charter Mark achieved but criteria now changes to Customer Services Excellence	Achieve Customer Services Excellence	4
Deliver a new Library at Rainham	Building works have started	New library opened	1,2,3,4
Deliver a new library at Harold Hill	Feasibility works being undertaken	New library opened	1,2,3,4
Continue to hold the annual Libraries Forum	2 held to date	Continue to run annually	1,2,3,4
Continue to support the annual Culture & Leisure Disability Forum	Library presence and presentations given at forum	Continue to actively support	1,2,3,4
Provide more volunteer opportunities for residents of Havering	We currently have volunteers for the Summer Reading Scheme, Reading Buddies, IT support, Housebound, Local History support	We are looking to recruit volunteers to help and / or run events in our branches.	1
Continue to offer a wide range of reading materials	We currently purchase a wide range of reading materials including physical books, spoken word, e-books and audio books.  As part of the LLC we have access to over 6 million items of stock which include over a 100 different languages.  We will monitor the quality and range of our stock in order to	Use of retail data to inform purchasing.  Add e-magazines to collection.  Use of Evidence Based Stock Management to ensure quality and content are within agreed tolerances.  Work with User Groups to ensure we are providing the right materials.  Seek to grow LLC to provide more	4

	promote a range of genres.	opportunities for Havering residents.	
Review the role of user groups across all branch libraries	User groups operating in many branch libraries with differing roles and level of engagement	All groups have discussed how they would like to run and how they can assist us to achieve the objectives set out in our strategy. Roles / Terms of Reference for all groups agreed.	1,4
Use Social Networking to reach a wider audiences and raise awareness of what libraries have to offer	18 – 64 age group currently 9% of population use the library	20% activity in this age group	1,2,4
Use e-marketing to attract new users	18 – 64 age group currently 9% of population use the library	20% activity in this age group	3,4
Use feedback from events and activities to inform future planning	Collected individually at branches	Summarise quarterly for the whole to identify trends	1
Support the integration of Youth Services within Culture and Leisure	Youth Facilitation Team in the process of transfer. Restructure to be fully implemented in Feb 2013.	Set up mini library and shared membership card in Myplace. Deliver events and activities in partnership with Youth Service staff and customers. Run courses on new online services from Myplace. Continue to evaluate opportunities for joint working across both services.	1,2,3,4

- 
- i National Literacy Trust (2011) Local authorities improving life chances
  - ii Department for Education (Apr 2011) A New Approach to Child Poverty: Tackling the causes of disadvantage and transforming families' lives
  - iii Dame Tickell, C & Department for Education (Mar 2011) The Early Years: Foundations for life, health & learning
  - iv DCMS (2009) Capturing the Impact of Libraries, Final Report, p22
  - v Interim 2011-based Subnational Population Projections
  - vi Projected Ethnicity Growth in Havering, London & Outer London Boroughs 2011-2021. Round Population Group Projections, Greater London Authority, 2010 (14).
  - vii Working Age People with Disabilities, Annual Population Survey: Department for Work and Pensions, (2012).
  - viii Limiting Long Term Illness in Havering, Census: Office of National Statistics, (2001).
  - ix Residents Aged 65+, Living Alone with LTLI, POPPI, (2012). Available online at [www.poppi.org.uk](http://www.poppi.org.uk)



# Parks & Open Spaces Strategy, 2013-15

<b>CONTENTS</b>	
<p><b>Chapter 1: Introduction</b></p> <ul style="list-style-type: none"> <li>▶ Foreword by Cllr Andrew Curtin, Cabinet Member for Culture, Towns and Communities</li> <li>▶ About the Parks &amp; Open Spaces Strategy</li> <li>▶ Our Objectives &amp; Principles</li> </ul>	<b>PAGE 2</b>
<p><b>Chapter 2: The Value of Parks &amp; Open Spaces in Havering</b></p> <ul style="list-style-type: none"> <li>▶ Intrinsic and Instrumental Value</li> <li>▶ Value of Parks &amp; Open Spaces to Residents</li> <li>▶ Our contribution to Living Ambition</li> <li>▶ How Parks &amp; Open Spaces deliver our objectives                             <ul style="list-style-type: none"> <li>- Health &amp; Wellbeing</li> <li>- Learning &amp; Personal Development</li> <li>- Towns &amp; Communities</li> </ul> </li> </ul>	<b>PAGE 5</b>
<p><b>Chapter 3: Where are we now?</b></p> <ul style="list-style-type: none"> <li>▶ What facilities and services are provided?</li> <li>▶ Significant achievements since the last Parks &amp; Open Spaces Strategy</li> <li>▶ SWOT analysis (Strengths, Weaknesses, Opportunities and Threats)</li> <li>▶ Responding to a changing community</li> <li>▶ An overview of national, regional and local policy relevant to the delivery of parks and open spaces</li> </ul>	<b>PAGE 12</b>
<p><b>Chapter 4: Our Action Plan (2013-2015)</b></p>	<b>PAGE 23</b>
<b>APPENDICES (as separate documents)</b>	
<p>Appendix 1: List of Parks and Open Spaces in Havering</p> <p>Appendix 2: List of the Friends of Parks Groups in Havering</p> <p>Appendix 3: List of Allotments and Allotment Societies in Havering</p>	

# CHAPTER 1: Introduction

---

## Foreword

Parks are central to our enjoyment of life for a number of reasons; aesthetic, social, environmental and cultural among them.

The colours, sounds, smells and textures which they contain have an aesthetic value of their own, distinct from the context within which they exist. The changing colours of trees and sky, the scents of flowers, the sound of bird song and the different textures of soft grass and rough bark, among other things, mean that parks make an important contribution to the aesthetic appeal of the towns and villages we live in irrespective of their relationship to the environment around them. This adds greatly to our health and well-being as a community, contributing greatly to our mental well-being and the pleasure which we get from the environment around us as well as being enjoyable places in which to exercise and relax.

In large towns in particular, parks and green spaces also constitute important settings for the built environment, giving it a clear sense of structure and adding to its visual appeal as well as acting to cool otherwise oppressively hot urban environments in warm months, allowing space for environmental management, and preventing the urban environment from becoming inhumanely compressed and over-bearing.

Parks are the deep reservoirs of habitat for the flora and fauna characteristic of the landscape here, constituting the veins through which the natural world can fan out into the man-made world, enriching the latter and conserving the former.

And all of this has important social consequences. Parks are places where we can play and rest, come together as families and communities, or just sit in quietly as individuals. They enable us to have better health, to remain physically active and alert throughout our whole lives, contribute to the pleasure that we take from where we live, and add to the economic attractiveness of a town as a good place to trade and do business.

Across the whole variety of parks and green spaces which we have in Havering, from country parks, to carefully designed landscapes or small town-centre squares and gardens, safe, well-maintained and cared for public parks and gardens add enormously to the pleasure which people get from living and working in Havering, and it is a pleasure to introduce the new Parks Strategy for the borough.

**Cllr. Andrew Curtin**  
**Cabinet Member for Culture, Towns and Communities**

*“In the spring the field was thick with cowslips,  
and in the hedgerows, in the tangled bank,  
under the hawthorn hedge and the ash tree,  
there were pale primroses and violets of many colours,  
from rich purple to a white touched with mauve.”*

A. S. Byatt, 'Ragnarok', 2011

## About the Parks & Open Spaces Strategy

Reflecting that of the Culture Strategy, our Parks & Open Spaces Strategy is driven by the very simple **ambition**:

***“To transform lives through participation in, and enjoyment of, our parks and open spaces”***

---

The **purpose** of the Parks & Open Spaces Strategy is to:

*‘Provide focus and added value to the efforts of everyone involved in the planning and provision of parks and open spaces, linked to a very clear view of what will be achieved by 2015’.*

Set against Havering’s Living Ambition goals and the objectives in the Culture Strategy, this Parks & Open Spaces Strategy provides a framework for action to continue to provide and manage accessible, safe, clean, attractive, and welcoming parks and open spaces for everyone. It will:

- Provide a strategic framework for the provision and management of Parks and Open Spaces in Havering for the next three years
- Establish a clear sense of direction and provide a focus for resource allocation and action on the ground
- Maximise support for, and advocate the benefits of, Parks and Open Spaces within and outside the council
- Encourage and develop further community and stakeholder involvement and partnership
- Contribute to the following adopted objectives, set out in Havering’s Culture Strategy:
  - 1) Health and Wellbeing
  - 2) Towns and Communities
  - 3) Learning and Personal Development
- Contribute to Havering’s Living Ambitions goals:
  - 1) Environment
  - 2) Learning
  - 3) Towns and Communities
  - 4) Value
  - 5) Individuals

The Strategy has been developed following extensive consultation with the wide range of stakeholder groups, those members of the public who visit our open spaces, those who don’t, and others including providers of open space other than the council. This will be used to guide future provision, planning, management and development of these most valuable assets.

The **Objectives and Principles** of our strategy are also based on those of the Culture Strategy:

**OBJECTIVE 1:  
Health and Wellbeing**

Support a high standard of mental, physical and emotional health for all by increasing the number of people using our parks and spaces, for sport and physical activity, to socialise, to be part of the community, and for pleasure, reflection and relaxation.

**OBJECTIVE 2:  
Learning and Development**

Support learning opportunities for all, by enabling people to take part in new activities within our parks and open spaces, and to encourage enquiry, exploration and learning about our environment.

**OBJECTIVE 3:  
Towns and Communities**

Enriching our towns and communities, through protection and investment in our parks and open spaces, encouraging biodiversity, increasing usage of our parks as community spaces, and supporting the regeneration of local areas.

**PRINCIPLE 1: Community Empowerment**

Promote more active engagement in service delivery, from consultation, to volunteering, to devolving services to the local community.

**PRINCIPLE 2: Work in Partnership**

Continue to work with our partners, internal and external, and regionally across borough boundaries, to achieve shared objectives.

**PRINCIPLE 3: Inclusion & Cohesion**

Be smarter about collecting information on our customers and communities. Target new audiences and broaden access to our services, breaking down barriers to engagement where these exist, facilitating social progress and improved quality of life.

**PRINCIPLE 4: Good Value Services**

Continue to develop innovative, modern and efficient methods of service delivery, thereby maintaining the high quality of our services against a backdrop of reduced budgets, and ensuring that activities are evaluated effectively to retain a focus on outcomes for local people.

# CHAPTER 2: The Value of Parks and Open Spaces in Havering

---

## 2.1 The intrinsic and instrumental value of Parks and Open Spaces

### Intrinsic Value

Green open spaces are a beautiful and precious resource that should be protected, enjoyed and celebrated, simply for what they are.

*“the sight of sky and things growing are fundamental needs, common to all”*  
(Octavia Hill, National Trust founder, over 100 years ago)

Everyone benefits from parks and open spaces, whether they do so actively or even consciously. Parks and open spaces inject life into the built environment, allowing us to observe the changing seasons and to feel closer to nature and the natural environment. They provide us with a sense of place and belonging whilst also offering an escape from the stress and strain of modern urban living that can sometimes be compounded by the built environment.

### Instrumental Value

In addition to their intrinsic value, parks and open spaces present a number of other benefits which all lead to an improved quality of life for people living, working and visiting Havering. These include:

- the setting and appearance of the urban landscape, and are often part of local regeneration programmes,
- promoting positive physical, mental and emotional wellbeing,
- encouraging social inclusion and cohesion, by being open and accessible to all and acting as a focal point for communities, particularly through intergenerational recreational activities and community events which are often held in parks,
- providing opportunities for cultural participation, including through art, sport, leisure and communities events held in parks,
- promoting healthy lifestyles and providing opportunities for exercise such as walking, jogging and cycling, sports activities such as football, cricket and tennis, and a wide range of other leisure activities,
- providing space for reflection, free association and relaxation,
- promoting good mental health through the calming and therapeutic effect of nature and green space,
- providing space for people to meet in family and friendship groups thereby strengthening relationships and reducing social isolation,
- providing a safe and interesting place for children to play,
- creating nature habitats, supporting conservation and increasing biodiversity,
- improving air quality and reducing pollutants, absorbing noise and cooling air
- providing an outdoor educational resource

- providing free access to recreational activities for those on low incomes,
- providing local access to recreational activities for those with mobility difficulties or unable to travel on their own,
- contributing to the local economy through the provision of a high quality public environment which attracts residents and business to an area, - good quality green space has been shown to boost and stabilise both residential and commercial property prices and to increase trading by attracting more visitors into the area.

## **2.2 The value of Parks and Open Spaces to residents**

In the 2011 'Your Council, Your Say' Survey 76.3% of residents said they were either satisfied or very satisfied with their local parks and open spaces. Parks and open spaces were also ranked 7th in the list of priorities for making their area a nice place to live.

People tend to use their local public spaces more, and be more satisfied with them, if they include natural elements - therefore a green and pleasant space is generally also a well-used and valued space.

We are very fortunate in Havering to have approximately 6,000 hectares of green belt, which covers almost half of the borough. Parks and open spaces are one of the most frequently used public services<sup>i</sup>, with over 50% of people visiting a park at least once a week<sup>ii</sup> and many using green spaces as an integral part of daily life.

National research has found that over 90% of the public believe parks and public spaces improve their quality of life<sup>iii</sup> and provide a focal point for their local community<sup>iv</sup>.

## 2.3 Our contribution to Living Ambition

Environment	Providing beautiful and safe green spaces that local people will take pride in, that will help provide cleaner air for all, will provide pleasure, relaxation and recreation for adults, will secure places for children to play, and will contribute to the greening, attractiveness and biodiversity of the borough.
Learning	Providing opportunities for learning, through discovery of nature and heritage, through allotments food growing and horticulture, and through the sports and physical activity undertaken in our parks.
Towns and Communities	Contributing to the physical, social and economic regeneration of the borough through the provision and maintenance of high quality open spaces and by ensuring culture is at the heart of our towns and communities.
Individuals	Contributing to the quality of life of local people, improving health and wellbeing and reducing health inequalities, by providing opportunities for participation in culture within our open spaces; parks, allotments and countryside. Providing activities for everyone, including children, young people and families, older people and disabled people, in a way that is fully inclusive and where people feel welcome and safe.
Value	Continuing to deliver an efficient, innovative and high-quality service, whilst working in partnership with internal and external agencies and through engagement with residents and groups such as Friends of Parks.

Page 141

As outlined above, the Parks and Open Spaces contribute to all of the goals identified within Living Ambition, and the service is also a key partner in the delivery of a number of key specified actions in Havering's Sustainable Communities strategy, including:

- Delivering reductions in crime, through the work of our Parks Protection Service and working in partnership with the Police and Community Safety.
- Investing in the borough's parks and play areas.
- Working to bring more cultural activities and events into parks and public spaces, including a focus on activities for young people.
- Continuing to work with friends of park groups to improve use of parks and the feeling of public safety.
- Rolling out apprenticeship schemes to support young people into work.
- Encouraging the development of cultural activities in town centres, many of which take place in our parks and open spaces.
- Retaining the eight Green Flags that have previously been awarded for Havering's parks.
- Extending the conservation and biodiversity work we are undertaking with partners and community groups in our green spaces.



## 2.4 How Parks and Open Spaces deliver our objectives

The Parks & Open Spaces Strategy sits beneath the overarching framework of the Havering Culture Strategy and contains three broad objectives that will help us to prioritise our services over the next three years. This section below explains in broad terms how we will deliver against these objectives, with the action plan (page 24) defining the more detailed actions and targets.

### **Objective 1: Health and Wellbeing**

Over the last decade there has been a shift in the health agenda towards promoting healthy lifestyles, and increasing recognition of the role the environment can play in enhancing health. An increasingly inactive population has led to an increase in preventable diseases which are placing increasing pressures on the NHS. Yet green space provides a very cost effective means of promoting health and well-being, providing easily accessible and mostly free recreational opportunities through our parks, countryside, allotments, outdoor sports and events.

Parks provide spaces where people can get some fresh air, go for a walk, play football, exercise or just enjoy the surroundings. Allotments provide exercise, fresh food and opportunities of socialising. They both contribute to all aspects of health and well-being including increasing levels of physical activity, promoting mental well-being, relieving stress, overcoming isolation, improving social cohesion and alleviating physical problems. For example, a brisk walk in your local park every day, can reduce the risk of heart attacks by 50%, strokes by 50%, diabetes by 50%, fracture of the femur by 30%, colon cancer by 30%, breast cancer by 30% and Alzheimer's by 25%<sup>v</sup>.

#### ***Increasing physical activity:***

Research has shown that where people have good perceived and/or actual access to green space they are 24% more likely to be physically active<sup>vi</sup>. Evidence also suggests that participants in exercise programmes based in outdoor green environments are more likely to continue with their programme than if it is based within a gym or leisure centre<sup>vii</sup>.

Parks provide excellent facilities for a wide range of sports, fitness and leisure pursuits, and play (see below) which are open to all at nil or very low cost. For example, those who engage in a range of sport through our pitch lettings, those who participate in the 'walking for health' programme, or make use of the new Sustrans route for walking and cycling in our parks. Activity in parks provide an easy pathway from passive to active recreation, which people often take without realising it.

#### ***Reducing stress and improving emotional wellbeing:***

Clinical evidence suggests that exposure to an outdoor green environment reduces stress faster than anything else. Simply viewing nature can produce significant recovery or restoration from stress within three to five minutes<sup>viii</sup>. As technology, traffic, artificial light and noise increasingly dominate our town centres, a park or green space can be an oasis of tranquillity and calm that has a genuine effect on stress. Green space, including parks and allotments, provide many with a place of escape from their work, school or home life, as well as the stresses of daily urban life.



Focused research on the mental and emotional wellbeing of children has shown that parks and open spaces have a positive impact on children with ADHD, those who are bullied or unhappy at home, and those with high levels of stress, depression, anxiety or aggression<sup>ix</sup>. Similarly, within the field of care for the elderly, studies show that patients exposed to outdoor green environments became happier, slept better, were less restless, were able to concentrate better, were more talkative and coherent, and needed less medication<sup>x</sup>. In addition, elderly people who remain active, i.e. by taking regular walks in their local park, are less likely to fall and cause injury and therefore will continue to be independent at home for longer.

### ***Improving air quality:***

The plant life and trees found in parks and green space play an important role in improving the air quality and reducing pollutants in urban environments, which in turn helps to ease respiratory problems such as asthma and bronchitis. Open spaces also have a cooling effect in urban areas which is particularly important for older people and those who find it harder to breathe.

## **Objective 2: Learning and Personal Development**

### ***An educational resource:***

“Parks and green space provide schools with a living, breathing, fully interactive and continually changing outdoor classroom; a wonderful resource with which to support curriculum activities”<sup>xi</sup>. Access for schools is easy and free, and because they exist locally visits can be frequent allowing longer-term projects to be undertaken. For this reason, local parks have become an increasingly popular destination for study of the natural environment and life sciences.

### ***A place for informal learning***

In addition to more formal school-based learning, parks provide informal learning to the wider community through interpretation material, brochures, signs, guided walks and casual observations.

### ***Developing environmental custodians***

The level of direct contact with nature and the natural environment is a key factor in influencing people’s desire to protect and enhance it. By providing opportunities to learn about the natural environment and reconnect with nature, children and adults place a greater value on the environment and become future custodians, fighting against the spiral of local and global environmental degradation.

### ***A space for play***

Open green spaces with trees, grass, streams and nature offer excellent play opportunities for children. Significantly higher levels of creative play are found in green spaces than in the barren areas, and children playing in the green spaces also have more opportunity to be with adults, a factor that can aid the development of interpersonal skills.

## ***Training and apprenticeships***

A skilled workforce is essential in order to maintain the high quality of our parks and open spaces and to achieve the varied objectives set out within this strategy. The Parks Service are committed to ensuring our staff are well trained and equipped to maintain our open spaces, in line with the Investors in People programme and Havering's Personal Development Review programme. The Grounds Maintenance service arranges specialist courses including NVQ level 1 and 2 horticulture for operatives. In addition annual Apprenticeships are now offered in horticulture to at least four applicants. The apprentices are trained at day release college in addition to a programme of site based operations and tasks designed to supplement their college work.

## **Objective 3: Towns and Communities**

Parks and open spaces, much like any other public space, should be designed and maintained in such a way that enables people to live healthy, happy, active lives, whilst maximising opportunities for community activity, inclusion and cohesion, and contributing to their sense of place, safety and security. Parks, allotments and green open spaces are imperative to strong communities and places people want to live, work and visit.

Page 144

Parks and green space makes an important contribution to the visual appeal of the environment, balancing buildings and the urban environment, and providing a visual appeal in their own right that adds to the pleasure we get from our environment.

While well managed parks and green spaces can encourage visitors, and enhance social inclusion and cohesion, poor quality spaces, scarred by the evidence of vandalism and neglect, dominated by single groups or anti-social behaviour, can blight any community.

Open spaces are both green and civic places, often the focal point for local communities, and key to the development of vibrant, healthy and sustainable towns. They should be open to all, be well used, add value to the local area and economy, and support biodiversity.

"Parks and green spaces are an integral part of daily life; from taking a walk in the local park, enjoying the fresh air and surrounding wildlife in a Country Park, participating in sports at the local recreation ground, taking a family trip to the playground, or having a picnic with old friends, parks and green spaces offer something for everyone."<sup>xii</sup>

### **Open to all, and well used**

One of the reasons parks and open spaces are so highly valued by communities is because they are open and accessible to all, providing free recreational facilities and community space. During times of economic hardship the range of freely available activities and opportunities provided by parks becomes particularly important, especially for lower income individuals and families. Recreational activities within safe and welcoming public spaces provide a means for social interaction that can help to break down the barriers of unfamiliarity, fear and isolation. Parks and open spaces stimulate contact and communication between groups who might not otherwise meet. For example, both younger and older people are regular users of the outdoor gyms provided in our parks.

## **Adding value to the local area and economy**

Parks and open spaces add value to the local area, making residents feel happier about the place they live. For example we know that residents who live near green space are more familiar with their nearby neighbours, socialize more with them, and expressed greater feelings of community and safety than residents who lack nearby green spaces<sup>xiii</sup>.

High-quality green space also has a significant impact on the economic life of urban centres. As towns and cities increasingly compete with one another to attract investment, the presence of good parks, squares and gardens becomes a vital economic lever to first attract and then retain new businesses. Attractive green space also offers very clear benefits to the local economy in terms of stimulating increased house prices, since house-buyers are willing to pay a premium to be near green space<sup>xiv</sup>.

The visual appeal and recreational offer of parks and green space contributes to the attractiveness of town centres as tourist destinations with all the associated economic benefits of this. Parks help to stimulate the recreation industry and, by hosting events, provide business for local entertainment and catering industries. Larger events can attract visitors from outside the borough and generate substantial secondary spend in the local economy. Parks also have significant potential as sites for public art.

## **Supporting biodiversity**

Parks provide valuable spaces for local people, but they also provide important habitats for local wildlife. Conserving our natural environment is important for its own sake, but also because by protecting these habitats we increase the amount and variety of flora and fauna in Havering and allow people to feel closer to nature, which many strongly value for the intrinsic enjoyment it gives them.

### **Green Corridors**

Parks Service working with colleagues in the Regeneration Service has commenced work to improve and promote the Green Corridors linking the rural to the urban areas of Havering. The Green Corridors are important for many reasons and this strategy recognises their importance and targets their development. The Green Corridors are important as they;

- Improve biodiversity by improving the spread of species along the Green Corridors
- Help create an integrated biodiverse network of species
- Provide green routes for the public to access the countryside
- Linkage of existing green spaces
- Encourage activities such as walking and cycling

## CHAPTER 3: Where are we now?

---

### 3.1 What facilities and services are provided?

Havering has approximately 6,000 hectares of green belt, and is one of the greenest boroughs in London. The Parks and Open Spaces Service manages 98 sites in the borough. These include:

Eight Parks with Green Flag status:

- Bedfords Park
- Cottons Park
- Harold Wood Park
- Hylands Park
- Lawns Park
- Lodge Farm Park
- St Andrews Park
- Upminster Park

Two Country Parks:

- Havering Country Park
- Hornchurch Country Park

In London in Bloom 2012, Havering's Parks were also awarded:

- London in Bloom Biodiversity Award – Havering was in 1<sup>st</sup> place (for the second year running)
- London in Bloom Allotment Award – Havering was in 2<sup>nd</sup> place
- London City Award - Silver Gilt Award
- Country Park of The Year - Hornchurch Country Park received the Gold Award
- Large Park of The Year - Bedford's Park received the Gold Award
- Park of The Year - Lodge Farm Park received the Silver Gilt Award
- Small Park of The Year - Langton's Gardens received the Silver Gilt Award

#### **Biodiversity**

The central plank of parks management and maintenance is built around biodiversity. The protection, conservation and enhancement of biodiversity is 'part of the day job' in terms of the management and development of all open spaces. We help to support biodiversity both through sensitive grounds maintenance practices and through the creation of natural habitats such as wildflower and grass meadows, reed beds, butterfly and bee borders, and bird and bat boxes.

Surveys by nature conservation groups and feedback from residents has recorded an increase in species of butterfly such as Small Heath Butterfly, Small Skipper Butterfly and Six Spot Burnett Moth. In addition song birds have increased, particularly Goldfinch and Greenfinch in the borough, along with an increase in the variety of habitat. We now have more Cuckoo Flower, which feeds the Orange Tip Butterfly, Birdsfoot Trefoil which is the food plant for the Common Blue Butterfly, and White Clover which is a favourite plant of bees in the borough.

### **Grounds Maintenance Team**

Our in-house Grounds Maintenance team undertake the maintenance of the council's parks and open spaces, housing estates and the grass cutting on the street verges. Due to improved management, equipment and supervision the standards have improved considerably, resulting in improved user satisfaction over recent years.

### **Parks Protection Service**

The security of Havering's parks and open spaces is managed by the Parks Protection Service. Their objective is to move away from the prohibitive forms of security management and become leaders in the community, building respect for the park and local peer pressure, which will help make local open spaces more 'self-policing'.

### **Country Park Rangers**

Our two country parks, Havering Country Park and Hornchurch Country Park, are managed by the Park Ranger Service. Country Parks are a great asset to Havering and need to be promoted to encourage more people to use them. Part of the role of the Rangers is to provide environmental education to a wide range of community groups, schools and local volunteers.

### **Parks Maintenance**

A small team of operatives maintain and repair the non-horticultural elements of parks, including repairs to play equipment, park furniture, gates, locks, fencing and surfaces.

### **Parks Development**

The Parks and Open Spaces Section manages 880Ha of open space. The development and public liaison officers who plan the improvement programmes in parks, manage the standards of maintenance, deal with the day to day issues, consult with the public and attend with the Friends of Parks.

### **Allotments**

The Parks and Open Spaces Service manages 27 allotment sites in the borough. See Appendix 3 for the full list.

### **Rural Public Rights of Way**

The Parks and Open Spaces Service have a maintenance responsibility for ensuring there is uninterrupted access to the rural public rights of way. This includes public footpaths and bridleways. We are also responsible for maintaining the accessibility of the paths, both directly and indirectly.

### **Historic Buildings and Landscapes**

The Parks and Open Spaces Service have a number of sites that have a rich heritage. In addition there are many buildings and structures located in our parks of historical importance and value. The Historic Buildings and Landscapes officer provides technical advice on the maintenance, restoration and promotion of historic buildings and landscapes. See the Heritage and History Strategy for more information.

### **Partner Organisations who manage open space within Havering**

There are many organisations who manage open space within Havering. Some of these are internal departments such as Streetcare with responsibility for roadside verges, Homes in Havering with responsibility for communal housing open space and the schools and academies with their playing fields and school grounds. Havering's Cemetery Service manage graveyard in Upminster, Romford and Hornchurch.

There are a number of external organisations who manage open space in Havering, key amongst these are:

- the Forestry Commission under Thames Chase who manage Pages Wood, Sealy Wood, Berwick Glades, Honnetts Wood, Folks Lane Woodland, Harold Court Woods, Ingrebourne Hill, Mardyke Woods, Thames Chase Forestry Centre and Tylers Wood.
- the Royal Society for the Protection of Birds (RSPB) with their management of large areas of Rainham Marshes.
- Tarmac with their management of Berwick Woods,
- the Stubbers Adventure Centre at Upminster, which is independently managed as a youth adventure site.

All of the green space managed either by Havering Council or by external organisations will have a recreational and biodiversity value.

### **The Friends of Havering's Parks**

Havering is fortunate to have a large number of people who actively support the parks through their local Friends groups. The groups carry out a range of tasks that improve the park and supplement the works of the grounds maintenance team. The groups are categorised into two types - the "Friends" groups and the "Official Friends" groups. See Appendix 2 for the list of Friends groups and their activities.

The Official Friends is a voluntary scheme open to all Friends groups. To be awarded Official Friends status the groups need to meet a number of criteria. They then enter into a contract with the Parks Service which states they will undertake a number of tasks and they will operate to an agreed code of practice. In return the Parks Service provides resources to each of the Official Friends groups in the form of support and financial assistance.

### **Allotment Societies**

The Council works in partnership with seven Allotment Societies who have day to day management responsibility of allotment sites across the borough. See Appendix 3 for the full list.

### 3.2 Significant achievements since the last Parks and Open Spaces Strategy

Just a few examples of achievements and service improvements delivered over the last few years include:

- Crime and anti-social behaviour in open spaces has been more effectively identified and tackled through the work of the Parks Protection Team, and we have a strong partnership with the Metropolitan Police to work jointly to reduce crime, the fear of crime and other issues within open spaces.
- Significant external investment for pitches and changing facilities has been made, and we have provided additional football pitches, an additional ATP (at Broxhill) and refurbished tennis courts in line with the last needs assessment of green spaces.
- Opportunities for sustainable self-management of local open spaces by community groups has been evaluated and developed.
- Play equipment suitable for disabled children has been installed in a number of parks.
- Nature conservation and biodiversity now form an inherent part of the development and maintenance of all parks and open spaces.
- Eight Green Flag have been awarded, and maintained over the last three years.
- Eight park-specific leaflets have been published annually.
- Creation of the “Official Friends programme”, in partnership with Friends of Parks groups.
- Creation and development of the Havering Open Spaces Forum.
- Implementation of a new policy for the management arrangements for tennis courts in Havering through the new Tennis Strategy.
- Realignment of the Parks and Open Spaces revenue budgets in order to aid management and control.
- Review of parks bylaws undertaken.
- Improvement plans produced for the Country Parks to include interpretation, signage, visitor facilities, car parking, play equipment and play in the natural environment. We also reviewed staffing arrangements and increased the number of Park Rangers.
- Cleansing operations in parks and open spaces reviewed and improved.
- CCTV installed in key locations in parks and open spaces.
- All open space facilities audited and actions identified to ensure we meet our obligations in the Equality Act 2012 and Public Sector Equality Duty.
- New parks signage installed in many of our parks.
- Biodiversity improved as a result of changing the management of grass mowing and sowing wild flower meadows.
- Regulating the use of parks for football training thereby improving the service to clubs and safeguarding children.
- Recruiting seasonal employees rather than agency staff within the Grounds maintenance Service.
- Acquiring the lodge in Raphael Park as a base of operations for the out of hours service.
- Tighter controls imposed on the locking/unlocking procedure for parks.
- Computerisation of grounds maintenance management by using the Mayrise system.
- Recruitment of apprentices on an annual basis and training them to NVQ level 2.
- Delivery of the Playbuilder project, which improved over 14 play areas in parks across the borough.
- Successful applications made for funding to enable the restoration of Raphael Park and Langtons Gardens.

### 3.3 SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Strong public and political support</li> <li>• Strong, active and numerous Friends Groups</li> <li>• Proactive and experienced Parks Management team</li> <li>• Wide range of park types available in the borough</li> <li>• Good level of security in parks</li> <li>• High levels of consultation activity</li> <li>• Public satisfaction is rising each year</li> <li>• Consistently maintaining eight Green Flags</li> <li>• Effective corporate method of tree management</li> <li>• Highly rated parks management plans</li> <li>• Good range of children’s play areas</li> <li>• A number of sites are protected (SSSI and QE2 sites)</li> <li>• Biodiversity is seen as a core plank for developing parks</li> <li>• Wide range of sports played in parks</li> <li>• Equipment/plant/machinery all recently renewed</li> <li>• Good data available (e.g. Mayrise mapping of parks, QVA data over last 4 years, Iris2 parks protection tool)</li> <li>• Good geographic spread of parks that match the areas of highest population.</li> <li>• Maintenance is at different standards (i.e. Green Flag parks and Top25 Parks have higher level of maintenance)</li> </ul>	<ul style="list-style-type: none"> <li>• Comparatively low level of financial resources given the extent of the area to be managed</li> <li>• Over-stretched in peak periods or poor weather</li> <li>• Unable to resource events or play programmes</li> <li>• Depots for grounds maintenance are of a poor standard</li> <li>• Litter management could be improved</li> <li>• Dog fouling continues to be a problem for the public</li> <li>• Flytipping continues to be a problem in some parks although the Parks Protection Team respond to this well</li> <li>• Demand for pitches often outstrip their availability</li> <li>• Cricket costs are only partially recovered (considering pitch maintenance)</li> <li>• Bowling clubs are declining and some may soon cease to exist</li> <li>• Lack of public toilets</li> <li>• Only a few parks have an on-site presence</li> <li>• No current Biodiversity Action Plan</li> <li>• Low insurance cover</li> <li>• Too many trees to manage proactively within current resources</li> <li>• A number of paths are in a poor condition</li> <li>• Large capital investment is required to improve the standard of some parks</li> <li>• Lack of data collected about the usage of our parks</li> </ul>



Opportunities	Threats
<ul style="list-style-type: none"> <li>• Further income generation methods to be explored</li> <li>• Opportunities for external funding</li> <li>• Increased use of the web and internet to communicate with our customers</li> <li>• Staff training could be increased (e.g. grounds maintenance)</li> <li>• Volunteering could be increased, particularly in Country Parks</li> <li>• More scope for Friends groups to run activities in parks</li> <li>• Could run more educational walks and talks</li> <li>• High level stewardship (using agricultural methods to maintain grassed areas)</li> <li>• Grants for woodland management schemes</li> <li>• Scope for more play areas to be more inclusive</li> <li>• Catering opportunities</li> <li>• Not all sites have notice boards</li> <li>• Adopt new byelaws</li> <li>• Work with partners to develop sites</li> <li>• Opportunities for public art in parks</li> </ul>	<ul style="list-style-type: none"> <li>• Local government funding budget cuts</li> <li>• Restructuring and reprioritisation of Council resources</li> <li>• Climate change</li> <li>• Fire damage on grassland meadows</li> <li>• Break-ins at depots and loss of plant/machinery</li> <li>• Injuries to children in play areas</li> <li>• More services being added to those already delivered without equivalent increase in resources / funding</li> <li>• Some income targets are historically high and therefore challenging</li> </ul>

### 3.4 Responding to a changing community

Over the next decade the demographic make-up of Havering's population will change. The Parks and Open Spaces of Havering will take account of the predicted changes to the community needs and demands when planning future service delivery.

At the time of writing, there are approximately 240,000 people living in Havering, with population projections predicting a 5% increase by the end of this strategy (2015) and a 13% increase by 2021<sup>xv</sup>.

- It is anticipated that the current provision of parks and open spaces, in terms of area, would be adequate to absorb this increase in population. However there will be areas (Gooshays) where the population is expected to rise significantly due to local development. The parks in these areas would need to be reviewed and where required improved to take the anticipated additional usage. Gooshays remains the most deprived ward in Havering and has greater health issues.



#### Page 152 An ageing population

The 2011 census calculated the average age for residents in Havering as 40 – the highest average age in London and above the England average. 17.9% of residents were over 65 and 2.6% were over 85. The percentage of older people is due to increase significantly over the next few years. In 2011 there were 1,937 people over 90, by the end of this strategy (2015) there will be 2,496, and by 2021 there will be 3,297 (a 70% increase).

- We will need to respond to this aging population and associated demands / pressures on the service. Older people require more benches, good pathways and more types of passive recreation facilities such as walks to encourage people out into the parks to keep them healthy. In addition the programme of outdoor gyms being installed provides free exercise facilities and a social meeting area for older people.

#### Increasing children and young people

The 2011 census found 5.8% of Havering's population were under 5s – the lowest in London (though set to increase by 15% in 2015 and by 23% in 2021). The 5-9 bracket is currently about average for London, but is set to increase significantly over the next few years (from 13,307 in 2011 to 15,157 in 2015 and 18,424 in 2021 – a 38% increase).

An estimated 19% of children are thought to live in poverty in Havering, 27% live in lone-parent families, and approximately 400 families have been categorised as having multiple complex needs, with a further 2,000 families categorised as 'barely coping'.

- The free recreation and play that the parks provide are a key factor in ensuring the wellbeing and social development of children.
- To meet the demand of additional children the issue of Play will require strategic delivery to ensure maximising the potential benefit of facilities for children. In order to deliver Play strategically in Havering a Play Strategy has been drafted. This document focuses on bring the joint resources of the many agencies who deliverer play services in order to provide a co-ordinated approach and to ensure the use of resources is targeted and delivered with the best possible efficiency.

## **Ethnicity**

The population of Havering is the least ethnically diverse in London, but it is becoming more diverse. The highest ethnic diversity in Havering is amongst young people, with 23% of school pupils in 2011 coming from non-white ethnic backgrounds, primarily Black African descent. Some estimates predict the current percentage of BME residents could grow 21% by 2016 and 40% by 2021<sup>xvi</sup>.

## **Disability**

Approximately 17.5% of working age residents in Havering are disabled<sup>xvii</sup>, and approximately 49% of Havering residents aged 65 or older have a limiting long term illness<sup>xviii</sup>. Of these 65+ residents with a limiting long term illness, 7,742 also live alone<sup>xix</sup>. The JSNA states that this number of disabled people in Havering may increase by 7% over the next ten years, while the number of adults with learning disabilities may increase by the same amount.

- The Parks must comply with the requirements of the 2010 Equality Act and Public Sector Equality Duty in order to provide open access to all members of the community.
- Our play areas must be designed to be inclusive to children with a range of disabilities.

## 3.6 An overview of strategic national, regional and local documents relevant to the delivery of parks and open spaces

### National Planning Policy Framework

The NPPF was published at the end of March 2012 and sets out the Government's planning policies for England. It replaces 44 Planning Policy Statements (PPS), Planning Policy Guidance (PPG), Circulars and Letters with a concise framework of around 50 pages.

The protection for open space and playing fields is reinforced in the new NPPF, stating that such land should not be built on unless an assessment shows that: i) the land is surplus to requirements, ii) the loss would be replaced by equivalent or better provision in a suitable location, or iii) the development is for alternative sports and recreational provision, the needs for which clearly outweigh the loss.

The NPPF includes provisions for the designation of Local Green Spaces by communities. Where open spaces which are "important to local communities" (which may include playing fields) are designated as Local Green Space in the development plan, they will be protected as strongly as Green Belt.

The Government continues to attach great importance to the Green Belt concept saying that boundaries should only be altered in exceptional circumstances. The NPPF also recognises the 'the intrinsic character and beauty of the countryside' as a core planning principle which applies whether that countryside is specifically designated or not.

### Biodiversity 2020: A strategy for England's wildlife and ecosystem services

This ambitious biodiversity strategy for England builds on the Natural Environment White Paper and provides a comprehensive picture of how we are implementing our international and EU commitments. It sets out the strategic direction for biodiversity policy for the next decade, building on the successful work that has gone before, but also seeks to deliver a real step change. The strategy aims to deliver outcomes in four areas:

- a more integrated large-scale approach to conservation on land and at sea
- putting people at the heart of biodiversity policy
- reducing environmental pressures
- improving our knowledge

### The London Plan, 2011

The Mayor has published the replacement of the spatial development strategy for London – known as the London Plan. The London Plan is the overall strategic plan for London, and it sets out a fully integrated economic, environmental, transport and social framework for the

development of the capital to 2031. It forms part of the development plan for Greater London. London boroughs' local plans need to be in general conformity with the London Plan, and its policies guide decisions on planning applications by councils and the Mayor.

London's public spaces should be secure, accessible, inclusive, connected, easy to understand and maintain, relate to local context, and incorporate the highest quality design, landscaping, planting, street furniture and surfaces.

London's heritage assets and historic environment, including registered historic parks and gardens and other natural and historic landscapes, should be identified, so that the desirability of sustaining and enhancing their significance and of utilising their positive role in place shaping can be taken into account. London's landscape heritage provides a depth of character that has immeasurable benefit to the city's economy, culture and quality of life. Natural landscapes can help to provide a unique sense of place.

*Policy 7.16 : Green Belt*

The Mayor strongly supports the current extent of London's Green Belt, its extension in appropriate circumstances and its protection from inappropriate development. The strongest protection should be given to London's Green Belt, in accordance with national guidance. Inappropriate development should be refused, except in very special circumstances. Development will be supported if it is appropriate and helps secure the objectives of improving the Green Belt as set out in national guidance.

*Policy 7.18 : Protecting local open space and addressing local deficiency*

The Mayor supports the creation of new open space in London to ensure satisfactory levels of local provision to address areas of deficiency. The loss of local protected open spaces must be resisted unless equivalent or better quality provision is made within the local catchment area. Replacement of one type of open space with another is unacceptable unless an up to date needs assessment shows that this would be appropriate.

When assessing local open space needs, LDFs should:

- a) include appropriate designations and policies for the protection of local open space
- b) identify areas of public open space deficiency, using the open space categorisation set out in Table 7.2 as a benchmark for all the different types of open space identified therein
- c) ensure that future open space needs are planned for in areas with the potential for substantial change such as opportunity areas, regeneration areas, intensification areas and other local areas
- d) ensure that open space needs are planned in accordance with green infrastructure strategies to deliver multiple benefits.

**All London Green Grid SPG (2012)**

The All London Green Grid takes the principles of the East London Green Grid and applies them across London. The concept of a "green grid" – an integrated network of green and open spaces together with the Blue Ribbon Network of rivers and waterways – is at the centre of the London Plan's approach to the provision, enhancement and management of green infrastructure (Policy 2.18). This network of spaces functions best when designed and managed as an interdependent 'grid'.

The ALGG SPG aims to promote the concept of green infrastructure, and increase its delivery by boroughs, developers, and communities, by describing and advocating an approach to the design and management of green and open spaces to deliver hitherto unrealised benefits. These benefits include sustainable travel, flood management, healthy living, and creating distinctive destinations; and the economic and social uplift these support.

### **Havering Local Development Framework**

Havering's Local Development Framework has a number of conditions and policies which aim to protect and enhance the green environment of the borough. Two of the key policies are listed below:

- **DC18 – Protection of Public Open Space, Recreation, Sport and Leisure Facilities**
- **DC20 – Access to Recreation and Leisure including Open Space**

## CHAPTER 4: Our Action Plan (2013-15)

### OBJECTIVE 1: Health and Wellbeing

Support a high standard of mental, physical and emotional health for all by increasing the number of people using our parks and spaces, for sport and physical activity, to socialise, to be part of the community, and for pleasure, reflection and relaxation.

Objective / Tasks	Base line position 2012	Target 2015	Culture Strategy Principle
Annually undertake an assessment of Children's Play Areas, MUGAs/Teenage areas in line with GLA guidance. This will include an assessment of current provision and future requirements for outdoor play facilities in the borough for children and teenagers	Independent play area inspections carried out annually for all Children's Play Areas, MUGAs/ Teenage areas in line with GLA guidance.	Continue to undertake independent play area inspections carried out annually for all Children's Play Areas, MUGAs/Teenage areas in line with GLA guidance.	3,4
To hold quarterly meetings with Allotment Society representatives and to produce an annual allotment improvement plan.	Quarterly meetings held with Allotment Society representatives and an annual allotment improvement plan is produced.	Continue to ensure quarterly meetings are held with Allotment Society representatives and an annual allotment improvement plan is produced.	2,4
Develop a Public Art Plan for Havering to include opportunities for high quality public art in open spaces throughout the borough	No public art plan for art in public open spaces	Public Art Plan agreed by Lead Member	2
Increase the use of parks for playing sports, targeting football and seek investment for pitches and changing facilities from private investors, the Football Foundation, the FA, Sport England or through Section 106 agreements	Limited external funding for investment for pitches and changing facilities	New facilities delivered through external investment	2,4
Provide additional football pitches, an additional Astroturf Pitch (ATP), and refurbished tennis courts	No ATPs in Havering's parks managed by the Parks Service. Under-used courts at Broxhill and Spring Farm Park	Install a new ATP and develop the tennis facilities at Broxhill.	4

Continue the development of tennis in the borough, as set out in the Tennis Strategy. Hold quarterly meetings with the Tennis Forum to review/ develop management arrangements for tennis courts in Havering.	Tennis Strategy in place and quarterly meetings held.	Review of the tennis strategy. Quarterly meetings continue.	2
To hold an annual meeting with the clubs that use Havering's football pitches in order to review and develop the management arrangements for football in Havering	Annual meeting held with the clubs that use Havering's football pitches	Havering Football Forum established	1,2,4
Provide a skate facility for young people in the Harold Hill area	No skate facility in Harold Hill	New skate facility in Harold Hill	1,4
Continue to make sure that open spaces are safe and secure for children and young people by controlling anti-social behaviour	System of play area inspections requires revision and systems analysis	Revised play area inspections system established	3
Undertake annual efficiency reviews on the rationalisation of the fleet operations	Efficiency review last undertaken 2010	Efficiency review undertaken annually	4
Ensure that play equipment and teenage facilities offer opportunity for all young people including girls and those with disabilities	Many play areas have items for young people including girls and those with disabilities	All play areas have items for young people including girls and those with disabilities	3
Reduce the problems caused by irresponsible dog owners in parks i.e. dog fouling and aggressive dogs	No campaign in place to educate the public, limited data on scale of the problem	Public awareness campaign in place and good data available on dog issues.	1,4
Install out door gyms to improve local access to fitness equipment	9 sites with outdoor gyms	13 sites with outdoor gyms	4
Draft an improvement plan to ensure that all sites are accessible to disabled people	No plan in place for the improvement of disabled access	Plan for the improvement of disabled access reviewed annually	3
Annually set affordable fees and charges that cover the cost of provision for some activities in parks	Not all costs recovered by all activities	Fees and charges cover a higher percentage of costs for activities	4



Continue to develop a permit system with our partners to ensure that people coaching sports in our parks are qualified and safe to do so.	Permit system trialled in first year	Permit system established	2,3
Create groups of conservation volunteers	No clear groups of conservation volunteers	Conservation groups established and operational	1
Annually review and report cleansing performance indicators.	Cleansing performance indicators reviewed reported on annually	Continue to review and report on cleansing performance indicators annually	4
Continue to work with partners to encourage use of open spaces for walking and cycling, and identify opportunities to develop these.	Strong walking for health programme, sustrans route, and other initiatives. Exploring 2012 cycling legacy.	Continue to support the walks programme, promote the sustrans route and work with partners to identify new opportunities.	2

## OBJECTIVE 2: Learning and Development

Support learning opportunities for all, by enabling people to take part in new activities within our parks and open spaces, and to encourage enquiry, exploration and learning about our environment.

Objective / Tasks	Base line position 2012	Target 2015	Culture Strategy Principle
Install new signage at 10 parks and open spaces entrances throughout the borough by the end of the Strategy period	Old signs at affected parks and open spaces	10 sites with new signage installed	4
Deliver an 'Annual Report' to the general public regarding the development of Parks and Open Spaces in the previous year to the Open Space Forum.	Report delivered annually at the Open Space Forum	Report delivered annually at the Open Space Forum	1,2,4
Annually provide information to be publicised the Heritage Brochure working together with a range of partners including other departments, local community groups and others.	Information provided for the Heritage Brochure, and for Discover Havering 2012	Continue to provide information to the Heritage Brochure. Next publication due for 2013.	1,2,4
Create a Friends of Havering Open Spaces Forum, led by the community and supported by the council, which will serve as an umbrella	First meeting of the Friends of Havering Open Spaces Forum	Regular meetings of the Forum all Official Friends Groups to send representatives.	1,2

organisation to 'Friends of' groups and organise an annual Open Spaces conference			
Develop partnerships with external agencies such as East London Green Grid, GreenSpace, London Parks and Greenspace Forum and the London Parks Benchmarking Group.	Regular meetings with GreenSpace, London Parks and Greenspace Forum and the London Parks Benchmarking Group	Partnership working established with East London Green Grid	2
Liaise with local schools in order to reduce issues of anti-social behaviour and promote the parks	Some engagement with schools	Increased engagement with schools	1,2,3
Undertake educational programmes in schools and on site targeted at reducing anti-social "hot-spots"	No educational programmes in schools and on site targeted at reducing anti-social "hot-spots"	Educational programmes in schools and on site targeted at reducing anti-social "hot-spots" established	1,2,3
To assist with the development of the revised Biodiversity Action Plan (BAP), including setting targets that are measured annually	BAP in need of revision	Revised BAP in place	4
Play a leading role in the BAP Partnership in promoting the BAP	No BAP Partnership in place	Parks with a leading role in the BAP Partnership in promoting the BAP	2
Ensure that nature conservation forms a central plank in the development and maintenance of all parks and open spaces	Biodiversity is delivered non strategically	Biodiversity issues included in all parks management plans and staff training and awareness.	4
Increase the amount of downloadable material on the heritage and biodiversity of our parks and open spaces	Limited sites (Green Flag Parks) with information available on the heritage and biodiversity of our parks and open spaces	Each site to have information on the web on heritage and biodiversity.	1
Investigate the use of High Level Stewardship in managing large areas of country park. To have at least one extra park where this method of management has been adopted by the end of this strategy	Only one site with High Level Stewardship in place	High Level Stewardship used at most of the large country style parks	4
Ensure that biodiversity is considered on a par with other issues when drafting management	Biodiversity issues included in all parks management	Biodiversity issues remain included in all parks	4

plans, maintenance specifications and development plans for our parks and open spaces	plans management plans, maintenance specifications and development plans for our parks and open spaces	management plans management plans, maintenance specifications and development plans for our parks and open spaces	
Ensure that biodiversity issues are inherent and understood in all open spaces management operations e.g. use of pesticides, choice of plant species, maintenance operations, training of staff and contractors	Biodiversity issues included in management plans, but limited staff training and awareness	Biodiversity issues included in all parks management plans, more staff training to be provided and awareness increased.	4
Annually review Management Plans for the Country Parks	No full management plans for all Country Parks	Management Plans drafted and reviewed in December annually	4
Develop and train our staff, partners, community groups and volunteers where appropriate in order to bridge any skills shortages that are identified and these are rectified.	No programme for training partners, community groups and volunteers	Training programme established at Bedfords Park Walled Garden for training partners, community groups and volunteers	1,2,3,4
Invest in the annual employment of a number of Horticultural Apprentices	Two apprentices employed	Four apprentices employed	4
Review the opportunity for external funding for improvement projects in the Parks and Open Spaces	No reviews held	Annual external funding opportunity reviews established	4
Produce a prioritised list of sites that require a management plan and ensure these are completed before the end of this strategy.	Only 8 Green Flag Parks have full management plans	16 parks to have full management plans	4
Negotiate with other service departments to introduce the Mayrise computerised Grounds Maintenance software management programme to the grounds maintenance of Housing estates and the grass cutting on the street verges	Only Parks Service using Mayrise	Mayrise used on all sites that have grounds maintenance	2,4
Set up a number of measurable projects delivered through the Probation Service	Very limited use of the Probation Service	A range of SMART targeted projects being delivered using the Probation Service	2,3

### OBJECTIVE 3: Towns and Communities

Enriching our towns and communities, through protection and investment in our parks and open spaces, encouraging biodiversity, increasing usage of our parks as community spaces, and supporting the regeneration of local areas.

Objective / Tasks	Base line position 2012	Target 2015	Culture Strategy Principle
Develop online performance monitoring systems for crime and anti-social behaviour issues working in partnership with other agencies.	System under development	System fully tried tested and in operation	4
Annually undertake Quality and Value assessments of all open spaces in a systematic manner	QVA's undertaken systematically annually	Continue to undertake QVA's systematically annually	4
Continue to compile a photographic library of Havering's parks and open spaces	Parks photographed on a random basis	Regular annual photographic recording set up.	4
Develop and publicise an annual events programme in Havering's open spaces by working together with a range of partners including Sports and Arts teams, the Youth Service, Thames Chase, Havering Country Parks and local community groups.	No annual events programme	An annual events programme developed and publicised	1,2
Develop the 'Official' Friends groups and provide further incentives to encourage them to make positive active contributions to improve parks and open spaces.	Seven Official Friends groups	Twelve Official Friends groups	1
Meet the Metropolitan Police, the Community Safety Partnership and other land owners on a regular basis in order to work jointly to solve crime and disorder issues within parks and open spaces	Meetings with the Met Police, the Community Safety Partnership and other land owners on a regular basis, to work jointly to solve crime and disorder issues within parks and open spaces.		2
Produce a policy for the licensing of public events	No policy for licensing of public events	Policy for licensing public events established	4

Monitor the use of open spaces by all community groups on a regular and systematic basis by means of surveys	Surveys not set up on an annual basis	Regular annual surveying taking place	1,4
Ensure that 'Official Friends groups' are representative of their local community	Friends group numbers are falling, with few new members taken on, and limited targeting of membership from underrepresented groups in the community	Friends groups more representative of the local community	1,2
Work with all sections of the community to hold events that reflect the needs of the community	Official Friends Groups hold Family Fun days	Fun days expanded to sports clubs and other Friends groups	1
Liaison will take place on a regular basis in order to understand the views and needs of the community.	Officers regularly attend meetings of all the parks Friends of groups	Officers continue attend meetings of all the parks Friends of groups	1
Improve and develop Central Park under the Harold Hill ambitions programme	Improvements to Central Park in the planning stage	New park landscape delivered	1,2,3,4
Improve and develop Raphael Park under the Heritage Lottery Fund - Parks for People Programme	Improvements to Raphael Park in the planning stage	New park landscape delivered	1,2,3,4
Improve and develop Langtons Gardens under the Heritage Lottery Fund - Parks for People Programme	Improvements to Langton Gardens in the planning stage	New park landscape delivered	1,2,3,4
Improve and develop the Walled Garden at Bedfords Park via external funding and partnership arrangements	Improvements to the Walled Garden at Bedfords Park in the planning stage	Wall Garden restoration project delivered	1,2,3,4
Improve and develop Broxhill Park under the Harold Hill ambitions programme	Improvements to Broxhill Park in the planning stage	New park landscape delivered	1,2,3,4
Update the byelaws for Parks and Open Spaces	Comprehensive review of byelaws for Parks and Open Spaces undertaken	New Parks and Open Spaces byelaws adopted	4
Target the main areas of anti-social behaviour and forms of antisocial behaviour, including: Poaching, Motorbikes in parks, Dogs and Horse Riding.	Targeting methods in trial period	Targeting methods established and fully operational	1,2,3,4

Develop the use of CCTV in parks and open spaces in order to protect key high security areas, e.g. Depots.	Limited use of CCTV at some depots	CCTV used in parks and open spaces to protect all key high security areas	4
Continue to develop "Park Watch" schemes.	Limited Park Watch areas	All major parks with established Park Watch schemes	1,2,3,4
Maintain partnerships with local schools, Friends groups , Essex Wildlife Trust, Thames Chase and other nature conservation groups (including Havering Wildlife Trust) to develop tasks, events and initiatives in parks and open spaces with a nature conservation purpose	Partnerships established but few tasks and events delivered in parks and open spaces with a nature conservation purpose	A range of tasks and events delivered through partnerships with local schools, Friends groups , Essex Wildlife Trust, Thames Chase and other nature conservation groups (including Havering Wildlife Trust)	2
Undertake a study of signage and interpretation within the parks to improve physical and intellectual access for visitors	No study on signage and interpretation within parks to improve physical and intellectual access	Study undertaken and information used to improve signage physical and intellectual access for visitors	1,2,3,4
Make applications for the existing eight Green Flags in each year of this Strategy	8 Green Flags retained	8 Green Flags retained	4
Make applications for further Green Flags to any Heritage Lottery Funded redevelopment schemes carried out during the term of this strategy.	8 Green Flags	10 Green Flags (HLF requirement of Langtons and Raphael Park)	4
Consider the issue of sustainable self-management of local open spaces by community groups or partners where appropriate	Limited use of sustainable self-management of local open spaces by community groups or partners	Targeted sites - Secret Garden and Bedfords Walled garden managed through sustainable self-management	1,2,4
Agree a way forward for Bretons	No agreement yet reached	Masterplan for Bretons agreed	1,2,3,4
Improve and develop Upminster Windmill under the Heritage Lottery Fund -Parks for People Programme	Improvements to Upminster Windmill in the planning stage	Funding Awarded and restoration project in progress	1,2,3,4
Improve and develop Parklands Bridge	Improvements to Parklands Bridge in planning stage	Bridge fully restored	1,2,3,4
Rivers Officer and Parks & Open Spaces team to discuss management of the Ingrebourne River.	Current problems with flooding need addressing	Problems with flooding resolved.	2

- 
- <sup>i</sup> CABE Space (2010) Urban Green Nation: Building the Evidence Base
- <sup>ii</sup> Keep Britain Tidy (2010) People, Places and their Green Spaces
- <sup>iii</sup> CABE Space (2005) Parks and Squares: Who Cares.
- <sup>iv</sup> GreenSpace (2010) GreenSTAT visitor survey system
- <sup>v</sup> Bird, W.(2002) Green Space and our Health; paper to London Greenspace conference
- <sup>vi</sup> Natural England (2009) Technical Information Note TIN055: An estimate of the economic and health value and cost effectiveness of the expanded WHI scheme 2009
- <sup>vii</sup> British Military Fitness (2001) Paper to UPF conference; Parks, what's the use?
- <sup>viii</sup> Ulrich, R. S. (1999) Effects of gardens on health outcomes: Theory and research. In C. Cooper-Marcus & M. Barnes (Eds.), Healing Gardens: Therapeutic Benefits and Design Recommendations. New York: John Wiley, pp.27-86.
- <sup>ix</sup> GreenSpace (2011) Understanding the Contribution Parks and Green Spaces can make to Improving People's Lives
- <sup>x</sup> Grahn P (1989) Att Uppleva Parken, taken from GreenSpace (2011) Understanding the Contribution Parks and Green Spaces can make to Improving People's Lives
- <sup>xi</sup> Urban Parks Forum. (2002). Your Parks: the benefits of parks and green space
- <sup>xii</sup> GreenSpace (2011) Understanding the Contribution Parks and Green Spaces can make to Improving People's Lives
- <sup>xiii</sup> GreenSpace (2011) Understanding the Contribution Parks and Green Spaces can make to Improving People's Lives
- <sup>xiv</sup> GreenSpace (2011) Understanding the Contribution Parks and Green Spaces can make to Improving People's Lives
- <sup>xv</sup> Interim 2011-based Subnational Population Projections
- <sup>xvi</sup> Projected Ethnicity Growth in Havering, London & Outer London Boroughs 2011-2021. Round Population Group Projections, Greater London Authority, 2010 (14).
- <sup>xvii</sup> Working Age People with Disabilities, Annual Population Survey: Department for Work and Pensions, (2012).
- <sup>xviii</sup> Limiting Long Term Illness in Havering, Census: Office of National Statistics, (2001).
- <sup>xix</sup> Residents Aged 65+, Living Alone with LTLI, POPPI, (2012). Available online at [www.poppi.org.uk](http://www.poppi.org.uk)

This page is intentionally left blank



# Sport and Physical Activity Strategy, 2013-15

<b>CONTENTS</b>	
<b>Chapter 1: Introduction</b> <ul style="list-style-type: none"> <li>▶ Foreword by Cllr Andrew Curtin, Cabinet Member for Culture, Towns and Communities</li> <li>▶ About the Sport &amp; Physical Activity Strategy</li> <li>▶ Our Objectives &amp; Principles</li> </ul>	<b>PAGE 2</b>
<b>Chapter 2: The Value of Sport &amp; Physical Activity in Havering</b> <ul style="list-style-type: none"> <li>▶ Intrinsic and Instrumental value</li> <li>▶ Value of Sport and Physical Activity to Residents</li> <li>▶ Our contribution to Living Ambition</li> </ul>	<b>PAGE 4</b>
<b>Chapter 3: Where are we now?</b> <ul style="list-style-type: none"> <li>▶ What facilities and services are provided?</li> <li>▶ Significant achievements from 2010-12 Sport and Physical Activity Sub strategy</li> <li>▶ SWOT analysis (Strengths, Weaknesses, Opportunities and Threats)</li> <li>▶ Responding to a changing community</li> <li>▶ Health and Wellbeing</li> <li>▶ An overview of national, regional and local policy relevant to the delivery of sport and physical activity</li> </ul>	<b>PAGE 7</b> 7-10 11 12-13 14-18 19-23 24-30
<b>Chapter 4: Our Action Plan (2013-2015)</b>	<b>PAGE 31</b>

<b>APPENDICES (as a separate document)</b>	
Appendix 1: List of Sports Facilities	
Appendix 2: 2010-11 Sport and Physical Activity strategy action plan update	
Appendix 3: 2012 Sports Legacy Paper: Maximising Sports Legacy associated with the Olympics and Paralympics.	
Appendix 4: Inclusive and Active 2 Action Plan	

# CHAPTER 1: Introduction

---

## Foreword

The London 2012 Olympic and Paralympics Games were the most eloquent demonstration possible of the power which sport has to transform lives.

They did this in a number of ways; By the wave of emotion in which they swept up communities and individuals throughout the land, by the way in which they introduced people to a newer and wider range of sports than they had perhaps known about before, by the dramatic way in which the Paralympic Games were and will continue to be probably the most powerful engine for social change in attitudes to disabled people that this country has ever seen, and by the way in which the Games displayed a new and confident vision of Britain as a nation which welcomes all and thrives on the diverse traditions which find a home here.

The power to realise the potential which sport has to change lives and society for the better in large part rests locally, in ensuring that sport and the opportunity to take part in and see a wide variety of sports are central to local plans and policies. In fostering a vibrant voluntary and club sector, and ensuring that the intellectual as well as the physical commitment needed to succeed in sport and to produce great sporting performances is recognised and prioritised. In ensuring a co-ordinated approach to sports development in education and strong links between schools and the community sector to facilitate upwards pathways in sport for those with particular talents or interests, in actively promoting an inclusive approach to sport, and in ensuring on-going opportunities to enjoy life to the full by taking part in sport or supporting clubs and teams later in life.

The intellectual, physical and emotional commitments engendered by sport have important benefits in supporting strong educational and personal development, in promoting health and well-being both physically and mentally, in fostering a strong sense of community, belonging and teamwork, and in making somewhere a good place to live, work and do business. Most importantly they do this best when the value of sport and the enjoyment which people can get from sport are prioritised for their own sake. This is certainly our approach in Havering, and I am very glad to introduce our new Sport and Physical Activity Strategy for the borough to enable us to continue to do so in the future.

**Cllr. Andrew Curtin**  
**Cabinet Member for Culture, Towns and Communities**

*“We’ve shared some wonderful days, haven’t we?  
Days when incredible people have performed  
feats we hardly thought possible. Days in the  
Paralympic Games when our minds opened to what  
people can do, to what they can achieve by sheer  
talent and determination.”*

Lord Coe.  
Paralympics Closing Ceremony,  
9th September 2012.

## About the Sport & Physical Activity Strategy

Reflecting that of the Culture Strategy, our Sport & Physical Activity Strategy is driven by the very simple **ambition**:

***“To transform lives through participation in, and enjoyment of, sport and physical activity”***

---

The **purpose** of the Sport & Physical Activity Strategy is to: *‘Provide focus and added value to the efforts of everyone involved in the planning and provision of sport & physical activity in Havering, linked to a very clear view of what will be achieved by 2015’.*

The **Objectives and Principles** of our strategy are also based on those of the Culture Strategy:

### **OBJECTIVE 1: Health and Wellbeing**

Support a high standard of mental, physical and emotional health for all by increasing the number of people taking part in sport and Physical Activity and accessing the natural environment.

### **OBJECTIVE 2: Learning and Development**

Support learning opportunities for all, by enabling people to take part in new activities, ensuring development pathways are in place and providing access to coaching, officiating, leadership and club development training

### **OBJECTIVE 3: Towns and Communities**

Enriching our towns and communities, through investment and engagement in sport and physical activity.

### **PRINCIPLE 1: Community Empowerment**

Promote more active engagement in service delivery, from consultation, to volunteering, to devolving services to the local community.

### **PRINCIPLE 2: Work in Partnership**

Continue to work with our partners, internal and external, and regionally across borough boundaries, to achieve shared objectives.

### **PRINCIPLE 3: Inclusion & Cohesion**

Be smarter about collecting information on our customers and communities. Target new audiences and broaden access to our services, breaking down barriers to engagement where these exist, facilitating social progress and improved quality of life.

### **PRINCIPLE 4: Good Value Services**

Continue to develop innovative, modern and efficient methods of service delivery, thereby maintaining the high quality of our services against a backdrop of reduced budgets, and ensuring that activities are evaluated effectively to retain a focus on outcomes for local people.

# CHAPTER 2: The Value of Sport and Physical Activity in Havering

## 2.1 The intrinsic and instrumental value of Sport and Physical Activity

Sport and Physical Activity has both an intrinsic and instrumental value.

The intrinsic value of sport relates to training mind and body to excel and win in the individual's chosen discipline, whether this is a team or an individual pursuit. Participation in, or watching, sport is important for its own sake, for the important variety which it brings to life in Havering, and just because people are capable of great achievements of physical and mental prowess in sport. It should be encouraged for its own sake if people are to live life to the full in our borough.

There is a huge amount of personal discipline and investment required to participate in sport and physical activity, which relates to all our emotions, senses, intellects and bodies. This includes the intellectual commitment and physical skills required to excel, the emotions felt when competing, and the attachment and excitement experienced by both participants and spectators.

The instrumental benefits of participation in and supporting sport and physical activity are many and varied. It can help support a balanced healthy lifestyle and contribute to both mental and physical health. It is an important part of making sure that older people enjoy a high quality of life for longer, it plays a vital role in the education process, encouraging a sense of enquiry, physical articulation and a high-quality experience of life for young people. It is central to fostering a better, more inclusive society, as an inclusive society will not exist unless participation in "mainstream" activities such as sport is accessible to all. Sport can help address crime and community safety issues by engendering a sense of self-worth in participants and providing diversionary activity, and it promotes community cohesion by being a focal point around which all in the community can gather and find a sense of local pride and identity.



### EXAMPLE:

Community Safety developed a partnership with Play Football, who recently opened a new 5-a-side football centre in Romford. The partnership has resulted in Community Safety accessing free use of pitches during the daytime to provide diversionary activities for those who are on Probation (Adults) or involved with the Drugs and Alcohol service.

## 2.2 The value of Sport and Physical Activity to residents

The last Culture & Leisure residents' survey conducted in 2010 illustrates how residents value the sports and physical activity provision in Havering, and explains the personal and community benefits that participation in such activities bring, for example:

- 98% of residents who participated in sport and physical activity on that day said they would do so again
- 87% of residents said they were satisfied or very satisfied with the sports facility they visited that day
- The survey also captured how participation in sport and physical activity made our residents feel, including:
  - 84% of residents agreed or strongly agreed that it was 'fun and relaxing'
  - 88% of residents agreed or strongly agreed that it made them 'feel fitter and healthier'
  - 60% of residents agreed or strongly agreed that it 'helped them to meet/mix with local people'
  - 66% of residents agreed or strongly agreed that it 'strengthened community spirit', 51% said it made them 'feel part of the community', 53% said it made them 'feel more positive about the borough', and 41% said it made them 'feel safer in Havering'.

The results of the 'Your Council, Your Say' survey in March 2011 showed that the largest proportion of Havering residents felt health services were the most important factor in making the borough a nice place to live. This was closely followed by level of crime, with activities and support for older people and activities for teenagers also featuring in the top 10. The provision of high quality sport and physical activity in the borough, for all ages, and with a focus on healthy lifestyles, makes a significant contribution to each of the above agendas that have been identified as priorities by local residents.

Although a low number of Havering residents aged 16+ (17.5%) took part in the recommended 3x30 minutes of physical activity, Sport England's Active People Survey 2009/10 showed that almost 50% (54% men / 43% women) of borough residents took part in sport or active recreation at least once in the four weeks prior to the survey. In addition the 2010/11 survey showed that 21% of borough residents were members of sports clubs, 13% had received sports tuition in the last 12 months and 13% had taken part in organised competition in the last 12 months.

The most recent Active People satisfaction figures available are for 2009/10 and show 74% of residents satisfied with local provision.

When asked if they would like to do more sport, 53.3% of the residents surveyed indicated they would (Active People Survey 5, Population data: ONS Annual population survey 2011).

Borough residents have the opportunity to take part in sport and physical activity in many different ways. This may be at a local leisure centre for fun, social reasons or to 'get fit', or to follow a developmental, competitive route to strive to reach their personal best. For young people training in competitive sport the discipline and dedication required can impact on the rest of their lives through, for example, learning life skills such as time management, commitment and respect, providing a strong social network, boosting confidence and offering opportunities to travel, while the sport remains an enjoyable, fulfilling activity in its own right.

## 2.3 Our contribution to Living Ambition

In 2008 the Council launched 'Living Ambition', a long term strategy to further improve the quality of life enjoyed by Havering residents, based on five goals – the Environment, Learning, Towns and Communities, Individuals and Value.

Sport and Physical Activity contributes to all five of these Living Ambition goals:



<b>Environment</b>	Providing well maintained sports facilities and attractive new facilities, including indoor sports centres and outdoor facilities such as sports pitches, courts and outdoor gyms. Encouraging active travel, i.e. walking and cycling, thereby improving the environment and air quality.
<b>Learning</b>	Broadening the range of sports which people can take part in or see, teaching new skills, raising awareness of healthy lifestyles through coaching, officiating, volunteering, leadership and club development training.
<b>Towns and Communities</b>	Ensuring a balance of sporting activities for people to take part in or see locally.
<b>Individuals</b>	Pursuing inclusion for all in sport, contributing fully to tackling health inequalities and ensuring excellent customer service.
<b>Value</b>	Delivering efficient, innovative and high-quality services.

# CHAPTER 3: Where are we now?

## 3.1 What facilities and services are provided?

### Facilities

**Leisure providers, SLM**, operate Hornchurch Sports Centre, Central Park Leisure Centre and Chafford Sports Complex offering activities for all ages from mother and baby swimming to 50+ activity mornings. Central Park Leisure Centre has Inclusive Fitness Initiative (IFI) accreditation (a programme supporting the fitness industry to become more inclusive by catering for the needs of disabled and non-disabled people, as well as raising physical activity participation levels). Hornchurch Sports Centre is actively working towards IFI accreditation. Both Central Park and Hornchurch host the Physical Activity Referral Scheme. SLM has also recently launched an online tool that provides a new way for individuals to get physically active, stay motivated and get results. The online tool provides a range of training plans and video workouts that are available to download and can then be carried out at home, or any other location choice.

**Romford Ice Rink** is the home of the Romford Raiders, Ice Hockey team, junior ice hockey, figure skating and ice dance clubs. However, due to the new Romford Leisure Development that is scheduled to commence construction in 2014 the Ice Rink is likely to not be available for up to two years. At the time of writing this strategy discussions are ongoing with existing user groups about providing temporary provision during this time.

**Hornchurch Stadium** is the host facility for Havering Mayesbrook Athletic Club and AFC Hornchurch

**Outdoor Sports** - the Parks and Open Spaces Team are responsible for managing a wide range of sports pitches, tennis courts, bowling greens, multi-use games areas and outdoor gyms in parks around the borough. See Appendix 1 for a full list of facilities.

**School and College Sports facilities** - a wide range of sports facilities including grass football, rugby and cricket pitches, Artificial Turf Pitches, sports halls, gyms and swimming pools are based on school premises. The majority are open for community use and extensively used by sports clubs, while Abbs Cross Fitness is a commercial Health Club based on a school site.

The range of facilities and types of ownership are shown in the table below:

Facilities	Count	Ownership Type				
		Commercial	Education	Local Authority	Not Known	Others
Athletics Tracks	1	0	0	1	0	0
Golf	8	6	0	0	0	2
Grass Pitches	99	1	53	45	0	0
Health and Fitness Suite	20	5	12	3	0	0

Ice Rinks	1	0	0	1	0	0
Indoor Bowls	1	1	0	0	0	0
Indoor Tennis Centre	1	1	0	0	0	0
Sports Hall	38	0	34	3	0	1
Squash Courts	2	1	0	1	0	0
Swimming Pools	16	4	8	4	0	0
Artificial Grass Pitch	8	0	7	1	0	0
<b>Total</b>	<b>195</b>	<b>20</b>	<b>114</b>	<b>58</b>	<b>0</b>	<b>3</b>
<b>London</b>	<b>5,809</b>	<b>893</b>	<b>2,571</b>	<b>1,603</b>	<b>0</b>	<b>742</b>
<b>England</b>	<b>65,826</b>	<b>8,866</b>	<b>30,668</b>	<b>16,966</b>	<b>1</b>	<b>9,325</b>
Source: Active Places Power: Year: Jan 2012: Measure: Number of sporting facilities by type of owner						

The accessibility of many of these facilities can be found on 'Disabled Go Havering' which is updated annually.

### **Health and Sports Development Service**

The Health and Sports Development Service is responsible for providing a sports development programme at various venues across the borough. Activities include:

- Delivering a sports and physical activity programme in conjunction with Public Health, including the delivery of:
  - a Physical Activity Referral Scheme (PARS), where primary care practitioners can refer patients with specific medical conditions onto a twelve week exercise programme; and
  - the MEND programme (Mind, Exercise, Nutrition, Do It), a family based programme tackling childhood obesity and healthy lifestyles: and the
  - Walking for Health programme;
- Organising and entering sports events including the Balfour Beatty London Youth Games and Panathlon;
- Working with sports clubs and School Sport Collective to develop sports pathways for young people;
- Driving forward Inclusive and Active 2:
- Representing the borough on the Pro Active East London sub-regional sports partnership;
- Supporting the development of clubs and sports volunteers;
- Working in partnership with Havering Sports Council and supporting the work of Havering Active, the borough's Community Sport and Physical Activity Network (CSPAN);
- Developing new sports facilities; and
- Using marketing tools, including Sport England's Sport Market Segmentation tool, to prioritise target groups and appropriate activity / marketing techniques.



## **Public Health**

Public Health work in partnership with Culture and Leisure to fund the Physical Activity Referral Scheme and MEND programme and, together with the Active Travel team, to promote walking and cycling. From April 2013 Public Health responsibilities will transfer to the Council. This is covered further on page 19.

## **The Havering School Sport Collective,**

The Havering School Sports Collective is chaired by the principals of the two Sports Colleges, Coopers Company & Coborn School and Emerson Park Academy. It has been set up to take the place of the former School Sport Partnerships. School Games Organisers are based in each of the Sports Colleges and every secondary school has a School Games Co-ordinator who is released for a minimum of half a day a week to work with local primary schools.

The Collective has also taken on responsibility for Continuing Professional Development for both secondary and primary schools and is working in partnership with Culture and Leisure on school club links. A full programme of Level 2 School Games is organised with winning schools progressing to represent Havering in the London wide Level 3 Games.

## **Havering Active: Havering's Community Sport and Physical Activity Network (CSPAN)**

The CSPAN structure was initiated by Sport England and in Havering is supported by Pro Active East London. It aims to bring together all providers of sport and physical activity within Havering to ensure a co-ordinated approach to delivery within the borough. Members include SLM (the Council's leisure centre provider), Romford YMCA, Havering Sports Council, the School Sports Collective and chair of Havering's Inclusive and Active steering group, as well as representatives from Havering Council and NHS Havering. All members contribute to a joint action plan. A key aim of the CSPAN is to increase participation in sport and physical activity, and this group will be key to delivering Havering's 2012 Sports Legacy plans.

It is anticipated by Sport England and Pro Active East London that borough funding bids are co-ordinated by the CSPAN. The group submitted a successful Community Investment Fund bid in 2009 to fund the Havering Sports Pathways programme and co-ordinated all borough funding bids for Sport Unlimited. It is expected that applications to Sportivate, a four year Sport England initiative to fund short taster courses for young people ages 14 – 25, will operate in the same way.

## **Havering Sports Council**

Havering Sports Council is the umbrella organisation for voluntary sports clubs within the borough and currently has 62 clubs affiliated (as of August 2012). A strong network of clubs provides a wealth of opportunities for all ages across a wide range of sports. The majority of member clubs are affiliated to their National Governing Body, giving the club access to support, and giving members access to development pathways. The Sports Council also encourages clubs to achieve Clubmark (see below) and to create links with schools.

## **Voluntary sports clubs**

A strong network of voluntary sports clubs caters for all levels of player, from coaching for beginners to providing opportunities to enjoy sport at either a social or competitive level. Many of the Havering teams competing in the Balfour Beatty London Youth Games are supported by local clubs. Club members regularly take part successfully in regional and national competitions, and go on to represent Essex, England and Great Britain. Havering club members are currently national champions or national squad members in a wide range of sports as diverse as athletics, swimming, ice hockey, judo, karate and shooting.

Clubmark is a quality assurance scheme for sports clubs and their junior sections and is endorsed by all the main sporting, youth and education agencies involved in delivery of sport to young people. Built around a set of core criteria, it ensures that all accredited clubs operate to a set of consistent, accepted and adopted minimum operating standards, providing a safe environment for children and young people. Clubs are accredited through their National Governing Body (NGB) or County Sports Partnership. Havering has 50 'Clubmark' clubs covering the following sports:

Athletics	1
Badminton	3
Cricket	9
Football	12
Golf	2
Gymnastics	4
Hockey	2
Judo	1
Netball	3
Rugby Union	3
Swimming	4
Tennis	6
<b>Total</b>	<b>50</b>



## **Havering Disabled Sports Association**

Havering Disabled Sports Association occupies fully adapted premises at the Broxhill Centre in Harold Hill and provides a range of opportunities for disabled people.

## **Spectator Sport**

There are plenty of opportunities to watch sport in the borough, for example: Club football and cricket can be watched in parks all over the borough on a regular basis, AFC Hornchurch plays regular Ryman League fixtures at Hornchurch Stadium, and there are spectator facilities at the Ice Rink and Leisure Centres.

### 3.2 Significant achievements from 2010-12 Sport and Physical Activity Sub strategy

The 2010-12 Sport and Physical Activity Strategy set out an action plan based on ten priorities. The full update forms Appendix 2, but a few of the most significant achievements are listed below:

- 'World Class' Diving facilities opened at Hornchurch Sports Centre.
- A full size Artificial Turf Pitch was opened at Brittons Playing Fields, managed in partnership with Brittons Academy.
- An agreement was signed with Morrisons to progress the new Romford Leisure Centre through to planning stage.
- The 5-a-side centre at King Georges Playing Fields was developed and opened in September 2012.
- Two Sport England Community Investment Fund projects, 'Increasing Physical Activity in Havering' and 'Havering Sporting Pathways' were successfully completed, with all targets met.
- Regular adult activity programmes were sustained and developed.
- Themed events were run around major sporting events including the Commonwealth Games and Football World Cup
- The Healthy Walks programme was sustained, with attendances increasing from 3,368 in 2007/08 to 5,758 in 2009/10 and to 11,423 in 2011/12.
- 30 minute beginner walks were introduced into the Healthy Walks programme.
- Physical Activity Referral Scheme was evaluated, reviewed and sustained.
- 'Havering Active for All' was established as an annual event for disabled people, their families and friends with pathways for regular participation.
- 'Gym and Swim', a programme for disabled young people, was established through partnership with Youth Service and SLM.
- 'Inclusive and Active 2', (the Mayor's strategy to include more disabled Londoners in sport) was adopted by the borough.
- QUEST accreditation (a leisure industry quality kite mark) was achieved for the Health and Sports Development team, Hornchurch Sport Centre and Central Park Leisure Centre.
- Over 200 coaches accessed funding from the Mayor's Legacy Skills fund to gain initial or higher coaching qualifications.
- Funding was received for 18 'Sport Unlimited' programmes and 8 'Sportivate' projects, to encourage 'semi sporty' young people.
- A tennis strategy was developed and the Havering Tennis Forum established.
- High specification accessible changing facilities were developed at Hornchurch Sports Centre.
- SLM Lifecycle investment delivered, including IFI status, and extension to the gym at Central Park Leisure Centre.
- Competitive opportunities for young people were sustained through the Balfour Beatty London Youth Games and Mini Games, Panathlon, Mini London Marathon and School Games.

### 3.3 SWOT analysis

STRENGTHS	WEAKNESSES
<p>Good understanding of the value of Sport and Physical Activity within the Council</p> <p>Continued investment in facilities (e.g. Leisure Centre ‘Lifecycle’ programme, new Romford Leisure Centre Development and 5-a-side centre)</p> <p>QUEST accredited Leisure Centres and Health &amp; Sports Development team</p> <p>Strong community engagement record</p> <p>Good resident satisfaction levels</p> <p>Support from sub regional organisations, i.e. Pro Active East London and Interactive</p> <p>Council’s adoption of ‘Inclusive and Active 2’</p> <p>A robust School Sport Collective</p> <p>Strong partnership working with Public Health</p> <p>Havering Sports Council and strong network of voluntary sports clubs</p> <p>Strong volunteer base within the sector</p> <p>Large number of parks and open spaces, including sports pitches, tennis courts, multi-use games areas and outdoor gyms</p> <p>Continuing Parks investment programme (high quality facilities)</p> <p>Enthusiastic and competent staff</p>	<p>Need for better customer information</p> <p>Engagement with hard to reach groups</p> <p>Strong focus on delivery means evaluation could be more effective</p> <p>Resident satisfaction levels, whilst good, could be better</p> <p>A high percentage of residents are inactive. This presents an on-going challenge for the service, but also a significant opportunity to change behaviours and improve health and wellbeing</p> <p>Provision for spectators within indoor sport facilities could be improved</p> <p>Size of Health and Sports Development team presents challenges in capacity to deliver</p> <p>Capacity within sports clubs</p> <p>Inclusive sport opportunities</p>

OPPORTUNITIES	THREATS
<p>2012 Olympic and Paralympic Games Sports Legacy</p> <p>Sport England Focus on creating a 'Sporting Habit for Life', young people, satellite clubs on school sites, and National Governing Body whole sport plans, along with associated funding opportunities for their priorities</p> <p>Commissioning opportunities for sport and physical activity through personalised budgets, day care opportunities, clinical commissioning groups, changes to schools funding &amp; new academies</p> <p>Opportunities through Big Society policies and funding, including philanthropy, volunteering, and voluntary sector capacity building</p> <p>Funding opportunities arising from National Lottery's return to 'original good causes'</p> <p>Strengthen CSPAN and develop further opportunities for partnership working</p> <p>External/partnership funding</p> <p>Havering Active Marketing Campaign</p> <p>Leisure Centres - scope for closer partnership working, and the opportunity to focus more on sports development following review of leisure management contract during the life of this strategy</p> <p>Partnerships with National Governing Bodies</p> <p>S106 planning agreements and Community Infrastructure Levy to fund sports facilities</p> <p>Potential development of a new community leisure facility in the South of the borough, linked to a commercial leisure proposal</p> <p>Increased opportunities for working with Public Health following their transfer to the Council in April 2013</p> <p>New Youth Strategy and opportunities for partnership working with the new Youth Facilitation Team</p> <p>Promotion of Inclusive Sport through National Governing Bodies, clubs &amp; organisations.</p>	<p>Economic climate:</p> <ul style="list-style-type: none"> <li>• Council Funding</li> <li>• Impact of financial / economic situation on clubs / voluntary sector</li> <li>• Impact on Sport England and other funding bodies</li> <li>• Impact on individuals</li> <li>• Less disposable income</li> </ul> <p>An increasing and changing population resulting in increased demand for services impacting on already stretched services, including the Health and Sports Development team</p> <p>Transfer of Public Health responsibilities to the Council, including budget (both threat and opportunity)</p>

### 3.4 Responding to a changing community

Accurate local demographic data, both current and forecasted, is of great importance in terms of planning and delivering our services to meet the needs and interests of residents. This section provides an overview of our local population and how we will respond to changes, challenges and opportunities.

#### **A Growing Population**

At the time of writing, there are approximately 240,000 people living in Havering, with population projections predicting a 5% increase by the end of this strategy (2015) and a 13% increase by 2021<sup>i</sup>. It is estimated that the population of South Hornchurch will grow the most over the next five years, followed by Brooklands, Harold Wood and Romford Town.

An increasing number of people living in the borough means increasing demand for services, and presents both a challenge and an opportunity for the sector.

#### **An Ageing Population**

The 2011 census calculated the average age for residents in Havering as 40 – the highest average age in London and above the England average. 17.9% of residents were over 65 and 2.6% were over 85. The percentage of older people is due to increase significantly over the next few years. In 2011 there were 1,937 people over 90, by the end of this strategy (2015) there will be 2,496, and by 2021 there will be 3,297 (a 70% increase).

It is increasingly important that this age group be encouraged to adopt, and supported to maintain, a healthy lifestyle. Preventative approaches should be adopted to safeguard their health and enable them to continue an independent lifestyle, living in their own homes.

Havering has a large proportion of older people living alone who would benefit from socialisation and physical activity to maintain mental and physical health, and to address growing concerns around obesity in older populations (a quarter of pensioners in Havering are estimated to be obese).

Maintenance of mobility through exercise must be encouraged to address rising numbers of people hospitalised due to falls. Participation in targeted physical activity programmes could help address isolation and build up social networks as well as impact on emotional and mental health as well as physical inactivity and obesity. Promotion of active travel to those to whom this is practical could also help to overcome the fact that 60% of pensioner households in Havering do not have access to transport.

Since around 49% of residents over 65 have a long term limiting illness it is paramount that safe, appropriate, fun and inclusive sport and physical activity options are available to ensure that these individuals feel able to continue participating in physical activity.



## An Increasing Number of Children

The 2011 census found 5.8% of Havering's population were under 5s – the lowest in London (though set to increase by 15% in 2015 and by 23% in 2021). The 5-9 bracket is currently about average for London, but is set to increase significantly over the next few years (from 13,307 in 2011 to 15,157 in 2015 and 18,424 in 2021 – a 38% increase).

An estimated 19% of children are thought to live in poverty in Havering, 27% live in lone-parent families, and approximately 400 families have been categorised as having multiple complex needs, with a further 2,000 families categorised as 'barely coping'. It is therefore vital to continue to work with partners to provide targeted services for children and young people to address differences in need.

1 in 5 children in Havering are obese by the age of 11 (similar to national average) and 12% are obese by the age of 5 (significantly higher than national average). Children in Havering also eat less fruit and vegetables and undertake less physical activity than the national average. This presents a major challenge for the service in the future, to reverse this trend for both current and future generations. Weight management programmes, close partnership working with schools, and delivering physical activity programmes targeted at children and young people will be increasingly important.

## A More Diverse Community

The population of Havering is the least ethnically diverse in London, but it is becoming more diverse. The highest ethnic diversity in Havering is amongst young people, with 23% of school pupils in 2011 coming from non-white ethnic backgrounds, primarily Black African descent. Some estimates predict the current percentage of BME residents could grow 21% by 2016 and 40% by 2021<sup>ii</sup>.

Having a good understanding of the diversity of the local community is important for a number of reasons. For instance, physical activity levels are often lower in BME families. There are also differences in health risk levels within BME communities, for example diabetes prevalence is higher for those of Asian and Black ethnicity.

## Disability

Approximately 17.5% of working age residents in Havering are disabled<sup>iii</sup>, and approximately 49% of Havering residents aged 65 or older have a limiting long term illness<sup>iv</sup>. Of these 65+ residents with a limiting long term illness, 7,742 also live alone<sup>v</sup>. The JSNA states that this number of disabled people in Havering may increase by 7% over the next ten years, while the number of adults with learning disabilities may increase by the same amount.

This forecast suggests there will be an increase in the number of our service users with physical, learning and sensory disabilities. We need to be proactive in ensuring there is sufficient



understanding and training across the sector so that sports centres and clubs are able to accommodate a higher percentage of disabled people.

Havering has committed to 'Inclusive and Active 2', the Sport and Physical Activity strategy for disabled people in London. This London wide strategy has been created in partnership by the Greater London Authority (GLA), NHS London and Interactive and has a vision of active disabled Londoners. By committing to this, Havering has the support of an Interactive Inclusion Officer to help develop and implement an action plan (attached as Appendix 4). The Inclusive and Active Steering Group and Culture Disability Forum also provide a local network of organisations and sharing of information.

### **Areas of Deprivation**

Indices of Multiple Deprivation combine information about topics such as housing, health and economic circumstances to give an overall indication of the levels of deprivation experienced by people in a local area. Havering is ranked as 200th most deprived out of 354 local authority areas, so it does not appear to be a highly deprived area when compared with other places nationally. However, there are pockets of deprivation across the borough. For older people, Gooshays, Heaton and Brooklands are the wards with the most people experiencing deprivation, while for young people it is Gooshays, Heaton and South Hornchurch. It should also be noted that there are smaller pockets of deprivation (at super output area level) that are not reflected within ward level analysis, but where activities should also be focussed.

People living in areas of greater deprivation on average have lower levels of physical activity, so this data is important for targeting our programmes and marketing services.

### **Health Inequalities**

The health of people living in Havering is mixed compared to the England average. The Health Profile 2011 reports Havering to have an average life expectancy (78.6 years) across inter-borough deprivation quintiles, which is significantly better than the national average. However, Havering residents consume less fruit and vegetables and undertake less physical activity than the national average.

Health inequalities are evident throughout the borough. Variations in health of residents from ward to ward are consistent with the link between deprivation and behavioural risk factors such as poor diet, inactivity and obesity. E.g. life expectancy is 6.2 years lower for men and 4.3 years lower for women in the most deprived area of Havering than in the least deprived area (Slope Index of Inequality 2011).

The health of local residents, and how sport and physical activity contributes to wellbeing, is covered further on page 19.



## Low levels of Physical Activity

Chief Medical Officers' guidelines state that adults should aim to be active daily. Over a week, activity should add up to at least 150 minutes (2½ hours) of moderate intensity activity in bouts of 10 minutes or more – one way to approach this is to do 30 minutes on at least 5 days a week. Alternatively, comparable benefits can be achieved through 75 minutes of vigorous intensity activity spread across the week or combinations of moderate and vigorous intensity activity.

Sport England's Active People survey, the most comprehensive nationwide survey of participation in sport and active recreation, measures the percentage of people achieving 30 minutes of physical activity, 3 times per week. This data is used to create two reports – Sports England's Sports Participation indicator and the former national performance indicator N18 which includes recreational walking and cycling. The Active People survey identifies Havering as having low participation rates:

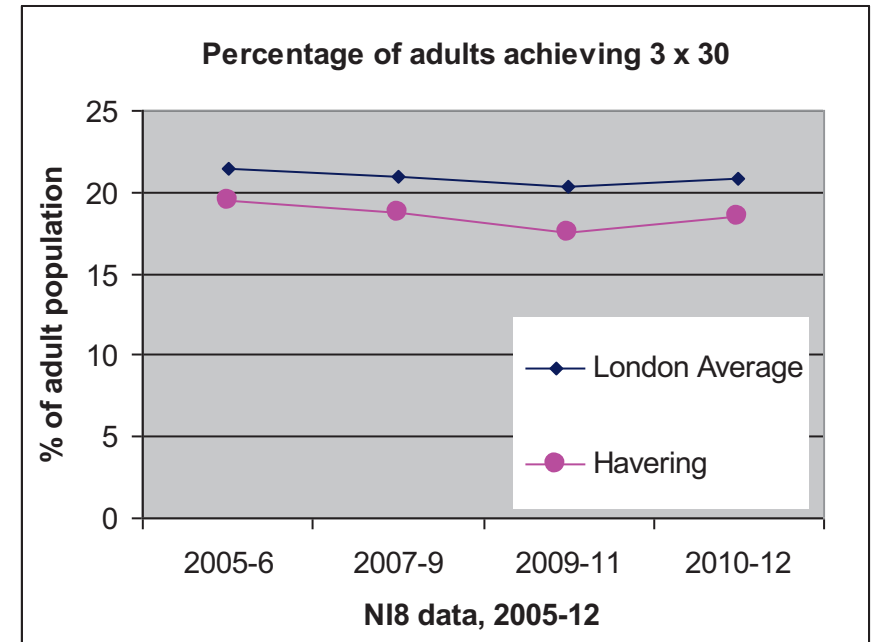
- **Sport England's 3x30 sports participation indicator\***

The initial survey of 1,000 residents, completed in Oct 2006, put Havering at 18.9%. The latest survey of 500 residents completed in Oct 2011, put Havering at 15.3%. (Note that these figures do not include recreational walking or infrequent recreational cycling but does include cycling if done at least once a week at moderate intensity and for at least 30 minutes. It also includes more intense/strenuous walking activities such as power walking, hill trekking, cliff walking and gorge walking)

- **N18 figures (includes recreational walking and cycling)**

The initial survey of 1,000 residents, completed in Oct '06, put Havering at 19.5%. The latest figures of Oct '09 to Oct '11 (Active People Survey 4/5) puts Havering at 17.5%, which is lower than previously and below London and England participation rates. Data suggests 51.8% of adults in Havering do no physical activity.

\* **Note: Sport England's 1 x 30 sports participation indicator** - Sport England have now changed their sports participation indicator to 1 x 30 minutes of moderate activity per week. This supports more people to take on and develop a 'Sporting Habit for Life' and can be used to monitor the change from 'inactive' to 'active'. For the period Oct 2011 – Oct 2012, 32.6% of Havering residents were doing at least 30mins of moderate activity per week (below the London average of 36.5).



## Summary

Implications from the current and forecasted demographic makeup require us to:

- Accommodate an increase in demand for services among older people
- Provide appropriate, and increased, targeted provision for the very elderly (90+)
- Increase the number and/or reach of targeted, health related interventions
- Accommodate an increase in demand for services among children, particularly 5-9 year olds
- Accommodate an increase in demand for facilities and activities within South Hornchurch, Romford Town, Harold Wood and Brooklands in order to respond to population growth forecasts
- Increase work with, and promote activities to those who are currently under-represented in terms of their engagement in sport and physical activity, i.e. black and minority ethnic groups, women and disabled people, in order to increase their physical activity
- Provide access to more affordable opportunities in specific wards
- Target initiatives at older people and young people in the wards with greatest number of each
- Improve levels of physical activity among Havering residents across the board in order to reduce obesity and other related health conditions and to improve overall health and wellbeing
- Work in partnership with the NHS to provide condition specific services (through expansion of PARS)
- Ensure activities and facilities are accessible to all, to reduce health inequalities which are strongly linked to social inequalities

Page 184

The Borough is well placed to address a number of these issues. Providers include: i) the Health and Sports Development team who currently offer targeted activities (including armchair exercise for the elderly, the Physical Activity Referral Scheme, school holiday activity for primary school children and targeted work with specific demographic groups), ii) SLM, who manage the borough's Leisure Centres, and iii) the YMCA, who provide opportunities for the whole community, schools and voluntary sector clubs.



### 3.5 Health and Wellbeing

Due to the central importance of Health and Wellbeing within this strategy, this section looks to cover the area in greater depth.

#### The health of Havering residents and the importance of physical activity

Physical activity is widely evidenced to have a protective function in the two predominant causes of premature death in Havering – **Cancer** (45%) and **Cardiovascular disease**<sup>vi</sup> (28%). About 1,200 people in Havering (one in every 200) are diagnosed with some form of cancer each year and more than 600 a year die of the disease, yet most people could significantly reduce their risk of developing cancer by living more healthily.<sup>vii</sup>

**Strokes** represent a major cause of death and disability in Havering, yet they are largely preventable, with many of the risk factors amenable to change through alterations in lifestyle, including physical activity and diet. Similarly, **Hypertension** (coined ‘the silent killer’) can be prevented or improved with physical activity, yet is still more common in Havering (32.1% of adults) than nationally (30.5% of adults).

The **diabetes** prevalence in Havering is in line with London and nationally, with 2008/2009 QOF<sup>viii</sup> data showing 5% of adults (aged 17+), or 9,945 people registered with GPs have diabetes. Projections suggest that diabetes will continue to become more prevalent in Havering, increasing to 6.4% by 2025. Regular physical activity can reduce the risk of developing Type 2 diabetes and metabolic syndrome, and can help those with diabetes to better manage their condition.

Doing aerobic, muscle-strengthening and bone-strengthening physical activity of at least a moderately-intense level can slow the **loss of bone density** that comes with age, and reduces the **risk of falls, musculoskeletal disorders and hip fracture** (which can have life-changing negative effects, especially on older people). More than 1,900 people in Havering are admitted to hospital annually due to a fall.<sup>ix</sup>

Regular physical activity can help keep your thinking, learning, and judgment skills sharp as you age, with some research even suggests it can reduce the onset of **dementia**<sup>x</sup>. Physical activity helps people feel better through **improvement in mood, better sleep, reduced anxiety and enhanced self-perceptions**. Physical activity is also seen as an effective treatment of **clinical depression**.<sup>xi</sup> Approximately 3,760 older people are estimated to have depression in Havering, and this is predicted to rise to 4,146 by 2020<sup>xii</sup>.

Yet despite all of these health benefits and more, Havering residents still have below average levels of physical activity. It must be a priority for the Council, NHS and partners to reverse this trend of inactivity. Even a moderate overall increase in activity levels could result in significant improvements in health. This in turn would lead to improved quality of life and significant savings in health and social care services by reducing preventable illness and supporting people to better manage their conditions. We need to work in partnership with the NHS and Social Care to provide supported pathways into physical activity and encourage these professional to refer and signpost patients/customers, including those identified through NHS Health Checks.

One existing method of referral is the Physical Activity Referral Scheme (PARS), but GPs can also signpost patients to other activities, such as the Healthy Walks programme, specific physical activity programmes delivered by the Health & Sports Development Team, and more mainstream physical activity within the commercial and voluntary sector. Social care professionals should also be able to signpost customers to these activities, for example through social care workers and through the new CarePoint service. We need to ensure health

and social care professionals have up to date and easy to access information about these pathways and have the confidence to refer/signpost people to them.

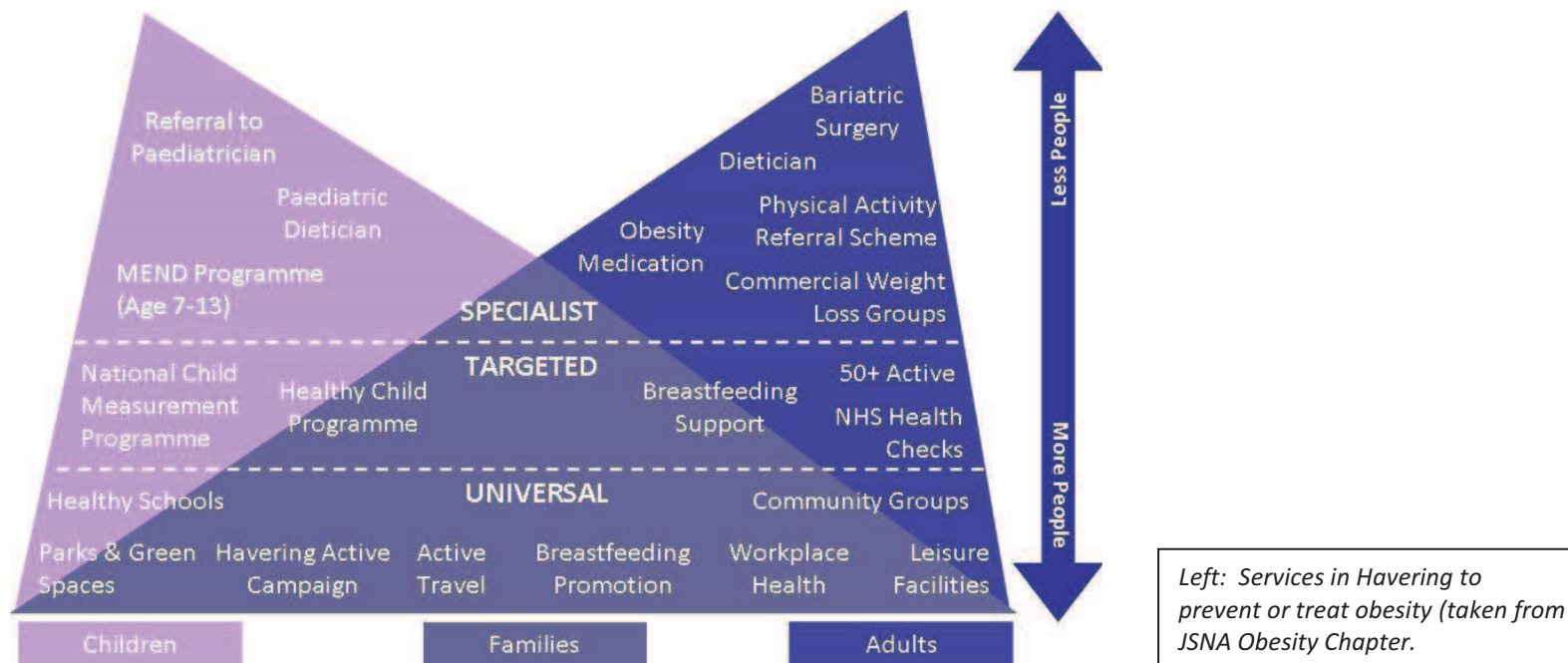
### **Tackling Obesity (Priority 4 of Health & Wellbeing Strategy)**

Another priority identified in the Health and Wellbeing Strategy is obesity. An estimated 27.3% of adults in Havering are obese, the third highest in London, and the prevalence of childhood obesity is also high (12% are obese by the age of 5)<sup>xiii</sup>. Obesity increases the risk of several significant diseases including cancer, cardiovascular and diabetes all of which are prevalent in Havering. Obesity alone, and the development of associated disease, places a significant burden on NHS services, has social impacts and reduces people's quality of life.

Preventative work such as promoting physical activity can help to tackle obesity, whilst having additional health benefits. The JSNA Obesity Chapter identifies a number of initiatives to prevent or treat obesity (see diagram below). The Council's Health & Sports Development Team delivers the following initiatives referenced in this chapter – MEND, PARS, Havering Active Campaign and Leisure Centre facilities, and it also feeds into many other initiatives, including Parks & Open Spaces and Active Travel.

The MEND programme has proven to be successful in reducing BMI and improving fitness and diet amongst participants, but we know that there are more children out there that could benefit from the programme. We need to continue to work in partnership with schools, health and social care professionals and others to increase participation in the programme.

Page 186



## **Early help to vulnerable people to live independently (Priority 1 of Health & Wellbeing Strategy)**

The Health and Wellbeing Strategy focuses on the concept of prevention. By identifying key intervention points, and putting in place appropriate and timely interventions, we can reduce the likelihood of people needing more intensive support from the health and social care system, and ensure people have a healthy, high quality of life. Also underpinning the strategy is recognition that people should be in control of decisions affecting them, be informed and take personal responsibility, e.g. through self-care and direct payments.

Physical activity is a major method of prevention in relation to a number of illnesses, as described above. It also helps people to reduce and/or manage conditions such as diabetes, obesity and muscle and bone strength.

One of the priorities within the Health & Wellbeing Strategy is to provide 'early help to vulnerable people', with a particular focus on older people and ensuring they can live independently for longer. Physical activity can provide a number of mental and physical health benefits for older people, and we already provide a number of targeted activities for these demographic, including tai-chi, armchair exercises and recently, through Activate Havering, a free swimming and racket sport initiative for over 50s. However, we know that there are more people out there that would benefit from support or signposting to activity, which we are unable to identify. We need to work in partnership with the NHS and Adult Social Care to identify those in greatest need/risk but who are currently inactive so we can intervene early.

### **Transfer of Public Health responsibilities**

In our SWOT analysis we identified the transfer of Public Health responsibilities to the Council in April 2013 as both a threat and an opportunity.

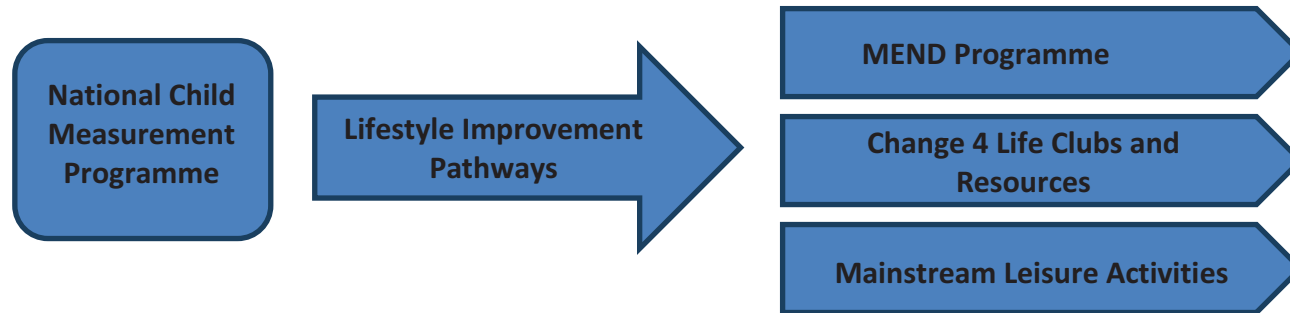
The transfer could be seen as a threat in that strong partnerships have been established with public health which could be lost or weakened in the process of transferring. Another major threat is that current initiatives are discontinued as part of the contract stabilisation process (the process where existing contracts are reviewed and budget assigned accordingly), this is a particular risk for the PARS and MEND programme which are currently funded by Public Health. Both of these programmes have had their success clearly evidenced, and continued investment is essential to ensure long term, cumulative benefits are not lost, therefore we must seek to secure continued funding for both PARS and MEND.

The transfer could also be seen as an opportunity, both for new commissioning opportunities and improved partnership working with the new Public Health function within the Council. A number of Public Health responsibilities transferring are statutory, such as the National Child Measurement Programme and the NHS Health Checks. We will work in partnership with the Clinical Commissioning Groups (CCGs) and Public Health, to strengthen and promote the pathways from these initiatives into physical activity programmes (see next page).

## National Child Measurement Programme (NCMP)

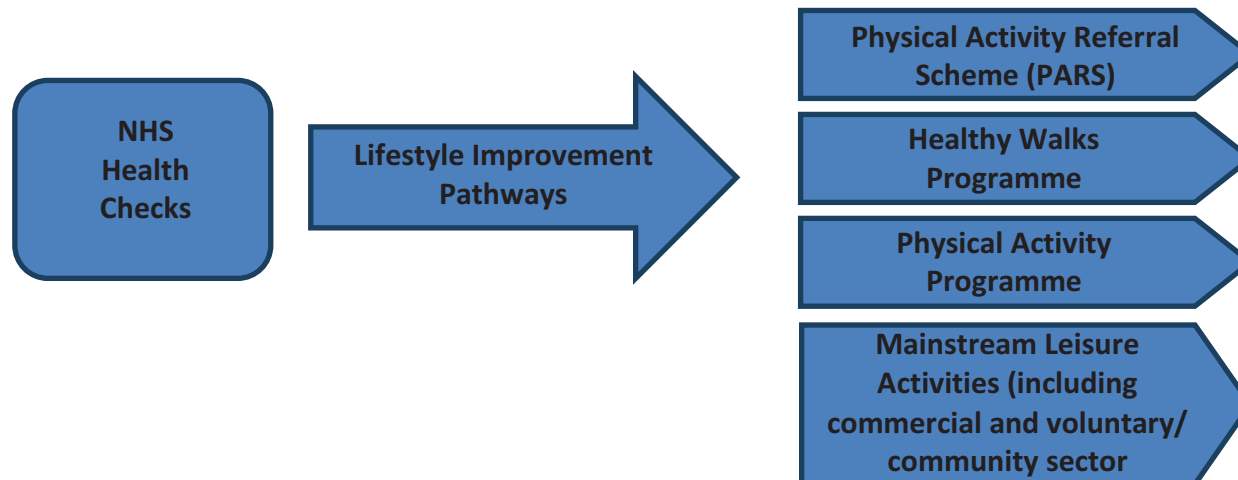
Public Health currently commission the annual NCMP by measuring all children in Reception (age 4–5 yrs) and all children in Year 6 (age 10–11 yrs) in maintained primary schools located within Havering. For Reception year children, NHS Havering commissions the service out to the school nursing team, who collect height and weight data as part of routine check-ups of this year group. For year 6 children, the NHS collects their own data, sending NHS staff into schools to collect height and weight measurements.

After measurement, a feedback letter advises parents on the weight status of their child, and they are provided with a Change4Life booklet, and information advising on local services and options for further support (including MEND).



## NHS Health Checks

The national NHS Health Check Programme is defined as ‘a standardised vascular risk assessment and management programme for people in England aged 40 to 74 years and not currently on the CHD or Diabetes registers’. In Havering all eligible people who are registered with a Havering GP will be offered the opportunity to have their vascular risk assessed every five years. GPs assess the physical activity levels of the patients as part of the Health Check process, and can refer or signpost to lifestyle services where appropriate (including PARS). Those at greatest risk will also be recalled for further check-ups.



## **Universal Access – Improving Health & Wellbeing for All**

Whilst we do deliver a number of targeted and personalised physical activity initiatives to priority groups, the focus of our services and strategy is more universal.

We aim to raise the overall health and wellbeing of the whole population of Havering through access to universal services and by promoting increased physical activity for all. This is important not only for the simple reason that we should continuously strive to improve everyone's health & quality of life, but also in the context of the Marmot Review (2010) which describes how focusing solely on the most disadvantaged will not reduce health inequalities sufficiently, and that 'to reduce the steepness of the 'social gradient' in health, actions must be universal – but with a scale and intensity that is proportionate to the level of disadvantage'.



There is a real common sense element to this, based on the concept of prevention - if we only focus on those who are 'most in need', the result will be that the healthy become unhealthy, and the 'most in need' group will continue to grow and become ever more costly. Instead, a more universal focus serves to raise the health and wellbeing of the whole population, as well as that of the priority groups, in a way that will realise benefits in the medium and long term.

"Physical activity needs to be seen as an opportunity – for enjoyment, for improved vitality, for a sense of achievement, for fitness, for optimal weight, and – not least – for health. It needs to be seen as enjoyable, and as fun – not as unnecessary effort" <sup>xiv</sup>.

## **The economic case for investment**

The total bill for physical inactivity has been estimated to be as high as £8.3 billion every year<sup>xv</sup>. There is therefore very compelling economic and clinical evidence for investment in the promotion of physical activity in primary care.

In terms of return on investment, NICE established that a brief intervention for physical activity in primary care costs between £20 and £440 per quality-adjusted life year (QaLY) (when compared with no intervention) with net costs saved per QaLY gained of between £750 and £3,150<sup>xvi</sup>.

It is important that physical activity continue to be recognised as a priority by the CCG, and that the Health & Sports Development team, and other physical activity providers, work in partnership with public health and the CCG to invest in initiatives that increase physical activity levels in Havering, thus improving the health & wellbeing of the population and reducing financial pressures on the NHS and social care.

### 3.6 An overview of strategic national, regional and local documents relevant to the delivery of sport and physical activity

Services for sport and physical activity are provided in the context of a huge range of policies, strategies and national and regional priorities, all of which influence the way in which our provision can develop. Below is an analysis of some of the most important influencers.

#### National Policy

Organisation/Document	Focus
Sport England Strategy 2012 - 2017	<p>By 2017 to have transformed sport in England so that sport has become a habit for life for more people and a regular choice for the majority.</p> <p>The strategy aims to:</p> <ul style="list-style-type: none"> <li>• See more people taking on and keeping a sporting habit for life</li> <li>• Create more opportunities for young people</li> <li>• Nurture and develop talent</li> <li>• Provide the right facilities in the right places</li> <li>• Support local authorities and unlock local funding</li> <li>• Ensure real opportunities for communities</li> </ul> <p>As a result, they hope to see:</p> <ul style="list-style-type: none"> <li>• Year on year increase in adults playing sport once a week for at least 30 minutes</li> <li>• Rise in the percentage of 14-25 year olds playing sport once a week</li> <li>• Reduction in the numbers dropping out of sport</li> </ul>
Sport England Funding Strategy	<ul style="list-style-type: none"> <li>• Over £450 million over 4 years allocated to National Governing Bodies to deliver the above outcomes through Whole Sport Plans.</li> <li>• Up to £25 million to create a national network of College Sports Makers</li> <li>• Up to £40 million in the 'Community Sport Activation Fund', to which partners, including local authorities and community groups can bid for matched funding to sustain and increase once a week participation in sport</li> <li>• Access to Education facilities - targeted funding will help open up school facilities for community use</li> <li>• £7 million Lottery funding for Small Grants of £300 to £10,000 (must include 14 – 25 year old target)</li> <li>• Inspired facilities - £50 million Lottery funds between 2011-14 for capital projects in the community</li> </ul>



	<ul style="list-style-type: none"> <li>• Inclusive Sport Fund – £8m Lottery funding targeted at Disability Sports projects for adults aged 16+</li> <li>• Sportsmatch – £3m Exchequer funding to match fund new commercial sponsorship</li> <li>• Protecting Playing Fields - £10 million Lottery funding between 2011-14.</li> </ul>
Places People Play (Mass participation project being delivered by Sport England in partnership with the British Olympic Association, the British Paralympic Association and with the support of LOCOG)	<ol style="list-style-type: none"> <li>1) Aims to transform places people play sport through: <ul style="list-style-type: none"> <li>• Iconic Facilities</li> <li>• Inspired Facilities</li> <li>• Protecting Playing Fields</li> </ul> </li> <li>2) Aims to inspire people to make sport happen at local level, embedding the Olympic and Paralympic values in grassroots sport, through Sport Makers</li> <li>3) Aims to create sporting opportunities and challenges that give everyone the chance to become part of the mass participation legacy, through <ul style="list-style-type: none"> <li>• Gold Challenge</li> <li>• Sportivate</li> </ul> </li> <li>4) Disability Legacy – the disability programme is in the early stages of development</li> </ol>
National Governing Bodies	46 National Governing Bodies are working with Sport England on Whole Sport Plans including targets to grow, sustain and excel. The next round of plans will start at age 14 and aim to create a lifelong sporting habit, underpinned by a tough new performance regime with payment for results.
Youth Sport Trust	<ul style="list-style-type: none"> <li>• Sporting Start – to give every child a sporting start in life through high quality PE and Sport in primary schools</li> <li>• Sporting Chance – to ensure all young people have a sporting chance by developing opportunities for those with special educational needs and disabilities</li> <li>• Sporting Best – to support all young people to achieve their sporting best in school and their personal best in life</li> <li>• School Games</li> <li>• Sky Sports Living for Sport – uses sport stars and skills to improve young people’s lives</li> <li>• Change 4Life Clubs – designed to increase physical activity levels in less active</li> </ul>
Department of Culture, Media and Sport (DCMS)	<p>Sporting priorities in its Business plan are focused around creating a sporting legacy from the Olympic and Paralympic Games, including:</p> <ul style="list-style-type: none"> <li>• Encouraging competitive sport in schools through the School Games</li> <li>• Delivering the mass participation Places people Play strategy</li> </ul>

Start Active, Stay Active: a report on physical activity for health from the four home countries' Chief Medical Officers	This is the first time UK-wide physical activity guidelines have been produced and will help to ensure consistent messaging across the four countries. This report also represents the first time guidelines have been produced in the UK for early years (under-fives) as well as sedentary behaviour, for which there is now evidence that this is an independent risk factor for ill health.
Department of Health – 'Be Active, Be Healthy'	Focuses on the fact that moderate Physical Activity can bring about major health benefits, contributing to achieving reductions in conditions including coronary heart disease, type 2 diabetes, obesity, hypertension, depression and anxiety. Aims to deliver a world-class infrastructure for Physical Activity
Department of Health: 'Let's Get Moving' programme - Physical Activity Care Pathway, Feb 2010	Physical Activity Care pathway based on principles of NICE guidance 2006. Endorses the delivery of brief interventions for physical activity in primary care as both clinically and cost effective in the long term
National Healthy Weight Healthy Lives Strategy	Four of five themes link to physical activity: <ul style="list-style-type: none"> <li>● Children and Young People,</li> <li>● Building Physical Activity into Our Lives</li> <li>● Creating Incentives for Better Health</li> <li>● Personalised Support for Overweight Individuals.</li> </ul>
Department for Children, Schools and Families (DCSF) 'Every Child Matters'	Every Child should have the support they need to: <ul style="list-style-type: none"> <li>● Be healthy</li> <li>● Stay safe</li> <li>● Enjoy and achieve</li> <li>● Make a positive contribution</li> <li>● Achieve economic well-being</li> </ul>
Equality Act 2010 and Public Sector Equality Duty	<p>1) The Equality Act replaces previous anti-discrimination laws, it prohibits unfair treatment in the workplace, when providing goods and services, in education and by associations (such as private clubs), and covers nine protected characteristics:</p> <ul style="list-style-type: none"> <li>● age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.</li> </ul> <p>2) Public Sector Equality Duty:</p> <ol style="list-style-type: none"> <li>i) eliminate unlawful discrimination, harassment and victimisation</li> <li>ii) advance equality of opportunity between different groups</li> <li>iii) foster good relations between different groups</li> </ol>

## Regional Policy

Organisation/Document	Focus
Sub-regional Sport and Physical Activity Partnerships – Pro Active East London	<p>Vision: To improve the health and wellbeing of East Londoners, provide strategic co-ordination and contribute to the London 2012 legacy through community sport and physical activity</p> <p>Goals:</p> <ul style="list-style-type: none"> <li>• Widen access to sport and PA</li> <li>• Improve health and wellbeing</li> <li>• Strengthening organisations and partnerships</li> <li>• Enhance education and skills</li> <li>• Develop sporting pathways</li> <li>• Development and support of CSPANs</li> </ul>
Interactive – Inclusive and Active 2	<p>Mission: To create a society where being active is an intrinsic part of a disabled person's life and disabled people are at the heart of sport in London.</p> <p>Goals:</p> <ul style="list-style-type: none"> <li>• Advocate disability equality in sport</li> <li>• Influence those who govern sport to view disabled people as equals</li> <li>• Support those who provide sport to turn their commitment to equality into a reality</li> <li>• Enable disabled people to view being active as a viable lifestyle opportunity for them</li> <li>• Place disabled people at the heart of sport in London</li> </ul>
Mayor of London's Transport Strategy	<p>The role of boroughs in delivering the Mayor's Transport Strategy are laid out in the Local Implementation Plan.</p> <p>The goal to 'enhance the quality of life for all Londoners includes 'facilitating an increase in walking and cycling'</p>
Lee Valley Regional Park Authority – Olympic Project	<p>Operation of and development programmes:</p> <p>Lee Valley White Water Centre (re-opening 2013)</p> <p>Lee Valley Velo Park and BMX track (expected to open late autumn 2013)</p> <p>Eton Manor (expected to open early 2014)</p>

## Local Policy

Organisation/Document	Focus
'Fair to All' LBH Single Equality Scheme 2010-13 (updated November 2011)	<ul style="list-style-type: none"> <li>• Sets out the Council's equality objectives</li> <li>• Communicates the Council's commitment and priorities</li> <li>• Meets the Council's legal duties in Equality Act 2010 and Public Sector Equality Duty</li> </ul> <p>Equality Objectives:</p> <ul style="list-style-type: none"> <li>• Knowing our communities and equality mapping</li> <li>• Place shaping, leadership, partnership and organisational commitment</li> <li>• Community engagement and satisfaction</li> <li>• Responsive services and customer care</li> <li>• A modern and diverse workforce</li> </ul>
Joint Strategic Needs Assessment	<p>The JSNA informs the development of the health and wellbeing strategy, which in turn drives the development of commissioning within local areas. The JSNA uses local data to try and answer key questions about the Borough and draws attention to issues that may need particular attention in commissioning local services. The document tries to address questions such as:</p> <ul style="list-style-type: none"> <li>• How is Havering's population changing?</li> <li>• What does this mean for future services?</li> <li>• How does health in Havering differ from other areas?</li> <li>• What are the main inequalities in health within the borough?</li> <li>• Where can we invest time and resources to make the biggest difference?</li> </ul> <p>And looks specifically at the following groups in detail:</p> <ul style="list-style-type: none"> <li>• Children and Young People</li> <li>• Older People</li> <li>• Disabilities, learning difficulties and mental health.</li> </ul>
Youth Vision (Youth Strategy to follow in March 2013)	<p>The vision of the new youth service strategy describes a shift in emphasis, away from the idea of a youth service, and towards 'services for young people' which focus on a 'more collaborative, creative and sustainable approach'. The strategy for delivering services for young people centres around a new framework of engagement – the Havering Assets Framework – which all people working with children and young people can contribute to and develop. The strategy explains that having a number of assets can help young people 'be</p>

	<p>safe, social and successful' (these are described in the document).</p> <p>The vision paper recognises that already 'much activity with young people within the Borough takes place through provision provided and commissioned by Culture and Leisure including sport and physical activity'.</p> <p>The creation of the new 'Youth Facilitation Team' based in Culture and Leisure will provide opportunities for improved partnership working and delivery of activities for young people in the area of sport and physical activity.</p>
Parks and Open Spaces Strategy	The Parks & Open Spaces strategy shares the same objectives as our Sport and Physical Activity strategy. Havering's parks and open spaces provide a wealth of opportunity for the playing and development of sport in Havering. These opportunities range from playing pitches, multi-use games areas, changing accommodation, courts and spaces for events and development programmes.
Play Strategy	The Play Strategy has similar objectives to our Sport and Physical Activity strategy. Play is fundamentally important to the quality of life, enjoyment and health of children. The physical activity involved in most play provides exercise, promotes physical coordination and develops skills for the growing child.
Safeguarding policies for Children and Vulnerable Adults	Safeguarding is a top priority for the Council, and the Health & Sports Development service whether commissioning, delivering or supporting services which involve contact with vulnerable people.
Prevention Strategies for Children's Services and Adult Social Care	A strategic shift towards prevention and early intervention has been recognised to lead to a better quality of life for individuals and lead to reduced health and social care service costs. The concept of prevention is now fully incorporated into the strategic planning of social care and within the Health & Wellbeing Strategy. The Health & Sports Development Service has a key part to play particularly in regard to 'primary prevention' and 'secondary prevention' / 'early intervention'.
Health & Wellbeing Strategy	<p>The Health and Wellbeing Strategy provides the basis for all health and social care commissioning in the borough, representing a joint and robust process of prioritisation of local issues.</p> <p>The concept of prevention is fundamental to the strategy, as is a recognition that people should be in control of decisions affecting them, be informed and take personal responsibility, for example through self-care and the use of direct payments.</p>

	<p>The priorities are:</p> <p>Priority 1: Early help for vulnerable people to live independently for longer</p> <p>Priority 2: Improved identification and support for people with dementia</p> <p>Priority 3: Earlier detection of cancer</p> <p>Priority 4: Tackling obesity</p> <p>Priority 5: Better integrated care for the 'frail elderly' population</p> <p>Priority 6: Better integrated care for vulnerable children</p> <p>Priority 7: Reducing avoidable hospital admissions</p> <p>Priority 8: Improve the quality of services to ensure patient experience and long-term health outcomes are the best they can be</p>
Public Health Outcomes Framework, January 2012	<p>The Outcomes Framework introduces the outcomes public health want to achieve and the indicators that will help us understand how well we are achieving this.</p> <p>The framework is based on two high-level outcomes: i) Increased healthy life expectancy (taking account of the health quality as well as length of life) and ii) Reduced differences in life expectancy (through greater improvements in more disadvantaged communities).</p> <p>These indicators are then grouped into four 'domains': i) improving the wider determinants of health; ii) health improvement; iii) health protection, and iv) healthcare public health and preventing premature mortality.</p> <p>Sport and Physical Activity contribute to a number of these indicators, including:</p> <ul style="list-style-type: none"> <li>• excess weight in 4-5 and 10-11 year olds</li> <li>• excess weight in adults</li> <li>• proportion of physically active and inactive adults</li> <li>• recorded diabetes</li> <li>• self-reported wellbeing</li> <li>• falls and injuries in the over 65s</li> <li>• mortality from all cardiovascular diseases</li> <li>• mortality from causes considered preventable</li> <li>• health-related quality of life for older people</li> <li>• hip fractures in over 65s</li> </ul>

## CHAPTER 4: Our Action Plan, 2013-15

Our action plan is based on our three objectives:

1. Health and Wellbeing
2. Learning and Personal Development
3. Towns and Communities

### Objective 1: Health and Wellbeing

**Support a high standard of mental, physical and emotional health for all by increasing the number of people taking part in sport and Physical Activity and accessing the natural environment.**

Action	2012 Baseline	2015 Target	Culture Strategy Principle
Strengthen and develop Havering Active (CSPAN) and deliver action plan	In process of reforming CSPAN with new chair and senior representation	Strong, functioning CSPAN with representation at senior level	1,2,3,4
Provide, co-ordinate and promote a diverse range of quality Sport and PA opportunities for all ages including: <ul style="list-style-type: none"> <li>• Adult activity programmes</li> <li>• Targeted (demographic and geographical) activity programmes</li> <li>• Dance activities</li> <li>• Competitive activities for all age groups</li> </ul>	Limited adult activity programmes run by PA Co-ordinators (externally funded) on a largely self-financing basis	Funding secured Programmes continued and developed Classes developed and continued	1,2,3,4
	Targeted activity programmes run in priority areas by PA Co-ordinators (externally funded)	Customer Insight and up to date demographic information used to establish priority groups and feed into annual Health and Wellbeing Service Plan Funding secured Programmes continued and developed	1,2,3,4
	Current programme of 10 dance classes per week with average class size of 16	Maintain programme of minimum of 10 classes and increase enrolments to an average class size of 20	1,2,3,4

	Borough teams participating in 47 out of 53 sports (including 6 'development' sports in Balfour Beatty London Youth Games. (89%)	With the anticipated growth in the number of competitions, teams entered in at least 90% sports.	1,2,3,4
	35 teams supported by volunteer coaches and managers from local sports clubs.	A minimum of 50% teams supported by volunteers from local 'Clubmark' club	1,2,3,4
	Four schools involved with Panathlon	School involvement increased by two each year	1,2,3,4
	Full Squad in London Mini Marathon	Maintain full squad	1,2,3,4
	'Havering World Cup' and 'Havering Euro 2012' established	Competitions in conjunction with major sporting events maintained and developed	1,2,3,4
Maintain and improve satisfaction ratings at Borough Leisure Centres	National Benchmarking Scheme (NBS) data	Year on year percentage improvement, based on NBS data.	1,2,3,4
Aim to increase attendances at Borough Leisure Centres	National Benchmarking Scheme (NBS) data	Year on year increase based on NBS data.	1,2,3,4
Monitor opportunities available through National Governing Body programmes to drive up participation of inactive adults, which will contribute to the health agenda.	Current activity programmes in conjunction with Rounders England, England Netball, Essex CCC and Essex LTA.	Opportunities monitored and a minimum of 4 programmes linked to NGB initiatives offered each year.	1,2,3,4
Develop dance opportunities through the Music Hub at Havering Music School by enhancing partnership working between the Queens Theatre, Arts organisations and the wider cultural sector.	Music Hub established in 2012	Evidence of strong partnerships and joint projects with Music Hub partners	2
Review, deliver and operate the Physical Activity Referral Scheme on behalf of Public Health (subject to funding agreement)	Funding in place until March 2013. Currently awaiting funding decision from Public Health.	<ul style="list-style-type: none"> <li>• Funding secured to continue scheme</li> <li>• Scheme reviewed and developed</li> <li>• Scheme running at full capacity and achieving targets set by Public Health/CCG</li> </ul>	1,2,3,4
Review, deliver and operate the MEND programme on behalf of Public Health (subject to funding	Funding secured to run 2 programmes each school term	Subject to securing funding, two programmes to continue to run per	1,2,3,4



agreement)	until March 2013	school term	
Identify sources of funding to enable specific Physical Activity programmes to be continued and developed post 2012.	Current Performance Review Grant / PCT funding for Physical Activity Co-ordinators and programmes runs out in March 2012	That alternative sources of funding are identified to enable specific Physical Activity programmes to be continued and developed post 2012.	2,4
Maintain and expand the Healthy Walks Programme	Successful programme run by volunteers and co-ordinated by PA Co-ordinator – 6 walks per week, 11,423 attendances in 2011/12 and 20+ walk leaders	<ul style="list-style-type: none"> <li>Funding secured to continue Co-ordinator role</li> <li>Number of 30 minute walks increased</li> <li>Walk Leader training run each year and number of qualified walk leaders maintained</li> </ul>	1,2,3,4
Explore all external funding opportunities to continue the current physical activity programmes	Ongoing	Funding secured and programmes continued and developed	1,2,3,4
Maximise use of the 'Havering Active' Campaign for marketing and publicity, (including website, newsletters, facebook and twitter) for promotion of: <ul style="list-style-type: none"> <li>Healthy Lifestyles message</li> <li>Facilities and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Web site maintained</li> <li>Electronic newsletter produced,</li> <li>Facebook (21 followers)</li> <li>Twitter accounts (89 followers)</li> <li>Seasonal campaigns implemented</li> </ul>	<ul style="list-style-type: none"> <li>Weekly update of website</li> <li>Website hits increased to xx</li> <li>Minimum of one Facebook update and one Tweet per week</li> <li>Facebook followers increased to 100</li> <li>Twitter followers increased to 300</li> <li>Seasonal campaigns continued</li> </ul>	1,2,3,4
Encourage all clubs and organisations to register with 'Get Active London' to promote their facilities and activities, ensuring that anyone entering a Havering postcode in the activity finder locates an activity in Havering.	Agreement with Get Active London in effect from April 2012. Initial data submitted	All borough clubs, venues and activities included in Get Active London activity finder	1,2,3,4
Engage with hard to reach groups through working with organisations and individuals from the disability, women's, 50+ and BME communities	Inclusive and Active 2 Steering group in place. Strong partnerships with individuals on women's and 50+ projects. Initial contact with BME Forum.	Maintain existing and develop new partnerships	1,2,3,4
Deliver the Inclusive and Active 2 action plan	Havering Inclusively Active	Inclusive and Active 2 steering group	1,2,3,4

(Appendix 4), including the integration of disabled people into sports clubs.	Steering group re-launched as Inclusive and Active 2 Steering Group	established and functioning. Action plan delivered	
Maintain Quest accreditation for the Health and Sports Development team	Health and Sports Development team accredited in excellent category.	Achieve revised Quest accreditation in 2013. Then, using this score as baseline, improve score in 2015 assessment.	1,2,3,4
Health and Sports Development to work in partnership with the School Sport Collective and others to develop sporting pathways, including talent pathways for young people, and establish further school/club links.	Health and Sports Development Co-ordinator sits on SSC Steering group.	Evidence of strong partnerships with joint initiatives	1,2,3,4
Engage with sports clubs to ensure they have all the support necessary to gain Clubmark accreditation and be eligible to be part of their governing body development programme	Currently 41 of the junior sports clubs based in Havering have Clubmark accreditation	Increase of 5 clubs per year	1,2,3,4
Develop and implement the Olympic Sports Legacy for Havering (Appendix 3)	Action plan developed	Key actions delivered and Sports Legacy for Havering on track.	1,2,3,4
Maximise opportunities for Havering residents to benefit from sports development programmes based in and around the Olympic Park, as outlined in the 2012 Sports Legacy paper (Appendix 3). To include: Swimming, Basketball, Hockey, Cycling, Handball, Canoeing/Kayaking, Volleyball	Facilities due to open between autumn 2013 (White Water Centre and Velo Park) to 2014 (Eton Manor)	Borough residents using Olympic Park facilities and young people linked to NGB development programmes	1,2,3,4
Establish a list of priority sports and engage with a minimum of 6 National Governing Bodies and maximise benefits of their whole sport plans within Havering	Athletics, Swimming, Tennis, Ice Hockey and Ice Skating currently established as priority sports.	Six priority sports established and strong links with National Governing Bodies established.	1,2,3,4
Reflect on priority sports over the lifespan of the strategy	NGB Whole Sport Plan details and priorities due to be available December 2012	Further priority sports established based on NGB Whole Sport Plans and resources, local need and demand and linked to Health and Wellbeing annual Service Plan.	1,2,3,4
Continue to work with the Amateur Swimming Association, English Ice Hockey Association and National Ice Skating Association to ensure the best possible use is made of the Romford Leisure	Discussions initiated.	National Governing Body backed development programmes in place in the Romford leisure Development.	2,4

Development, for recreational and performance sport			
Work in partnership with the Clinical Commissioning Groups (CCGs) and with regard to Public Health principles to strengthen and promote the physical activity pathways from the National Child Measurement Programme and the NHS Health Checks.	No engagement with Clinical Commissioning Groups	<ul style="list-style-type: none"> <li>Engagement with CCG</li> <li>Support/endorsement from CCG</li> <li>Buy in from CCG</li> </ul>	1,2,3,4
Seek to secure continued funding for PARS and MEND as part of the transfer of Public Health responsibilities.	Funded until March 2013	<ul style="list-style-type: none"> <li>Funding secured</li> <li>Programmes sustained and developed</li> </ul>	1,2,3,4
Work in partnership with the NHS and Adult Social Care to identify those in greatest need/risk but who are currently inactive, to allow early intervention.	<ul style="list-style-type: none"> <li>Links with primary care practitioners through PARS</li> <li>Adult PA programme in place</li> </ul>	<ul style="list-style-type: none"> <li>Existing links with primary care practitioners maintained and more signed up to PARS</li> <li>Strong links with adult social care developed</li> <li>Level of provision sustained and developed</li> </ul>	1,2,3,4
Continue to work in partnership with schools, health and social care professionals and others to increase participation in the MEND programme.	Funded until March 2013	<ul style="list-style-type: none"> <li>Funding secured</li> <li>Increased number of referrers</li> <li>Programmes operating at full capacity</li> </ul>	1,2,3,4
Ensure health and social care professionals have up to date and easy to access information about physical activity pathways and have the confidence to refer/signpost people to them.	Specific marketing materials in the process of being developed	<ul style="list-style-type: none"> <li>Marketing materials available in and being used in all GP surgeries and Health Centres</li> <li>New partnerships developed</li> <li>PARS operating at full capacity</li> </ul>	1,2,3,4
Culture & Leisure and Regeneration to work together to develop initiatives around cycling, walking and active travel.	Joint working on Walk to Work week. At discussion stage on cycling projects.	Further walking and cycle initiatives pursued and in place.	1,2,3,4

## Objective 2: Learning and Personal Development

Support learning opportunities for all age groups by enabling people to take part in new activities, by ensuring development pathways are in place and by ensuring access to coaching, officiating, leadership and club development training.

Action	2012 Baseline	2015 Target	Culture Strategy Principle
With key partners contribute to developing new ways of delivering informal Adult learning Opportunities across the borough	Initial discussions held and scoping report produced	New ways of delivering informal Adult Learning opportunities established, supported by strong partnership working	1,2,3,4
Continue to offer a full programme of Ballroom and Latin American dance	Current programme of 7 classes per week with average class size of 18, monthly social evenings, weekly tea dances and termly intergenerational tea dance.	Maintain programme of minimum of 7 classes and increase enrolments to an average class size of 20. maintain social evenings, tea dances and intergenerational opportunities.	1,2,3,4
Secure funding to continue to offer a programme of adult Sport and Physical Activity classes	Current funding until March 2012	Funding secured and programme continued and developed	1,2,3,4
Increase the number of sports clubs and organisations taking up disability awareness training offered by Culture and Leisure and Interactive	Take up by one club in 2012	24 clubs/organisations to have taken up training opportunities (8 per year)	1,2,3
In conjunction with Pro Active East London ensure access to a range of coach, official, leader, volunteer and club development education opportunities in or within easy reach of Havering, including Safeguarding Children and First Aid.	Local courses promoted and courses provided in borough as and when required	Continue to ensure access to a range of generic coach, official, leader, volunteer and club development education opportunities in or within easy reach of Havering,	1,2,3,4
Promote volunteering opportunities, identify volunteers (including those inspired by 2012) and work in conjunction with HAVCO and Havering Sports Council to try to utilise their talents and enthusiasm on an ongoing basis	Volunteering highlighted with Havering Sports Council and discussed as an agenda item	Formal partnership between HAVCO and Havering Sports Council established. New volunteers introduced into 10 sports clubs.	1,2,3,4
In conjunction with Pro Active East London, National Governing Bodies, SLM and schools, ensure access to a range of sports specific coaching and officiating courses are run in or within easy reach of Havering.	A range of coaching courses offered to teachers by the School Sports Collective. Sports specific Leaders awards offered to young people by Havering College and a number of	Havering residents to have access to a minimum of six NGB (Level 1 or 2) coaching courses and a minimum of four sports specific leaders awards per year, (50% linked to linked to priority sports) with volunteering opportunities.	1,2,3,4

	<p>sports clubs.  London wide coach education opportunities promoted on Pro – Active website  Drummond Education operates out of Hornchurch Sports Centre  Swimming, Diving and Lifesaving courses run at SLM centres</p>		
Schools to ensure that children and young people have the opportunity to develop foundation skills as a solid base for sport	Offered in the majority of schools	Programme co-ordinated by School Sports Collective	1,2,3,4
Programme of high quality sport and physical education to be offered in all schools.	Offered in the majority of schools	Programme of high quality sport and physical education offered in all schools	1,2,3,4
Continue to support the London Youth Games, raising aspirations, encouraging teamwork and providing pathways upwards in sport for young people.	Havering is the most successful borough in London Youth Games history, winning the Jubilee Trophy at the first ever London Youth Games in 1977 and winning the overall champion's title on 15 occasions since.	Continue to engage high numbers of young people, and achieve high levels of success, across the breadth of sports.	1,2,3,4

### Objective 3: Towns and Communities

Enriching our towns and communities, through investment and engagement in sport and physical activity.

Action	2012 Baseline	2015 Target	Culture Strategy Principle
Maintain Quest accreditation for Leisure Centres	Hornchurch Sports Centre and Central Park Leisure Centre both accredited	Achieve revised Quest accreditation in 2013 and maintain accreditation in subsequent years.	1,2,3,4
Maintain IFI status for Central Park Leisure Centre and gain accreditation for Hornchurch Sports Centre	Central Park Leisure Centre accredited and Hornchurch Sports Centre actively working towards, with support from Interactive	Hornchurch Sports Centre to achieve IFI status during 2013 Central Park Leisure Centre to maintain accreditation	1,2,3,4
Maintain and improve current facilities	Leisure Centre investment programme agreed	Leisure Centre investment programme delivered	2,3,4
Maintain and improve satisfaction ratings	National Benchmarking Scheme (NBS) data	Year on year percentage improvement, based on NBS data.	
Deliver a new leisure facility in Romford, subject to planning	Plans developed to deliver new centre	A new leisure facility in Romford open to the public, subject to planning	1,2,3,4
Deliver a new 5-a-side centre in Romford and work closely with the operators to ensure maximum benefit from community use	Centre opened in October 2012	5-a-side Centre operating at full capacity Maximum benefits from community use	1,2,3,4
With Parks and Open Spaces service encourage the development of facilities for sport and active recreation, including children's playgrounds, sports pitches, tennis courts, ball courts and outdoor gyms	Health and Sports Development Team consulted on development of sports facilities in parks.	Input into the development of sports facilities in parks maintained.	1,3,4
Investigate the feasibility of new or improved sports and leisure facilities Rainham / South Hornchurch	Strategic need identified.	Action plan developed and agreed to provide new leisure centre in south of borough.	1,2,3,4
Work with Regeneration to encourage the development of infrastructure for walking, cycling and active travel	Joint working on: <ul style="list-style-type: none"> <li>• Walk to Work Week,</li> <li>• Walk to School Week</li> <li>• Workplace Walking programme</li> <li>• Family Cycling</li> </ul>	Continue to work jointly and develop existing and new projects.	1,2,3,4

Introduce targeted youth sport initiatives to assist with the prevention of anti-social behaviour		Partnerships developed, including with: <ul style="list-style-type: none"> <li>• Youth Service</li> <li>• Children's Services</li> <li>• Youth Offending Team</li> <li>• Police</li> <li>• Probation Service</li> <li>• Community Football and programmes in place.</li> </ul>	1,2,3,4
Culture & Leisure to monitor developments with Sport England's Community Club initiative and work in partnership with schools to ensure approaches are made to appropriate National Governing Bodies re. Community Clubs and associated capital investment opportunities	Community Club Initiative announced.	Community Clubs in place at 50% of Havering secondary schools.	1,2,3,4
Work in partnership with schools and NGBs to identify potential facility developments and funding sources		Projects and funding identified.	1,2,3,4
Work with the Parks & Open Spaces team to create new outdoor sports facilities at Broxhill	Broxhill project in planning stages	Facilities designed, approved and completed.	1,2,3,4

- 
- i Interim 2011-based Subnational Population Projections
  - ii Projected Ethnicity Growth in Havering, London & Outer London Boroughs 2011-2021. Round Population Group Projections, Greater London Authority, 2010 (14).
  - iii Working Age People with Disabilities, Annual Population Survey: Department for Work and Pensions, (2012).
  - iv Limiting Long Term Illness in Havering, Census: Office of National Statistics, (2001).
  - v Residents Aged 65+, Living Alone with LTLI, POPPI, (2012). Available online at [www.poppi.org.uk](http://www.poppi.org.uk)
  - vi The cardiovascular disease category includes heart attack, chronic ischaemic heart disease and stroke.
  - vii Havering's Health & Wellbeing Strategy, 2012-14, in Priority 3: Earlier Detection of Cancer
  - viii Quality and Outcomes Framework, National Health Service Information Centre for Health and Social Care, 2008/09
  - ix Havering's Health & Wellbeing Strategy, 2012-14, on p12.
  - x Physical Exercise as a Preventive or Disease-Modifying Treatment of Dementia and Brain Aging. J. E. Ahlskog, Y. E. Geda, N. R. Graff-Radford, R. C. Petersen. Mayo Clinic Proceedings, 2011; 86 (9): 876
  - xi At Least Five A Week: Evidence on the Impact of Physical Activity and its Relationship to Health, Department of Health, 2004
  - xii Havering's Health & Wellbeing Strategy, 2012-14, on p12.
  - <sup>xiii</sup> Havering's Health & Wellbeing Strategy, 2012-14, in Priority 4: Tackling Obesity.
  - xiv At Least Five A Week: Evidence on the Impact of Physical Activity and its Relationship to Health, Department of Health, 2004
  - xv Let's Get Moving – A physical activity care pathway, Commissioning Guidance, Department of Health, 2012
  - xvi Let's Get Moving – A physical activity care pathway, Commissioning Guidance, Department of Health, 2012

This page is intentionally left blank



**CABINET**

**20 March 2013**

**Subject Heading:**

**Non-Domestic Rate Relief - Charities and non-profit making organisations**

**Cabinet Member:**

Councillor Roger Ramsey

**CMT Lead:**

Andrew Blake-Herbert

**Report Author and contact details:**

Jeff Potter Head of Customer Services  
01708 434139  
jeff.potter@havering.gov.uk

**Policy context:**

Contributes to the Councils savings strategy and recognises future changes in the funding arrangements to authorities

**Financial summary:**

Recommendation to agree an allocation of £160,000 for the financial year commencing 2013/14 in line with the funding for previous years and reports on changes to funding arrangements that impact the Council

**Is this a Key Decision?**

No

**When should this matter be reviewed?**

**Reviewing OSC:**

Value Overview and Scrutiny

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

Ensuring a clean, safe and green borough	<input type="checkbox"/>
Championing education and learning for all	<input type="checkbox"/>
Providing economic, social and cultural activity	<input type="checkbox"/>
in thriving towns and villages	<input type="checkbox"/>
Valuing and enhancing the lives of our residents	<input type="checkbox"/>
Delivering high customer satisfaction and a stable council tax	<input checked="" type="checkbox"/>

## **SUMMARY**

This report sets out the overall position in respect of discretionary rate relief against the Non Domestic Rate and explains the current budgetary position.

In light of the Council's savings strategy and future changes in the funding arrangements to authorities, this report makes a number of recommendations to the current policy operative from 1<sup>st</sup> April 2013.

The Localism Act has introduced a wider discretion to authorities that enables the rates payable to be reduced in accordance with rules determined by the Council. However any relief granted would be funded fully by the Council and this option is being considered separately as part of the Business Growth Strategy therefore subject to a separate report.

## **RECOMMENDATIONS**

1. To note that decisions on the level of discretionary relief will continue to be made by the Group Director of Finance and Commerce under the arrangements set out in this report in Appendices A and B.
2. To authorise a change in the current policy so that educational establishments will no longer be eligible for Discretionary relief.
3. To endorse current practice and with the exception of educational establishments only award discretionary relief to charities or non-profit making organisations, which wholly or mainly benefit Havering residents
4. To endorse the current basis of calculation of relief through the assessment sheet attached at Appendix B.
5. To authorise an addition to the current policy to require businesses eligible for Small Business Rate Relief (SBRR) to apply for that relief before consideration of any Discretionary relief
6. To authorise a change to the current policy so that to be eligible for discretionary relief Sports Clubs must be registered with HMRC as Community Amateur Sports Clubs
7. To agree an allocation of £160k to the Collection fund for the financial year commencing 2013/14 in line with the funding for previous years for non educational establishments.

**REPORT DETAIL**

1. The Local Government Finance Act 1988 provides for local authorities to grant a percentage relief against the Business Rate liability to charitable and non-profit making organisations through either a mandatory and / or discretionary payment.
2. Mandatory relief can only be granted if an organisation is registered as a charity or exempted from registration and meets certain conditions, whereupon the relief is calculated at 80 percent of the rate charge as a requirement; however the authority has discretionary powers to
  - top up the payment to organisations qualifying for mandatory relief
  - grant relief to organisations that do not meet the criteria for mandatory relief but are established as non profit making and again able to meet conditions specified by the Council.
3. Whilst the Mandatory relief has until the present been funded by Central Government through the rate pooling arrangements, depending on the type and percentage of discretionary relief awarded, the costs of the discretionary amount are shared either 25/75 or 75/25 between the Council and Central Government.
4. The basis of granting discretionary rate relief was last considered by the Council in 2004/05 and a policy adopted on the conditions and funding arrangements that existed at the time.
5. However, with effect from the 1<sup>st</sup> April 2013, fundamental changes will apply to the way Councils are funded and in London the cost of any mandatory charitable relief granted will be shared on the basis of a split with
  - Central Government paying 50%
  - The Council paying 30% and
  - Greater London Authority paying 20%
6. Additionally a wider discretion has been afforded to Councils through the Localism Act to reduce the rates payable to any Business Ratepayer within rules determined by the Council. However any reduction granted would need to be funded direct by the Council. The extent of this discretion has yet to be considered as part of the Business Growth Strategy and therefore subject to a separate report to follow.
7. Additionally, in recent years, Central Government has introduced changes to charity relief eligibility and also introduced other rate reliefs which are fully paid for by the national non domestic pool rather than the Council.

8. With the revision of funding arrangements this report recommends that rate payers are required to use other fully subsidised reliefs if available and that the Council should only grant discretionary relief if no other relief is available and the circumstances meet the Council's criteria.

**9. Proposals**

**9.1 Educational establishments**

9.1.1 The position on relief for schools has been determined through legislative decisions and historic local policy with the current framework as follows:

<b>Academies</b>	Academies are state funded schools that operate independently from the local authority. Academy conversion is through application to the DFE following a decision of the governing body or through sponsors from business, faith or voluntary groups.	80% Mandatory Relief 20% Discretionary
<b>Foundation and Trust schools</b>	Foundation schools are run by their own governing body, which employs the staff and sets the admissions criteria. Land and buildings are usually owned by the governing body or a charitable foundation.  A Trust school is a type of foundation school which forms a charitable trust with an outside partner - for example, a business or educational charity - aiming to raise standards and explore new ways of working.	80% Mandatory Relief
<b>Voluntary-aided schools</b>	Voluntary-aided schools are mainly religious or 'faith' schools, although anyone can apply for a place. As with foundation schools, the governing body employs the staff and sets the admissions criteria	80% Mandatory Relief 20% Discretionary
<b>Community schools</b>	Community schools are run by the local authority, which employs the staff, owns the land and buildings and sets the admissions criteria.	Not Eligible
<b>Voluntary-controlled schools</b>	Voluntary-controlled schools are similar to voluntary aided schools, but are run by the local authority. As with community schools, the local authority employs the school's staff and sets the admissions criteria.	80% Mandatory Relief 20% Discretionary
<b>Private and Independent schools</b>	Independent private schools can qualify as a charity provided that the operation of the school is seen overall as being for the public benefit, with an appropriate level of benefit for the poor and can demonstrate a wider public benefit, beyond that to their own pupils.	80% Mandatory Relief 20% Discretionary

9.1.2 The position on relief has until recently been maintainable with the mandatory relief met through the pooling arrangements and the discretionary relief contained from within the DSG (Dedicated Schools Grant). Mainstream community schools have received no relief and the full cost has been funded through the DSG.

9.1.3 New School funding reforms are being introduced from April 2013 which requires the delegation of most of the Council's centrally held budgets to schools. This will include the DSG that has been held centrally to meet the costs of discretionary rate relief.

9.1.4 Therefore, from April, there is no provision within the Schools Finance Regulations to continue to hold the £100k budget centrally in the DSG and it will have to be included in the overall funding that is delegated to schools.

9.1.5 Schools receive funding to pay non domestic rates through a formula factor which allocates a budget based on the actual cost.

9.1.6 The benefit resulting from the use of the DSG has been that rather than provide separate funding to meet the costs of schools' rates bills by awarding discretionary relief, the net cost to the Council has been nil. This will continue.

9.1.7 This new funding arrangement means that there is no longer a benefit in granting discretionary relief to our schools and the reduced rates income to the Council would impact on future grant settlements.

9.1.8 Additionally, in recent months there has been an increasing number of Community Secondary Schools converting to Academies which are outside the control of the Council and qualify for Mandatory relief as charities. It is expected that this will continue with some Primary Schools also converting to Academies.

9.1.9 Currently the mandatory relief is centrally funded, however, from April 2013 the Council will need to meet 30% of the cost. As there is an inequality in the way schools are to be treated, it would seem inappropriate to continue to award the discretionary top up and to bring parity and fairness to the maintained education sector it is recommended that discretionary relief is no longer applied to educational establishments from 1<sup>st</sup> April 2013 on the basis that those who have charitable status can still apply for and benefit from 80% mandatory charity relief and will receive funding for the remaining 20% liability.

9.1.10 This action will result in educational establishments currently receiving discretionary relief having to pay 20% of their business rates although this will be met through other funding. In the case of Academies this will be met from funding from the DfE and in the case of VA and VC schools from the Dedicated Schools Grant.

9.1.11 There are, in addition, four Independent schools in the Borough of which only one has applied for and currently receives the discretionary top up and does not receive funding through the Dedicated Schools Grant. This school will

presumably continue to receive 80% mandatory relief but will not be entitled to 20% discretionary relief. In order to provide adequate notice of the proposed change in policy it is recommended that their relief should expire on 31<sup>st</sup> March 2014.

### **10.1 Sports Clubs,**

10.1.1 The Local Government Act 2003 introduced an amendment to the Business Rate Regulations to enable mandatory relief to be applied where the ratepayer is a registered with HMRC as a Community Amateur Sports Club (CASC), on the grounds that the property occupied is wholly or mainly used—

- (i) for the purposes of that club, or
- (ii) for the purposes of that club and of other such registered clubs;”

10.1.2 There are a small number of clubs not as yet registered in this way but discretionary relief has been awarded historically for varying amounts.

Fortunately, at present, a number of the sports clubs which were receiving discretionary relief only, and not registered as a CASC have received 100% assistance through the Small Business Rate Relief scheme (see Appendix C) and therefore are better off than they would be if they could only claim discretionary relief. However, this may end in March 2014 as the Government has yet to make an announcement on any extension to small business rate relief beyond this date.

10.1.3 As the changes in funding will place an additional burden on the Council it would seem inappropriate to continue to meet the discretionary rate payments unless the club can show that they have undertaken registration as a Community Amateur Sports Club (CASC). At this point only one sports club will lose relief as they do not qualify for Small Business Rate relief and are not registered as a Community Amateur Sports Club.

10.1.4 Whilst the discretionary relief will not expire until 31<sup>st</sup> March 2014, the club will be contacted to encourage registration as a Community Amateur Sports Club to minimise the future financial effect.

10.1.5 At present there are no Sports clubs receiving discretionary relief in addition to Mandatory relief and accordingly it is recommended that the policy should be changed to reflect the current practical position in that the Council will provide discretionary relief only if the CASC is registered with HMRC.

## **11 Small Business Relief**

11.1 The background is set out at Appendix C. Small businesses have been eligible for relief for a number of years and the Government has indicated that this will be extended to March 2014. It is proposed to require small businesses to apply for this relief, and only if they are ineligible to be entitled to discretionary relief.

## **12 Notice of redetermination.**

The regulations governing charity relief require that a notice of redetermination is served on any existing claims of a minimum of one year and must start from the commencement of a rate year. Therefore the earliest that the existing claims can

be redetermined would be 1<sup>st</sup> April 2014 provided the Council notifies the ratepayers by 31 March 2013.

## REASONS AND OPTIONS

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

The changes in funding to authorities from April 2013 will place an additional burden on the Council and therefore the budgetary provision and policy for the award of discretionary relief requires urgent review.

The reasons for the proposed changes are as follows:

- Exclusion of educational establishments from discretionary relief. To provide a fair system of relief and funding for the maintained educational sector and to ensure the efficient use of resources.
- The requirement for small businesses to apply for small business relief before being eligible for discretionary relief. To ensure that the Authority maximises the use of government funding.
- The requirement for sports clubs to be registered as Community Amateur Sports Clubs (CASC) with the HMRC. To remove an anomaly in the system of relief and to provide consistency with the entitlement to mandatory CASC relief.

### **13. Other options considered:**

13.1 The recommendations, whilst mainly affecting Educational establishments, have minimal effects on other groups in the borough and therefore these proposals are considered to be the least unpalatable.

13.2 The option to continue with the current arrangements was rejected as the financial effect would be too onerous.

## IMPLICATIONS AND RISKS

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

#### **14.1 Current position**

14.1.1 The current year holds a budgetary provision within the collection fund for non educational establishments of £159,870 against which £143,770 has been allocated as shown in the following table and based on the administrative arrangements recorded.

14.1.2 The table records a negative amount for discretionary only however this represents relief taken back for previous years where we have converted the case to Small Business Rate Relief status

Charity Relief	31st January 2013			Cost to Collection Fund
	Mandatory	Discretionary	Discretion % to Collection Fund	
<b>Mandatory and Discretionary</b>				
~Educational	£1,204,891.42	£301,222.86	75%	£225,917.15
~Non Educational	£769,488.59	£194,106.17	75%	£145,579.63
<b>Mandatory only</b>				
~Educational	£559,259.08	£0.00	0%	£0.00
~Non Educational	£1,738,227.90	£0.00	0%	£0.00
<b>Discretionary only</b>				
~Educational	£0.00	£0.00	0%	£0.00
~Non Educational	£0.00	-£7,238.19	25%	-£1,809.55
	<u>£4,271,866.99</u>	<u>£488,090.84</u>		<u>£369,687.23</u>
Funded through		Dedicated Schools Grant		£225,917.15
		Collection fund budget provision 2012-13		£159,870.00
				<u>£16,099.92</u>

14.1.3 Additionally 20 educational establishments, mainly Academies, voluntary aided (VA) and faith schools will lose the discretionary element of £301,222.86 although this will be met through the arrangements for Educational establishments described earlier.

**Legal implications and risks:**

Any organisations affected by the change in arrangements for discretionary relief proposed within this paper will need to be the subject of 1 year's notice to take effect at the end of the financial year.

**Non-Domestic Rating (Discretionary Relief) Regulations 1989/1059**

“(3) A decision may only be revoked and a relevant variation of a determination may only be made so that the revocation or variation takes effect at the expiry of a financial year, and so that at least one year's notice of the revocation or variation is given under paragraph (1) or (2) (as the case may be).”

Accordingly notice must be given at the latest by 31 March 2013 to take effect from 1 April 2014.

If there are any representations made about the proposed changes then there would be sufficient time for these to be considered and acted upon if necessary before the date for implementation.



**Human Resources implications and risks:**

There are no Human Resource implications or risks arising from this report

Appendix A – Charity relief background

Appendix B - Discretionary relief assessment form

Appendix C – Small Business Rate Relief briefing document

Appendix D - Equality Impact Assessment

**BACKGROUND PAPERS**

**Charity relief background**

**Mandatory Relief – Registered charities**

An organisation will qualify for mandatory relief provided the ratepayer is a charity registered with the Charity Commissioners or exempted from registration, and the property is wholly or mainly used for charitable purposes.

Where the property is used as a shop to sell goods to supplement the finances of the organisation, further provisions exist to ensure that relief is only granted where the goods sold have been wholly or mainly donated. This ensures that the shop is not in direct competition with retailers by selling wholesale goods bought from suppliers, including cottage industry and third world output.

Where an organisation meets the conditions of the legislation the relief is a requirement and therefore is actioned as part of the normal administration of Non Domestic Rates (Business Rates), within the Revenue section, although to ensure probity a report of the case is reviewed by the Group Director of Finance and Commerce.

Mandatory relief is 80% of the rate liability, which *may* be supplemented by up to 20% discretionary relief.

The full cost of mandatory relief is currently borne by the non-domestic rate pool and not met directly by the authority. This will change with the revised funding arrangements from April 2013 with the Council sharing the cost on the 50/30/20 split described above.

**Discretionary Relief**

Billing authorities have discretion to grant an award to:

- Top up the award to charities in receipt of mandatory relief
- Grant awards to non-profit making organisations

**Top up to mandatory relief**

**The top up of relief to charities, in addition to the amount of mandatory relief may be made to a maximum of 100% of the rate charge**

Where discretionary relief is granted in addition to mandatory relief, 25% of the discretionary award is offset against payments into the pool and therefore not directly met by the Council the remainder 75% is borne locally through the

collection fund. However this funding arrangement changes with effect from 1<sup>st</sup> April 2013.

It is for each authority to judge whether an organisation qualifies for relief and any percentage allowed.

Non-profit making organisations

**Authorities may grant relief of up to 100% to non-profit making bodies where the property is:**

“used by one or more institutions or organisations, none of which is established or conducted for profit and whose main objects are charitable, philanthropic or religious or concerned with education, social welfare, science, literature or the fine arts.”

The cost of any discretionary rate relief granted to non-profit making organisations is borne 75% by the pool and 25% locally through the collection fund. Again the funding arrangements will change from 1<sup>st</sup> April 2013 to the 50/30/20 split described above.

The criteria used within the current policy to assess whether an application for discretionary rate relief in respect of a non-profit making organisation are as follows:

- The extent to which the organisation is local: e.g. the Council do not give rate relief to national charity shops.
- Membership Arrangements for clubs etc : is membership restricted, are the fees excessive
- Membership consistency : what percentage is drawn from the authority residents
- Facilities : are there particular features for vulnerable or needy groups e.g. Disabled, Elderly, youth groups, minority groups
- Are there specialist facilities: which would otherwise be provided by the Council or of particular welfare to the community aimed at Havering residents, or used as a focal point for Havering residents. Specialist Training : Special skills for the young (e.g.: sport), Broader training (e.g.: disabled or training specialists to pass on skill)

Rate relief charged to the non-domestic rate pool is subject to an annual audit through the District Audit procedures.

**Current award arrangements**

An application form is available for all applicants with a covering explanatory leaflet to allow them to indicate their status and their application for the appropriate reliefs.

The Head of Customer Services and the Customer Services Improvement Manager review the applications with a report on the appropriate levels of relief made to

Group Director of Finance and Commerce for approval. These powers were exercised as part of the delegation to Group Director of Finance and Commerce under the authority contained within the Constitution.

Mandatory relief can apply to national and local organisations alike with many national charities receiving relief, particularly with the development of charity shops, and quite often an application for discretionary relief is made with the application for mandatory relief.

To ensure conformity in dealing with applications current practice is to only award discretionary relief to charities or organisations, which wholly or mainly benefit Havering residents, e.g. St. Francis Hospice, and Community Centres.

Whilst the percentage of discretionary relief is open ended to a maximum of 100%, for uniformity of approach the level is considered by reference to an assessment of the organisation using a Discretionary Rate Relief Assessment Sheet (appendix A).

In this way a consistency of approach is maintained.

The calculation starts with a base premise of 0% discretion for mandatory cases and a 50% base for qualifying non profit applicants and is then adjusted to reflect certain conditions. For example, where membership is considered to be restrictive by excessive fees or “blackballing” arrangements the relief would be reduced by 100% or where the facilities offered were directed to the welfare of Havering residents increased by 30%

The sum of these adjustments are applied to the base to provide a guide on the level recommended.

**Discretionary Rate Relief Assessment Sheet**

Does the organisation receive mandatory relief?

Yes / No

Criteria	% change	% allowed
<b>Base discretionary relief - Mandatory cases : 80%</b>		
<b>Discretion only : 50%</b>		
<b>Membership Arrangements –</b>		
Blackballing (membership rejection through secret vote)	-100.00	
Personally known	-80.00	
Excessive fees	-100.00	
Open (no restrictions)	0.00	
<b>Membership consistency –</b>		
less than 50% local	-5.00	
less than 40% local	-7.00	
less than 30% local	-10.00	
less than 20 % local	-25.00	
less than 10 % local	-50.00	
<b>Facilities</b>		
Provision for Elderly	5.00	
Disabled	5.00	
Young	5.00	
Minority	5.00	
Regular use by other organisation	5.00	
<b>Special Facilities</b>		
Which would otherwise be provided by the Council	10.00	
Welfare to the community aimed at Havering residents	30.00	
Focal point for Havering residents	20.00	
<b>Specialist Training</b>		
Special skills for the young (e.g. sport)	5.00	
Broader training (e.g. disabled or training specialists to pass on skill)	10.00	
<b>New Club / Organisation</b>		
First year of existence	10.00	
Second year of existence	5.00	
<b>Provision of bar</b>		
Open to the public with public license	-30.00	
Ancillary to the aims of the club	0.00	
<b>Calculated relief</b>		

Appendix C

**Small business rate relief - Briefing note**

Business ratepayers will be eligible for small business rate relief if they generally occupy only one property and the rateable value is below a certain level. The system varies between England and Wales.

**Small business rate relief in England**

Business ratepayers will be eligible for small business rate relief in England if their rateable value is below £18,000 (£25,500 in London) which means they are charged on lower rate poundage. (For 20013/14 this is 46.2p in £ compared to 47.1p in £)

In addition:

The last national revaluation of properties was undertaken in 2010 and therefore if the 2010 assessed rateable value is **£6,000 or below**, the small business rate multiplier is used and the bill will be reduced by 50 per cent.

However, the Government has doubled the relief, which was extended by the last Budget, to March 2014 with the following levels

- If the 2010 rateable value is **£6,000 or below** small business rate relief at 100 per cent applies (rather than 50 per cent),
- If the 2010 rateable value is **between £6,001 and £11,999** inclusive, the small business rate multiplier is used and the bill will be reduced on a sliding scale - from 100 per cent at the bottom of the range to 0 per cent at the top. For example, if the rateable value is £9,000, the bill will be reduced by 50 per cent.

If the ratepayer has more than one business property, the relief is only available if the rateable value of each of the other properties is below £2,600. If this is the case, the rateable values of all the properties will be combined and the relief is applied to the main property based on the total rateable value.

**Equalities implications and risks:**

When making this decision Cabinet should have due regard to the public sector equality duty. Section 149 of the Equality Act 2010 states:

*A public authority must, in the exercise of its functions, have due regard to the need to:*

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

*The relevant protected characteristics are:*

- *Age*
- *Disability*
- *Gender reassignment*
- *Pregnancy and maternity*
- *Race,*
- *Religion or belief*
- *Sex*
- *Sexual orientation*
- *Marriage and Civil partnership*

An Equalities Impact Assessment has identified the main impact on protected groups and the mitigation measures are as follows:

**Age** – many organisations potentially affected are used by younger people (e.g. scouting/guiding and sports clubs). In addition, a number of schools are affected, with a potential impact on students attending these schools.

Mitigating measures –Sports clubs will still be eligible for assistance through its Community Amateur Sports Club affiliation and other groups can still be considered for relief as not for profit bodies. Many educational establishments are also charities and as such will still qualify for mandatory rate relief. In the context of a school's budget, the financial impact of removal of discretionary relief is very small and in the case of establishments subject to the Dedicated School Grant will be finance neutral.

**Disability** – there are no plans which will directly impact upon disabled groups or individuals

**Religion** – many of the VA schools affected are faith based and as such the impact of changes may affect certain faiths more than others.

Mitigation measures - it is expected that any impact on VA schools will be finance neutral. The proposal ensures that schools are treated fairly regardless of the community they serve and schools with charitable status will still be able to apply for mandatory relief.

As a result of the Equality Impact Assessment, a review process will be introduced and organisations will be expected to provide monitoring information to show the impact of any proposed changes on particular protected groups. This report also recommends that further consultation is undertaken on other possible changes to eligibility criteria. Following this consultation, the Equality Impact Assessment will be reviewed to identify any equality implications



## **CABINET** **20 March 2013**

<b>Subject Heading:</b>	Corporate Performance Report 2012/13 – Quarter 3
<b>Cabinet Member:</b>	Councillor Michael White
<b>CMT Lead:</b>	Cynthia Griffin
<b>Report Author and contact details:</b>	Claire Thompson, Corporate Policy & Community Manager, <a href="mailto:claire.thompson@havering.gov.uk">claire.thompson@havering.gov.uk</a> 01708 431003
<b>Policy context:</b>	The report sets out the Council's performance against the Corporate Performance Indicators for Quarter 3 of 2012/13.
<b>Financial summary:</b>	There are no direct financial implications arising from this report. It is expected that the delivery of targets will be achieved within existing resources.
<b>Is this a Key Decision?</b>	No
<b>Is this a Strategic Decision?</b>	No
<b>When should this matter be reviewed?</b>	The Corporate Performance Report will be brought to Cabinet following the end of each quarter.
<b>Reviewing OSC:</b>	Value, Towns and Communities, Individuals, Environment, Children and Learning, Adult

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

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

## SUMMARY

This report sets out the performance of the Council's Corporate Performance Indicators for the third quarter (October - December 2012), against the five Living Ambition Goals of the Corporate Plan:

- Environment
- Learning
- Towns and Communities
- Individuals
- Value

Of the 68 Corporate Performance Indicators, 40 are able to be measured quarterly. The remaining indicators are collected on an annual or bi-annual basis only.

The report identifies where the Council is performing well (Green) and not so well (Amber and Red). The variance for the 'RAG' rating is:

- Red = more than 5% off the Quarter Target
- Amber = up to 5% off the Quarter Target
- Green = on or above the Quarter Target

Where performance is more than 5% off the Quarter Target and the RAG rating is 'red', a 'Corrective Action' box has been included in the report. This highlights what action the Council is taking to address poor performance where appropriate.

Also included for indicators measured quarterly is a Direction of Travel (DoT) column which compares performance in Quarter 3 2012/13 with performance in Quarter 3 2011/12. A green arrow symbol (↑) signifies performance is better than Quarter 3 2011/12 and a red arrow symbol (↓) signifies performance is worse than Quarter 3 2011/12.

Of the 40 indicators measured quarterly, 37 have been given a RAG status in Quarter 3. For 3 indicators a RAG status is not applicable this quarter. In summary 19 indicators (51%) are rated as 'green', 8 indicators (22%) are rated as 'amber' and 10 indicators (27%) are rated as 'red'.

Please note that 4 annual indicators under the goal of Learning have been included in this report as they relate to the academic year, rather than financial year and this information became available in November 2012. Of the 4 indicators, 3 have been given a RAG rating. Of these, 2 indicators are 'green' and 1 indicator is 'red'.


## RECOMMENDATIONS

Members are asked to review the contents of the report and note its content.




**REPORT DETAIL**

**Summary of quarterly indicators rated as ‘red’**

Towns and Communities

Indicator	Quarter 3 Target	Quarter 3 Performance	DOT
((ex) NI157c) - Processing of other applications within 8 weeks (%)	80%	74%	
Performance is worse than target this quarter and worse than this time last year. It is also worse in comparison to Quarters 1 and 2 of 2012/13 (89% and 86% respectively). This drop in performance is due to staffing issues within the service, which are being addressed.			

Individuals

Indicator	Quarter 3 Target	Quarter 3 Performance	DOT
((ex) NI131/2C(i)) - Overall number of delayed transfers of care from hospital per 100,000 population (shared with BHRUT/PCT/CCG)	7	13.4	
((ex) NI131/2C(ii)) - Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000	3	3.7	
These indicators are in relation to hospital discharges and challenging targets have been set for both to drive improvement. The first indicator is an overall partnership indicator that measures the total number of delayed discharges across the system including in the hospital itself. The Council is continuing to work with partners to improve systems, processes and care in the community to prevent unnecessary hospital admissions. The second indicator is for ASC and health. Direction of travel is positive for this indicator in a challenging environment and work is on-going to further improve performance. The figures for this indicator relate to a small number of people; therefore an additional 1 or 2 people per week who experience a delay could have a large impact on the overall performance figure.			
(CY2) - % of placements lasting at least 2 years	75%	61.4%	
The % of placements lasting at least 2 years is a measure of the stability of placements for looked after children. The performance in this area is not considered good enough, particularly in the area of teenagers where foster care placements can tend to break down. A review of this area has been undertaken which has resulted in increased work to recruit foster carers and changes to procedures so that they offer greater support to the foster care placements when they come under pressure. This is an area that is being prioritised for improvement within children’s services.			

Indicator	Quarter 3 Target	Quarter 3 Performance	DOT
(ex) NI130/1C (i)) - % of people using social care who receive self-directed support and those receiving direct payments	54.60%	47.40%	↑
Although performance is worse than target this quarter, performance is better than this time last year. The inclusion of Assistive Technology Clients (approximately 150 additional clients) as part of the number of people who use social care has impacted performance as it has increased the overall denominator. The service is continuing to ensure that self-directed support is further embedded as the default way we work.			
(ex) NI130/1C (ii)) - Direct payments as a proportion of self-directed support (%)	14.4%	10.7%	↑
A more stretching target has been set for this indicator than last year in order to continue to increase the amount of choice and control for social care clients. Although performance is worse than target, it is better than this time last year. The inclusion of Assistive Technology Clients (approximately 150 additional clients) as part of the number of people who use social care has impacted performance as it has increased the overall denominator. In addition, in line with the national picture, we continue to face challenges in increasing the take up of direct payments for older people. The Service is working hard to help people make best use of the money they receive to purchase their own care services and to increase the proportion of people who use Personal Budgets.			

Value

Indicator	Quarter 3 Target	Quarter 3 Performance	DOT
(CS4) - Speed of processing changes in circumstances of HB/CTB claimants (days)	12 days	28.94 days	↓
(CS3) - Speed of processing new HB/CTB claims (days) (NEW)	19 days	30.90 days	↓
The indicators relating the Housing Benefit and Council Tax Benefit are recession related. There has been an increase in the numbers of people claiming housing and council tax benefit and needing to be assessed for those benefits because of changes in their circumstances. This increase has put substantial pressure on the staff processing these claims and some additional resources have been brought in to clear a backlog that has developed. Although Quarter 3 figures do not show improvement overall, <b>by December the figure for processing changes in circumstances had decreased to 16.68 days and the figure for new claims had decreased to 24.51 days.</b> Performance is expected to improve further in Quarter 4, although it is not expected to reach the target.			
(CS10) - % of Member/MP enquiries completed within 10 days	90%	TBC	NA
(CS7) - % of corporate complaints completed within 10 days	90%	TBC	NA
Whilst the figures for this indicator show that we are performing worse than target, this is misleading as some officers have not been closing the enquiry/complaint on the system. Therefore the number being completed within 10 days is significantly higher. Further training on the new system will be rolled out across the Council to ensure it is being used correctly.			

## Summary of annual indicators rated as ‘red’

### Learning

Indicator	Annual Target	Annual Performance	DOT
(ex) NI075 - KS4 - % of pupils who achieve 5 or more A*-C grades, including Maths and English	68%	61.10% (2011/12)	↓
The outturn for the academic year 2011/12 is primarily due to the issues with the English GCSE grading in the summer. Havering was one the most affected authorities in English with over 10% of our pupils not gaining their expected grade. As this was part of a national marking issue, no corrective action is required. We will continue to support all our schools and academies to achieve the best results possible.			

The Corporate Performance Report 2012/13 – Quarter 3 is attached as Appendix 1.

### REASONS AND OPTIONS

**Reasons for the decision:** To provide Cabinet Members with a quarterly update on the Council’s performance against the Corporate Performance Indicators.

**Other options considered:** N/A

### IMPLICATIONS AND RISKS

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

Adverse performance for some Corporate Performance Indicators may have financial implications for the Council. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year.

#### **Legal implications and risks:**

Whilst reporting on performance is not a statutory requirement, it is considered best practice to regularly review the Council’s progress against the Corporate Plan.

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

There are no specific Human Resources implications.

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

The following Corporate Performance Indicators rated as 'red' could potentially have equality and social inclusion implications if performance does not improve:

- (ex) NI131/2C (i) - Overall number of delayed transfers of care from hospital per 100,000 population (shared with BHRUT/PCT/CCG)
- CS4 - Speed of processing changes in circumstances of HB/CTB claimants (days)
- CS3 - Speed of processing new HB/CTB claims
- (ex) NI075 - KS4 - % of pupils who achieve 5 or more A\*-C grades, including Maths and English

The commentary for each indicator provides further detail on steps that will be taken to improve performance.

## **BACKGROUND PAPERS**

The Corporate Plan 2011-14 and 'Plan on a Page' 2013-14 are available on the Living Ambition page on the Havering Council website at: <http://www.havering.gov.uk/Pages/Campaigns/living-ambition-our-20-year-vision.aspx>

**Appendix 1: Corporate Performance Report 2012/13 – Quarter 3**  
**Cabinet- 20<sup>th</sup> March 2013**

**Key**

Direction of Travel (DoT)		RAG Rating	
↑	Performance is better than Q3 2011/12	<b>Red</b>	More than of 5% off the Quarter Target
↓	Performance is worse than Q3 2011/12	<b>Amber</b>	Up to 5% off the Quarter Target
→	Performance is the same as Q3 2011/12	<b>Green</b>	On or within the Quarter Target
Corporate Plan Performance Indicator			

**Environment - to ensure a clean, safe and green borough**

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
(ex) NI191	Residual household waste (kg) per household	Smaller is Better	645kg	437kg (Nov) 487kg (Quarter 3)	445.39 kg (Nov 2012)	443.76kg (Nov 2011)	↓	The performance figure provided is until the end of November 2012 as the service is currently awaiting a Quarter 3 update from the DEFRA Waste Data Flow system. Therefore a target for November 2012 has also been provided. Performance is just worse than target this quarter and worse than this time last year.	Streetcare
CSP1	The number of residential burglaries reported	Smaller is Better	1,909	1,431	1488	1497	↑	The number of burglaries peaks over the Christmas period, and in preparation for this, extra resources were put into place at the start of winter 2012. This included communication campaigns to raise awareness and the deployment of the Police Territorial Support Group (a group of officers who target a specific problem) in the four weeks before	Customer Services

Page 229

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
								Christmas. Despite these initiatives, performance is worse than target, although better than this time last year. Performance is expected to improve in Quarter 4; however because of performance in Quarter 3, it is anticipated that the year-end target will not be achieved	
SC18	Total number of fly tip incidents	Smaller is Better	2,704	2,076	2,169	2,269	↑	Although we are just worse than target, performance is better than this time last year. In addition, the Environment Agency has recently clarified the definition of what constitutes a fly tip and some of the incidents that we have been recording as fly tips may be reclassified. In light of the change in definition, officers are working to identify these incidents; we will then recalculate the numbers back to April 2012.	Streetcare
(ex) NI192	% of household waste sent for reuse, recycling and composting	Bigger is Better	36%	36%	36% (Nov 2012)	36.72% (Nov 2011)	↓	The performance figure provided is until the end of November 2012 as the service is currently awaiting a Quarter 3 update from the DEFRA Waste Data Flow system. Performance is on target, although worse than this time last year. Performance is worse in the winter months due to a reduction in green waste. However, the service is on track to meet the year-end target.	Streetcare
SC11	% of missed collections put right within target	Bigger is Better	93%	93%	94%	93.84%	↑	Performance is better than target and better than this time last year. The improvement in the response rate to missed collections has occurred partly as a result of reorganisation and rescheduling by the contractor.	Streetcare
CSP2	The number of anti-social behaviour incidents	Smaller is	5,970	4,477	4283	4214	↓	Performance is better than target this quarter, although worse than this time	Customer Services



Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
	reported	Better						last year.	
(ex) NI195d	% of fly posting	Smaller is Better	1%	Bi-annual	NA	Bi-annual	NA	This is a bi-annual indicator and will be reported in Quarter 4. It has been included for information purposes only.	Streetcare

### Learning - to champion education and learning for all

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
Page 231 (ex) NI075	KS4 - % of pupils who achieve 5 or more A*-C grades, including Maths and English	Bigger is Better	68%	Annual	61.10% (2011/12)	63.9% (2010/11)	↓	<p>Performance is worse than target and also worse than the outturn in 2010/11. This is primarily due to the issues with the English GCSE grading in the summer. Havering was one the most affected authorities in English with over 10% of our pupils not gaining their expected grade- <a href="http://www.guardian.co.uk/news/datablog/2012/oct/18/gcse-english-rates-local-authority?INTCMP=SRCH">www.guardian.co.uk/news/datablog/2012/oct/18/gcse-english-rates-local-authority?INTCMP=SRCH</a></p> <p><b>Corrective Action</b></p> <p>As this was part of a national marking issue, no corrective action is required. We will continue to support all our schools and academies to achieve the best results possible.</p>	Learning and Achievement
LA6	% of Early Years providers, including those in schools, judged Good or Outstanding by OFSTED	Bigger is Better	73%	73%	74.9%	72.60%	↑	<p>Performance is better than target this quarter. Of the 302 total providers (based on the number of Ofsted registered provisions), 227 (this figure is based on the number of providers as registered with Ofsted, with children on roll at the premises) are considered 'Good or above'. Performance has also improved when compared to Quarter 3</p>	Learning and Achievement

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
								2011/12.	
LA1	Number of apprentices recruited in the borough	Bigger is Better	460 (AY 2011/12)	460 (AY 2011/12)	563	522 (AY 2010/11)	↑	This indicator is measured by academic year (AY) which runs from August to July. The figure provided is therefore the Quarter 4/Annual figure (May – July 2012). Performance is better than target and better than the outturn for 2010/11. The target of 460 was set by the 14-19 Partnership, as part of a three year programme to increase the number of apprenticeships in the borough.	Learning and Achievement
(ex) NI117	% of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	Smaller is Better	5.1%	5.1%	4.8%	5%	↑	Performance is better than target and better than this time last year.	Learning and Achievement
LA10	KS4 - number of schools below the floor standard where fewer than 35% of pupils achieve A*-C grades in both Maths and English and make less than average progress in Maths and English	Smaller is Better	0 (2011/12)	Annual	0 (2011/12)	0 (2010/11)	→	Performance is on target for this indicator and we have maintained our performance from last year. Last year the floor target was 30% and we were 2 of 153 Authorities not to have any schools below floor. This year there are a lot more authorities that do not have any schools below the floor standard, due to many underperforming schools becoming Academies and therefore being exempted.	Learning and Achievement
LA9	KS2 - number of schools below the floor standard where fewer than 60% of pupils achieve Level 4 or above in both Maths and English and make less than average progress in Maths and English	Smaller is Better	0 (2011/12)	Annual	0 (2011/12)	0 (2010/11)	→	Performance is on target for this indicator and we have maintained our performance from last year.	Learning and Achievement
LA5	% of 3 and 4 year olds who have access to an early education entitlement place	Bigger is Better	90%	90%	60.3%	58%	↑	This indicator is measured by academic year which runs from August to July, but monitored quarterly, therefore no	Learning and Achievement

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
	if their parents wish ( <i>Whilst this refers to access to places, it is actually measured on take up of places. The wording has remained the same because this is how it is reported to the Department for Education</i> )							RAG rating has been provided. The performance figure is for the 2012/13 Autumn term. Compared to the same time period last year, performance has improved by 2.3%.	
LA8	% of children with a good level of achievement in Early Years Foundation Stage	Bigger is Better	Not set	Annual	60% (2011/12)	58.6% (2010/11)	↑	No target was set for this indicator, as the Service was awaiting the outcome of a Government report. Now this report has been received, there have been changes to the curriculum and this indicator will no longer need to be measured. A figure has been included for information for 2011/12, but the indicator will be removed from the report next year.	Learning and Achievement

Page 233

**Towns and Communities - to provide economic, social and cultural opportunities in thriving towns and villages**

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
(ex) NI157c	Processing of other applications within 8 weeks (%)	Bigger is Better	80%	80%	74%	81%	↓	Performance is worse than target this quarter and worse than this time last year. It is also worse in comparison to Quarters 1 and 2 of 2012/13 (89% and 86% respectively). This drop in performance is due to staffing issues. <b>Corrective Action</b> Staffing issues within the service are being addressed.	Development and Building Control
(ex) NI157b	Processing of minor applications within 8 weeks (%)	Bigger is Better	65%	65%	62%	78%	↓	Performance is slightly worse than target and worse than this time last year. In comparison with Quarters 1 and 2 of 2012/13 (71% and 66% respectively), performance against target has	Development and Building Control

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
								continued to drop. This is partly due to the increase in legal agreements needed to secure the Council's Planning Obligations tariff together with staffing issues, which has affected continuity of application handling.	
H5	% of rent arrears against rent debit	Smaller is Better	2%	2.20%	2.22%	2.15%	↓	Performance is just worse than target this quarter (by 0.02%) and worse than this time last year.	Homes, Housing and Public Protection
(ex) NI157a	Processing of major applications within 13 weeks (%)	Bigger is Better	60%	60%	86%	50%	↑	Performance exceeded target and is better than this time last year, with 6 out of 7 applications issued within the statutory time frame. This performance outcome reflects inclusion of several schemes which were variations/approval of details or had involved extensive negotiation prior to submission which reduced processing time.	Development and Building Control
(ex) NI158	% of decent council homes	Bigger is Better	58.4%	43%	43%	40.2%	↑	Performance is on target and is better than this time last year. In total, 531 properties were made decent between October and December 2012 and no additional properties became non-decent.	Homes, Housing and Public Protection
R3	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	600	450	594	657	↓	Performance is better than target, although worse than this time last year. In Quarter 3 278 business received business support from the Economic Development Team through the following initiatives: Leaders Network, Women in Business, Access to Finance, Fit for Legacy and Her Majesty's Revenue and Customs (HMRC) workshops.	Regeneration
R2	Net external funding (£) secured through regeneration initiatives	Bigger is Better	£1,000,000	£750,000	£1,336,600	£3,240,245	↓	Performance is better than target, although worse than this time last year. In Quarter 3, £411,600 of external	Regeneration

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
								funding was secured. The two largest grants were £128,900 from Heritage Lottery Fund (HLF) for Upminster Windmill and £100,000 from Veolia Havering Riverside Trust (VHRT) for Rainham War Memorial.	
DC4	% of appeals allowed against refusal of planning permission	Smaller is Better	30%	30%	27.59%	37%	↑	The service reviews all appeal decisions and keeps an eye out for trends so that any issues in our decision making can be addressed.	Development and Building Control
CL2	Number of library visits (physical)	Bigger is Better	1,520,000	1,155,200	1,319,096	1,194,782	↑	Performance is better than target and significantly better than this time last year.	Culture and Leisure

#### Individuals - to value and enhance the lives of our residents

Page 235

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
(ex) NI131/2C (i)	Overall number of delayed transfers of care from hospital per 100,000 population (shared with BHRUT/PCT/CCG)	Smaller is Better	7	7	13.4	13	↓	<p>This is a partnership indicator relating to hospital discharges which measures the total number of delayed discharges across the system including in the hospital itself. A challenging target has been set for this year to drive improvement.</p> <p>Performance is worse than target and worse than this time last year. However, performance has improved when compared to Quarter 2 2012/13 when the outturn was 15.2.</p> <p><b>Corrective Action</b></p> <p>The Council continues to work with partners including Local Authorities and BHRUT and NELFT to improve systems, processes and care in the community in order to prevent unnecessary hospital</p>	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
								admissions. It is anticipated that performance will continue to improve in 2012/13; however based on current performance to date the year-end target is unlikely to be met.	
(ex) NI131/3C (ii)	Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000	Smaller is Better	3	3	3.7	5.9	↑	<p>This is a partnership indicator between Adult Social Care (ASC) and Health relating to hospital discharges which measures the total number of delayed discharges across the system including in the hospital itself. A challenging target has been set for this year to drive improvement. Fines for delays have significantly reduced this year and the direction of travel is positive in a challenging environment. Performance has improved significantly compared to this time last year.</p> <p><b>Corrective Action</b></p> <p>Work is on-going between Health and ASC to change ways of working to improve performance. The performance figures for this indicator relate to a small number of people; therefore an additional 1 or 2 people per week who experience a delay could have a large impact on the overall performance figure.</p>	Adult Social Care
CY2	% of placements lasting at least 2 years	Bigger is Better	75%	75%	61.4%	59.60%	↑	<p>Performance is worse than target, but is better than this time last year.</p> <p><b>Corrective Action</b></p> <p>Through the implementation of the Looking After Children (LAC) Plan, additional foster carers have been recruited, increasing placement choice. The service also plans to lengthen emergency placements from 24 hours to 7 days, allowing more time for</p>	Children and Young People

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
								children to be appropriately matched to foster carers. In addition, processes for management oversight of casework have been improved. These changes should result in improved performance for this indicator throughout 2012/13.	
(ex) NI130/1C (i)	% of people using social care who receive self-directed support and those receiving direct payments	Bigger is Better	60%	54.60%	47.40%	41.60%	↑	<p>Performance is better than this time last year. Performance is also better than Quarter 2 when the figure was 47%. In addition, the inclusion of Assistive Technology clients (approx. 150 additional clients) as part of the number of people who use social care has impacted performance as it has increased the overall denominator.</p> <p><b>Corrective Action</b></p> <p>The service continues to ensure that Self Directed Support is further embedded as the default way we work.</p>	Adult Social Care
(ex) NI130/1C (ii)	Direct payments as a proportion of self-directed support (%)	Bigger is Better	15%	14.4%	10.7%	10.1%	↑	<p>The number of customers holding a direct payment is increasing, but the rate of increase is too slow. Performance is worse than target, although is better than this time last year. A more stretching target has been set for this indicator than last year in order to continue to increase the amount of choice and control for social care clients. In line with the national picture, we continue to face challenges in increasing the take up of direct payments for older people. In addition, the inclusion of Assistive Technology clients (approx. 150 additional clients) as part of the number of people who use social care has impacted performance as it has increased the overall denominator.</p>	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
								<p><b>Corrective Action</b></p> <p>The Service is working hard to help people make best use of the money they receive to purchase their own care services and to increase the proportion of people who use Personal Budgets. As at December 594 service users receive a direct payments and this figure continues to rise month on month. The new home care contract will give around 500 new people the chance to have a direct payment by the end of April. If a customer wants to stay with their existing agency they are being supported to gain a direct payment, this will improve performance</p>	
CY13	% of Child Protection Plans lasting more than 24 months	Smaller is Better	5%	5%	4.6%	3%	↓	Performance is better than target, although slightly worse than this time last year. However, performance has improved since Quarter 2 2011/12 when the outturn was 8%.	Children and Young People
L3	% of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an on-going service	Smaller is Better	7%	7%	4.40%	6.20%	↑	Performance is better than target and better than this time last year. In total, 21 clients have returned to the service after a period of reablement. It is likely that the year-end target will be achieved.	Adult Social Care
L5	Total number of Careline and Telecare users in the borough	Bigger is Better	3600	3525	3720	3289	↑	Performance has exceeded the quarterly and annual target this quarter. The service is considering increasing the year-end target.	Homes, Housing and Public Protection
(ex) NI065	% of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	Smaller is better	8%	8%	0%	NA	NA	Performance remains better than target for this indicator (performance in Quarter 2 2012/13 was also 0%). The wording of this indicator has been modified to include 'within 2 years' to echo the findings of the Munro report (before it had an open ended	Children and Young People



Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
								timescale). Therefore the outturn is not comparable with Quarter 2 2011/12.	
(ex) NI112	Teenage pregnancies per 1,000 population (< 18 year old girls)	Smaller is Better	35	35	29.7 (Sep 2011)	35	NA	NB. The figures do not correspond to the 2011/12 annual target and a RAG and DoT cannot be stated. This is because the ONS release conception statistics around 14 months after the period to which they relate (as information on a birth may not be available until 11 months after the date of conception and the ONS then require 3 months to compile the conception statistics). The Council and its partners aim to reach a target of 35.00 per 1000 population by the end of 2013/14 and we remain on track to deliver this target.	Children and Young People

#### Value - to deliver high customer satisfaction and a stable council tax

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
CS4	Speed of processing changes in circumstances of HB/CTB claimants (days)	Smaller is Better	12 days	12 days	28.94 days	13.81 days	↓	The current economic climate and changes to the way the DWP notifies the Council of new HB/CTB claims and changing circumstances has resulted in increased volumes, which combined with a reduction in Government funding has made it difficult to achieve the target. Although Quarter 3 figures do not show any improvement overall, <b>by December, the figure for this indicator had decreased to 16.68 days.</b> The figure in Quarter 4 is	Customer Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
								<p>therefore expected to show further improvement, although it is not expected to reach the target.</p> <p><b>Corrective Action</b></p> <p>At the end of Quarter 2, additional resources were secured to clear the backlog of claims. Performance had improved by December, but not sufficiently to impact the overall quarter figure. No additional corrective action is required.</p>	
CS3	Speed of processing new HB/CTB claims (days) (NEW)	Smaller is Better	19 days	19 days	30.90 days	22.17 days	↓	<p>The current economic climate and changes to the way the DWP notifies the Council of new HB/CTB claims and changing circumstances has resulted in increased volumes, which combined with a reduction in Government funding has made it difficult to achieve the target. Performance in Quarter 3 is an improvement on Quarter 2 when the figure was 32.74 days, and <b>in December the individual monthly figure was 24.51 days.</b> Performance is expected to improve further in Quarter 4, although it is not expected to reach the target.</p> <p><b>Corrective Action</b></p> <p>At the end of Quarter 2, additional resources were secured to clear the backlog of claims. Performance has improved in Quarter 3. No additional corrective action is required.</p>	Customer Services
CS10	% of Member/MP enquiries completed within 10 days	Bigger is Better	90%	90%	TBC	90.45%	NA	<p>Whilst the figures for this indicator show that we are performing worse than target, this is misleading as some officers have not been closing the enquiry/complaint on the system.</p>	Customer Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
								Therefore the number being completed within 10 days is significantly higher. <b>Corrective Action</b> Further training on the new system will be rolled out across the Council to ensure it is being used correctly.	
CS7	% of corporate complaints completed within 10 days	Bigger is Better	90%	90%	TBC	81.48%	NA	Whilst the figures for this indicator show that we are performing worse than target, this is misleading as some officers have not been closing the enquiry/complaint on the system. Therefore the number being completed within 10 days is significantly higher. <b>Corrective Action</b> Further training on the new system will be rolled out across the Council to ensure it is being used correctly.	Customer Services
CI1	Sickness absence rate per annum per employee (days)	Smaller is Better	7.6 days	7.6 days	7.92 days	7.89 days	↓	Performance is just worse than target this quarter, and also just worse than performance this time last year. To address this, work is taking place to improve the information we have through a new sickness dashboard (currently being tested) which provides information on sickness category, age, department, team, month etc. This should be a useful tool for managers to monitor sickness absence in their teams and also allow better monitoring corporately. The policy for long term sickness is also being reviewed.	Internal Shared Services
ISS10	% of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	97%	97%	95%	98%	↓	Performance is worse than target this quarter, and worse than this time last year. This is because we are now using the new system which automatically creates a date of payment, rather than using the date when the invoice was	Internal Shared Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
								first received, which was how this PI used to be calculated.	
CS11	% of NNDR collected	Bigger is Better	98%	86.50%	85.55%	87.79%	↓	Performance is just worse than target this quarter and worse than this time last year. Currently, the service is provided by the London Borough of Barking and Dagenham. However, the Council has decided to bring the service back in-house, although this will not be implemented until 2014/15. In addition, performance has been impacted by the business rates deferral scheme, which gives business the option to spread the retail price index increase in the 2012-13 bill over three years.	Customer Services
CS1	% of council tax collected	Bigger is Better	97%	82.01%	85.95%	85.86%	↑	Performance is better than target this quarter, and also better than this time last year.	Customer Services
(ex) NI014	% Avoidable Contact	Smaller is Better	8%	8%	2.47%	6.1%	↑	Avoidable contact is defined as contact that adds no value for the customer, is duplicative or is caused by failures in the Council's business processes, e.g. when we fail to provide our customers with the right and/or appropriate information first time around causing the customer to contact us again.  Performance remains better than target this quarter and is also better than this time last year. Of the 7298 contacts recorded, just 180 were avoidable (2.47%).	Customer Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Q3 Target	2012/13 Q3 Performance	2011/12 Q3 Performance	DoT	Comments	Service
Cs21	% Customer Satisfaction with the call centre	Bigger is Better	80%	80%	87.93%	New PI	NA	Ensuring customer satisfaction is a high priority for the Council. Performance is better than target in Quarter 3. Of the 2410 surveys completed, the Council scored 'excellent' or 'good' for 2119 (87.93%). This is a new indicator for 2012/13, therefore no DoT has been provided.	Customer Services

This page is intentionally left blank