



Public Document Pack

**Haverling**  
LONDON BOROUGH

# CABINET

<b>7.30 pm</b>	<b>Wednesday 17 April 2013</b>	<b>Council Chamber - Town Hall</b>
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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 Burns**  
**Acting Assistant Chief Executive**

**For information about the meeting please contact:  
Andrew Beesley 01708 432437  
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 interest in any of the items on the agenda at this point of the meeting. Members may still disclose any pecuniary interest in an item at any time prior to the consideration of the matter.

### **4 MINUTES (Pages 1 - 14)**

To approve as a correct record the minutes of the meeting held on 20 March 2013, and to authorise the Chairman to sign them.

### **5 KEEPING TOWN CENTRES VIBRANT BY REDUCING ON STREET PARKING CHARGES AND MAINTAINING TURNOVER OF VISITORS (Pages 15 - 30)**

### **6 HAVERING BUSINESS GROWTH PROGRAMME (Pages 31 - 60)**

### **7 AUTHORITY TO COMMIT TO MAKING PROGRESS AGAINST THE GLA'S EXEMPLAR BOROUGH QUALIFYING CRITERIA TO BECOME A DESIGNATED CLEANER AIR BOROUGH (Pages 61 - 76)**

# Public Document Pack Agenda Item 4



**MINUTES OF A CABINET MEETING**  
**Council Chamber - Town Hall**  
**Wednesday, 20 March 2013**  
**(7.30 - 9.15 pm)**

**Present:**

Councillor Steven Kelly (Deputy Leader of the Council), Chairman

Councillor Robert Benham  
Councillor Andrew Curtin  
Councillor Roger Ramsey  
Councillor Paul Rochford  
Councillor Geoffrey Starns  
Councillor Barry Tebbutt

**Cabinet Member responsibility:**

Community Empowerment  
Culture, Towns & Communities  
Value  
Children & Learning  
Community Safety  
Environment

Apologies were received for the absence of Councillors Michael White, Michael Armstrong and Lesley Kelly.

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

Councillors Clarence Barrett, Wendy Brice-Thompson, Keith Darvill, David Durant, Linda Hawthorn and Jeffrey Tucker were present for the meeting.

1 member of the public and a representative of the Press was present for the duration of the meeting.

Through the Chairman, those present were advised of the evacuation procedures in the event of an emergency.

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

## 52 DISCLOSURES OF PECUNIARY INTEREST

Councillor Steven Kelly declared a non-pecuniary interest in the report concerning non-domestic rate relief (NNDR). Councillor Kelly advised that he was a Member of the Upminster Conservative Association, as were some other members of Cabinet, which received a national allowance in relation to NNDR for its premises. Councillor Kelly remained in the Chamber during the discussion and took part in the voting.

53 **MINUTES**

The minutes of the meeting of Cabinet held on 13 February 2013 were agreed as a correct record and signed by the Chairman.

54 **TRANSFER OF PUBLIC HEALTH TO THE COUNCIL**

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

The report before Cabinet sought approval to enter into the Memorandum of Understanding (MOU) for the provision of public health advice to the Havering Clinical Commissioning Group (HCCG). It was reported that the MOU would come into force from 1 April 2013 and underpin the Council's responsibility to provide public health advice to NHS commissioners, which, in Havering, is the HCCG.

It was noted that the Council was also obliged to accept the transfer of relevant staff and public health assets from North East London and City cluster of Primary Care Trusts (PCTs), due to the statutory transfer of responsibilities under the Health and Social Care Act 2012.

Finally, the report provided 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.

**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.

Cabinet:

1. Agreed 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. Noted 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.
3. Authorised 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.

4. Noted the Council's current position of readiness for the transfer of the public health function from 1 April 2013.

## 55 FIVE CULTURE SUB-STRATEGIES

*Councillor Andrew Curtin, Cabinet Member for Culture, Towns and Communities, introduced the report*

In May 2012, Cabinet approved an over-arching 3-year Culture Strategy for the borough, covering the period 2012-2014. The core ambition of the Culture Strategy is 'to transform lives through participation in, and enjoyment of, culture'. The strategy set out 3 objectives and 4 underpinning principles which outlined the Council's priorities for achieving this. Each of the Culture Sub-Strategies were based on these 3 objectives and shared these same principles.

The five Culture Sub-Strategies (Sport & Physical Activity; Arts; Libraries; Parks & Open Spaces, and Heritage & History) provided a strategic direction not only for the Council, but also for the wider development of culture in the borough through partnership with agencies in the public, private and voluntary sectors. It was noted that the strategies clearly demonstrate to external partners and funding agencies the key priorities for the Council and the community.

The sub-strategies included an analysis of the current service, identify emerging opportunities and areas for development, and set out an action plan for the next 3 years.

It was noted that the sub-strategies linked 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 worked together to improve the quality of life for residents of the borough.

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

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

The approval and formal adoption of the Culture Sub-Strategies would provide a context and focus for the work of culture services in Havering over the next three years. The approval of the document would 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 had 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.

Cabinet Agreed the 2013-15 Culture Sub-Strategies.

56 **NON-DOMESTIC RATE RELIEF - CHARITIES AND NON-PROFIT MAKING ORGANISATIONS**

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

The Cabinet report set out the overall position in respect of discretionary rate relief against the Non Domestic Rate and explained the current budgetary position.

In light of the Council's savings strategy and future changes in the funding arrangements to authorities, the report made a number of recommendations to the current policy operative from 1 April 2013.

It was reported that the Localism Act had 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 was being considered separately as part of the Business Growth Strategy and was therefore subject to a separate report.

**Reasons for the decision:**

The changes in funding to authorities from April 2013 would place an additional burden on the Council and therefore the budgetary provision and policy for the award of discretionary relief required urgent review.

The reasons for the proposed changes were 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.

**Other options considered:**

The recommendations, whilst mainly affecting Educational establishments, would have minimal effects on other groups in the borough and therefore these proposals were considered to be the least unpalatable.

The option to continue with the current arrangements was rejected as the financial effect would be too onerous.

Cabinet:

1. Noted 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 (appended to these minutes).
2. Authorised a change in the current policy so that educational establishments would no longer be eligible for Discretionary relief.

3. Endorsed 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. Endorsed the current basis of calculation of relief through the assessment sheet, attached at Appendix B (appended to these minutes).
5. Authorised 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. Authorised 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. Agreed 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.

## 57 **CORPORATE PERFORMANCE REPORT 2012/13 - QUARTER 3**

*Councillor Steven Kelly, Cabinet Member for Individuals, introduced the report (in the absence of the Leader of the Council)*

The report before Cabinet set 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 were able to be measured quarterly. The remaining indicators were collected on an annual or bi-annual basis only.

The report identified where the Council was performing well and not so well, and highlighted what action the Council was taking to address poor performance where appropriate.

Appended to the report (and to these minutes) was a chart which detailed each of the 68 Corporate Performance Indicators. Officers provided responses to queries raised by Members in respect of some of the performance indicators.

**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

Cabinet NOTED the report.

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**Chairman**



**Appendix A****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

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**CABINET**  
**17 April 2013**

**Subject Heading:**

Keeping town centres vibrant by reducing on street parking charges and maintaining turnover of visitors

**Cabinet Member:**

Cllr Barry Tebbutt

**CMT Lead:**

Cynthia Griffin

**Report Author and contact details:**

Bob Wenman - HOS Streetcare

bob.wenman@havering.gov.uk

01708 432898

**Policy context:**

The current parking strategy sets out a clear aim to deliver support to business vitality, safe traffic and travel and parking provision for all needs of our community.

**Financial summary:**

There is a one off set up cost of £15k which can be contained within existing parking reserves set aside for such investments. The tariff changes are anticipated to be neutral, in terms of parking income.

**Is this a Key Decision?**

Yes These proposals have a significant positive effect on all Wards across the borough

**When should this matter be reviewed?**

October 2014

**Reviewing OSC:**

Environment O & S

**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 sets out the opportunity to harmonise the current zero to two hour On Street Pay & Display car parking tariffs borough wide with all outlying Car Parks tariffs @ 20p

This report also seeks to extend the maximum On Street stay from 2 hours to 3 hours whilst harmonising the charge for that length of stay with the same charge made in all outlying car parks also @ 50p.

These proposals seek to enhance business opportunities and to ensure local people use local businesses, maintaining road safety and traffic flows by greater use of available parking facilities. Additionally, the extension of the maximum stay on street will provide additional customer benefit and help businesses who require their customers to be with them for a period up to 3 hours, for example the hairdressers, supermarket or restaurant.

## **RECOMMENDATIONS**

Cabinet are asked to agree and approve the following recommendations;

- 1) To harmonise the parking charge for 0-2 hours on street pay and display across the borough with the 2 hour off street parking charge in the Council's outlying car parks and also where parking fees are payable in Parks across the borough, the charge for which shall be 20 pence. Outlying car parks being all those outside of the Romford area and listed at appendix 1.
- 2) To extend the current maximum stay on street pay and display to 3 hours and introducing a 50p charge for 2-3 hours parking which is in harmony with the 2 - 3 hour charge made in outlying car parks and in those Parks where a parking charge is payable. Outlying car parks being all those outside of the Romford area and listed at appendix 1.
- 3) The amendment of all outlying on street Pay & Display parking tariffs as set out in the Parking Management Strategy agreed by Cabinet on the 16<sup>th</sup> May 2007 and the associated provisions agreed by the Regulatory Services Committee on the 13<sup>th</sup> December 2007.
- 4) To authorise the initial one off set up cost of equipment conversion and signage one ward at a time over a period of four (4) weeks.

**REPORT DETAIL**

1. **Harmonization of On street Pay & Display & Car Parks**
2. This report sets out the opportunity for harmonising the current On Street Pay & Display car parking tariff in line with the outlying (Non Romford area) Car Parks tariff, and also where parking fees are payable in Parks across the borough, up to a maximum stay of three hours at each On Street Pay & Display location at 20p for 0-2 hours and 50p for 2-3 hours.
3. Pay & Display parking throughout the borough makes a significant contribution to the overall economic position of the Council, businesses and general public, it provides ease of access and deters inconsiderate commuter and local worker parking in a number of vibrant areas.
4. The current economic climate is placing much pressure on local businesses and this is constantly reflected in all the business partnership meetings held at both a local and strategic level, businesses often cite parking has a key factor in sustaining the business needs, and this report recognises those needs.
5. The current cost (tariffs) for On Street Pay & Display and Off Street Car Parks within Havering is set out in the table below for ease of reference, the table clearly shows the differentials for both options, specifically noting the existing maximum stay period of 2 hours for on street Pay & Display, that is proposed should be extended to 3 hours in line with off street Car Park tariffs and Parks.
6. There are a number of parks that operate a pay and display facility located at Cottons Park, Lodge Farm Park and Upminster Park all benefiting from the accessible arrangements in place for residents and visitors who wish to use such facilities, furthermore there is a noticeable improvement in reduced commuter parking.

<b>Tariff bands</b>	<b>Current On Street Pay &amp; Display</b>	<b>Proposed On Street Pay &amp; Display</b>	<b>Outlying Car Parks</b>	<b>Parks</b>
0 – 1hr	£ 20p			
0 – 1.5 hrs	£1.40p			
<b>0 – 2 hrs</b>	£2.00 max stay	<b>£ 20p</b>	<b>20p</b>	<b>20p</b>
<b>2 – 3 hrs</b>		<b>£ 50p Proposed new max stay</b>	<b>50p</b>	<b>50p</b>
3 – 4 hrs			£2.00p	£2.00p
4 – 5 hrs			£4.00p	£4.00p
5 – 6 hrs			£5.00p	£5.00p
6 – 7 hrs			£6.00p	£6.00p
7 – 8 hrs			£7.00p	£7.00p
8 – 12hrs			£8.00p	£8.00p

7. The use of pay and display equipment is, in respect of a payment methodology, interchangeable between on and off street. Customers are therefore familiar with a common payment method. Pay on Foot and Pay & Display car park revenue collection systems are now the two most commonly installed systems in UK car parks with the only other options available being pay by phone to complement pay and display on and off street or a staff attended service within a car park.
8. The pay and display systems used by the Council have in built telemetry which reports to a central database the condition of each machine, be that the amount of cash it is currently storing, the level of tickets remaining before replenishment is required, general health and well-being of the machine and its security status. All machine interventions by staff are logged automatically and each machine is individually programmed to go in to alarm mode dependent of the levels of cash within or tickets remaining.
9. All pay & display machines are robustly designed to stave off significant physical efforts to break in and therefore steal cash. The machines are also alarmed and will send a message to the central monitoring system in the event of any tampering, attempted forced entry or indeed any sudden collision that may be an attempt to steal the whole machine. The machines will also send out emergency text messages in the event of the same.
10. The machines are easy to install, the preferred machine models are battery powered therefore negating the need for expensive trenching works to connect machines to the mains electricity network. The machines batteries are trickle charged through photo voltaic unit placed on top of each machine. That trickle charge is sufficient to keep the battery powered for a number of weeks.
11. We currently have 67 on street Pay and Display units in use located in outlying areas that will require conversion of tariffs, this conversion cost is detailed within the financial Implications as set out, it is proposed to convert these units over a period of four (4) weeks following formal approvals.

## **12. Changing Parking Tariffs**

13. The setting of parking charges is an executive matter and as such can be decided by the Leader of the Council, the Cabinet or (in certain circumstances) an individual Cabinet Member.
14. Cabinet are able to make the decision to vary parking fees under s.35C of the Road Traffic Regulation Act 1984 (off street) and s.46A (on-street).
15. The procedure in both cases is that the Council gives notice of the change after it has made the decision but 21 days before it takes effect. There is no need to publish proposals or consider representations before making the decision nor is there a requirement to amend the traffic orders themselves, and accordingly Cabinet is able to make such a decision.

## **16. The 2007 Parking Management Strategy**

17. The 2007 Parking Management strategy set out 28 options for change; initiatives designed to improve the operational and financial management of

the then parking service and to initiate a strategic intent that would dovetail into national legislative changes that were to impact upon the service in 2008. When the strategy was created the service was responsible for the management of on and off street parking provision, decriminalised parking enforcement and associated operations and administration. Those responsibilities have recently been augmented with the service taking over responsibility for Road Safety Education and the School Crossing Patrol Service.

18. The foundation of the 2007 strategy was the recognition that parking enforcement coupled with the management of both on and off street parking, was strategically important as being key in maintaining the vitality of shopping areas and providing an invaluable contribution to the continued commercial success witnessed in many of the boroughs town centres, given the current economic climate this strategy holds good today.
19. The service has contributed strategically and operationally through its parking enforcement activity in ensuring that roads remained clear from obstructions, allowing residents and visitor's unhindered access throughout the borough either by car or public transport, and have assisted in the maintaining of business vitality across the borough through the provision of safe and secure parking facilities offered to customers at very competitively priced tariffs with the key outlying 20p tariff being one of the cheapest 2hr parking charges in London. Residents were further supported directly through the provision and enforcement of Controlled Parking Zones thus eliminating commuter and local worker parking problems, whilst maintaining access for local residents. Highway safety, reduced congestion, and highway accessibility for citizens with disabilities, and those caring for young children, were matters directly supported through enforcement activity and the quality and availability of on and off street parking provision.

## **REASONS AND OPTIONS**

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

These proposals will significantly contribute to supporting the current business base within the borough by reducing parking tariffs and enhancing business opportunity, support the requirements of the previously agreed Parking Management Strategy and meet residents needs through reduced charges, whilst seeking to enhance the business opportunity and shopping experience for local residents.

### **Other options considered:**

Officers have considered the option of leaving tariffs at current levels, however the current economic climate lends itself to support business opportunities and in turn local growth, and for this reason officers believe this to be financially viable in the medium to longer term.

**IMPLICATIONS AND RISKS**

**Financial implications and risks:**

These proposals will deliver an enhanced service provision and is expected to deliver a cost neutral position within the Traffic & Parking Control service overall. There is a one off conversion cost of approx £15k which can be met from reserves set aside for such parking related works.

A balanced position within the service is possible with increased usage of these Pay & display schemes via effective communications of these enhanced facilities.

**Legal implications and risks:**

The setting of parking charges is an executive matter and as such can be decided by the Leader of the Council, the Cabinet or (in certain circumstances) an individual Cabinet Member. Cabinet are able to make the decision to vary parking fees under s.35C of the Road Traffic Regulation Act 1984 (off street) and s.46A (on-street). The procedure in both cases (On and off street) is that the Council gives notice of the change after it has made the decision but 21 days before it takes effect.

There is no need to publish proposals or consider representations before making the decision as there would be if the Council decided to vary the charges by order under section 35.

There is minimal risk in varying parking charges as recommended.

**Human Resources implications and risks:**

Where Pay and Display continues to be installed throughout the borough, in support of the strategic objectives of the 2007 Parking Management Strategy, pressure on human resources will increase in order to maintain the service needs of each machine, reduce the risk of theft due to the build up of cash deposits, and to ensure the current high level of customer service is maintained. At present resources are capable of meeting these demands, but that human resource position will be reviewed in tandem with the continued expansion of pay and display provision to ensure that risk is minimised and service standards, in particular, the important and independently awarded Park Mark Award, are maintained and enhanced.

**Equalities implications and risks:**

The 2010 Equality Act places upon local government an equality duty. That duty requires that an analysis of any potential impacts that any change to a service and

or service delivery may have upon equality, and in particular the impact upon those persons who are considered by the Act to be those people with protected characteristics.

At Appendix 2 is an equality analysis that examines the proposals contained in this report and how they interact within the confines of the Act. The analysis indicates that there is no adverse impact upon those designated by legislation as having protected characteristics, be they employees or service users, though there may be a non-legislative risk to employees through increased cash collection but this is an issue that is easily mitigated. The proposals will provide improved services to service users and other stakeholders. Therefore it is considered that overall report proposals will have no negative impact upon those defined as having a protected characteristic, and more generally, the same applies to other employees, service users and other stakeholders not considered to have protected characteristics.

**Appendices**

Appendix 1, List of all outlying Car Parks

Appendix 2, Equalities Assessment

**BACKGROUND PAPERS**

**Background reports used**

Report to Cabinet; May 16th 2007. Parking Management Strategy

Cabinet minutes of the 16th May 2007

Report to Regulatory Services Committee; 13th December 2007. Implementation of the Parking Management Strategy

Regulatory Services Committee Minutes of the 13th December 2007

Traffic Management Act 2004

Road Traffic Regulation Act 1984 s.35C and 46A

Appendix 1

**Outlying Car  
Parks  
Pay & Display**

**Appendix 1**

	<b>Car Park</b>	<b>No.</b>	<b>Manufacturer</b>	<b>Tariff</b>
<b>Hornchurch</b>	Dorrington Gdns	5	Parkeon	Outlying Car Parks
	Keswick Ave	2	Parkeon	Outlying Car Parks
	Billet Lane	3	Parkeon	Outlying Car Parks
	Appleton way	2	Parkeon	Outlying Car Parks
	Fentimam Way	4	Parkeon	Outlying Car Parks
	Woodhall Cres	1	Parkeon	Outlying Car Parks
	North St	1	Parkeon	Outlying Car Parks
<b>Upminster</b>	Gaynes Rd	4	Parkeon	Outlying Car Parks
	Hoppy Hall	3	Parkeon	Outlying Car Parks
<b>Cranham</b>	Front Lane	1	Parkeon	Outlying Car Parks
<b>Elm Park</b>	Elm Park Hotel	2	Parkeon	Outlying Car Parks
	Elm Park Library	2	Parkeon	Outlying Car Parks
<b>Rainham</b>	Viking Way	1	Parkeon	Outlying Car Parks
	Cherry Tree	2	Parkeon	Outlying Car Parks
<b>Gidea Park</b>	Balgores Square	1	Parkeon	Outlying Car Parks
<b>Collier Row</b>	Rex Close	4	Parkeon	Outlying Car Parks
	<b>Total</b>	<b>38</b>		

**Parks - Pay &  
Display**

	<b>Location</b>	<b>No.</b>	<b>Manufacturer</b>	<b>Tariff</b>
Upminster	Windmill Hall	2	Zeag	Outlying Car Parks
Romford	Cottons Park	1	Zeag	Outlying Car Parks
	Lodge Farm	2	Zeag	Outlying Car Parks
	<b>Total</b>	<b>5</b>		

**On Street Pay  
& Display**

	<b>Location</b>	<b>No.</b>	<b>Manufacturer</b>	<b>Tariff</b>
<b>Collier Row</b>	Collier Row Lane	1	Zeag	P&D
	Collier Row Rd	7	Zeag x 5 Parkeon x2	P&D
	Clockhouse Lane	1	Zeag 1	P&D
<b>Gidea Park</b>	Balgores Lane	3	Parkeon	P&D



**Cabinet, 17 April 2013**

	Balgores Cres	1	Zeag	P&D
	Heath Drive	1	Zeag	P&D
	Crossways	2	Zeag	P&D
	Station Rd	1	Zeag	P&D
<b>Harold Wood</b>	Station Rd	3	Parkeon	P&D
<b>Elm Park</b>	Broadway	3	Zeag	P&D
<b>Rainham</b>	Wennington Rd	2	Zeag	P&D
	Upminster Rd South	3	Zeag	P&D
<b>Upminster</b>	St Marys Lane	3	Zeag	P&D
	Gaynes Rd	1	Zeag	P&D
	Branfill Rd	1	Zeag	P&D
	Howard Rd	1	Zeag	P&D
	St Lawrence Rd	2	Zeag	P&D
	Corbetts Tey Rd	8	Zeag	P&D
<b>Hornchurch</b>	Station Lane	1	Parkeon	P&D
	Ardliegh Green	2	Parkeon	P&D
	Hornchurch Rd	4	Zeag	P&D
	Southdown Rd	1	Zeag	P&D
	Vicarage Rd	1	Zeag	P&D
	Cheviot	1	Zeag	P&D
	Candover Rd	1	Zeag	P&D
	Hyland way	2	Zeag	P&D
	Appleton Way	4	Zeag	P&D
	<b>Total</b>	<b>61</b>		

**On Street  
Parking Meters**

	<b>Location</b>	<b>No.</b>	<b>Manufacturer</b>	<b>Tariff</b>
<b>Hornchurch</b>	Babington Rd	2	Mackay	P&D
	Purbeck Rd	2	Mackay	P&D
	Appleton Way	2	Mackay	P&D
	<b>Total</b>	<b>6</b>		



**LONDON BOROUGH OF HAVERING EQUALITY ANALYSIS**

**Revision of On-Street Pay & Display Parking Tariffs**

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**SCOPE OF PROPOSAL**

- 1. What is the scope and intended outcomes of the activity being assessed; in terms of both the Council's organisation and staffing, and services to the community?**

**1 (a) Organisation and Staffing**

No specific impact is immediately anticipated upon the organisation and staffing. However, the effective reduction in the cost of on-street parking will result in increased usage and that will necessitate an increase in the frequency of cash collection operations undertaken by Traffic & Parking Control Officers. Not to do so will increase the risk of vandalism and theft. It should be noted that the recent rapid expansion of on-street pay and display schemes has moved to the limit the capability of existing staffing levels to manage the safe, secure and regular collection of cash from the number of on-street pay and display machines in situ. It necessarily follows that increased levels of collection will be required as a direct impact of the proposals contained within the report and it will be necessary to seek additional staff resources to achieve the same.

**1 (b) Services to the Community**

The proposal to harmonise on-street pay and display parking tariffs as set out in the report will provide customers with a significant additional benefit and value for money. The change will not have any material effect on the services provided to the public by Traffic & Parking Control to the Community but may, as previously detailed, place pressure upon staff to meet the increased demands of cash collection brought about directly by the proposals set out in the report.

The current Parking Management Strategy, which dates from May 2007, sets out a robust and holistic aim to support to business vitality, tackle congestion and provide safe, clean and accessible parking provision that continually and dynamically meets the needs of the Community as a whole.

The harmonisation proposal demonstrates the holistic dynamism required to mitigate the socio-economic impacts of the current domestic and international economic crisis. That situation reduces itself to basic situations such as many citizens now seeking to manage their finances on a more day to day basis and so shop more frequently, rather than the bulk weekly or bi-weekly shop where cost is less easy to control. Many of those individuals are choosing to undertake such frequent shopping more locally and in doing so help the viability of local businesses. Such local shopping also supports ancillary businesses in those local areas that provide valuable local services, and who, along with core retail outlets, are significant employers of local people, especially those who need the flexibility of local work due to child or other caring responsibilities, and indeed those who choose to work part time as it helps with the management of a disability, or other health issue, that would ordinarily make fulltime and non-local working very difficult to manage.

## **PEOPLE AFFECTED**

### **2. Which individuals and groups are likely to be affected by the activity?**

#### **2 (a) Staff Individuals and Groups**

As already noted there will be a negative impact upon staff undertaking the cash collection but that is an issue that can be mitigated. Council officers undertaking their duties and using on-street parking facilities in pursuit of Council business will pay less to park on-street. This will mean that the parking charges legitimately reclaimed by staff will reduce. This will be an advantage to the Council but the value is not estimable. Conversely, where the Council saves money in having to reimburse less parking fees it loses out on the level of income from pay and display facilities due to the reduction of on-street parking charges.

Those in the community who are considered to form groups, those with protected characteristics, will positively benefit from the proposals, additionally; those groups not considered to have protected characteristics, such as the unemployed, those on a fixed income or on a low income, will also benefit from the proposals by having access to cheaper on-street parking facilitation.

Local traders will be positively impacted as it will be more cost effective for their customers to shop at their establishments.

#### **2 (b) Community Individuals and Groups *(including voluntary organisations)***

As already noted elsewhere in this document, aside the potential increase cash collection frequency and the negative impact that will have upon staff, there will be no negative impact upon customers, community individuals or groups arising from the proposal.

## **DATA AND INFORMATION**

- 3. What data/information do you have about the people with ‘protected characteristics’ (age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sexual orientation) or other socio-economic disadvantage (e.g. disabled and part-time workers, low income and/or lone parents (mothers and fathers), looked-after children, other vulnerable children, families and adults) among these individuals and groups? What information do you have about how they will be affected by the activity? Will you be seeking further information in order to assess the equalities impact of the activity? How is this information being used to influence decisions on the activity?**

**3 (a) Staff**

**London Borough of Havering Workforce Equality Data**

<b>Disability</b>	<b>%</b>	<b>No.</b>
<b>Yes</b>	<b>1.83%</b>	<b>46</b>
<b>Not Declared</b>	<b>95.08%</b>	<b>2396</b>
<b>No</b>	<b>3.10%</b>	<b>78</b>
<b>Gender</b>	<b>%</b>	<b>No.</b>
<b>Female</b>	<b>67.98%</b>	<b>1713</b>
<b>Male</b>	<b>32.02%</b>	<b>807</b>

**3 (b) Community**

The Council holds data and information relating to citizens deemed to be those with protected characteristics and also those at socio-economic disadvantage. As already noted previously in this document the proposal is one that will provide the whole range of customers across the community with additional value for money through the reduction of on-street parking charges. Understanding the needs of those deemed to have protected characteristics, and those in the wider community, the proposed reduction of on-street parking fees therefore equally impacts positively upon all those in the community. Because of the positive impact of the proposal on the whole of the community it is not considered appropriate to seek further information in order to further assess the impact of the proposal.

**CONSULTATION**

- 4. If no data and information is available about the groups likely to be affected by the activity, how would you inform your EA? Will you be considering carrying out some consultation to inform your EA?**

**4 (a) Staff**

Staff who manage the cash collection process have been informally consulted on the proposal. This group is considered to be the only group that will be negatively impacted by the proposal; however, staff are satisfied that there are actions that can be quickly taken by the Council to mitigate any negativity.

**4 (b) Community**

No specific consultation with the community is anticipated as there are no direct or indirect negative impacts to any individual or group in the community or community groups.

**LIKELY IMPACT**

**5. Based on the collected data and information, what will be the likely impact of the activity on individuals and groups with protected characteristics or other socio-economic disadvantage?**

**5 (a) Staff**

It has been documented elsewhere in this document what the impact upon staff is likely to be. Aside that which has already been noted there are no other negative impacts.

**5 (b) Community**

No specific community impact is anticipated. There are no direct or indirect impacts to any individual in the community or community groups.

**6. What is the likely impact on arrangements for safeguarding children and/or safeguarding vulnerable adults?**

**6 (a) Vulnerable children**

No impact is envisaged

**6 (b) Vulnerable adults**

No impact is envisaged

**PREVENTING DISCRIMINATION**

**7. If any negative impact is identified, is there a way of eliminating or minimising it to reasonable level? If not, how can the negative impact be justified?**

**7 (a) Staff**

The previously noted negative impact upon staff can be mitigated and that mitigation will be actioned in the event of the negative construct becoming apparent.

**7 (b) Community**

No specific community impact is anticipated. There are no direct or indirect negative impacts to any individual in the community or community groups.

**PROMOTING EQUALITY**

**8. How will the activity help the Council fulfil its legal duty to advance equality of opportunity in the way services are provided?**

**8 (a) Staff**

The proposal does not impact upon equality in the workforce, however the report and this document demonstrate to staff the serious consideration given the equality duty of the Council in considering the impacts of all proposals even when they are considered, such as with this proposal, to be positive in providing additional benefit and equality to all customers in our community.

**8 (b) Community**

No specific negative community impact is anticipated to any individual in the community or community groups. However, the Council's process herein will be seen by those in community as having considered and promoted equality issues actively even though the proposal will deliver only positive impacts to the wider community.

**SPECIFIC NEEDS**

**9. What actions will you be taking in order to maximise positive impact and minimise negative impact from the activity?**

**9 (a) Staff**

Once the proposal is implemented staff performance will be monitored and reviewed to ensure that objectives are being met and risk kept at a minimum level. The monitoring and review of performance will quickly identify any issues for which a planned mitigation strategy can be initiated.

**9 (b) Community**

No specific negative community impacts are anticipated as there are no direct or indirect impacts upon any individual in the community or community groups as a result of the proposal. However, the monitoring of the changes will include keeping under constant review the changes to ensure the positive that underpins the proposal is continually maintained.

**MONITORING AND REVIEW**

- 10. Once implemented, how often do you intend to monitor the actual impact of the activity?**

**10 (a) Staff**

The proposed changes will be monitored through a specific performance monitoring exercise and more widely through the employee PDR process.

**10 (b) Community**

No specific negative community impacts are anticipated as there are no direct or indirect impacts to any individual in the community or community groups. However, the changes will be monitored for any change in the positive impacts upon the local community that the proposal is considered to deliver.

**SIGN OFF AND PUBLICATION**

- 11. When completed, the Equality Analysis needs to be signed off by the Head of Service. Once signed off, it should be forwarded to the Directorate Equality Analysis Web administrator to publish it on the council's website.**

**HEAD OF SERVICE**

**Name: Bob Wenman**

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**CABINET**  
**17 April 2013**

<b>Subject Heading:</b>	<b>Havering Business Growth Programme</b>
<b>Cabinet Member:</b>	Cllr Robert Benham, Cabinet Member for Community Empowerment
<b>CMT Lead:</b>	Cynthia Griffin
<b>Report Author and contact details:</b>	Nigel Young Regeneration Manager, Regeneration Service, Town Hall, Romford Tel: 01708 432543
<b>Policy context:</b>	Council Living Ambition Vision Budget Report February 2013
<b>Financial summary:</b>	Existing resources including: £200,000 allocation 2012/13 Budget. Estimated £500,000 Council Transformation Programme.
<b>Is this a Key Decision?</b>	No
<b>When should this matter be reviewed?</b>	April 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	<input type="checkbox"/>
Championing education and learning for all	<input checked="" type="checkbox"/>
Providing economic, social and cultural activity in thriving towns and villages	<input checked="" 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 outlines an exciting programme to support Business Growth in Havering, to create jobs and enhance the prosperity of the borough and the wellbeing of local people.

Economic growth has become Central Government's top priority and Local Authorities have been incentivised to drive forward the agenda through the localisation of business rates.

The Council has an established programme of business support that contributes towards the delivery of the Living Ambition goal to create prosperity for local residents. This programme seeks to build on existing services, to provide a co-ordinated programme to grow the business base, create jobs, improve the effectiveness and efficiency of service delivery and increase business rates income to support local services.

**RECOMMENDATIONS**

1. That the Havering Business Growth Programme 2013-2016, including promoting inward investment, encouraging existing businesses to grow and customer service transformation, as set out in this report, be approved.
2. That authority for action to implement the programme be delegated to the Director of Culture and Community in consultation with the Leader of the Council, Lead Member for Community Empowerment and where appropriate with the Lead Member for Value and the Director of Finance and Commerce
3. That authority to bid for external funding to implement the Programme be delegated to the Director of Culture and Community in consultation with the Leader of the Council and Lead Member for Community Empowerment where the value of the grant submission exceeds delegated officers' powers.

**REPORT DETAIL**

**1. CONTEXT**

- 1.1. The Council's commitment to the business community is reflected in the Living Ambition goal for Towns and Communities; to provide economic, social and cultural opportunities in thriving towns and villages. Recognising that a strong business community is a prerequisite to achieving a better

quality of life for Havering residents, the Living Ambitions strategy goes on to state 'We will let enterprise and entrepreneurship open the door to prosperity for more Havering residents and we will work with partners to support local business and attract new jobs'.

- 1.2. A vibrant business community is more important than ever. Economic growth is the top priority of Central Government, who recognise the vital role that Local Authorities have to play in shaping and supporting the local economy. The Mayor has also prioritised economic growth in the Economic Development Strategy and the creation of the London Enterprise Partnership. It is well recognised that growth contributes to other priorities such as job creation and well-being.
- 1.3. Government has created incentives for Councils to drive growth through the localisation of business rates. The new system will mean Councils will retain a proportion of any rise in business rates income, but a reduction will mean that there is less money for the Council to fund public services. Growth in business rate income has been identified as a corporate risk in case businesses move elsewhere, local employment and income from business rates drops and there is an increase in demand for Council services.
- 1.4. As a consequence it is more important than ever that the Council prioritises economic growth.

## **2. CURRENT ACTIVITY**

- 2.1. The Council already strives to be a business friendly borough. Members and Officers already provide advice, support and guidance on a range of issues. Business Leaders have the opportunity to meet with the Leader of the Council on a regular basis at the Leaders Networking Events (winner of the South Essex Federation of Small Business 'Business Friendly Borough Award' 2011), and business excellence is celebrated in the annual Business Awards. Business to business networks are facilitated and new businesses are supported through a start-up programme.
- 2.2. Recent years have also seen significant investment in the business environment. This includes improvements to roads and footways in Town Centres, parking and, in some cases, direct support for shopkeepers including shop front improvement schemes. Working with partners in the business community recent projects have included the Love Romford campaign, launched with businesses in Romford to promote the town centre to residents and awarded the Association of Town Centre Managers 'Best Town Team Partner' award 2012, and work with the London Riverside Business Improvement District (BID) to improve links between the Council and businesses in the area, with a particular focus on improving the street environment.

### **3. DEVELOPING THE GROWTH PROGRAMME**

- 3.1. The Council has analysed the Havering economy, reviewed good practice and used the views of the business community to inform this programme. The report was informed by a telephone and on-line business survey to which approximately 400 businesses responded.
- 3.2. The data collected has been used to develop a set of proposals that build on existing activity and deliver a comprehensive business growth programme in Havering set out in Appendix 1 - Havering Business Growth Programme 2013-2016.

### **4. OBJECTIVES AND ACTIVITIES**

4.1. The Business Growth Programme has four objectives:

- To grow the business base
- Create jobs
- Improve efficiency in the delivery of Council Services and increase satisfaction of business customers
- To grow NNDR income in line with expectations to fund local services

4.2. Proposals to deliver these four objectives are set out under three themes:

- Promoting investment in Havering
- Encouraging existing businesses to grow
- Transforming customer services for the business community

#### **4.3. Theme 1 – Promoting inward investment in Havering**

4.3.1. One way to grow the business base and create jobs is to attract new businesses to Havering. The borough has a number of strengths that will help attract new businesses including good transport links, the availability of land and office space for employment uses and the proximity to markets in London and the south-east.

4.3.2. The Council already offers a limited inward investment service, working with landowners and property agents to promote the borough and manage inward investment enquiries. Alongside the inward investment service the Council has recently launched a business start-up programme to support people setting up new businesses in the borough.

#### **4.3.3. Proposals:**

- To develop an enhanced inward investment service working closely with London and Partners, the GLA and others to promote key sites and sectors in Havering and pro-actively manage enquiries with a

particular emphasis on important sectors to the local economy including retail, manufacturing, health and social care, creative and cultural industries and construction.

- To identify key development sites and develop proposals that encourage redevelopment including appropriate planning policies and promotional campaigns, the use of Council land acquisition powers and potential investment from the pension fund to 'unlock' development and secure a financial return.
- To improve the business accommodation available in the borough by reviewing existing provision, identifying gaps and seeking to develop proposals that address any shortages or tackle over-supply.
- To continue to provide a business start-up programme for residents, identifying opportunities to add value to the programme by working closely with partners and accessing external support

#### **4.4. Theme 2 – Encouraging existing businesses to grow**

4.4.1. While it is important to focus on attracting new businesses to the borough it is even more important to understand the pressures faced by the nearly 8,000 existing businesses in the borough, to overcome issues and to facilitate growth. The Council can help create the right conditions to promote growth by, for example, creating a simple, fair regulatory system, promoting business friendly planning policies, and offering a business support programme targeting businesses with the potential to grow.

4.4.2. The Council already delivers services to support the business community and, as planning authority, the Council seeks to implement a positive approach to development by the business community. Services include a programme of training and networking events, business advice and support, promotion of town centres and improvements to infrastructure. Businesses have the opportunity to raise issues or concerns with the Leader on a regular basis and excellence is celebrated through the annual Business Awards.

#### **4.4.3. Proposals:**

- Promoting local procurement of goods and services by the Council, reviewing the current procurement policy and framework and helping local businesses to ready themselves to compete for and win contracts for Council goods and services.
- Promoting buy local policies among businesses to support the local economy

- Adopting a one Council approach to supporting the business community, linking up business support activity to build a comprehensive service for the business community
- Building on the extensive business support function to offer a comprehensive programme targeted towards helping businesses to grow.
- To realise the potential of the planning system for business growth, using the review of the Havering Local Development Framework and its replacement with a new Havering Local Plan and introduction of the Community Infrastructure Levy to introduce a business friendly planning policy framework.
- Returning control of business rates collection to the Council, developing discretionary rate relief policy and implementing in a fair and equitable manner
- Continuing a programme of improvements to local infrastructure in business areas (for example the London Riverside BID, Romford, Town Centres and neighbourhood shopping parades.
- Promoting the Town Centres in Havering by delivering a programme of promotional activities including retail directories, specialist markets and Christmas Lights switch on events.
- Helping businesses to comply with regulation through support and information
- Through early intervention with targeted enforcement to best protect local residents and compliant businesses to engender a level playing field
- Greater promotion of membership of the 'Buy With Confidence' scheme as a business development tool and to encourage local residents and businesses to use local reputable traders.
- Reviewing paid for services the Council offers the business community and identification of other services the Council could provide including those identified through the business survey.
- Initiatives that help address skills gaps and ensure a ready supply of local labour to support business in the borough.
- Continued support for the London Riverside BID and options appraisal for the development of a further Business Improvement District in Romford

**4.5. Theme 3 – Customer Service Transformation**

4.5.1. Local firms have suggested that the way the Council communicates with, and relates to businesses could be improved. The Council has recently reviewed the way it works with residents and introduced a new system to improve the effectiveness and efficiency of customer services. This has given the Council the tools it needs to adopt a similar approach to businesses, offering a single point of contact for all enquiries, joining up services more effectively and managing transactions with the business community more effectively and efficiently.

**4.5.2. Proposals:**

- To develop an improved means of doing business with the Council for businesses, maximising the utilisation of current customer services technology, improving communication and the information and services available through the website.

**5. Management arrangements**

5.1. The successful delivery of the programme will depend on the Council taking a 'one Council' approach, drawing together support activities to build a comprehensive service to the business community where issues can be speedily addressed and to take advantage of opportunities. The same programme management arrangements approach which has been used successfully for Harold Hill Ambitions and Rainham Compass will be adopted.

5.2. Increased funding has been allocated in the 2013-2014 budget. This along with existing resources will be used to support this programme.

**REASONS AND OPTIONS**

**Reasons for the decision**

Economic growth is the top priority of Central Government, who recognise the vital role that Local Authorities have to play in shaping and supporting the local economy. Growth also contributes to other priorities such as job creation and well-being.

Government has created incentives for Councils to drive growth through the localisation of business rates. The new system will mean Councils will retain a proportion of any rise in business rates income, but a reduction will mean that there is less money to fund public services.

As a consequence it is more important than ever that the Council prioritises economic growth.

**Other options considered:**

Do nothing. This option was rejected because of the financial implications for delivering local services if the NNDR income does not grow in line with expectations

Deliver a limited programme focussed on maximising NNDR income. This option was rejected given the Council's strong commitment to the business community and desire to increase prosperity, create jobs and improve well-being in line with the Council's Living Ambition.

**IMPLICATIONS AND RISKS**

**Financial implications and risks:**

The Council has already allocated £200,000 of one-off monies to fund development and implementation of the programme and it is now proposed to start this investment in 2013/14.

The 2013/14 Budget Report, agreed by Cabinet in February 2013, included the continuation of a £1m base budget allocation for Transformation- specifically to fund business development and the continuation of the transformation programme. It is proposed in this current report to use £500,000 of this allocation to support the Business Growth Programme. This includes funding the potential new Head of Service for Business Development (currently subject to consultation).

It is proposed to deliver the programme using the resources set out above and a realignment of existing Council resources where appropriate.

There are various risks associated with the localisation of business rates, which have previously been reported to Cabinet as part of the budget setting cycle, and these are one of the main factors behind the proposed programme. Adoption of the programme would help mitigate against those risks.

**Legal implications and risks:**

Legal implications of programme implementation will be considered on a project basis as and when required

**Human Resources implications and risks:**

The programme will be delivered with existing staff resources including a potential new Head of Business Development (currently subject to consultation)



**Equalities implications and risks:**

An Equalities Assessment has been carried out. Staff will work with the Equalities team to ensure that any issues are managed as part of the programme.

**BACKGROUND PAPERS**

Appendix 1 – Havering Business Growth Programme 2013-2016

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## **Havering Council**

# **Havering Business Growth Programme 2013 – 2016**

## **1. Introduction**

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This programme seeks to transform the Council's support for the business community and promote economic growth in Havering. The Living Ambition vision sets out a commitment to work with the business community and the Council is already recognised for its work with local businesses, including its award winning work with partners on the Love Romford campaign and the Leader's networking events.

With the current focus on economic growth and changes to funding which mean Council income is directly related to business growth, there is an opportunity to review business support activity in Havering and build on existing initiatives to enhance the Council's pro-business approach and help generate prosperity for local residents.

## **2. Vision and Benefits**

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The Living Ambition Strategy sets out the Councils support for a flourishing business community. The goal for Town and Communities reflects the Councils desire to... '...provide economic, social and cultural opportunities in thriving towns and villages.'

The strategy goes on to state 'We will let enterprise and entrepreneurship open the door to prosperity for more Havering residents and we will work with partners to support local business and attract new jobs'.

To deliver the vision the Business Growth Programme will aim to deliver the following benefits:

- Improvement in the reputation of Havering as a place to do business
- Greater prosperity
- Higher employment levels
- Improved quality of life

## **3. Current Activity**

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The Council already delivers a number of services to the business community. It already provides advice and support, training, seminars and guidance on issues ranging from local procurement to environmental health.

Business Leaders have the opportunity to meet with the Leader of the Council on a regular basis at the Leaders Networking Events (winner of the South Essex Federation of Small Business 'Business Friendly Borough Award' 2011); while

business to business links are facilitated by Council-organised events such as 'Havering Business Expo', and at networks including Women in Business. Excellence in the business community is promoted through the Business Awards and new businesses are supported through the start-up Programme.

Recent years have also seen significant investment in local infrastructure with a particular focus on Town Centres. Improvements include upgrades to roads and footways, addressing parking issues and, in some cases, direct support for shopkeepers through schemes including shop front improvement projects and marketing campaigns. Working with partners in the business community recent projects have included the Love Romford campaign, launched with businesses in Romford to promote the town centre to residents and awarded the Association of Town Centre Managers 'Best Town Team Partner' award 2012, and work with the London Riverside Business Improvement District (BID) to improve links between the Council and businesses in the area, with a particular focus on improving the street environment.

#### **4. Drivers of Change**

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A vibrant business community is more important than ever. In the context of the world economic downturn, the Euro crisis and unprecedented levels of national debt, economic growth has become Central Government's top priority. The Government's Plan for Growth (2011) paints a picture of an unbalanced and heavily indebted economy whose competitiveness has declined in relation to the rest of the world. The plan proposes addressing these issues and building on the strengths of the economy to achieve four ambitions - create the most competitive tax system in the G20; make the UK one of the best places in Europe to start, finance and grow a business; encourage investment and exports as a route to a more balanced economy; and create a more educated workforce that is the most flexible in Europe.

The Mayor's Economic Development strategy reflects the importance of economic growth for London. The strategy sets out for vision for London to be the World Capital of Business and to have the most competitive business environment in the world; to be one of the world's leading low carbon capitals; for all Londoners to share in economic success; and for London to maximise the benefits of the 2012 Olympic and Paralympic games. The London Enterprise Panel has been established to advise the Mayor of London on action to provide strategic investment to support private sector growth, promote enterprise and innovation and enhance London's competitiveness.

Alongside the economic arguments for growth it can have a significant positive impact on the wellbeing of residents. Growth creates job opportunities and alongside financial independence and improvements to material wellbeing, paid work can also have a positive impact on self-esteem, general health and personal wellbeing. High levels of employment will improve local prosperity, reducing demand on public funding, encourage spending in local businesses and on local services such as leisure centres. Creating job opportunities is particularly important at a time of significant change to the welfare system which aims to reduce benefits dependency by encouraging people to find and remain in employment.

Local Authorities have a vital role to play in the growth agenda. The Government's Plan for Growth recognises the role that the Council has to play in planning policy, efficient regulation, as a procurer of goods and services, a driver of thriving town centres and in attracting visitors. Lord Heseltine's report 'No stone unturned in the pursuit of growth' also recognises the importance of localism and the role of the Local Authority in generating economic development.

Recognising the role Local Authorities can play, Government has created incentives for Councils to drive growth through the Local Government Resource Review. The review has proposed the localisation of Business Rates (NNDR) as the core element of the new funding regime. This will mean Local Authorities retain a proportion of Business Rates collected in their area, with the rest being sent on to Government. As a consequence services provided by Local Authorities will benefit in future years from an increase in business rates income, while a reduction in business rates collected will see a corresponding fall in the budget available to pay for services on behalf of local companies and for residents. The value of any increase or decrease in business rates to the services provided for the local community is particularly important at this time of public sector budget constraint and is reflected in the Council's corporate risk register.

As a consequence it is more important than ever that the Council seeks to build on its existing relationship with the business community and developing a strong corporate approach to Business Growth using its resources more efficiently to encourage economic growth in Havering. It is for this reason Business Growth has been identified as a Council priority. It can do this if there is first an understanding of the business base, an appreciation of the views of the business community and if opportunities to encourage growth are identified.

## **5. The Current Business Base**

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The Council has reviewed the business base in the borough. There are many similarities between the local economy and that of other outer London boroughs. Findings include:

- Like other outer London boroughs Havering has a comparatively low number of enterprises, reflecting the concentration of businesses in Central London. Nevertheless in 2010 there were nearly 8,000 businesses in the borough. The ratio of businesses to working age residents reflects the number of enterprises in the borough; the figures are broadly in line with those for neighbouring authorities.
- The business community is dominated by small enterprise. Over 90% of the businesses in the borough employ fewer than 9 people and over 70% have a turnover of less than £250,000 per annum. Many businesses are based only in Havering and the main reason for this is that the business owner also lives in the borough.
- Local businesses have suffered the effects of the financial downturn and recession. The overall number of businesses in the borough has declined in recent years, however recent evidence suggests the situation is now improving and Romford has been recognised by the Royal Mail Business Barometer as the fastest growing location for business start-ups.
- The borough is ranked mid-table (210 out of 379 local authority areas) in terms of its competitiveness. While the borough performs well in some areas such as productivity and median wages, the qualification levels of local people and the low ratio of businesses to population, (while typical of an outer London borough), have an impact on the competitiveness of the area. The skill base in Havering is among the lowest in London, with large numbers of low skilled jobs.
- The sectors with most businesses in the borough differ from those with the most employees. The three sectors with most businesses in Havering are Construction, Retail and Professional, and Scientific & Technical Services. The sectors that employ the most people are Human Health & Social Work, Retail and Administrative & Support Services.
- Businesses are concentrated in the Romford & Gidea Park and then Hornchurch & Upminster areas. Both areas have in excess of 2,500 businesses operating in many different sectors. Harold Hill & Harold Wood and Rainham have a far lower concentration of business in fewer sectors. Production businesses are a key feature of both areas, with a significant number of Transport & Storage businesses in Rainham while out of town retail is important in Harold Hill & Harold Wood. Collier Row and the north of the borough have a much lower number of enterprises and available non-domestic land. Businesses in Romford and Rainham in particular contribute significantly to the Council's collection of Business Rates.

## 6. The Views of the Business Community

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The Council conducted a survey to understand how the borough and the Council are viewed by businesses in the area. The survey has been used together with information from business organisations to reflect on the views of the business community.

- Overall Havering is regarded positively as a location in which to do business. Only around one in six of the business representatives surveyed rated the area poorly. Reasons for the good rating included the location, trade opportunities available and a strong local customer base.
- Approximately half of businesses did not think there were any barriers to growth in the borough. The main barrier to growth identified was the global economic situation and lack of business available. However other issues raised include the global economic situation, parking issues and the cost of premises / lack of premises available.
- However less than one in ten businesses expected their turnover to increase a lot in the next three years, with the majority expecting it to increase a little or stay the same. Larger businesses tended to be more optimistic about growth than smaller organisations and sole traders.
- Two-thirds of businesses rated the Council as very good to average, however there were a number of areas where there was scope for improvement in the services offered. These included
  - Communication. More effective working in partnership with local businesses and constructive two-way communication
  - Improvements to parking. Issues raised included a perceived lack of provision and parking charges
  - Procurement. Easier tendering processes and better sharing of information
  - Road and pavement repairs. Concern about repairs not being made and the condition of some roads and pavements.
- Improved communication was a key theme of discussions with businesses and support organisations. When asked about different communication channels printed media remained the most popular means of communicating but email and the Council website were identified as important by a third and a quarter of respondents respectively.



- Businesses and support agencies also felt services could be improved if the Council understood businesses in the area better and improved its enquiry handling, possibly through a one stop shop model or better signposting between departments.

## 7. Opportunities for growth

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The research suggests a number of strengths and opportunities to encourage growth:

- Havering has a good location and strong transport links, with the M25 and major routes into central London via road, rail and underground services.
- Large infrastructure projects such as Crossrail and the London Gateway Deep Sea Port offer opportunities for local businesses.
- Residents are seen as entrepreneurial and resilient.
- The relatively low cost of living (for London), good schools, green space and general quality of place and life were perceived to be a real advantage in attracting new businesses.
- Existing business support programmes were seen as a positive base to build a more comprehensive growth programme.
- There is a significant amount of designated development land available that is ready for redevelopment, particularly in the Rainham area.
- Romford is seen as a successful metropolitan town centre with a strong retail offer and 'office quarter' that will have even better connections into London via the Crossrail scheme in the next few years.
- Although there are strong arguments against an overly sector driven approach to growth, Havering does have particular strengths or competitive advantage in certain sectors including
  - Retail. The retail sector is more important to the Havering economy than many other outer London boroughs. Romford is a Metropolitan Centre (as identified in the London Plan) and has remained resilient despite the emergence of Stratford City and competition from

Bluewater, Lakeside and online shopping. It is likely to remain an important sector for the local economy.

- Advanced Manufacturing. There is a cluster of manufacturing businesses in the Rainham area located around the Centre for Engineering and Manufacturing Excellence. As well as offering an Innovation Centre, services and support to businesses in the area, CEME has recently become home to the High Speed Sustainable Manufacturing Institute - a world class research institute focussing on Manufacturing. Alongside CEME the Beam Reach sites include significant areas of employment land ready for redevelopment and the area could be a focus for industrial growth in London.
- Construction. Is one of the most important sectors by number of businesses and the number of jobs supported in the borough. Although construction has suffered in the economic downturn it will remain important to the economy and there is some competitive advantage to location in Havering
- Logistics. The Logistics concentration in Havering is mainly due to the good road transport links in the area and the relatively low land values. There may be opportunities to develop the sector, particularly when the nearby London Gateway Port opens. As such the borough has some competitive advantages in the sector.
- Green Enterprise. Although Green Industries are a small part of the Havering business base the south of the borough forms part of the sub-regional Green Enterprise District, a regeneration initiative of the Mayor of London.
- Health and Social Care. The Health and Social Care sector is the largest employer in Havering. There are considered to be numerous growth opportunities for the sector driven by the ageing population and the personalisation of health and social care budgets.
- Professional and Scientific Services. Although a small sector in the Havering economy it is predicted to remain strong and generate much of the employment growth London will see in the next ten years. As a consequence, and despite some locational disadvantages, the sector may represent an opportunity for growth.
- Creative and Cultural Industries. Creative and Cultural Industries have been a catalyst for regeneration in other parts of London. The Council Culture Strategy highlights that ‘..cultural and creative industries, such

as sport, recreation, museums, theatre, art and tourism are growth sectors which diversify the economic base of an area, encourage a creative economy, and offer major opportunities for economic development.’. The Culture strategy goes on to describe the important role that creative and cultural industries can play in terms of image change and quality of life, helping to reposition areas as more attractive places for inward investment.

- Social factors. The ageing population and recent increase in the birth rate may create opportunities for businesses in the borough in businesses in the Health and Social Care, Early Years and Retail sectors among others.
- Government Policy. The public sector is experiencing major change which may create opportunities for business growth. The personalisation of health and social care budgets, impact of welfare reform, localism and changes to education all change the market and offer businesses opportunities to develop and grow.

## 8. A Corporate Approach to Business Growth

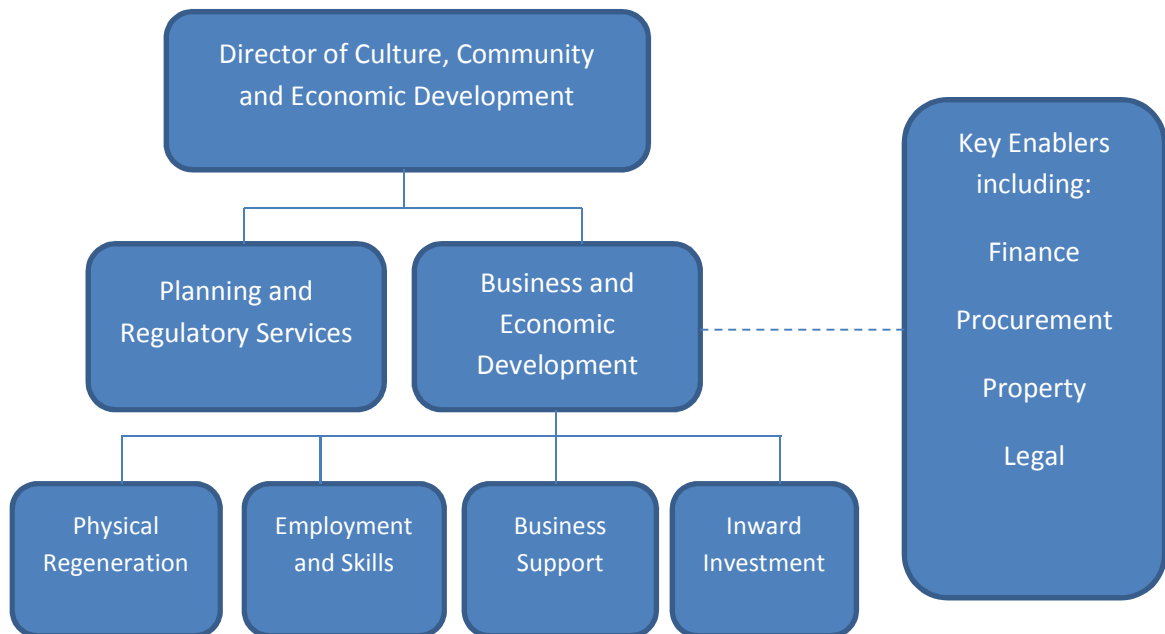
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By identifying business growth as a strategic priority and embracing a new corporate approach the Council can make best use of its capacity to deliver such a large agenda and can adopt a ‘one Council’ approach to supporting the business community.

The Director of Culture, Community and Economic Development will be responsible for promoting a corporate approach to the business growth agenda. A new Business Development function within the Directorate, led by a Head of Service with responsibility for championing business growth programme, will spearhead implementation. The Business Development Service will be able to:

- focus functions within the service such as physical regeneration, inward investment, business support and employment and skills activity, adjusting resources to better meet the needs of the business growth programme
- engage and work with Council departments that enable business growth including Planning, Regulatory Services, Housing, Property, Finance, Legal services and social care
- engage with the Council leadership team at a strategic level, adapting functions to better support business growth, brokering relationships and engaging with programme development

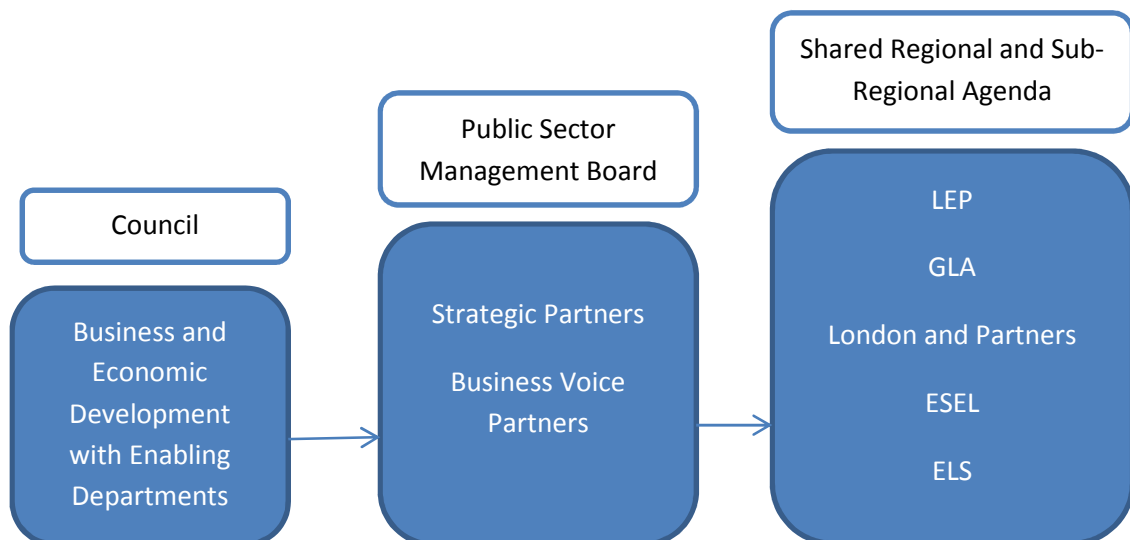
## Resourcing Business and Economic Development



The Council will also strengthen its relationship with strategic partners in the delivery of business growth. In particular it is proposed to:

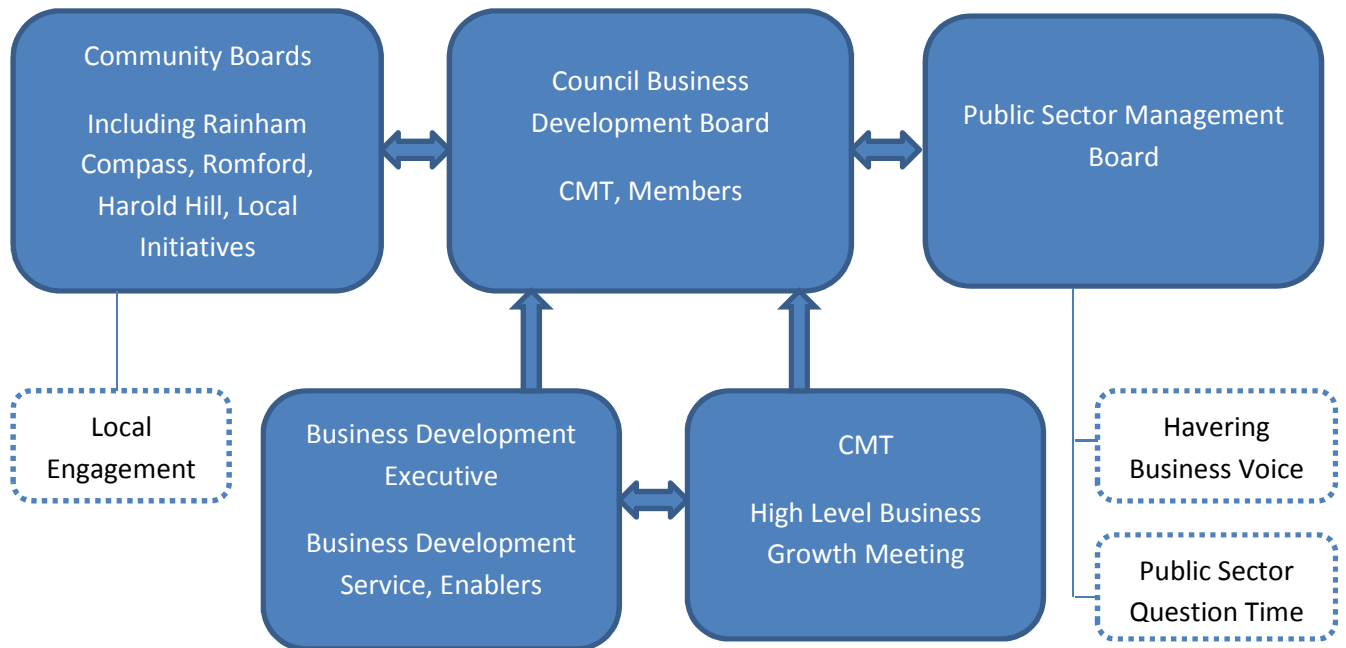
- engage local businesses and support organisations to lever capacity into the business growth agenda and contribute to the development and implementation of the programme
- represent the Council and the business community at a sub-regional and regional level, leveraging in additional support, championing the borough and working with neighbouring areas to deliver services in an effective and efficient manner

## Levering capacity into Business and Economic Development



The governance arrangements will reflect those used to manage other programmes successfully. Clear roles, responsibilities and reporting lines will be established and there will be clear links to other programme boards, a Public Sector Management Board and the Havering Business Voice Board – where the business community will be able to participate in and contribute to the prosperity of the borough and the Business Growth programme.

*Governance Structure Chart*



*Havering Business Voice*



If the programme is to succeed there will need to be a strong relationship between the business community and the Council. The Business Voice Board will be one way in which the business community are engaged and the Head of Business Development will also be responsible for co-ordinating an account management approach to fostering a relationship with businesses.

The Council also recognises the strategic importance of certain industries and individual businesses to the Havering economy. For this reason members of the Council Corporate Management Team and other senior managers will also adopt an account management approach to developing a relationship with key businesses, working with the Business Development Service to ensure important companies remain and grow in Havering.

## **9. Programme Themes**

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The analysis of the business base, views of the business community and opportunities for growth suggest three themes around which the programme should be based:

- Promoting investment in Havering
- Encouraging existing businesses to grow
- Transforming customer services for the business community

Each theme has been broken down into a number of objectives. Each objective is associated with new projects and / or improvements to service delivery that, together, contribute towards delivering the vision and programme benefits.

### **Theme 1 – Promoting Inward Investment in Havering**

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#### **The Opportunity**

There are a number of opportunities to generate new business growth in Havering. In particular good transport links in the borough, the availability of land and office space for employment uses and the proximity to markets in London and the south-east mean Havering is ideally placed to attract new businesses.

#### **Existing Services**

The Council already offers a limited inward investment service, working with landowners and property agents to promote the borough and manage inward investment enquiries. Alongside the inward investment service the Council has recently launched a business start-up programme to support people setting up new businesses.

## Proposals

The Council aims to build on existing services by delivering a new inward investment service, focussed on key development sites, and enhanced business start-up programme.

## Action Plan

Projects and key actions will include:

Project	Key Actions
<p><b>An enhanced Inward Investment Service.</b></p> <p>A new inward investment service working closely with partners to deliver a pro-active and targeted inward investment offer, promoting the borough and focussing on key sites and opportunities for growth.</p>	<p>Establish a new inward investment service model</p> <p>Develop a strategy to promote the borough to businesses and to stakeholders including London and Partners to secure domestic and foreign investment</p> <p>Establish a Business Ambassadors Programme – business leaders championing the borough to investors</p> <p>Establish a property agents and developers forum</p>
<p><b>Key Development Sites.</b></p> <p>Focus on the identification and development of key sites in the borough, developing proposals that use Council resources to kick-start commercial development</p>	<p>Identify key sites</p> <p>Develop and agree promotional strategies</p> <p>Develop proposals for the use of Council resources to kick-start commercial development</p>

<p><b>The Business Accommodation Offer.</b></p> <p>Improve the business accommodation offer for business locating to and re-locating in Havering.</p>	<p>Produce a position statement on business accommodation in the borough</p> <p>Develop a strategy for addressing gaps, promoting development and promotion of property available in the borough</p> <p>Develop a model for monitoring planning applications for impact on the property portfolio</p>
<p><b>Business Start-up Programme</b></p> <p>Building on the new business start-up programme to offer an enhanced service with strong links to related projects.</p>	<p>Develop proposals for an enhanced business start-up programme with links to youth enterprise, Jobcentre Plus and other programmes</p> <p>Annual review of activity and refinement to reflect opportunities in the borough</p>

## **Theme 2 – Encouraging existing businesses to grow**

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### **The Opportunity**

While it is important to focus on attracting new businesses to the borough it is even more important to understand the pressures faced by the nearly 8,000 existing businesses in the borough and to facilitate their growth. The Council can help create the right conditions to promote growth by, for example, creating a simple, fair and supportive approach to the regulatory system, promoting business friendly planning policies, and offering support for businesses to develop their skills and network with each other.

### **Existing Services**

The Council already delivers services to support the business community. Services include a programme of training and networking events, business advice and support, promotion of town centres and improvements to infrastructure. Businesses



have the opportunity to raise issues or concerns with the Leader on a regular basis and excellence is celebrated through the annual Business Awards.

### Proposals

The Council aims to build on existing services by drawing together business support activities and delivering a comprehensive service to the business community.

### Action Plan

The Business Growth Programme aims to build on existing services. Projects and actions will include:

Project	Key Actions
<p><b>Promoting Local Procurement</b></p> <p>Helping local businesses compete for and win contracts to deliver goods and services to the Council.</p>	<p>Review procurement strategy and frameworks to encourage buy local policies</p> <p>Adopt a policy of ensuring local SMEs are given the opportunity of bidding for contracts using the following principles:</p> <p>Up to £50,000 – 2 quotes, with at least one from a local supplier</p> <p>£50,000 - £100,000 – 3 quotes, with at least two from local suppliers</p> <p>Beyond £100,000 requires a formal tendering process</p> <p>Training and information programme for local businesses</p> <p>Training programme for Council officers</p> <p>Monitoring processes developed to track spend</p> <p>Proposals to promote Council contracts and share information with local businesses developed</p>

<p><b>Improving Borough Infrastructure</b></p> <p>Continuing a programme of improvements to the street environment with at particular focus on Town Centres.</p>	<p>Integrated programme of street improvements implemented</p> <p>Programme of improvements to local shopping centres implemented</p> <p>Focus of area Regeneration Programmes to reflect support for business growth</p>
<p><b>Improved Management of Business Rates Collection</b></p> <p>Return management of business rates to the Council and develop clear transparent processes enforced fairly and equitably</p>	<p>Cabinet to agree rate relief policies</p> <p>Develop management arrangements for business rates</p> <p>Management of business rates returned to the Council</p>
<p><b>Enhanced Business Support Services Programme</b></p> <p>An enhanced business support programme effectively targeted to meet the needs of the community and promoting business growth.</p>	<p>Proposals for improving engagement with top businesses and business leaders in the borough</p> <p>Programme of networking, training and seminars including the very successful business expo, business awards, leader's networking events and procurement seminars developed</p> <p>Proposals to target support at businesses most likely to grow and generate NNDR income</p>

	Engagement in sub-regional and regional opportunities to support the business community and encourage growth
<p><b>Realising the potential of the planning system for business growth</b></p> <p>Ensuring the planning system supports business growth by safeguarding employment land, reviewing planning policies, promoting local procurement and employment and development of a new Local Plan and Community Infrastructure Levy to support business growth</p>	<p>Develop proposals to encourage local procurement and employment on development sites</p> <p>New Local Plan reflecting the needs of the business community produced</p> <p>Proposals for a Community Infrastructure Levy produced</p>
<p><b>Promoting Town Centres</b></p> <p>Programme of events and other promotional activities to encourage local residents and visitors from outside the borough to shop in Town Centres</p>	<p>Programme of specialist markets and other promotional events established</p> <p>Development of Retail Directories for Town Centres</p> <p>Improved webpages for Town Centres</p> <p>Christmas Lights and Events arranged</p> <p>Build on and promote the success of the Town Centre Partnerships in Romford and Hornchurch and develop regeneration partnerships in other town centres</p>
<p><b>Business Improvement Districts</b></p> <p>Work with the London Riverside BID company and conduct a feasibility study for a BID in Romford</p>	<p>Feasibility study for establishing a BID in Romford</p> <p>Work with the London Riverside BID and annual review of activity</p>

<p><b>A Skilled Workforce</b></p> <p>Addressing skills gaps and helping to ensure local resident have the skills needed to meet business needs.</p>	<p>Existing skills provision mapped</p> <p>Development of an employment and skills plan for the borough, highlighting issues and gaps that need to be addressed</p> <p>Development of a project to ensure local employment clauses are built into procurement and planning agreements</p> <p>Development of proposals to:</p> <ul style="list-style-type: none"> <li>• Help local people access employment opportunities arising from business growth / inward investment</li> <li>• Address employment and skills issues for sectors with the most growth potential</li> <li>• Help workless people into employment</li> </ul>
<p><b>Helping businesses to be compliant and self-regulatory with targeted enforcement</b></p> <p>Developing effective, efficient and targeted regulatory services that help businesses ensure they are compliant and encourage residents to buy local.</p>	<p>Review of regulatory services to the business community</p> <p>Greater promotion of membership of the 'Buy With Confidence' scheme as a business development tool and to encourage local residents and businesses to use local reputable traders</p> <p>Delivery of business advice and training to help ensure compliance</p>

## Theme 3 – Transforming customer services for business

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### The Opportunity

The Council has already been recognised for its business friendly culture; however many businesses have identified communication as one way in which services could be improved. The Council has the opportunity to address this issue using current customer services technology and improving the information and services available through the website.

### Existing Services

Many Council departments manage enquiries from or transactions with the business community.

### Action Plan

The Council aims to improve customer services for the business community. Projects and key actions include:

Project	Key Actions
<p><b>Adopting a Corporate Approach to Business Development</b></p> <p>Working together as one council, making the best use of existing resources and maximising capacity to support the business community</p>	<p>Governance arrangements adopted</p> <p>Business Voice Board established</p> <p>Proposals for account management of key businesses adopted</p>
<p><b>Customer Services Transformation</b></p> <p>Delivering an improvement in customer services to communicate more effectively with the business community</p>	<p>Produce a paper proposing improvements to customer services for the business community.</p> <p>Implementation of proposals</p> <p>Improved information and services through the website</p> <p>Creation of a comprehensive business</p>

	database and directory
<p><b>Selling Services to the Business Community</b></p> <p>Review existing traded services and the opportunity to offer additional support to the business community on a fee paying basis</p>	<p>Review existing services</p> <p>Identification of opportunities for additional services</p> <p>Implementation of proposals</p>
<p><b>Communications</b></p> <p>Developing a comprehensive communications strategy to support the whole business growth programme</p>	<p>Develop communications and stakeholder engagement strategy and programme</p> <p>Implementation of the programme</p> <p>Develop internal communications and training plan</p>

## 10. Measuring Success

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The outputs and outcomes delivered by each project will be measured to ensure the Business Growth Programme achieves the benefits anticipated and delivers the vision set out in the Living Ambition Strategy.

Milestones and measures of success will be attributed to each project to track progress and review performance. Examples of measures of success include:

- Growth in business rates, reflecting growth in the business base in Havering
- Increase in inward investment in the borough
- Progress towards development of key sites
- New business start-ups in the borough
- Decrease in vacancy rates
- Increase in proportion of contracts won by companies paying NNDR in Havering
- Increase in income from services sold to the business community
- Improvement in satisfaction with Council services to the Business Community

## CABINET

17 April 2013

**Subject Heading:**

Authority to commit to making progress against the GLA's Exemplar Borough qualifying criteria to become a designated Cleaner Air Borough

**Cabinet Member:**

Councillor Lesley Kelly - Cabinet Member for Housing and Public Protection

Councillor Barry Tebbutt - Cabinet Member for Environment

**CMT Lead:**

Cynthia Griffin, Group Director – Culture and Community

**Report Author and contact details:**

Emma Cockburn (Transport Planning)  
01708 432850

[emma.cockburn@havering.gov.uk](mailto:emma.cockburn@havering.gov.uk)

and

Louise Watkinson (Public Protection)  
01708 432771

[Louise.watkinson@havering.gov.uk](mailto:Louise.watkinson@havering.gov.uk)

**Policy context:**

EU Air Quality Directive (2008/50/EC)

Part IV of the Environment Act 1995

The Air Quality (England) Regulations 2000 (SI 928).

The Air Quality (England) (Amendment) Regulations 2002 (SI 3043).

Clearing the air - The Mayor's Air Quality Strategy 2010

Traffic Management Act 2004

Mayor's Transport Strategy 2010

Havering Corporate Plan 2011-2014 including the 'Living Ambitions' Agenda

Havering Local Implementation Plan 2012

Network Management Plan 2006

Havering Local Development Framework

Havering Regeneration Strategy

Havering Air Quality Action Plan (draft)

**Financial summary:**

The proposed decision will permit the authority to bid for up to £400k of funding for projects to improve air quality in Havering in 2013/14, 2014/15 and 2015/16, and uncapped funding for cross-boundary projects in the same time period.

The financial implication to Havering arising from any fine for continued breaches of AQ limits is not currently known.

**Is this a Key Decision?**

No

**When should this matter be reviewed?**

Autumn 2013, and then annually in Spring/early Summer

**Reviewing OSC:**

Environment OSC

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

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



**SUMMARY**

This report considers the steps that Havering must take towards becoming a 'Cleaner Air Borough', which would have environmental benefits and enable Havering to bid for up to £400k of funding from TfL for projects to improve air quality in the borough.

The environmental benefits would have public health advantages and make the borough a more attractive place to live in and for businesses to invest in.

Many of the criteria that the borough would have to work towards to achieve this status are covered by existing projects and programmes in Havering, and consequently achieving this status would simply require the continuation of existing projects that are funded by TfL through the LIP programme; the implementation of new projects funded via the recently announced London Mayor's Air Quality Fund; and minor adjustments to existing programmes.

Examples of these include: the TfL funded Biking Boroughs programme and Smarter Travel work, development of the Ingrebourne Valley Connect 2 route, regeneration capital projects in Romford and Rainham and business engagement activities.

The report seeks Cabinet approval for Havering to sign up to become a 'Cleaner Air Borough'.

**RECOMMENDATIONS**

The report recommends that:

- (1) The Council signs up to become a 'Cleaner Air Borough', progressing projects such as those set out in the report, that will allow it to demonstrate that it meets the Exemplar Borough qualifying criteria.
- (2) Cabinet agrees grant funding bids are submitted in line with Havering becoming a 'Cleaner Air Borough'

**REPORT DETAIL**

**Background**

**Health impacts**

London has some of the worst levels of air pollution of any UK or European city, and air quality is a very significant issue for Londoners' health. Following the Great Smog of 1952 and the ensuing clean air measures, obvious smoke and sulphur dioxide pollution was greatly reduced in urban areas, reducing mortality from short-term exposure. However, in the last ten to fifteen years it has become apparent that the long-term impacts of less visible pollutants are much more significant than previously realised.

It is now known that thousands of Londoners per year die early as a result of long-term exposure to air pollution: a recent study commissioned by the Mayor estimated that over 4000 extra deaths each year in London are attributable to one kind of pollutant, microscopic airborne particles. Another study estimates that the man-made majority of these particles are responsible for a proportion of all deaths in London boroughs ranging from around 6% in the least polluted outer suburbs to over 8% in the most polluted boroughs of inner London.

Air pollution contributes to a range of life-shortening lung and heart conditions; it can also impair lung development in children. Links have also been reported to breast cancer, diabetes and premature and low birth weight babies. The health costs of air pollution in the UK have been estimated at up to £20 billion a year – twice as much as obesity.

**London, national and EU air quality targets**

The European Commission sets a range of limit values for the concentrations of different air pollutants which are included as objectives in the UK National Air Quality Strategy and the Mayor's Air Quality Strategy (MAQS). The two most significant pollutants are fine particulate matter (generally PM, specifically PM10 or the finer-still PM2.5) and nitrogen dioxide (NO2).

**WHO targets and health benefits**

The World Health Organisation (WHO) also recommends maximum pollutant concentrations for human health. In the case of PM10, the recommended limit is half that enforced by the EU and so London has much further to go to reach this standard.

Generally, scientists estimate that every reduction in PM concentration results in a proportionate reduction in excess deaths, so there is a health benefit of progress

towards or beyond the limit values, as well as the legal benefit of meeting the enforceable targets.

### **Progress to date**

Progress towards meeting PM10 values has been gradual but positive and now only a small number of roads in central London breach the EU limit values. In June 2011 the European Commission granted the UK government a time extension to meet these limit values. However, in the case of NO<sub>2</sub>, progress has not been as successful.

The UK has consistently failed to meet the EU limit values for NO<sub>2</sub>, and in London, levels have been exceeded by some distance. As a result of this non-compliance the UK could potentially be at risk of European fines of up to £300 million for breaching air quality standards. The Localism Act allows the UK government to pass EU fines on to regional and local authorities.

While it is unclear how the UK government would respond to such a European fine, it is possible that a fine of up to £50 million could be passed to London as a result of continued air quality breaches. The London Mayor, in turn, could then divide any fine equally between boroughs, or could apply penalties to individual boroughs, giving consideration to their progress against local targets.

### **Havering's Air Quality**

The whole of the London Borough of Havering was designated an Air Quality Management Area (AQMA) in 2006 due to exceedances of the both EU limit values and UK air quality objectives for both PM10 & NO<sub>2</sub>. These breaches of limit values were mainly attributable to emissions from road traffic vehicles.

Since 2006 an Air Quality Action Plan (AQAP) was put in place by the Environmental Health Service of the Council to reduce pollutant concentrations of both NO<sub>2</sub> & PM10 across the Havering. In addition to London-wide measures such as the introduction of the Low Emission Zone (LEZ) and improvements to public transport fleet, local projects such as greening of Havering's vehicle fleet, travel planning activities, development plans, traffic and parking management initiatives, improvements to cycling and walking routes, climate change measures, regulation of industrial processes and construction/demolition sites have resulted in a gradual trend of improvement.

Whilst the Borough currently has only a small network of air quality monitoring locations, the evidence available shows a decreasing trend across Havering for both NO<sub>2</sub> & PM10. In 2012 the automated air quality monitoring station at in Waterloo Road in Romford recorded both NO<sub>2</sub> and PM10 as meeting the UK air quality objectives. However, at other locations across the Borough, such as Mercury Gardens, the air quality objective has been exceeded continuously for the past five years, indicating that there is still much to be done to achieve statutory targets for air quality.

## **The Mayor's Air Quality Fund**

The London Mayor is committed to further action to tackle poor air quality in London and Transport for London has recently announced a £20 million fund to support local air quality projects over the next 10 years.

The objectives of the Mayor's Air Quality Fund are:

- To reduce air pollutant concentrations across London, particularly PM and NO<sub>2</sub>, prioritising Air Quality Focus Areas
- To communicate the issue of poor air quality and facilitate the engagement of the wider London population with measures to improve air quality
- To ensure boroughs have an up-to-date AQAP and support projects that deliver specified air quality targets
- To maximise investment by complementing and enhancing existing air quality programmes
- To provide a clear understanding of the impact of different measures through robust monitoring
- To evaluate innovative measures through trials and investigations, share lessons learnt amongst other boroughs and more widely at a regional and national level

## **Cleaner Air Borough fund**

Within the umbrella of the Mayor's Air Quality Fund, TfL has established a 'Cleaner Air Borough' fund that will provide a total of £6m over three years to London boroughs that are determined to make a difference and implement innovative transport related air quality measures.

For bids to be viewed favourably, Boroughs will need to demonstrate that they are signed up to achieving exemplar borough qualifying criteria.

Each borough is invited to submit one individual bid but can also be a member of more than one partnership bid with other London boroughs and third party organisations. The maximum amount available for an individual borough bid is £400,000 over three years, with a higher amount possible for strong partnership bids. It is possible that the East and South East London (ESEL) transport partnership may co-ordinate a sub-regional bid covering work in Havering.

Boroughs are expected to secure match-funding for their bids through LIPs, BIDs, S106, parking revenues, EU funding, Defra funding, GLA Cleaner Air Fund 2 and other sources; and to focus bids on projects that are complementary to existing plans.

## **Bid Proposals**

Bidding for funding from the Cleaner Air Boroughs funding pot will enable the Council to increase the financial resources available for a number of existing projects and programmes, with no additional burdens placed on the authority.

The areas identified by the GLA as being Air Quality Focus Areas are located in Romford and Rainham, adjacent to main roads into these hubs. Possible projects to tackle air quality also have the potential to deliver benefits across a broad range of policy areas, such as reducing congestion, delivering environmental improvements (immediate infrastructure delivery and longer term outcomes), helping local businesses to reduce their operating costs and improving health outcomes for the local population.

The geographical focus identified will allow projects to be developed that are complementary to the aims of the Romford and Rainham Compass regeneration programmes and fully integrated into the delivery of these programmes' objectives. A specific example of a type of project that could be delivered with assistance from the fund is green walls, with locations around Romford and Rainham that are in need of a face-lift currently being investigated. Advertising revenue has the potential to cover on-going maintenance costs. Appendix 2 provides an illustration of the type of dramatic transformation that can be achieved from this type of treatment.

## **Cleaner Air Boroughs Criteria**

To access funding from the new Mayor's Air Quality Fund, boroughs are asked to commit to make progress against a number of criteria:

1. Political leadership
2. Taking action
3. Leading by example
4. Using the planning system
5. Integrating air quality into the public health system
6. Informing the public

With the exception of Criterion 1, which would be demonstrated through the approval of this report, and Criterion 5, which would require a small amount of additional work to integrate air quality and transport into the Borough's Health and Wellbeing Strategy, the Borough is already well placed to demonstrate achievement of the Cleaner Air Boroughs criteria, through continuation of existing (externally funded) projects and programmes.

Full details of the Exemplar Borough Qualifying Criteria and existing work which contributes to the achievement of these criteria is provided in Appendix1.

## **REASONS AND OPTIONS**

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

Expressing the level of political support required to submit a successful bid for Cleaner Air Borough funding will publicly demonstrate Havering's commitment both to tackling the health issues caused by poor air quality in the borough and to the delivery of London Mayoral priorities.

Development of a successful funding bid will provide financial assistance to the council in implementing existing projects and programmes that deliver across a wide range of council objectives in addition to improved air quality. In particular, these include projects to reduce congestion and support business activity within the borough.

Increasing the level of investment in initiatives to tackle areas of poor air quality in Havering will help the council to both meet the statutory targets for air quality and to reduce the exposure of Havering's population to health-damaging pollutants.

It is hoped that visible commitment to the delivery of air quality improvement projects and improved performance in relation to air quality limits would have a mitigatory effect on the apportionment of any EU Air Quality fines to the borough.

### **Other options considered:**

The option of not demonstrating political support or submitting a bid for Cleaner Air Borough funding was discarded, due to statutory and ethical obligations to meet air quality limits and the opportunity to increase net income to the authority.

## **IMPLICATIONS AND RISKS**

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

Approval of this report will increase the borough's chances of successfully bidding for both the Cleaner Air Borough fund and other Mayoral funding streams that may become available in the future.

TfL expect to allocate a total of £6m of 'Cleaner Air Borough' funding to London Boroughs over the next three years.

The maximum amount available for an individual borough bid is £400k over three years, with a higher amount possible for partnership bids. Bids must be match funded by the borough and this will be achieved through use of LIP and other external funding (the exact funding sources are to be confirmed).

Careful consideration will be given to the on-going maintenance costs of any projects identified for potential bid content. Any revenue implications will need a defined funding source.

If the bid is approved, 2013/14 funding will be agreed in early June, with indicative funding allocations for 2014/15 and 2015/16. Funding can be deployed on either revenue or capital expenditure, in line with approved proposals.

Whilst the Air Quality Fund is separate to the Local Implementation Plan (LIP) funding provided by TfL, the governance and payments processes will be similar. Funding will be allocated and managed through the Borough Portal, with payments made in arrears once evidence is provided to show the work has been completed. There is the risk that if work is not completed on a timely basis funding could be lost, meaning expenditure committed would need to be borne by the Council; this will need to be managed through robust project management.

Funding for project implementation will be released once monitoring has been completed and the project evaluated.

Although there is no specific audit requirement, TfL can at their discretion audit the deployment of funds.

The UK has consistently failed to meet EU air quality standards and in London levels have been exceeded by some distance. There is the possibility that EU fines could be incurred nationally then apportioned to local authorities. The UK could potentially be at risk of fines of up to £300 million (source London Councils). Both London Councils and the Greater London Authority (GLA) are working to ensure there is a transparent framework for passing on these types of fines if they are imposed. Proposals are that weighting be relative to the degree to which each authority has power to tackle the problem.

Air quality initiatives would impact on a number of Council services, such as schools, transport and Public Health. Projects should therefore look to be cross cutting and explore efficiencies across departments.

**Legal implications and risks:**

There are no legal implications arising from this report

**Human Resources implications and risks:**

There are no HR implications arising from this report. Should bids be successful the workload associated with delivering the projects will be managed within existing staff resources.

**Equalities implications and risks:**

Any projects delivered as a result of this decision are expected to have beneficial impacts on protected equality groups within Havering. Young and old residents are disproportionately impacted by poor air quality, as are certain disabilities groups and action to improve air quality in the borough will be of particular benefit to these groups.

Any project awarded funding in Havering will be subject to separate equalities analysis prior to implementation where appropriate, to ensure compliance with the Public Sector Equality Duty.

**BACKGROUND PAPERS**

Mayor's Air Quality Fund Bidding Guidance:

[http://www.london.gov.uk/sites/default/files/mayors\\_air\\_quality\\_fund\\_bidding\\_guidance.pdf](http://www.london.gov.uk/sites/default/files/mayors_air_quality_fund_bidding_guidance.pdf)

Appendix 1 – assessment of current performance against Cleaner Air Borough qualifying criteria

Appendix 2 – illustrations of green wall infrastructure projects



## **Cleaner Air Boroughs Criteria**

To access funding from the new Mayor's Air Quality Fund, boroughs are asked to commit to make progress against each of the criteria set out below. Those that demonstrate significant improvement towards or achievement of the criteria will then be designated a "Cleaner Air Borough". The first Cleaner Air Boroughs will be announced in January 2014.

### **1. Political leadership**

- To become a Cleaner Air for London Borough the authority will have to pledge (at cabinet level) to take significant action to improve local air quality and sign up to specific delivery targets.
- This includes having an up-to-date air quality action plan, fully incorporated into LIP funding and core strategies.

The council's existing work to improve air quality is already fully embedded within its LIP programme and policies, with many existing projects, such as the school travel planning programme, making a significant contribution towards achieving air quality objectives.

The LIP programme currently contains a modest (£25k) allocation for the delivery of specific air quality projects, including the development of an air quality strategy and action plan. Cabinet level commitment to continue these programmes and projects (through future LIP annual spending submissions, at no additional cost to the council) would be demonstrated through approval of this report.

### **2. Taking action**

*Examples include:*

- Taking decisive action to address air pollution, especially where human exposure and vulnerability (e.g. schools, older people, hospitals etc) is highest.
- Developing plans for business engagement (including optimising deliveries and supply chain), retrofitting public buildings using the RE:FIT framework, integrating no engine idling awareness raising into the work of civil enforcement officers, etc.
- Integrate transport and air quality, including by improving traffic flows on borough roads to reduce stop/start conditions
- Making additional resources available to improve local air quality, including by pooling its collective resources (s106 funding, LIPs, parking revenue, etc).

The council is currently taking steps that would permit it to demonstrate achievement of this criterion without the need to develop new projects and programmes.

Air quality is already well integrated into the council's transport programmes, with a number of "standing" projects contributing to improving air quality and reducing

human exposure to poor air quality. Examples include projects in the TfL funded LIP programme to smooth traffic flows and reduce congestion, such as junction improvements along Main Road and North Street, loading facilities for local businesses, working with TfL to adjust traffic signals to minimise vehicle 'standing' time; the council's TfL funded smarter travel and school travel planning work, which seeks to reduce car use for journeys where a reasonable alternative exists (this particularly applies to short journeys, where emissions are higher, due to engine not warming up); the Biking Borough's programme which seeks to increase cycling levels in the borough; and the greenways programme and other regeneration/culture projects which aim to increase access to and use of pleasant green spaces around the borough.

Work is currently underway to roll out the Cleaner Air 4 Schools programme at a number of schools close to air quality hotspots in Havering to help these local schools identify measures to target air quality issues relevant to them. The Smarter Travel behavioural campaign "Target your Trip", scheduled for launch as a Council campaign in 2014, will enable delivery of air quality specific items, such as anti-idling work and eco-driving skills training with local businesses and residents.

### **3. Leading by example**

*Examples include:*

- Investing sufficient resources to complement and drive action from others
- Maintaining an appropriate air quality monitoring network so that air quality impacts within the borough can be properly understood
- Reducing emissions from council operations, including from buildings, vehicles and all activities.
- Adopting a procurement code which reduces emissions from its own and its suppliers activities, including from buildings and vehicles operated by and on their behalf (e.g. rubbish trucks).

The council is currently taking steps that would permit it to demonstrate achievement of this criterion without the need to develop new projects and programmes.

The inclusion of funding for air quality activities within the LIP programme has enabled the Council to begin to establish an appropriate monitoring network which will allow an evidence driven approach to be taken to prioritising air quality interventions within the borough.

In 2009 the Council adopted a Climate Change Action Plan, which has enabled the Council to reduce its carbon and other emissions from council buildings, vehicles and its activities. This Action Plan encompasses all areas of Council activity which have an impact on emissions, and is delivered using internal and external funding for carbon reduction projects. Requirements for contractors and suppliers to reduce their emissions are included in terms and conditions of contracts, and where there is significant impact are used as part of the tender evaluation.

#### **4. Using the planning system**

*Examples include:*

- Fully implementing the Mayor's policies relating to air quality neutral, combined heat and power and biomass.
- Collecting s106 from new developments to ensure air quality neutral development
- Additional enforcement of construction and demolition guidance, with regular checks on medium and high risk building sites.

The council is currently taking steps that would permit it to demonstrate achievement of this criterion without the need to develop new projects and programmes.

As part of planning development control processes, the council actively applies policies in the London Plan to promote air quality neutral and low energy development. The recent approval of the Climate Energy housing scheme at Rainham, in which a 51-unit development is being built to Passivhaus standard, provides a good example of the Council's progress in this area.

S106 agreements and conditions have been, and are, used to fund initiatives such as travel plans, green infrastructure, cycle routes, bus facilities, electric charging points, etc that will deliver and support air quality improvements in the short to medium term. They are also used to secure investment in the Council's air quality monitoring network.

The council is currently progressing the revision of its LDF and its replacement with a new Local Plan. This will provides a timely opportunity to explore the opportunity to integrate air quality policies for new development into the local planning system.

#### **5. Integrating air quality into the public health system**

*Examples include:*

- Including air quality in the borough's Health and Wellbeing Strategy, including measures to promote adaptation amongst vulnerable groups.

The links between transport, air quality and health are not currently covered in the Health and Wellbeing strategy. It would be possible to include references to air quality in future revisions of the strategy, provided that this topic is incorporated into the JSNA. This work could be undertaken within existing resources.

The NHS has a statutory duty to report Public Health Indicators to the UK Government, Air Quality has its own health indicator which has to be reported upon.

## **6. Informing the public**

*Examples include:*

- Ensuring consistency of branding by using the “Cleaner Air for London” marque.
- Raising awareness about air quality through the active promotion of airTEXT.
- Building a network of air quality champions in schools, businesses, public sector and social housing linked to the Mayor's programme.

The council is developing and delivering projects that would permit it to demonstrate achievement of this criterion.

The GLA is currently funding a six month pilot project to build a network of Air Quality Champions in Havering, Redbridge and Hackney, which is being delivered by Sustrans. It is envisaged that this project will be rolled out across London, following the initial six month trial, with continued implementation in the pilot boroughs (funded by GLA/Defra/TfL).

It is proposed to incorporate public information messages about air quality into the smarter travel “Target your Trip” campaign and the Cleaner Air 4 Schools project will help to raise awareness within the schools community.



Mock up of a green wall treatment (source - Enterprise Plants, google maps)



Use of a green wall for advertising (source - inhabit.com)

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