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Havering
LONDON BOROUGH

CABINET

7.30 pm	Wednesday 10 July 2013	Council Chamber - Town Hall

Members 10: Quorum 5

Councillor Michael White (Leader of the Council), Chairman

	Cabinet Member responsibility:
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

Andrew Beesley
Committee Administration Manager

For information about the meeting please contact:
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Webcast

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

AGENDA

1 ANNOUNCEMENTS

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

2 APOLOGIES FOR ABSENCE

(if any) - receive

3 DISCLOSURES OF PECUNIARY INTEREST

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

4 MINUTES (Pages 1 - 8)

To approve as a correct record the minutes of the meeting held on 17 April 2013, and to authorise the Chairman to sign them.

5 ANNUAL CORPORATE PERFORMANCE REPORT 2012/13 (Pages 9 - 38)

6 LOCAL IMPLEMENTATION PLAN ANNUAL SPENDING SUBMISSION 2014/15, BOROUGH CYCLING PROGRAMME FUNDING (BCPF) SUBMISSION, AND HAVERING'S THREE YEAR DELIVERY PLAN (Pages 39 - 50)

7 COUNCIL EFFECTIVENESS MEMBER PROJECT (Pages 51 - 60)

8 NEIGHBOURHOOD RESPONSIBILITY MEMBER PROJECT (Pages 61 - 70)

9 LITERACY STRATEGY (Pages 71 - 122)

10 APPROPRIATION OF LAND FOR PLANNING PURPOSES & DISPOSAL OF OPEN SPACE AT THE BRIAR ROAD ESTATE IN HAROLD HILL (Pages 123 - 142)

11 HAROLD HILL LIBRARY (Pages 143 - 152)

MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 17 April 2013
(7.30 - 8.35 pm)

Present:
Councillor Michael White (Leader of the Council), Chairman

	Cabinet Member responsibility:
Councillor Steven Kelly (Vice-Chair)	(Deputy Leader) Individuals
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

Apologies were received for the absence of Councillor Michael Armstrong.

Councillors Clarence Barrett, Michael Deon Burton, Keith Darvill and Linda Hawthorn were present for the duration of the meeting.

5 members of the public and a representative of the Press were present.

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.

There were no disclosures of pecuniary interest.

58 **MINUTES**

The minutes of the meeting of Cabinet held on 20 March 2013 were agreed as a correct record and signed by the Chairman.

59 **KEEPING TOWN CENTRES VIBRANT BY REDUCING ON STREET PARKING CHARGES AND MAINTAINING TURNOVER OF VISITORS**

Councillor Barry Tebbutt, Cabinet Member for Environment, introduced the report

The report before Cabinet set out an opportunity to harmonise the current zero to two hour 'On Street' Pay & Display car parking tariffs borough wide, with all outlying Car Parks tariffs at 20p.

The report also sought 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 at 50p.

The proposals sought 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, staff considered that the extension of the maximum stay on street would provide additional customer benefit and help businesses who require their customers to be with them for a period up to 3 hours. The report suggested that the likes of hairdressers, supermarkets and restaurants would benefit from the proposed arrangements.

Reasons for the decision:
Staff considered that the proposals would 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:
Staff 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 believed this to be financially viable in the medium to longer term.

The general view expressed by Members was one of support for the proposals and in particular the support it lends to local businesses. Following a query, assurances were given that staff resources for the collection of payments from Pay and Display machines would be sufficient to meet any increased demand for the use of Council car parks as a result of the proposed changes.

Cabinet AGREED:

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 as an appendix to the minutes.

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 as an appendix to the minutes.

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 May 2007 and the associated provisions agreed by the Regulatory Services Committee on the 13 December 2007.

4) To the initial one off set up cost of equipment conversion and signage one ward at a time over a period of four (4) weeks.

60 HAVERING BUSINESS GROWTH PROGRAMME

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

The report before Members outlined a programme to support Business Growth in Havering, to create jobs and enhance the prosperity of the borough and the wellbeing of local people.

It was explained that economic growth had become Central Government's top priority and Local Authorities had been incentivised to drive forward the agenda through the localisation of business rates.

It was noted that 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. The programme sought 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.

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.

The Government has created incentives for Councils to drive growth through the localisation of business rates. The new system means 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.

Members commented that it was a priority for the Council to support business growth in the Borough and as such, the business growth programme was a useful tool in commencing that process. It was suggested that Overview and Scrutiny could play a key role in developing some of the detail contained within the programme.

Cabinet AGREED

1. The Havering Business Growth Programme 2013-2016, including promoting inward investment, encouraging existing businesses to grow and customer service transformation.

2. To delegate authority for action to implement the programme 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. To delegate authority to bid for external funding to implement the Programme 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.

61 **AUTHORITY TO COMMIT TO MAKING PROGRESS AGAINST THE GLA'S EXEMPLAR BOROUGH QUALIFYING CRITERIA TO BECOME A DESIGNATED CLEANER AIR BOROUGH**

Councillor Lesley Kelly, Cabinet Member for Housing, and Councillor Barry Tebbutt, Cabinet Member for Environment, jointly presented the report

The report considered the steps that the Council 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 Transport for London (TfL) for projects to improve air quality in the borough. In addition, 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.

It was noted that many of the criteria that the borough would have to work towards to achieve this status were 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 included 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 sought Cabinet approval for Havering to sign up to become a 'Cleaner Air Borough'.

Reasons for the decision:
Expressing the level of political support required to submit a successful bid for Cleaner Air Borough funding would 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 would 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 would 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 was 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.

Cabinet AGREED:

1. That the Council sign up to become a 'Cleaner Air Borough', progressing projects such as those set out in the Cabinet report, that would allow it to demonstrate that it meets the Exemplar Borough qualifying criteria.

2. That grant funding bids be submitted in line with Havering becoming a 'Cleaner Air Borough.

Chairman

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Appendix 1

Outlying Car Parks **Appendix 1**

Pay & Display

	Car Park	No.	Manufacturer	Tariff
Hornchurch	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
Upminster	Gaynes Rd	4	Parkeon	Outlying Car Parks
	Hoppy Hall	3	Parkeon	Outlying Car Parks
Cranham	Front Lane	1	Parkeon	Outlying Car Parks
Elm Park	Elm Park Hotel	2	Parkeon	Outlying Car Parks
	Elm Park Library	2	Parkeon	Outlying Car Parks
Rainham	Viking Way	1	Parkeon	Outlying Car Parks
	Cherry Tree	2	Parkeon	Outlying Car Parks
Gidea Park	Balgores Square	1	Parkeon	Outlying Car Parks
Collier Row	Rex Close	4	Parkeon	Outlying Car Parks
	Total	**38**		

Parks - Pay & Display

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

On Street Pay & Display

	Location	No.	Manufacturer	Tariff
Collier Row	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
Gidea Park	Balgores Lane	3	Parkeon	P&D
	Balgores Cres	1	Zeag	P&D
	Heath Drive	1	Zeag	P&D
	Crossways	2	Zeag	P&D
	Station Rd	1	Zeag	P&D

Harold Wood	Station Rd	3	Parkeon	P&D
Elm Park	Broadway	3	Zeag	P&D
Rainham	Wennington Rd	2	Zeag	P&D
	Upminster Rd South	3	Zeag	P&D
Upminster	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 Lawence Rd	2	Zeag	P&D
	Corbetts Tey Rd	8	Zeag	P&D
Hornchurch	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
	Total	**61**		

On Street Parking Meters

	Location	**No.**	**Manufacturer**	**Tariff**
Hornchurch	Babington Rd	2	Mackay	P&D
	Purbeck Rd	2	Mackay	P&D
	Appleton Way	2	Mackay	P&D
	Total	**6**		

Havering
LONDON BOROUGH

CABINET
10 July 2013

Subject Heading:	Annual Corporate Performance Report 2012/13
Cabinet Member:	Councillor Michael White
CMT Lead:	Cynthia Griffin
Report Author and contact details:	Claire Thompson, Corporate Policy & Community Manager, claire.thompson@havering.gov.uk 01708 431003
Policy context:	The report sets out the Council's annual performance for the Corporate Performance Indicators for 2012/13.
Financial summary:	There are no direct financial implications arising from this report. It is expected that the delivery of targets will be achieved within existing resources.
Is this a Key Decision?	No
Is this a Strategic Decision?	No
When should this matter be reviewed?	The Annual Corporate Performance Report will be brought to Cabinet following the end of each financial year.
Reviewing OSC:	Value, Towns and Communities, Individuals, Environment, Children and Learning, Adult

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

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

SUMMARY

This report sets out the Council's annual performance for the Corporate Performance Indicators in 2012/13 (financial year) against the five Living Ambition Goals of the Corporate Plan:

- Environment
- Learning
- Towns and Communities
- Individuals
- Value

Annual Performance 2012/13

A RAG rating has been applied for performance against the 2012/13 Annual Target as follows:-

- Green = on or within 5% of the Annual Target*
- Amber = more than 5% off the Annual Target and where performance has *improved* compared to 2011/12*
- Red = more than 5% off the Annual Target and where performance has *not improved* compared to 2011/12*
- No colour = data not yet available or partnership indicator (see below)

** All figures have been rounded up or down to the nearest 0.5 of a per cent*

Of the 51 indicators measured annually, 42 have been given a RAG status. In summary:-

- 31 indicators (74%) are rated as Green
- 6 indicators (14%) are rated as Amber
- 5 indicators (12%) are rated as Red

A RAG rating has not been given for the partnership indicators (listed in a separate table towards the end of Appendix 1), as the Council is not solely responsible for the target nor the outturn figure.

Direction of Travel

Also included is a Direction of Travel (DoT), which compares performance for 2012/13 with performance for 2011/12. A green arrow (↑) signifies performance is better than 2011/12 and a red arrow (↓) signifies performance is worse than 2011/12. A black arrow (→) signifies that performance is the same as in 2011/12.

Together, **85%** of indicators are rated as **Green** (on or within 5% of target) and/or have shown **better** performance since 2011/12.

Annual Targets 2013/14

The report also includes proposed Annual Targets for 2013/14. Where the target has changed from last year, this has been highlighted in yellow.

New Corporate Performance Indicators for 2013/14

Each year, the list of Corporate Performance Indicators is reviewed. This year, 11 new indicators have been proposed for the Corporate Performance Reports, including three new indicators for Public Health. These are listed at the end of Appendix 1.

RECOMMENDATIONS

Members are asked to review the contents of the report.

REPORT DETAIL

Highlighted below is the Council's annual performance for the Corporate Performance Indicators in 2012/13, where performance has been RAG rated as **Green** or **Amber** and shown an improvement on the previous year; and where performance has been RAG rated as **Red**. For these few indicators, corrective action is taking place to improve performance in 2013/14.

Green or Amber and showing better performance than 2011/12

<u>Environment</u>

Indicator	Annual Target	Annual Performance	DOT
SC11 - % of missed collections put right within target	93%	94.3%	↑
Good working relationships with BIFFA has meant we have cleared most missed collections within the required deadline and as a result we have continued to exceed our target. Performance is better than target and better than this time last year.			
CSP2 - The number of anti-social behaviour incidents reported	5,970	5,431	↑
Performance is better than target (by 9%) and better than this time last year (by 10.9%).			

Indicator	Annual Target	Annual Performance	DOT
SC18 - Total number of fly tip incidents	2,704	2,842	↑
Performance is within tolerance, despite higher levels of fly tipping in June, July and August, and is better than this time last year by 4%. The enforcement team will continue to investigate fly tipping incidents and carry out prosecutions, where possible, to reduce the overall figure.			

Learning

Indicator	Annual Target	Annual Performance	DOT
LA6 - % of Early Years providers, including those in schools, judged Good or Outstanding by OFSTED	73%	76.4%	↑
Performance is better than target and better than this time last year. Performance is also better than Quarter 3 2012/13, when the outturn was 74.9%			
LA1 - Number of apprentices recruited in the borough	500 (AY 12-13)	242 (Q1 AY 12-13)	↑
The target of 500 was set by the 14-19 Partnership, as part of a three year programme to increase the number of apprenticeships in the borough. This indicator is measured by academic year (AY) which runs from August to July. The figure provided is therefore the Quarter 1 figure (Aug-Jul 2012). Performance is better than target and better than this time last year.			

Towns and Communities

Indicator	Annual Target	Annual Performance	DOT
R3 - Number of businesses accessing advice through regeneration initiatives	600	847	↑
Performance is better than target and better than this time last year.			
R2 - Net external funding (£) secured through regeneration initiatives	£1,000,000	£3,602,600	↑
Performance is better than target and better than this time last year.			
CL2 - Number of library visits (physical)	1,520,000	1,718,881	↑
Performance is better than target and better than this time last year.			
(ex) NI155 - Number of affordable homes delivered (gross)	250	487	↑
This total includes an additional 28 units at Rushden Gardens, 178 at Orchard Village and 6 shared ownership properties at Gladstone Place not included in the original 2012/13 target. Performance is better than target and better than this time last year.			
DC4 - % of appeals allowed against refusal of planning permission	30%	24.4%	↑

Indicator	Annual Target	Annual Performance	DOT
The service reviews all appeal decisions and keeps an eye out for trends so that any issues in our decision making can be addressed. Performance is better than target and better than this time last year.			
(ex) NI158 - % of decent council homes	58.72%	40.1%	↑
It is proposed that this indicator is replaced by the 'Number of homes made decent' (listed at the end of Appendix 1) because it is more indicative of the actual number of homes being made 'decent' and the work that is taking place in this area.			
(ex) NI157a - Processing of major applications within 13 weeks (%)	60%	56%	↑
In Quarter 1 performance was impacted by the new Community Infrastructure Levy (CIL) and in Quarter 2 a number of proposals were negotiated with developers before a decision was made. However, performance was above target in Quarter 3 (86%) and Quarter 4 (63%). Overall, performance is outside the 5% tolerance but better than this time last year.			

Individuals

Indicator	Annual Target	Annual Performance	DOT
(ex) NI125/2B - Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement services	85%	82%	↑
The Reablement Service was outsourced in November 2012. In light of this, performance is encouraging and demonstrates the benefits of reablement in preventing hospital readmissions and admissions into residential settings. Performance is within the 5% tolerance and better than this time last year.			
CY13 - % of Child Protection Plans lasting more than 24 months	5%	3.7%	↑
Whilst there has been an increased number of child protection plans this financial year compared to previous years, the duration of those plans remains relatively short. Performance is better than target and better than this time last year.			
L5 - Total number of Careline and Telecare users in the borough	3,600	3,797	↑
There has been an increase of 2.06% compared to the figure for Quarter 3 (3,720). Performance is better than target and better than this time last year.			
L3 - % of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an on-going service	7%	6.9%	↑
The Reablement Service was outsourced in November 2012. In light of this, performance is encouraging and demonstrates the benefits of reablement in preventing the need for longer term services. Performance is better than target and better than this time last year.			
(ex) NI130/1C (i) - % of people using social care who receive self-directed support and those receiving direct payments	60%	48.4%	↑
In 2012/13 there were 3031 people who received self-directed support, compared to 2656 in 2011/12. Performance is worse than target but better than this time last year. Work will continue within the Service to ensure that Self Directed Support is further embedded as the default way we work. In addition, Assessment and Care Management are introducing new			

Indicator	Annual Target	Annual Performance	DOT
supervision procedures and performance indicators to focus on this and other key performance activities at a practitioner level to embed performance management throughout the service areas.			
(ex) NI130/1C (ii) - Direct payments as a proportion of self-directed support (%)	15%	10.1%	↑
For 2012/13 a more stretching target was set for this indicator in order to continue to increase the amount of choice and control for social care clients. However, in line with the national picture, the Service continues to face challenges in increasing the take up of direct payments for older people. Performance is worse than target but better than this time last year. The Service is working hard to help people make best use of the money they receive to purchase their own care services. A dedicated team has been established to work with service users seeking to retain domiciliary care provision from providers who were unsuccessful in being part of the new Framework Agreement. The vehicle employed is a direct payment which should facilitate a significant increase in take up this year and further imbed the practise with practitioners.			
(ex) NI131/2C (ii) - Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000	3	3.2	↑
This is a partnership indicator between Adult Social Care (ASC) and Health relating to hospital discharges which measures the total number of delayed discharges across the system including in the hospital itself. Performance is slightly worse than target but has shown significant improvement in 2012/13, with an average of 6 delays per week in comparison to 10.2 per week in 2011/12.			
CY2 - % of placements lasting at least 2 years	75%	63%	↑
Performance is now more in line with the average for England (68% in 2011/12) and our statistical neighbours (70.6% in 2011/12). Performance is worse than target but significantly better than this time last year. The target of 75% was a very challenging target; especially coming from the 2011/12 outturn of 49.1%. By achieving 63% the service has made significant progress. In 2013/14, the service will continue the drive to recruit more foster carers to increase placement choice and improve processes to increase the number of placements lasting at least 2 years.			
L6 - Number of extra care housing units in the borough	216	186	↑
The developments originally expected at Cole and Cockabourne Courts did not go ahead as originally planned. Performance is worse than target but better than this time last year. The new Extra-Care Housing Strategy is currently being developed which sets out proposals for delivering Extra-Care Housing in the future.			

Value

Indicator	Annual Target	Annual Performance	DOT
CI1 - Sickness absence rate per annum per employee (days)	7.6 days	7.7 days	↑
Work to reduce levels of sickness across the Council is ongoing, including the implementation of a new Managing Sickness Absence policy, updated training for managers in dealing with sickness absence, and the ongoing development and improvement of sickness absence monitoring. Performance is within the 5% tolerance, with a considerable improvement compared to this time last year.			
CS1 - % of council tax collected	97%	97.0%	↑
This is the highest performance achieved for council tax collection in the last six years.			

Red and showing worse performance than 2011/12

Learning

Indicator	Annual Target	Annual Performance	DOT
(ex) NI075 - KS4: % of pupils who achieve 5 or more A*-C grades, including Maths and English	68%	61.1% (2011/12)	↓
The outturn for the academic year 2011/12 is primarily due to the issues with the English GCSE grading in the summer. Havering was one the most affected authorities in English with over 10% of our pupils not gaining their expected grade. As this was part of a national marking issue, no corrective action is required. We will continue to support all our schools and academies to achieve the best results possible.			

Value

Indicator	Annual Target	Annual Performance	DOT
CS4 - Speed of processing changes in circumstances of HB/CTB claimants (days)	12 days	21.2 days	↓
CS3 - Speed of processing new HB/CTB claims (days)	19 days	29.7 days	↓
The indicators relating to Housing Benefit and Council Tax Benefit are recession related. There has been an increase in the numbers of people claiming housing and council tax benefit and needing to be assessed for those benefits because of changes in their circumstances. This increase has put substantial pressure on the staff processing these claims. A strategy to improve performance is in place and we are using additional government funding to clear the outstanding work. Actions are progressing; however there will be a drop in performance during Quarter 1 2013/14 while the backlog is cleared			
CS10 - % of Member/MP enquiries completed within 10 days	90%	81.1%	↓
CS7 - % of corporate complaints completed within 10 days	90%	68.4%	↓

Indicator	Annual Target	Annual Performance	DOT
Initial teething problems with the ELIF system have now been resolved. However, the implementation of a new system during the second half of the year has had a large impact on performance. In addition, there were more complaints logged in 2012/13 (998) compared to 2011/12 (891). There is an expectation that performance will improve in 2013/14. The way in which we measure complaints is being reviewed to reflect more accurately the quality of response and customer satisfaction. The number of complaints has increased compared with the previous year but first time resolution (and therefore customer satisfaction) has remained high.			

The full Annual Corporate Performance Report 2012/13 is attached as Appendix 1.

REASONS AND OPTIONS

Reasons for the decision: To provide Cabinet Members with an update on the Council's annual performance for the Corporate Performance Indicators in 2012/13.

Other options considered: N/A

IMPLICATIONS AND RISKS

Financial implications and risks:

Adverse performance for some Corporate Performance Indicators may have financial implications for the Council. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year.

Legal implications and risks:

Whilst reporting on performance is not a statutory requirement, it is considered best practice to regularly review the Council's progress against the Corporate Plan.

Human Resources implications and risks:

There are no specific Human Resources implications.

Equalities implications and risks:

The following Corporate Performance Indicators rated as 'red' could potentially have equality and social inclusion implications if performance does not improve:

- CS4 - Speed of processing changes in circumstances of HB/CTB claimants (days)

- CS3 - Speed of processing new HB/CTB claims

The commentary for each indicator provides further detail on steps that will be taken to improve performance.

BACKGROUND PAPERS

The Corporate Plan 2011-14 and 'Plan on a Page' 2013-14 are available on the Living Ambition page of the Council website at: http://www.havering.gov.uk/Pages/Campaigns/living-ambition-our-20-year-vision.aspx

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Appendix 1: Annual Corporate Performance Report 2012/13
Cabinet - 10th July 2013

Key

RAG Rating		Direction of Travel (DoT)	
Green	On or within 5% of the Annual Target	↑	Performance is better than 2011/12
Amber	More than 5% off the Annual Target and where performance has *improved* compared to 2011/12	→	Performance is the same as 2011/12
Red	More than 5% off the Annual Target and where performance has *not improved* compared to 2011/12	↓	Performance is worse than 2011/12

	Corporate Plan Indicator

Environment - to ensure a clean, safe and green borough

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI195d	% of fly posting	Smaller is Better	1%	0%	0%	→	1%	Performance is on target as a result of continuing enforcement action in key areas such as shopping centres around the borough. Performance is better than target and the same as this time last year. The target will remain 1% for 2013/14.	Streetcare
SC11	% of missed collections put right within target	Bigger is Better	93%	94.3%	94%	↑	93%	Good working relationships with BIFFA has meant we have cleared most missed collections within the required deadline and as a result we have continued to exceed our target. Performance is better than target and better than this time last year. The target remains 93% for 2013/14.	Streetcare

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CSP2	The number of anti-social behaviour incidents reported	Smaller is Better	5,970	5,431	5,995	↑	MOPAC Target	Performance is better than target (by 9%) and better than this time last year (by 10.9%). The target for 2013/14 is yet to be determined by the Mayor's Office for Policing and Crime (MOPAC).	Customer Services
SC18	Total number of fly tip incidents	Smaller is Better	2,704	2,842	2,972	↑	2,704	Performance is within tolerance, despite higher levels of fly tipping in June, July and August, and is better than this time last year by 4%. The enforcement team will continue to investigate fly tipping incidents and carry out prosecutions, where possible, to reduce the overall figure. The target remains 2,704 for this indicator.	Streetcare
(ex) NI191	Residual household waste (kg) per household	Smaller is Better	645kg	599 kg (Feb, prov.)	652.8kg	NA	640kg	The performance figure is provisional, based up to February 2013. The service is awaiting the quarterly/annual figure. Therefore no RAG rating or DoT has been provided. Performance is just worse than target to date. The target has been reduced by 5kg for 2013/14.	Streetcare
(ex) NI192	% of household waste sent for reuse, recycling and composting	Bigger is Better	36%	35% (Feb, prov.)	35.4%	NA	36%	The service will continue to encourage residents to recycle more and put their waste out for collection in the correct bags. Where there are problems with this, the service will investigate and take the appropriate action. The performance figure is provisional, based up to February 2013. The service is awaiting the quarterly/annual figure. Therefore no RAG rating or DoT has been provided. Performance is just worse than target for this indicator to date. The target remains 36% for 2013/14.	Streetcare
(ex) NI185/ R8	Greenhouse gas emissions from Local Authority estate and operations	Smaller is Better	24,358 tonnes	Not available until July	25,700 tonnes	NA	To be set in July	The outturn for this indicator is not available until July. It will therefore be included in the Quarter 1 or Quarter 2 2013/14 report. The target for 2013/14 will be set in July once the outturn has been reviewed.	Customer Services

Learning - to champion education and learning for all

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI117	% of 16 to 19 year olds (school years 12-14) who are not in education, employment or training	Smaller is Better	5.1%	4.6 %	4.5%	↓	4.9%	Performance is better than target, although slightly worse than this time last year. A target of 4.9% has been set for 2013/14.	Learning and Achievement
LA10	KS4 - number of schools below the floor standard where fewer than 35% of pupils achieve A*-C grades in both Maths and English and make less than average progress in Maths and English	Smaller is Better	0	0 (2011/12)	0 (2010/11)	→	0	This indicator is reported by academic year. Performance is on target and we have maintained our performance from last year. The target remains 0 for 2013/14.	Learning and Achievement
LA9	KS2 - number of schools below the floor standard where fewer than 60% of pupils achieve Level 4 or above in both Maths and English and make less than average progress in Maths and English	Smaller is Better	0	0 (2011/12)	0 (2010/11)	→	0	This indicator is reported by academic year. Performance is on target and we have maintained our performance from last year. The target remains 0 for 2013/14.	Learning and Achievement
LA6	% of Early Years providers, including those in schools, judged Good or Outstanding by OFSTED	Bigger is Better	73%	76.4%	73%	↑	75%	Performance is better than target and better than this time last year. Performance is also better than Quarter 3 2012/13, when the outturn was 74.9% The target has been increased by 2% for 2013/14.	Learning and Achievement
LA1	Number of apprentices recruited in the borough	Bigger is Better	500 (AY 12-13)	242 (Q1 AY 12-13)	229 (Q1 AY 11-12)	↑	NA	The target of 500 was set by the 14-19 Partnership, as part of a three year programme to increase the number of apprenticeships in the borough. This indicator is measured by academic year (AY) which runs from August to July. The figure provided is therefore the Quarter 1 figure (Aug-Jul 2012). Performance is better than target and better than this time last year. The target for the academic year 2013/14 will be set once the 2012/13 outturn has been reviewed.	Learning and Achievement

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
LA5	% of 3 and 4 year olds who have access to an early education entitlement place if their parents wish (*Whilst this refers to access to places, it is actually measured on take up of places. The wording has remained the same because this is how it is reported to the Department for Education)*	Bigger is Better	90%	96%	96%	→	90%	The Council is now using DfE published figures for this indicator, instead of Council termly data. This is because termly data fluctuates throughout the year and an annual figure based on the financial year provides a more accurate picture of take up. The DfE figure is also what our funding is based on. Performance is better than target and the same as this time last year The target remains 90% for 2013/14.	Learning and Achievement
LA25	People of working-age qualified to at least level 2 (% of working age population)	Bigger is Better	63.6%	65.7% (Jan 2012)	New indicator	NA	65%	This indicator is sourced through the ONS annual population survey; therefore the figures can vary depending on the people that have taken part. This indicator is also difficult to influence and is included more for monitoring purposes. Performance is better than target, although below the figure for London (75.1%) and Great Britain (71.8%). The target has been increased to 65% for 2013/14.	Learning and Achievement
(ex) NI075	KS4 - % of pupils who achieve 5 or more A*-C grades, including Maths and English	Bigger is Better	68%	61.1% (2011/12)	63.9% (2010/11)	↓	68%	Havering was one the most affected authorities with regards to the issues with English GCSE grading in the summer of 2012, with over 10% of our pupils not gaining their expected grade - www.guardian.co.uk/news/datablog/2012/oct/18/gcse-english-rates-local-authority?INTCMP=SRCH. This has impacted on performance figures. Performance is worse than target and worse than the outturn in 2010/11. **Corrective Action** As the grade boundaries have been changed, there is no corrective action required.	Learning and Achievement

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
LA8	% of children with a good level of achievement in Early Years Foundation Stage	Bigger is Better	NA	60% (2011/12)	58.6% (2010/11)	↑	NA	No target was set for this indicator, as the Service was awaiting the outcome of a Government report. Now this report has been received, there have been changes to the curriculum and this indicator will no longer need to be measured. A figure has been included for information for 2011/12, but the indicator will be removed from the report next year.	Learning and Achievement

Towns and Communities - to provide economic, social and cultural opportunities in thriving towns and villages

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
R3	Number of businesses accessing advice through regeneration initiatives	Bigger is Better	600	847	666	↑	700	Performance is better than target and better than this time last year. The target has been increased to 700 for this indicator.	Regeneration
R2	Net external funding (£) secured through regeneration initiatives	Bigger is Better	£1,000,000	£3,602,600	£3,240,235	↑	£1,000,000	Performance is better than target and better than this time last year. Whilst the target has been achieved, the economic climate makes it uncertain how much funding will be available in 2013/14. Therefore, the target will remain the same for this indicator.	Regeneration
CL2	Number of library visits (physical)	Bigger is Better	1,520,000	1,718,881	1,632,643	↑	1,600,000	Performance is better than target and better than this time last year. The target has been increased to 1,600,000 for 2013/14.	Culture and Leisure
(ex) NI155	Number of affordable homes delivered (gross)	Bigger is Better	250	487	426	↑	250	This total includes an additional 28 units at Rushden Gardens, 178 at Orchard Village and 6 shared ownership properties at Gladstone Place not included in the original 2012/13 target. Performance is better than target and better than this time last year. The target remains 250 for 2013/14.	Homes, Housing and Public Protection

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
DC4	% of appeals allowed against refusal of planning permission	Smaller is Better	30%	24.4%	25%	↑	30%	The service reviews all appeal decisions and keeps an eye out for trends so that any issues in our decision making can be addressed. Performance is better than target and better than this time last year. The target remains 30% for 2013/14.	Development and Building Control
(ex) NI158	% of decent council homes	Bigger is Better	58.4%	58.7%	40.1%	↑	To be replaced with new indicator	It is proposed that this indicator is replaced by the 'Number of homes made decent' (listed at the end of this report) because it is more indicative of the actual number of homes being made 'decent' and the work that is taking place in this area. Performance is better than target and better than this time last year.	Homes, Housing and Public Protection
H5	% of rent arrears against rent debit	Smaller is Better	2%	2.2%	2.1%	↓	2.5%	This indicator falls within the 5% tolerance (approximately £18,456 in monetary terms) and has been given a RAG status of 'green'. Performance is slightly below this time last year. The target of 2% was always going to be challenging in view of a 9.2% rent increase and the current economic climate. The Income Recovery team have an action plan in place to ensure recovery action is taken without delay and cases are progressed within timescales. In addition, Welfare Reform is expected to impact on this indicator and the Welfare Reforms working group will be monitoring rent arrears and addressing any challenges in 2013/14. In light of the perceived challenges this year, the target has been increased to 2.5% for 2013/14.	Homes, Housing and Public Protection

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI157b	Processing of minor applications within 8 weeks (%)	Bigger is Better	65%	62%	73%	↓	65%	The increase in legal agreements needed to secure the Council's Planning Obligations tariff together with some incidences of staff turnover and sickness have affected continuity of application handling and the speed at which planning decisions can be made. Performance is within the 5% tolerance but worse than this time last year. The target remains 65% for 2013/14.	Development and Building Control
(ex) NI157c	Processing of other applications within 8 weeks (%)	Bigger is Better	80%	77%	86%	↓	80%	Some incidences of staff turnover and sickness have affected continuity of application handling and the speed at which a planning decision can be issued. Additional resources have now been put in place to help get performance back on track for next year. Performance is within the 5% tolerance but worse than this time last year. The target remains 80% for 2013/14.	Development and Building Control
(ex) NI157a	Processing of major applications within 13 weeks (%)	Bigger is Better	60%	56%	45%	↑	60%	In Quarter 1 performance was impacted by the new Community Infrastructure Levy (CIL) and in Quarter 2 a number of proposals were negotiated with developers before a decision was made. However, performance was above target in Quarter 3 (86%) and Quarter 4 (63%). Overall, performance is outside the 5% tolerance but better than this time last year. **Corrective Action** As performance has improved in Quarters 3 and 4, no corrective action is required. The target remains 60% for 2013/14.	Development and Building Control

Individuals - to value and enhance the lives of our residents

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI125/ 2B	Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement services	Bigger is Better	85%	82%	77.2%	↑	TBC	The Reablement Service was outsourced in November 2012. In light of this, performance is encouraging and demonstrates the benefits of reablement in preventing hospital readmissions and admissions into residential settings. Performance is within the 5% tolerance and better than this time last year. A target is yet to be set for 2013/14.	Adult Social Care
CY13	% of Child Protection Plans lasting more than 24 months	Smaller is Better	5%	3.7%	6.9%	↑	4%	Whilst there has been an increased number of child protection plans this financial year compared to previous years, the duration of those plans remains relatively short. Performance is better than target and better than this time last year. The target has been reduced by 1% for 2013/14. This is in light of the measures put in place to prevent children being on a Child Protection Plan for longer than 2 years.	Children and Young People
L5	Total number of Careline and Telecare users in the borough	Bigger is Better	3,600	3,797	3,366	↑	3,900	There has been an increase of 2.06% compared to the figure for Quarter 3 (3720). Performance is better than target and better than this time last year. The target has been increased to 3900 for 2013/14.	Homes, Housing and Public Protection
L3	% of people who, having undergone reablement, return to ASC 91 days after completing reablement and require an ongoing service	Smaller is Better	7%	6.9%	7.8%	↑	TBC	The Reablement Service was outsourced in November 2012. In light of this, performance is encouraging and demonstrates the benefits of reablement in preventing the need for longer term services. Performance is better than target and better than this time last year. A target is yet to be set for 2013/14.	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI065	% of children becoming the subject of a Child Protection Plan for a second or subsequent time within 2 years	Smaller is better	8%	0.7%	NA	NA	4%	This financial year, there has only been one child who became subject of a child protection plan for the second or subsequent time within two years. This demonstrates the sustained positive outcomes which local child protection services are helping to achieve. The wording of this indicator has been modified to include 'within 2 years' to echo the findings of the Munro report (before it had an open ended timescale). Therefore the outturn is not comparable with 2011/12 and no DoT has been provided. Performance is better than target. The target has been reduced by 4% for 2013/14. In light of the additional measures that have been put in place to support children and families, the service does not predict a huge increase for this indicator over the next year.	Children and Young People
(ex) NI130/ 1C (i)	% of people using social care who receive self-directed support and those receiving direct payments	Bigger is Better	60%	48.4%	45.2%	↑	70%	In 2012/13 there were 3031 people who received self-directed support, compared to 2656 in 2011/12. Performance is worse than target but better than this time last year. **Corrective Action** Work will continue within the Service to ensure that Self Directed Support is further embedded as the default way we work. In addition, Assessment and Care Management are introducing new supervision procedures and performance indicators to focus on this and other key performance activities at a practitioner level to embed performance management throughout the service areas. The target has been nationally set at 70% for 2013/14.	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI130/ 1C (ii)	Direct payments as a proportion of self-directed support (%)	Bigger is Better	15%	10.1%	9.8%	↑	15%	For 2012/13 a more stretching target was set for this indicator in order to continue to increase the amount of choice and control for social care clients. However, in line with the national picture, the Service continues to face challenges in increasing the take up of direct payments for older people. Performance is worse than target but better than this time last year. **Corrective Action** The Service is working hard to help people make best use of the money they receive to purchase their own care services. A dedicated team has been established to work with service users seeking to retain domiciliary care provision from providers who were unsuccessful in being part of the new Framework Agreement. The vehicle employed is a direct payment which should facilitate a significant increase in take up this year and further imbed the practise with practitioners. The target remains 15% for 2013/14.	Adult Social Care
(ex) NI131/ 2C (ii)	Number of delayed transfers of care from hospital attributable to Adult Social Care (ASC) and health per 100,000	Smaller is Better	3	3.2	5.5	↑	3	This is a partnership indicator between Adult Social Care (ASC) and Health relating to hospital discharges which measures the total number of delayed discharges across the system including in the hospital itself. Performance is slightly worse than target but has shown significant improvement in 2012/13, with an average of 6 delays per week in comparison to 10.2 per week in 2011/12. The target remains 3 for 2013/14.	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CY2	% of placements lasting at least 2 years	Bigger is Better	75%	63%	49.1%	↑	68%	Performance is now more in line with the average for England (68% in 2011/12) and our statistical neighbours (70.6% in 2011/12). Performance is worse than target but significantly better than this time last year. **Corrective Action** The target of 75% was very challenging; especially coming from the 2011/12 outturn of 49.1%. By achieving 63% the service has made significant progress. In 2013/14, the service will continue the drive to recruit more foster carers to increase placement choice and improve processes to increase the number of placements lasting at least 2 years. The target has been reduced to 68%, in line with the outturn figure for England in 2011/12.	Children and Young People
L6	Number of extra care housing units in the borough	Bigger is Better	216	186	88	↑	TBC	The developments originally expected at Cole and Cockabourne Courts did not go ahead as originally planned. Performance is worse than target but better than this time last year. **Corrective Action** The new Extra-Care Housing Strategy is currently being developed which sets out proposals for delivering Extra-Care Housing in the future. As the Extra-Care Housing Strategy is in development, a target is yet to be confirmed by the service.	Homes, Housing and Public Protection
R9	% of residents that give up their time to volunteer (YCYS survey)	Bigger is Better	New indicator	NA	New indicator	NA	Increase on 2012/13 outturn	This indicator is included in the 'Your Council your Say' Survey that is currently taking place. The results from this will be available in Summer 2013.	Customer Services

Value - to deliver high customer satisfaction and a stable council tax

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CS11	% of NNDR collected	Bigger is Better	97%	96.1%	96.9%	↓	96.5%	Currently, the service is provided by the London Borough of Barking and Dagenham. However, the Council has decided to bring the service back in-house, although this will not be implemented until 2014/15. Performance is within the 5% tolerance but slightly down on this time last year. The target is 96.5% for 2013/14.	Customer Services
CI1	Sickness absence rate per annum per employee (days)	Smaller is Better	7.6 days	7.7 days	8.2 days	↑	7.6 days	Work to reduce levels of sickness across the Council is ongoing, including the implementation of a new Managing Sickness Absence Policy, updated training for managers in dealing with sickness absence, and the ongoing development and improvement of sickness absence monitoring. Performance is within the 5% tolerance, with a considerable improvement compared to this time last year. The target remains 7.6 days for 2013/14.	Internal Shared Services
ISS10	% of suppliers paid within 30 days of receipt, by Transactional Team, by invoice	Bigger is Better	97%	97%	97%	→	97%	For 2013/14, No PO and NO Pay, identification of disputed invoices and more efficient passing of invoices into ISS should see the target exceeded. Performance is on target for 2012/13 and is the same as this time last year. The target remains 97% for 2013/14.	Internal Shared Services
CS1	% of council tax collected	Bigger is Better	97%	97.0%	96.6%	↑	97%	This is the highest performance achieved for council tax collection in the last six years. The target remains 97% for 2013/14.	Customer Services
(ex) NI014	% avoidable contact	Smaller is Better	8%	4.5%	5.9%	NA	6%	CRM is not yet set up to measure this indicator because of delays in the CRM programme. Therefore the outturn for 2012/13 is based on sample contacts between April and October 2012. It is hoped that we will be able to measure Avoidable Contact via CRM by early Summer 2013. The target has been reduced by 2% for 2013/14 as outlined in the Corporate 'Plan on a Page 2013/14'.	Customer Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CS21	% customer satisfaction with the Contact Centre	Bigger is Better	80%	87.5%	New PI	NA	85%	Customer satisfaction is a high priority for the Council. Good performance on this indicator shows that customers are happy with the service that they receive in the Contact Centre. This is a new indicator for 2012/13, therefore no DoT has been provided. The target has been increased by 5% for 2013/14 as outlined in the Corporate 'Plan on a Page 2013/14'.	Customer Services
CS4	Speed of processing changes in circumstances of HB/CTB claimants (days)	Smaller is Better	12 days	21.2 days	11.8 days	↓	18 days	Performance has improved since Quarter 3 when the outturn was 28.9 days. However, it remains worse than target and worse than this time last year. **Corrective Action** A strategy to improve performance is in place and we are using additional Government funding to clear the outstanding work. Actions are progressing; however there will be a drop in performance during Quarter 1 2013/14 whilst the backlog is cleared. The target has been increased to 18 days for 2013/14, which is more realistic whilst still stretching for the service.	Customer Services
CS3	Speed of processing new HB/CTB claims (days) (NEW)	Smaller is Better	19 days	29.7 days	23.3 days	↓	24 days	The number of new claims has increased significantly in 2012/13. Performance has improved since Quarter 3 when the outturn was 30.9 days. However, it remains worse than target and worse than this time last year. **Corrective Action** A strategy to improve performance is in place and we are using additional Government funding to clear the outstanding work. Actions are progressing; however there will be a drop in performance during Quarter 1 2013/14 while the backlog is cleared. The target has been increased to 24 days for 2013/14, which is more realistic whilst still stretching for the service.	Customer Services

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CS10	% of Member/MP enquiries completed within 10 days	Bigger is Better	90%	81.1%	85.4%	↓	90%	The implementation of a new system during the second half of the year has had a large impact on performance for 2013/14. Performance is worse than target and worse than this time last year. **Corrective Action** Initial teething problems with the ELIF system have now been resolved and there is an expectation that performance will improve in 2013/14. The target for response to complaints remains 90%.	Customer Services
CS7	% of corporate complaints completed within 10 days	Bigger is Better	90%	68.4%	73.2%	↓	90%	Initial teething problems with the ELIF system have now been resolved. However, the implementation of a new system during the second half of the year has had a large impact on performance. In addition, there were more complaints logged in 2012/13 (998) compared to 2011/12 (891). Performance is worse than target and worse than this time last year. **Corrective Action** There is an expectation that performance will improve in 2013/14. The way in which we measure complaints is being reviewed to reflect more accurately the quality of response and customer satisfaction. The number of complaints has increased compared with the previous year but first time resolution (and therefore customer satisfaction) has remained high.	Customer Services

Partnership Performance Indicators *(Council not solely responsible for target and/or performance)*

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
CSP1	The number of residential burglaries reported	Smaller is Better	1,909	2,101	2,075	↓	1,996 (MOPAC Target)	There has been an increase in residential burglaries over the last 6 months, despite extra resources being put into place. These include a communication campaign to raise awareness and the deployment of a Police Territorial Support Group (a group of officers who target a specific problem). Performance is worse than target (by 10%) and also worse than this time last year (by 1.3%). **Corrective Action** Neighbouring boroughs have also seen an increase in burglaries over the last few months and a meeting of East London Boroughs took place in April to look at ways to address this. The target for 2013/14 has been determined by the Mayor's Office for Policing and Crime (MOPAC) and is a 6% reduction on the 2012/13 outturn.	Customer Services
SC13	Casualty reductions - killed and seriously injured in Road Traffic Accidents	Smaller is Better	65	74 (2011)	63 (2010)	↓	65 (2012)	Data for 2012 will not be available until Summer 2013, so the outturn from Summer 2012 has been provided. Performance is worse than target and worse than the previous year. **Corrective Action** Whilst the Council is just short of reaching the target set by Transport for London (TfL) this year, we are still performing better than 2009 (75), 2008 (84) and 2007(129). Therefore no corrective action is required. A target of 65 has been set for the 2012 outturn.	Streetcare

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI131/ 2C (i)	Overall number of delayed transfers of care from hospital per 100,000 population	Smaller is Better	7	10.5	13.3	↑	10	This is a partnership indicator relating to hospital discharges which measures the total number of delayed discharges across the system including in the hospital itself. A challenging target was set for 2012/13, which the Service and its partners have not met; however, there has been considerable improvement on last year's outturn. In 2012/13 there was an average of 19.6 delays per week, and in 2011/12 there were 24.7 delays per week. Performance is worse than target but better than this time last year. **Corrective Action** The Council continues to work with partners including BHRUT and NELFT to improve systems, processes and care in the community in order to prevent unnecessary hospital admissions and improve performance. The target has been increased to 10, as it is felt that 7 was an unrealistic target and 10 is more achievable in the current context.	Adult Social Care

Ref.	Indicator	Value	2012/13 Annual Target	2012/13 Annual Performance	2011/12 Annual Performance	DoT	2013/14 Proposed Target	Comments	Service
(ex) NI112	Teenage pregnancies per 1,000 population (< 18 year old girls)	Smaller is Better	35	28 (Q3 2011/12)	36.1 (Q3 2010/11)	↑	35	In 2009, the outturn for this indicator was 40 per 1,000 girls. The Prevention Strategy in 2010 meant that investment in this area was maintained following the end of the national strategy and performance has continued to improve. The Council and its partners aim to reach a target of 35.0 per 1000 population by the end of 2013/14 and we remain on track to meet this target. Performance is better than target and better than this time last year at the end of 2012/13. NB. The figures do not correspond to the 2011/12 annual target and a RAG and DoT cannot be stated. This is because the ONS release conception statistics around 14 months after the period to which they relate (as information on a birth may not be available until 11 months after the date of conception and the ONS then require 3 months to compile the conception statistics).	Children and Young People

New Corporate Performance Indicators for 2013/14 *(subject to approval)*

Environment (1 indicator to be added)

Ref.	Indicator	Value	2013/14 Annual Target	Comments	Service
New	Parking income against budget	NA	TBC	This is a new indicator to be added to the Corporate Performance Reports, which will measure parking income against budget.	Streetcare

Towns and Communities (4 indicators to be added)

Ref.	Indicator	Value	2013/14 Annual Target	Comments	Service
TBC	Number of homes made decent	Bigger is Better	2,224	This is a new indicator to be added to the Corporate Performance Reports and is intended to replace % Decent Council Homes as it is more indicative of homes being made decent.	Homes and Housing
TBC	Average void to re-let times	Smaller is Better	22 days	This is a new indicator to be added to the Corporate Performance Reports. The indicator is a driver of insuring there is a minimum waiting time between when a property is void and when it is re-let. This is significant as the Council does not receive rates for void properties.	Homes and Housing
TBC	Percentage of Leaseholder Service charge arrears (excluding major works) collected (quarterly snapshot set against estimated and actual figures)	Bigger is Better	95%	This is a new indicator to be added to the Corporate Performance Reports and is significant as the Leaseholder picks up some of the costs of the repairs to properties.	Homes and Housing
TBC	Percentage of repairs completed on time (including services contractors)	Bigger is Better	90%	This is a new indicator to be added to the Corporate Performance Reports and monitors repairs to Council properties.	Homes and Housing

Individuals (5 indicators to be added)

Ref.	Indicator	Value	2013/14 Annual Target	Comments	Service
(ex) NI131 2C (iii)	Delayed transfers of care that are attributable to Adult Social Care only per 100,000 population (quarterly)	Smaller is Better	3.5	This is a new indicator to be added to the Corporate Performance Reports. The first two parts of this indicator are already Corporate Performance Indicators and the service would like to add this indicator as it highlights delayed transfers of care that are attributable to ASC only.	Adults Services
13	% children who wait less than 21 months between entering care and moving in with their adopting family (quarterly)	Bigger is Better	55%	This is a new indicator to be added to the Corporate Performance Reports. This is because adoption is a focus, both locally and nationally, reflected by new adoption scorecards that all local authorities will need to report on. A challenging target has been set for this indicator for 2013/14.	Children's Services

Ref.	Indicator	Value	2013/14 Annual Target	Comments	Service
TBC	Participation in National Child Measurement Programme (NCMP) (annual)	Bigger is Better	85% for Reception and Year 6	The NCMP is a surveillance system tracking the weight of children at two key stages. It is proposed that a target of 85% (set by the Department of Health) is retained for 2013/14 because it gives sufficient public health intelligence to monitor the health of the population and it is an indicator of the effectiveness of the public health transfer – that systems/contracts and processes have been stabilised, and not negatively affected by the transition.	Public Health
TBC	Take up of NHS Health Checks (quarterly) **(Partnership Target)**	Bigger is Better	16.5% offered 49% of those offered, received	The target will be to offer a health check to 16.5% of the eligible population; and of those offered 49% will receive a health check. This would represent a very substantial increase in both the number of residents offered a check and the number of checks delivered in 2012/13 when this service was commissioned by the NHS. This improvement will require Public Health to build on existing good and effective relationships with general practice and explore the opportunities regarding alternative providers. There are currently some information governance issues to be cleared and this is being discussed at a national level. If unresolved, this may impact on the quality of the data received by the Public Health Team.	Public Health
TBC	Chlamydia diagnoses (quarterly, but with a time lag of up to two quarters)	Bigger is Better	475 positive cases	This is the same number of positive cases as was commissioned last year (2012/13). The 2013/14 target is a stretch, as rates of chlamydia are falling in Havering amongst under 25s (which indicates the past effectiveness of the programme). As rates of chlamydia fall, then case finding becomes more difficult, thus 475 positive cases is an ambitious target. The service will set trajectory targets throughout the year for this indicator. The rationale for this is some pharmacies require training, so will not be able to deliver the programme until quarter two, the uptake through outreach fluctuates during the year, and there is a seasonal dip in the summer. In addition, trajectory targets mitigate against the potential risk that transition arrangements (at Public Health England) may affect collecting/reporting schedules.	Public Health

Value (1 indicator to be added)

Ref.	Indicator	Value	2013/14 Annual Target	Comments	Service
TBC	% of corporate complaints escalated to stage 2	Smaller is Better	10%	A stage 2 complaint provides more context around satisfaction with complaints by looking at the small percentage of complaints that are escalated to the Head of Service due to the customer's dissatisfaction with the initial response	Customer Services

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Havering
LONDON BOROUGH

CABINET
10 JULY 2013

Subject Heading:	Local Implementation Plan Annual Spending Submission 2014/15, Borough Cycling Programme Funding (BCPF) Submission, and Havering's Three Year Delivery Plan.
Cabinet Member:	COUNCILLOR BARRY TEBBUTT – Lead Member for Environment COUNCILLOR ROBERT BENHAM – Lead Member for Community Empowerment
CMT Lead:	CYNTHIA GRIFFIN
Report Author and contact details:	DANIEL DOUGLAS Transport Planner 01708 433220 daniel.douglas@havering.gov.uk
Policy context:	London Plan (2011) London Mayor's Transport Strategy (2010) Havering Corporate Plan 2011-2014 (includes 'Living Ambitions' agenda) Havering Local Development Framework (2008) Havering Local Implementation Plan (2011/12 -2014 /15), Council Regeneration Strategies (including Romford, Hornchurch, Harold Hill and Rainham)
Financial summary:	This report seeks Members' approval to the principles of Havering's LIP Annual Spending Submission to Transport for London for 2014/15 Financial Year, which has an indicative allocation of £2.994m . The report outlines requirements of the Three Year Delivery Plan (2014/15 – 2016/17) and Borough Cycling Programme Funding (BCPF) Submission.
Is this a Key Decision?	**No**
Is this a Strategic Decision?	**THIS IS A STRATEGIC DECISION**
When should this matter be reviewed?	January 2014
Reviewing OSC:	Environment

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

The Council makes an annual Local Implementation Plan (LIP) Spending Submission to Transport for London (TfL) to secure funding for transportation initiatives that will be delivered across the Borough in the following financial year.

This year the Council is also required to prepare and submit a Three Year LIP Delivery Plan and has the opportunity to submit a bid to TfL for additional funding through the Borough Cycling Programme.

This report indicates the likely funding available through these initiatives and outlines the process for preparing Havering's:

- LIP Annual Spending Submission (ASS) for 2014/15;
- Three Year Delivery Plan for 2014/15 – 2016/17; and
- Borough Cycling Programme Funding (BCPF) submission for 2014/15 - 2016/17.

The report recommends that the approval of these items be delegated to the Lead Members for Environment and Community Empowerment.

RECOMMENDATIONS

1. That the guidance provided by TfL, summarised in Appendix 1 of this document, be noted.

2. That development of the LIP Annual Spending Submission (ASS) for 2014/15, Havering's Three Year Delivery Plan for 2014/15- 2016/17 and Borough Cycling Programme Funding submission be approved in principle.

3. That approval of Havering's final LIP ASS, Three Year Delivery Plan and Borough Cycling Programme funding submission to TfL be delegated to the Cabinet Members with responsibilities for Environment and for Community Empowerment.

4. That it be noted that other opportunities for investment in transportation initiatives will continue to be sought from TfL outside the LIP Annual Spending Submission process and from other stakeholders and funding sources.

REPORT DETAIL

(A) Havering's Three Year Delivery Plan 2014/15 -2016/17

1. All London Boroughs are required to prepare and submit a Local Implementation Plan document (LIP). The LIP is effectively a borough transport strategy and sets out how a borough will implement the Mayor's Transport Strategy at a local level. Transport for London (TfL) consider LIPs to be a vital tool for supporting jobs and growth, whilst delivering a better quality of life for those living and working in the Capital. Importantly, the LIP forms the basis of the annual funding allocations that boroughs receive from Transport for London.

2. Havering's LIP has a Three Year Delivery Plan for 2011/12 – 2013/14 and it sets out an ambitious but realistic set of 'interventions' that will be implemented to achieve the Borough Transport Objectives which are consistent with the Mayor's Transport Strategy (MTS) for an initial three year period. This year is the final year of the Delivery Plan and all boroughs are required to prepare a new Three Year Delivery Plan for 2014/15 – 2016/17.

Delivery Plan Requirements

3. TfL's main requirements for the new Three Year Delivery Plan are to:

   - Provide a broad breakdown of how boroughs will spend their LIP monies for 2014/15, 2015/16 and 2016/17 identifying which of the MTS Goals and outcomes each programme category supports.
   - Identify non LIP funding in delivering interventions.
   - Explain how the proposed Programme of Investment in the Delivery Plan has been derived.
   - Explain how delivery of the Mayor's high priority infrastructure measures will be supported at a local level.
   - Include a timetable for the Delivery Plan.
   - Provide revised interim targets for the five mandatory indicators from the Mayor (mode share, bus service reliability, asset condition, road traffic casualties, CO2 emissions) for the period up to 2016/17.

Transport Policy Developments since 2010

4. TfL's guidance requires that boroughs should give particular consideration to the following matters when preparing their Three Year Delivery Plans:

- Sub-Regional Transport Plan for the relevant sub-region
- Roads Task Force
- Road Safety
- Cycling
- Transport Safety and Security
- Enforcement Considerations
- Air Quality
- Health
- Bus Stop Accessibility
- Crossrail Complementary Measures

Members will be aware that many of these issues and themes are the subject of specific Mayoral programmes and initiatives. Havering is already supporting or contributing significantly to the delivery of these through projects and officer involvement with TfL.

Indicative Allocations for the Three Year Delivery Plan

5. TfL have not yet announced indicative levels of funding for 2015/16 and 2016/17 but boroughs have been advised to expect similar levels of funding to the 2014/15 allocation (see below). The final allocations for these years will be subject to the Comprehensive Spending Review CSR announcement.

(B) 2014/15 LIP Annual Spending Submission

6. The funding awarded through the LIP submission remains the major source of capital monies for transport schemes and projects in the Borough. Details of Havering's 2014/15 LIP Allocation together with TfL's requirements can be found in Appendix 1. The 'headline' figure is that the Council's indicative allocation is £2,994m.

Submission Requirements for the 2014/15 LIP Annual Spending Submission

7. The submission requirements for 2014/15 broadly reflect those of last year. To reflect the latest Mayoral transport-themed thinking there are a number of areas that boroughs are advised to give particular consideration to, including safety, health, cycling and air quality, bus stop accessibility and measures that will complement the Crossrail scheme.

8. Where boroughs are bidding for complementary funding outside of LIP, boroughs are expected to supplement this with LIP funding contributions to these transport areas.

9. Most importantly, projects must conform to the Mayor's priorities (referred to as High Level Outcomes and High Profile Outputs) (see Appendix 2) as contained in the Mayors Transport Strategy (MTS). The Submission must also reflect the

Council's own priorities and strategies including those of its Corporate Plan and Local Implementation Plan (LIP).

10. Notwithstanding the above, officers consider that Havering's Submission for 2014/15 can be prepared so as to have considerable potential to address existing Council priorities, help deliver established regeneration priorities and respond to the views of the community.

Submission Process

11. The proposed detail of the Council's LIP Submission for 2014/15 will be prepared following Cabinet's approval to develop the submission. Officers have begun to work up its potential components ahead of its formal approval which is recommended, as in previous years, to be delegated to the Lead Members for Environment and Community Empowerment.

Submission Content

12. The Council's Submission must be 'balanced' in terms of meeting TfL and Mayoral requirements, delivering continuing commitments from the 2013/14 allocation and considering any 2013/14 "reserve" schemes. As far as practicable it will be shaped with regard to:

- Helping to ensure that Havering is 'open for business' and has a strong and vibrant economy by addressing such issues as congestion, on and off street parking, and the ease and convenience with which people, goods and services can get around the borough.
- Ensuring that Havering's principal roads and pavements are in as good a condition as possible subject to resources and the relative priority for their maintenance.
- Delivery and development of existing and future regeneration initiatives.
- Maximising value for money and ensuring the best outcomes for the borough by linking schemes (where feasible) to projects involving investment of Havering's own capital budgets such as those for major street works enhancements and improvements.
- Supporting other initiatives and funding secured through TfL complementary funding pots.
- Schemes that were included as "reserve" schemes as part of the 2013/14 submission process may be included as part of the main 2014/15 LIP Submission. These schemes received Lead Member approval in September 2012 as part of the 2013/14 LIP Submission process with the intention of being implemented in the event that other LIP schemes had to be dropped.

Indicative Allocation

13. TfL has informed the Council that it has been awarded an indicative allocation of **£2.994m** LIP funding for the 2014/15 financial year. As in previous years, the Council will also be able to bid for TfL funds from its Major Schemes 'pot' as this is outside the LIP funding regime. Funds for bridge assessment and strengthening will also be dealt with outside of the LIP regime.

Additional funding opportunities

14. Other possible funding streams such as Section 106 developer contributions, European initiatives and DfT/CLG funding opportunities will also be pursued as appropriate by officers. This is in line with TfL's requirement that Boroughs should not rely exclusively for their funding on TfL and should develop alternative complementary funding sources accordingly.

(C) Mayor's Vision for Cycling Borough Delivery Programme

15. Earlier this year the London Mayor published the Mayor's Vision for Cycling in London. Within this, the Mayor set out his commitment to invest £913m in cycling over the next decade. Approximately £300m of this is being made available to boroughs to deliver locally led cycle improvements and initiatives.

16. TfL have recently published guidance setting out how boroughs can bid for funding to progress a variety of "soft" measures including cycling and driver training, cycle parking, monitoring measures and strategy development from 2014/15 to 2016/17. Individual boroughs are able to bid for funding of up to £315k in 2014/15, £350k in 2015/16 and £359k in 2016/17, with funding for the last two years subject to the Comprehensive Spending Review announcement.

17. TfL are expected to issue guidance later this year in respect to the remainder of the funding, which will be allocated for the delivery of cycle routes. Members and officers have already met with the Mayor's new Cycling Commissioner to discuss the opportunities in Havering for taking this work forward.

Next Steps

18. Following approval of this report and its recommendations, officers will begin work on the various submissions. In line with TfL's requirements these documents will be submitted to TfL by Friday 4th October.

REASONS AND OPTIONS

Reasons for the decision:

These submissions are required if the Council is to receive funding from Transport for London (TfL). The Three Year Delivery Plan is a statutory requirement for the borough.

Other options considered:

There are no alternatives if the Council wishes TfL to confirm its LIP funding award to Havering for 2014/15 and meet the Statuary LIP requirements.

IMPLICATIONS AND RISKS

Financial implications and risks:

The funding that the Council obtains from TfL through the Local Implementation Plan process is the main source of capital funding for transportation projects and initiatives in the Borough. There is no indication at the time of preparing this report that there will be any significant change in the level of funding for 2014/15; the indicative level of £2.994m is expected to be provided by TfL; the LIP submission is expected to secure this amount. There is a small increase on the 2013/14 equivalent figure of £2.920m. However funding for future years is unknown at this time and is subject to the Government's Comprehensive Spending Review (CSR). Allocations of funding from the Mayor's Vision for Cycling Borough Delivery Programme are dependent on development of a satisfactory funding submission meeting TfL's requirements.

The schemes and programmes put forward for the Submission for 2014/15 and Three Year Delivery Plan will reflect Council priorities. Additionally, every opportunity will continue to be taken to secure funding from other sources and programme areas, including Section 106/CIL contributions, to supplement this in line with TfL's requirement that boroughs should reduce their dependency on TfL funding.

The need to minimise as far as practicable ongoing maintenance costs will be taken into account in all schemes that are awarded funding**.** New schemes have the potential to reduce or increase maintenance requirements, but this net effect will need to be contained within existing budgets.

The Council Capital Programme has in recent years included £2m to support capital investment in highway maintenance and improvement schemes. It is assumed in financial plans that £2m will again be invested in 2014/15, but this will be subject to Cabinet approval via the budgeting process. As far as possible within the constraints of the TfL LIP Guidance and funding allocations, every opportunity will be taken to make use of the LIP Funding in a way which safeguards the Council's own scarce capital resources.

This spend will be accounted for within the Council's Capital Budget.

Legal implications and risks:

Consideration of the Network Management Duty mentioned in Appendix 1 is a statutory requirement.

Under Section 145 of the Greater London Authority Act 1999, London local authorities must prepare Local Implementation Plans (LIPs) containing their proposals for the implementation of the Mayor's Transport Strategy (MTS). .An updated Three Year Delivery Plan forms part of that requirement. The Act also gives the Mayor powers to set targets in relation to the delivery of the MTS and the final approval of the LIP. It is a statutory requirement of the Act (Section 151) that the Council shall implement the proposals contained in the LIP.

Human Resources implications and risks:

Once schemes are selected a subsequent review will take place to consider the impact on existing resources and/or any subsequent or associated cost.

It is anticipated that the programmes and projects in the LIP will be delivered mainly by Council officers. On occasion there may need to be input and support from the Council's term contractors for highways works (Jacobs) and/or consultants engaged specifically to manage projects (such as Major Schemes in the priority regeneration areas).

Equalities implications and risks:

One of the main objectives in drawing up the LIP Annual Spending Submission, Borough Cycling Programme and Three Year Delivery Plan to improve accessibility, convenience and safety of the transport network and infrastructure across the Borough for local residents, people who work or visit the area, and businesses. It is anticipated that disabled people, children and young people, older residents will be amongst the protected groups who are most likely to benefit from the above projects.

The Council will pay due regard to its Public Sector Equality Duty when deciding which schemes to include within the LIP submission for 2014/15 and the programme of measures that will form part of the Three Year Delivery Plan. Individual projects will be subject to separate Equality Analyses to ensure positive equality outcomes are optimised and any potential negative impact will be reduced / eliminated.

BACKGROUND PAPERS

Havering's Approved Local Implementation Plan

None

Havering's Allocation for 2014/15

TfL notified the Council of its indicative LIP funding award for 2014/15 in May 2013. Havering's indicative LIP funding allocation for 2014/15 is **£2.994m**. The indicative allocation for 2014/15 is broken down as follows:

- **£2.325m** for "**Corridors, Neighbourhoods and Supporting Measures**" projects which focuses on the development of comprehensive ('holistic') schemes and local area improvements. This covers schemes that tackle congestion, schemes to assist freight, regeneration and accessibility and environmental improvements, local safety schemes, ,shared space Controlled Parking Zones, 20 mph zones and limits, cycling, walking, bus priority and accessibility. It also covers 'Smarter Travel' schemes such as school and workplace travel plans, travel awareness initiatives, road safety education, training and publicity schemes.

- **£569K** for **"Principal Road Maintenance"**. This focuses on highway surface improvements to Havering's Principal Road Network (PRN).

- **£100K** for **"Local Transport Funding"** (for spending on projects of the Council's choice that support the delivery of the Mayor's Transport Strategy).

The LIP funding allocations for "Major Schemes" (covering town centre areas, and Station Access schemes and Streets for People) and Bridge Strengthening and Assessment are **excluded** from the above because these are funded outside the normal LIP Process. Whilst boroughs are required to reference existing Major Schemes as part of its Annual Spending Submission and provide details of Bridge Strengthening proposals via the Borough Portal, no indicative allocations have been announced to boroughs.

TfL's requirements for the Annual Spending Submission for 2014/15

TfL requires the Council to submit a set of proposals for the Corridors, Neighbourhoods and Supporting Measures programme, and Local Transport Funding consistent with the amounts outlined above. TfL has recommended that boroughs over-bid for Principal Road Maintenance by approximately 25% so that possible reserve schemes may be brought forward.

TfL's Guidance on Developing Local Implementation Plans (May 2010) provides the framework for preparing the Annual Submission and has been supplemented by further LIP Guidance published in May 2013. Copies of the guidance documents are provided in the Members' Resource Room.

When the Council develops its proposals for the Corridors Neighbourhoods and Supporting Measures programme, it must consider the goals, challenges and outcomes from the Mayor's Transport Strategy as set out in Appendix B to this report.

Boroughs should also have regard to their Network Management Duty under the Traffic Management Act 2004 to manage their road network to secure expeditious

movement of traffic, including pedestrians, on their network and to facilitate the same on the networks of other authorities.

Other important aspects that the Council can take into account include:

- Boroughs can continue to make funding submissions to TfL outside the annual LIP Submission for **new** Major Schemes. These are schemes that are expected to deliver transformational changes and assist in delivering the Mayor's 'Better Streets' agenda. They will normally comprise schemes of over £1million in total value.

- Funding for implementation of LIP schemes started in 2013/14 that are being phased over more than one year must be funded from the 2014/15 allocation. Several of the Council's schemes fall into this category reflecting the fact that TfL has encouraged such proposals.

High Level Mayoral Outcomes

Goals	Challenges	Outcomes
Support Economic development and population growth	Supporting population and employment growth	• Balancing capacity and demand for travel through increasing public transport capacity and/or reducing the need to travel
	Improving transport connectivity	• Improving employers' access to labour markets • Improving access to commercial markets for freight movements and business travel
	Delivering an efficient and effective transport system for goods and people	• Smoothing traffic flow (managing road congestion and reducing traffic journey time variability) • Improving public transport reliability • Reducing operating costs • Bringing and maintaining all assets to a state of good repair
Enhance the quality of life for all Londoners quality of life	Improving journey experience	• Improving public transport customer satisfaction • Improving road user satisfaction • Reducing public transport crowding
	Enhancing the built and natural environment	• Enhancing streetscapes, improving the perception of urban realm and developing shared space initiatives
	Improving air quality	• Reducing air pollutant emissions from ground-based transport, contributing to EU air quality targets
	Improving noise impacts	• Improving perceptions and reducing impacts of noise
	Improving health impacts	• Facilitating an increase in active travel
Improve the safety and security of all Londoners	Reducing crime, fear of crime and anti-social behaviour	• Reducing crime rates (and improved perceptions of personal safety and security)
	Improving road safety	• Reducing the numbers of road traffic casualties
	Improving public transport safety	• Reducing casualties on public transport networks
Improve transport opportunities for all Londoners Transport opportunities	Improving accessibility	• Improving the physical accessibility of the transport system • Improving access to jobs and services • Ensuring the affordability of public transport fares
	Supporting regeneration and tackling deprivation	• Supporting wider regeneration outcomes
Reduce transport's contribution to climate change, and improve its resilience	Reducing CO2 emissions	• Reducing CO_2 emissions from ground based transport, contributing to a London-wide 60% reduction by 2025
	Adapting for climate change	• Maintaining the reliability of transport networks •
Support delivery of the London 2012 Olympic and Paralympic Games and its legacy	Developing and implementing a viable and sustainable legacy for the 2012 Games	• Supporting regeneration and convergence of social and economic outcomes between the five Olympic boroughs and the rest of London • Physical transport legacy • Behavioural transport legacy

Source : Table 2.1 Mayor's Transport Strategy (May 2010)

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Havering
LONDON BOROUGH

CABINET
10 July 2013

Subject Heading:	Council Effectiveness Member Project
Cabinet Member:	Cllr Geoff Starns
CMT Lead:	Cynthia Griffin
Report Author and contact details:	Claire Thompson, Corporate Policy and Community Manager, Claire.thompson@havering.gov.uk 01708 431003
Policy context:	This project was created to oversee a range of work taking place to improve performance corporately
Financial summary:	This project was delivered within existing resources.
Is this a Key Decision?	No
When should this matter be reviewed?	N/A
Reviewing OSC:	Value

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	[X]

SUMMARY

At the beginning of this term, ten Strategic Administration Projects were established to help deliver services more effectively and in new ways. The Projects were each to be driven by a Member of the Cabinet, working with a select team of officers, representing a diverse variety of disciplines within the Council.

The projects were:

Council Effectiveness	**Neighbourhood Responsibility**
Think Family	**Civic Pride**
Open Government	**Future Financing**
Community Action	**Rainham Compass**
Harold Hill Ambitions	**Romford Regeneration**

In the last year of this Administration, each Project will be reporting back to Cabinet, to note the achievements attained and the progress made.

The **Council Effectiveness** project has now been completed.

The project:

- **Ensured local voices were heard**, through a range of very successful public surveys and consultation exercises involving over 12,000 local people
- **Resulted in a very positive LGA Peer Assessment** which said the Council offers good value for money, is well run and has a pragmatic approach to doing 'what works'
- **Embedded the Living Ambition vision** in a much-improved strategic plan to improve service delivery, develop the skills of Council staff and deliver value for money
- **Allowed the Council to target communications, consultation and services** at the right customers, in the most appropriate way

RECOMMENDATIONS

That the Cabinet note the outcomes delivered by the Council Effectiveness project.

REPORT DETAIL

1. BACKGROUND

1.1 The 'Council Effectiveness' project was initiated in May 2011 and was completed in December 2012.

1.2 The project looked at a broad range of issues to do with how well the Council is run, and how we ensure that we respond to local people's views.

1.3 Some key highlights of this project included the hugely successful *Your Council Your Say* survey, the Spring Clean campaign and a glowing report

from the Local Government Association on how well the Council was managing to transform public services in challenging financial times.

2. OUTCOMES FROM THE PROJECT

2.1 Listening and Responding to Local Concerns

2.1.1 In 2011, the Council launched a brand new survey *Your Council Your Say,* to seek the opinions of local people about the Borough and Council services, as well as defining residents' priorities for Havering.

2.1.2 The survey was a huge success. Distributed with the Council magazine *Living in Havering* and also available in public buildings and online, the survey was completed by more than 11,761 local people.

2.1.3 The results showed that 75% of residents were satisfied with life in the Borough and also provided some very positive feedback on key Council services (waste collection 85% satisfied, libraries 82% satisfied).

2.1.4 The survey also highlighted that key priorities for local people were road and pavement repairs, congestion, activities for teenagers and clean streets.

2.2 The Cleaner Havering Campaign

2.2.1 With this in mind, the following year we followed up in 2012 with a survey aimed at specifically tackling issues around cleanliness of the public realm asking residents what they thought of local streets, parks and town centres. Over 7,549 residents took part in the *Spring Clean* survey, which showed that over three quarters of residents were satisfied with the cleanliness of their local area, and gave the Council a huge amount of information that was summarised in the final report about where resources most needed to be targeted in future.

2.2.2 Following the survey, a new campaign was launched to address local issues, called The Cleaner Havering campaign, for which £250,000 was set aside from the council's budget to directly respond to local people's concerns. Using the results of the survey, the campaign has resulted in 100 new bins being installed across the Borough, improved street lighting following requests by local people, installed new benches and trees and launched campaigns to encourage local groups to clean up their neighbourhoods, tackle dog fouling and discourage littering.

2.2.3 We also asked residents to tell us if they would like to get involved in volunteering in their local area. Hundreds of people said yes, and as a result a number of community clean-ups have been held at various locations in the borough, with support from Streetcare (who provide the clean-up equipment) and HAVCO (who are helping to co-ordinate the volunteers).

2.2.4 These included:

- A community clean up in Elm Park attended by Councillors Michael White and Barry Tebbutt, organised by the Elm Park Regeneration Partnership volunteers, which removed over 300 bags (2 tonnes) of rubbish
- Many more community clean-ups held across the borough, including: Tweedway Hall Residents Association; Friends of Bedford Park; Briar Road Action Group; Friends of Raphael & Lodge Farm Park; Friends of Cotton Park; and the Girls Brigade seniors have also taken place, with equipment provided by the Council. Many more clean-up events are planned throughout this year.
- The success of these clean-up initiatives demonstrate the success of the Cleaner Havering Campaign in galvanising the enthusiasm of local people to get involved and make a difference in their local communities.

2.2.5 Following on from the huge success of these engagement campaigns, a new *Your Council Your Say* survey has been carried out in 2013, with the results pending.

2.3 External Assessment – LGA Peer Challenge

2.3.1 The Council underwent a 'peer challenge' review from the Local Government Association at the end of October 2012 to test how well it had responded to the challenges of the difficult economic climate.

2.3.2 Over a four day period, a panel of industry experts, including a Council Leader, a Chief Executive and other senior local government officers, assessed the Council's performance against a range of tough criteria.

Their findings were extremely positive. Some notable achievements included:

"The London Borough of Havering has made significant progress in recent years and the Council is rightly proud of what has been achieved."

"What has been delivered has resulted in a modernised and forward looking authority moving towards streamlined customer services."

"The implementation of the transformation initiatives is seen to have been very well managed."

"The progress that has been made has not come about by chance. In addition to sheer hard work on the part of elected members, officers and partner organisations"

"The Administration places major importance on 'what works' - with value being attached to the outcomes achieved rather than how something is

delivered. This is reflected in the mixed economy of service provision and the Authority's willingness to partner with other councils either to work together or to have services provided by them on behalf of the Council."

"The level of Council expenditure per head of population across the vast majority of services is amongst the lowest when compared with councils of a similar nature and the performance of services is generally good to excellent."

"Havering is an Authority that demonstrates a strategic and calm approach to the challenges it faces."

2.4 Embedding *Living Ambition*

2.4.1 The LGA review team also praised the work we have done within the organisation to embed the 'Living Ambition' vision, the long-term vision for the future of the borough, by ensuring that all our corporate strategies and plans are based around this and the five *Living Ambition* Goals:

- Individuals
- Towns and communities
- Environment
- Learning
- Value

2.4.2 The Corporate Plan is at the centre of the Council's performance management framework and sets out the priority areas of work over the coming year. It is refreshed annually in time for the start of the new financial year, at the same time as budget discussions are taking place to improve linkages with business and financial planning.

2.4.3 The Corporate Plan was also produced as a 'plan on a page', to help demonstrate the 'golden thread' from the Living Ambition down to the priority projects and key performance indicators used to measure improvements in outcomes. The Plan on the Page, refreshed for 2013/14, is attached as a background paper.

2.4.4 At the same time, and in conjunction with this work, the Council's performance review process was re-launched, making it much clearer to demonstrate the 'golden thread' of performance management running throughout the organisation that links the Living Ambition with the corporate plan, service plans and individual staff appraisals.

2.4.5 Following the abolition of the requirement to set targets against the National Indicators set in 2010, a new suite of Performance Indicators - that were felt to be more meaningful to Havering - was developed with Cabinet members, so that we are now only measuring what really matters to Members and which reflect the priorities of local people.

2.4.6 A performance report is now brought to Cabinet every quarter, where it is scrutinised by Members. Each of the Overview and Scrutiny Committees are then able to go through performance in their respective areas and scrutinise this information in more detail.

2.5 Targeting communications and services to improve satisfaction

2.5.1 The Council has made use of customer insight more effectively, to enable it to target the right services to those who need them, in a more efficient way. It is also working to improve the customer experience, as well as ensuring improved access to council services for people with disabilities or other protected characteristics.

2.5.2 The council has developed, in conjunction with Experian plc, a customer profiling tool which allows it to segment the population and target more effectively council services, consultation and other communication methods. We have had successes this year in targeting energy efficiency grants to those residents who are eligible for them, resulting in approximately £300,000 of grants for free insulation and new heating systems being targeted at only eligible people.

2.5.3 The Council has also used customer insight to target engagement and consultation exercises, as well as volunteering campaigns, resulting in a much greater take-up of volunteering than in previous years, such as the community clean ups.

2.5.4 We are also targeting communications more effectively, by asking residents whether they'd prefer to receive information by email or in hard copy. Over 3000 residents now receive a monthly e-bulletin by email from the Council informing them about what's happening in their local area and giving them the opportunity to take part in consultations.

2.5.5 As part of the customer services transformation project, with the use of better technology, the Council is now more able to direct customers to its improved website, enabling customers to self-serve wherever possible using online service requests and application forms, such as benefit applications. This makes it possible to channel the Council's resources more effectively, reduce 'avoidable' contact – which is good for both customers and the Council - and provide a better service to vulnerable customers who require more help from staff, and for those without access to the internet.

2.5.6 Staff training is designed to ensure that the Council provides the best possible service to customers, acting as ambassadors for the Council. Customer satisfaction surveys are used to gain valuable customer feedback and to identify the areas where we do well and areas that can be improved. Our current performance is in the region of 85% customer satisfaction achieved through the contact centre.

2.5.7 The Council is committed to ensuring equality and diversity in service provision and as an employer. A new single equality scheme is being produced, which sets out everything the Council will be doing as part of its obligations under the Public Sector Equality Duty, including promoting equality and positive community relations in the community, as well as being a fair employer. One example of this type of activity is a planned focus group carried out by the Corporate Policy and Community section with residents who are deaf, to help make improvements for people who are deaf and need to access Council services.

3. CONCLUSION

3.1 A huge amount of activity has taken place over the last eighteen months as part of the Council effectiveness project, and will continue to be rolled out. A number of significant outcomes have been generated as a result of this project , including:

- The Cleaner Havering campaign was launched, resulting in £250,000 of improvements based on what local people told us they wanted such as new park bins, benches, better street lighting, responsible dog campaigns and clean-ups.
- An extremely positive independent assessment of how well the council is run which stated that the Council offers very good value for money services and has a “calm and strategic” approach to delivering good quality services.
- An improved corporate plan and service planning framework based around the *Living Ambition* that now forms part of the staff appraisal process.
- An improved performance management reporting process, offering more opportunity for public and Member scrutiny and challenge
- Improved use of customer insight, allowing the Council to target communications, consultation and services at the right customers, in the most appropriate way, including 3000 people who now receive communications electronically
- Better training for staff in customer services to be able to offer even better service to customers.

3.2 All the improvements which this project has put in place will continue to be built upon over the coming year.

REASONS AND OPTIONS

Reasons for the decision:

This report is being brought to cabinet to provide Members with an overview of what the Council Effectiveness Member project delivered between 2011 and 2012.

Other options considered:

N/A

IMPLICATIONS AND RISKS

Financial implications and risks:

This project was delivered using existing resources. The Peer Challenge was provided free of charge by the Local Government Association. The project and report raise no specific financial issues.

Legal implications and risks:

There are no legal implications or risks arising from this report.

Human Resources implications and risks:

There are no HR implications arising from this report.

Equalities implications and risks:

This Member Project directly aims to address the Council's obligations under the Public Sector Equality Duty to minimise barriers to accessing public services, for all customers, but particularly those with 'protected characteristics' under the Equality Act 2010. The Council has put in place rigorous processes to assess for equality impact affecting all new policies, procedures, strategies, and other major changes to services.

The Council is committed to engaging with customers from all protected characteristics to help break down any hidden barriers to accessing council services and improve access to public services for all.

BACKGROUND PAPERS

Corporate Plan 2013/14 can be accessed at:

http://www.havering.gov.uk/Documents/Corporate%20Plan%20on%20a%20Page%202013-14.pdf

Havering's LGA Peer challenge report can be accessed at:
http://democracy.havering.gov.uk/documents/g2239/public%20reports%20pack%2023rd-jan-2013%2019.30%20cabinet.pdf?t=10

The spring Clean survey can be accessed at:

http://www.haveringdata.net/research/library.htm

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Havering
LONDON BOROUGH

CABINET
10 July 2013

Subject Heading:	Neighbourhood Responsibility progress report
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:	
Financial summary:	
Is this a Key Decision?	No
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

At the beginning of this term, ten Strategic Administration Projects were established to help deliver services more effectively and in new ways. The Projects were each to be driven by a Member of the Cabinet, working with a select team of officers, representing a diverse variety of disciplines within the Council.

The projects were:

Council Effectiveness
Think Family
Open Government
Community Action
Harold Hill Ambitions
Neighbourhood Responsibility
Civic Pride
Future Financing
Rainham Compass
Romford Regeneration

In the last year of this Administration, each Project will be reporting back to Cabinet, to note the achievements attained and the progress made.

The **Neighbourhood Responsibility** project has delivered the following outcomes:.

- Raised awareness of the impact of the street scene, both as a significant asset and as a major contributor to peoples' quality of life with Havering
- Worked with residents, the business community and other stakeholders to increase engagement and encourage ownership of neighbourhood issues
- Better coordinated the services that affect the design, maintenance and management of the Briar Estate
- Ensured that public confidence is high regarding prevention of crime and disorder by the delivery of workshops and information provision thereby ensuring safe, accessible and attractive streets.

RECOMMENDATIONS

Cabinet are asked to note the progress on this key administration project

REPORT DETAIL

Havering's Living Ambition aims to "*provide Havering's residents with the highest possible quality of life, in a borough that thrives on its links to the heart of the capital, without ever losing the natural environment, historic identity and local way of life that makes Havering unique*".

The Neighbourhood Responsibility programme is an integral part of the Council's plans for the future to deliver Living Ambition, in an era of tighter council funding. By working closely with communities, the Council will be better placed to deliver local services in line with local needs - while partnership working will also improve efficiency and generate necessary cost savings.

The Programme initially focused on one community to demonstrate the difference that can be made through this sort of partnership working with committed groups of local residents. The project has three distinct yet interrelated phases to deliver street scene improvements on the Briar Road estate in Harold Hill.

There are very few services that affect all of the population. However, everyone has regular contact with the street scene in some way, the 'Your Council, Your Say' results show that the services which matter most to Havering residents are safe, clean, well-maintained streets and town centres; public transport, parks and open spaces, Libraries, housing, and shopping; together with health services and education.

Streets provide the environment for much of our community life. Havering has a key role to play to ensure clean, safe, accessible and attractive streets are fundamental elements of an environment that is pleasant to live in.

To ensure that the Council and the local community achieve the benefits required, the project is administered within an appropriate project management framework. Such an approach has enabled all the elements to be managed in a coherent and joined-up way, as well as maximising the performance of the key strands, an holistic approach enables cross-cutting elements to be undertaken in the most efficient way and enables clear management accountability across the whole project.

An Integrated Street Scene Project Initiation document was signed off by the Place board in June 2011. The details of the management and governance structure are laid out within the Neighbourhood Responsibility Project Management & Governance document. In addition to this there are regular programme of meetings established for all the groups together with a formal reporting structure. The Street Scene project activity has 3 distinct strands;

Physical Improvements/Renewal on the Briar

In March 2010 the Council proposed a ten point Briar Improvements Action Plan with a number of key operational issues that need to be considered and resolved

which included: retention of the vast majority of the estate with Decent Homes for tenants and advice and assistance to homeowners to make essential improvements and repairs; better use of green spaces; better parking closer to where people live; Improved street lighting; improved pavements, kerbs and roads; making narrow and intimidating pathways safe; improved shopping area, possible 'village square'; new recreational and play facilities on Bosworth Field and Farringdon Avenue; discussions with residents on redevelopment of small areas of underused land with new homes; and improvements to the Betty Strathern Centre.

The delivery of the improvements would sit within the Harold Hill Ambitions wider programme of activity

BRAG developments and Neighbourhood Agreements

Baroness Newlove selected the Briar Neighbourhood as one of her seven national 'Newlove Areas' and with this came her personal endorsement; a Home office Change Manager and around £15k funding direct to the community. A Briar Residents Action Group (BRAG) was established in 2011, the focus of activity for BRAG has been on widening participation and prioritising areas of work required for a set of Neighbourhood Agreements. The BRAG established a Management Structure, with a Residents Steering Group, Operational Board of service providers with residents' representation including LBH, HAVCO,and Police .

BRAG Committee meets every two weeks with a standard agenda of topics from the overall action plan to ensure projects remain on track, BRAG Public Meetings are held each quarter (although recently they have been monthly), usually a hot topic is given due consideration to ensure that services are responding to residents needs. Topics have included housing, crime and street care to date.

On the Estate, Residents now play a greater role in neighbourhood agreements cannot be undertaken in isolation. It may require a change in culture and attitudes, to ensure the sustainability of community involvement, and develop positive relationship between staff and residents.

Integrated Street Scene programme

This element of the project looked at the integration of Street Scene services on the Briar road estate and encompassing activity undertaken by London Borough of Havering and the former Homes in Havering (HiH – now the Council's Homes & Housing service). It also has regard to community safety aspects of service delivery and ensures this is integrated into service delivery.

Consideration within the activity has been given to engaging with and involving stakeholders to identify areas of concern to prepare a Briar development brief and wider improvement project. Including

- Joined up street care delivery and the rationalisation of services external to LBH

- Procedures for street scene complaints logging for Homes in Havering and London Borough of Havering
- Contractual alignment of street scene agreements to achieve financial and service benefits.
- Undertaking integrated pilot area exercise where required
- Impact of change on Legal, Human Resource, Finance
- Local Accountability and ownership

Progress to date

In addition to the day to day success of the three key work strands the following improvements have been implemented and recognised by the Briar community

Physical improvements

- Exchange of contracts for sites disposal to Notting Hill Housing Group completed
- Comprehensive programme of residents' consultation undertaken regarding the renewal of the Estate and resident engagement continuing
- 19 sites delivering 46 homes have planning approval with the remaining 14 sites due at Committee by the end of June 2013
- Decent Homes programme well underway, all windows replaced, internal and external decoration of blocks completed, re-roofing programme 70% complete. Programme complete by March 2014
- Traffic calming and parking proposals for Coltsfoot Path and Lavender Close costed and decision to proceed by end of June 2013
- Traffic calming scheme for Waverly Crescent and Myrtle road completed.
- Decant of tenants from 1-7 and 23-35 Briar Road completed and negotiations with leaseholder being finalised
- Contractor identified to install new play and recreational facilities at Bosworth Field and contract lead in commenced.

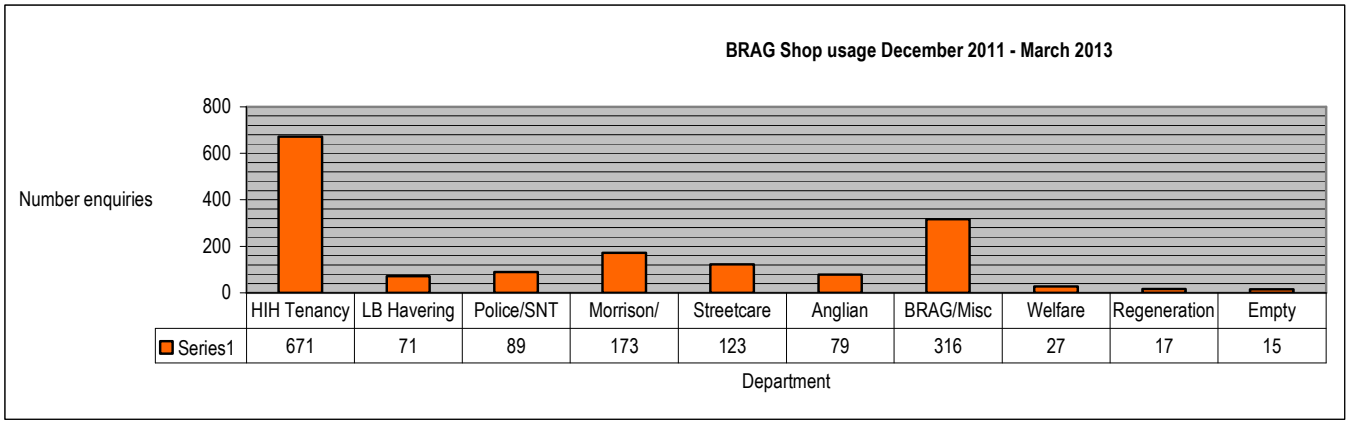
BRAG developments and Neighbourhood Agreements

September 2011 BRAG hired an unused shop by LBH at community rental rates enabling people to access advice and information the official opening of the shop took place on 1st December 2011 by Baroness Helen Newlove. The shop now is operationally managed and run by the BRAG Committee with funding secured to continue the shop until end of July 2014. In October 2011 the probation service supplied labour to refurbish the shop. In addition to the BRAG shop there have been a number of significant milestones:

- Photographic exhibition by the young people of the area showing the estate and its people and the production of a photo album entitled ESTATE:MENT A film has now been made produced, directed and presented by the young people of the estate with expert help and facilitation by LBH Youth Service

- There have been four 'Cleaner Havering' days held in conjunction with LBH and McDonalds
- Crime statistics on Briar Road area 2011-2012 show year on year decrease (Burglary down 47%). Crime has fallen on the Briar assisted by public meetings giving advice on crime and disorder. The Shop is well stocked with crime prevention materials and the Police hold monthly surgeries. This level of crime reduction has been maintained, the next challenge is to improve this further.
- Neighbourhood Agreement for 'Clean and Green' and Community Safety have been published and distributed.
- Funding bids for a quarterly newsletter, promotional materials and an employability scheme to be run from the shop were all successful.
- Baroness Newlove website now features heavily the achievements of BRAG
- Consultation regarding Central Park was hosted by BRAG
- 50-80 local residents attend a monthly public meeting regarding developments on the estate

The table below indicates the top ten usages of the BRAG shop since its inception in December 2011



Integrated StreetScene

A mapping exercise of the area identified hot spot areas throughout the estate highlighting areas and locations of fly tipping, litter and graffiti. From this exercise officers introduced a revised cleansing arrangements with local caretaker support together with an education & awareness programme regarding waste related and recycling issues. In addition to which the ownership of London Borough of Havering and the old Homes in Havering areas were clarified and defined for local officers who have been empowered to deliver improved grounds maintenance arrangements. Regular reviews of the estate cleansing arrangements have been completed to ensure integrated service delivery. In addition to which there have been significant additional milestones

- Waste and Highways SLA in place
- Trees asset data collected maintenance consolidated, with planned maintenance in place

- Street care operational action plan developed to ensure residents' needs are responded to.
- Revised cleaning schedules in place
- Green bin garden waste collection on Briar in place.

The table below outlines some of the key initiatives that have been delivered on the programme

	Initiative	Outcome	Date achieved
1	Children's Christmas party	40 young people entertained. Helps Community well being	December 2012
2	Older Persons Christmas Party	40 older people entertained. Helps Community well being	December 2012
3	Fun Days	Community cohesion – Intergenerational activity	October 2011 – March 2012
4	Clean up days	Community cohesion – intergenerational activity	February 2012
5	Visit to Offerton	Benchmarking / comparison with other pathfinders	February 2012
6	Baroness Newlove event	Learning from other pathfinders	February 2012
7	'Love food hate waste' campaign	Waste Reduction Awareness	2011/12
8	Recycle campaign	Recycle awareness campaign	2011/12
9	Public Meetings	Public meetings on themes. Value and enhance the lives of our residents. Attendance is never below 50 residents now.	Ongoing
10	Volunteer Training	Training on IT, Customer Service and Food Hygiene under taken	Ongoing

Future Milestones

- Planning permission secured for remaining housing sites – June 2013
- New play and recreational facilities installed on Bosworth Field by August 2013
- New parking arrangements installed at Coltsfoot Path and Lavender Close by summer 2013.
- New Homes by Notting Hill start on site September 2013
- Further development of the Briar Estate 'Community Shop'. The plan is to investigate further funding for the shop, existing funding for the shop is secure until July 2014
- Maintain BRAG's national and local profile. As one of Baroness Newlove's pathfinder neighbourhood groups, BRAG already has a national profile. The plan is to maintain and increase this to help spread best practice. The local profile has been enhanced by several local events.

- BRAG Development. There are currently eight committee members; BRAG is keen to recruit more active committee members using events and other forms of participation. Develop a work club.
- Continue to develop reporting arrangements for residents & staff.
- Continue Joint Initiatives, including Briar Information shop

REASONS AND OPTIONS

Reasons for the decision:

Members requested on update on this key important programme of activity

Other options considered:

None

IMPLICATIONS AND RISKS

Financial implications and risks:

There are certain financial risks involved within the physical improvements workstream these are addressed within the wider Harold Hill Programme

Legal implications and risks:

There are certain legal risks involved within the physical improvements workstream these are addressed within the wider Harold Hill Programme

Human Resources implications and risks:

None

Equalities implications and risks:

The Neighbourhood Responsibility Programme was established as part of the Council's 2014 Transformation Programme and its main objective is to deliver street scene improvements on the Briar Road estate. The implementation of the programme has already improved and will further improve the quality of life and well-being of Briar Road estate residents across all protected characteristics, particularly older people, disabled residents, children and young people and other vulnerable groups.

To date, the three distinct yet interrelated projects strands / phases of the programme have:

- significantly improved the physical environment (improved pavements, kerbs and roads; accessible, safe and attractive green spaces; improved street lighting, accessible car parking spaces, new recreational and play facilities, etc)
- provided advice and assistance to homeowners to make essential improvements and repairs as part of the Decent Homes programme
- created integrated street scenes, with revised estate cleansing and ground maintenance arrangements
- delivered environmentally friendly solutions to waste collection and recycling in the area.

Some of the projects have also helped reduce levels of crime and public disorder in the area, increased community engagement and improved community cohesion.

Any potential/likely negative impact is identified and addressed as part of individual projects' management and monitoring arrangements. Where relevant, separate EAs have been / will be carried out to assess the impact of individual projects on local residents with protected characteristics.

BACKGROUND PAPERS

Background reports used

1. Neighbourhood Responsibility Project Initiation Document.
2. Neighbourhood Responsibility Project Management & Governance document.

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Havering
LONDON BOROUGH

CABINET
10 July 2013

Subject Heading:	A Literacy Strategy for Havering
Cabinet Member:	Cllrs Andrew Curtin
CMT Lead:	Cynthia Griffin
Report Author and contact details:	Simon Parkinson simon.Parkinson@havering.gov.uk ext 2199
Policy context:	Living Ambition Culture Strategy
Financial summary:	The Literacy Strategy will be implemented from within existing service budgets
Is this a Key Decision?	No
Is this a Strategic Decision?	Yes
When should this matter be reviewed?	December 2016
Reviewing OSC:	Towns and Communities

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

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

SUMMARY

This report recommends the adoption of the Literacy Strategy, attached to this report as Appendix 1. The Strategy sets out how the Council and partners will improve Literacy levels in the borough and includes an Action Plan that identifies the priority actions for the next three years.

RECOMMENDATIONS

To agree the Literacy Strategy attached as appendix 1 to this report.

REPORT DETAIL

1. The Literacy Strategy sets out a Vision for Literacy for the next three years: '**For all in Havering to enjoy and feel confident in the English Language**'. The purpose of the strategy is to ensure better coordination of work to support literacy development in Havering.

2. The Strategy deliberately focuses on English because this is the language of the environment in which we all exist and relate to one another. Research has shown that English language proficiency is one of the key factors in supporting social integration and community cohesion, as well as being important in an economic context i.e. helping people to gain and progress in employment. This is particularly true of jobs where the ability to communicate in English is an essential pre requisite for being able to do the job effectively (e.g. for teachers, doctors, members of the police force etc). Being able to speak English is also very important in terms of learning and academic achievement, with a sound grasp of English being essential if students are to achieve academic qualifications in English and other subject areas, such as History and Geography.

3. Although the focus of this strategy is on English, it is important to recognise the need for communities to continue to celebrate their rich cultural traditions, including the continued use of their mother tongue, in addition to English. In fact there is evidence to show that young children benefit from speaking more than one language and this should be encouraged. There are plenty of opportunities for learning other languages in the borough, as part of primary and secondary education, and through adult provision provided by the Havering Adult College, Europa Centre and others.

4. It is important to stress that this strategy does not seek to undermine the cultural traditions of the different communities living in Havering; rather it seeks to ensure that all of the individuals from those communities can celebrate their culture, but also achieve their potential and become full members of society, which is reliant to a large degree on being able to speak English. Whilst positively welcoming the advantages of a diverse community, it is also important to ensure a shared environment where all members of the wider community can communicate with each other and have equal access and engagement within society, without barriers. This Strategy proposes that this can be best achieved by ensuring that all people in Havering are able to enjoy and feel confident in the English language.

5. Building a literate borough will take much more than just focusing on improving statutory provision; it will need to extend into the home environment by empowering and supporting parents to take a role in their children's literacy development, and it will require all organisations working with the public to increase their awareness – to be able to identify literacy needs and confidently signpost people to get support. The message is that 'literacy is everyone's responsibility' and everyone has a part to play. Working together is essential to extend the reach of literacy support within tightening resources, organisations need to pool resources and work more effectively together to access hard to reach groups.

6. By raising literacy levels in our community, through the actions in this Strategy and action plan, the Council and partners will be supporting the overarching objective of Living Ambition: "to deliver a better quality of life for residents in the Borough" and achieving several of the "Living Ambition" Goals, particularly the "Championing education and learning for all" Goal.

7. This Literacy Strategy and associated action plan focuses on the following groups:

   - Early Years (0-4 Years)
   - Children 5-11 Years
   - Young People 11-19 Years
   - Adults with Low Literacy

8. It is important to note that this document is a starting point. The ambition and eventual scope of the partners' work will be wider than the above target groups, so the strategy will, in due course, engage additional partners in order to address specific needs and future priorities.

REASONS AND OPTIONS

Reasons for the decision:

To establish a Vision, Strategy and Action Plan to help better co-ordinate and deliver Literacy work in Havering.

Other options considered:

The option of not developing a Literacy strategy was ruled out as the development of literacy skills is crucial to the development of individuals and communities in Havering.

IMPLICATIONS AND RISKS

Financial implications and risks:

The delivery of the objectives and outcomes included within the Literacy Strategy will be achieved from within existing Culture and Leisure Services budgets. The proposals do not create any budgetary pressure within the service. Clearly the strategy will need to remain flexible, in view of the Council's medium term financial position.

Legal implications and risks:

Subject to the equalities impact of the strategy which is addressed below, there should be no legal implications from the report.

Human Resources implications and risks:

None applicable to this report. A previous restructure in the Library Service has created a new post that will be responsible for co-ordinating the work linked to the delivery of the Literacy Strategy.

Equalities implications and risks:

Research shows that poor literacy skills are part of a vicious cycle of factors that lead to disadvantage and poverty of opportunity, therefore the improvement in literacy provision and coordination will help promote equality within the borough.

Literacy is important for everyone's aspirations and the growth of the whole community within Havering, and we will continue to offer literacy support to all. However, there is a need for the purpose of this strategy and associated action plan to identify themed groups for action. This Literacy Strategy Action Plan looks at the following:

- Early Years (0-4 Years)
- Children 5-11 Years
- Young People 11-19 Years
- Adults with Low Literacy

However it is important to note that this strategy and action plan is only a starting point. The ambition and eventual scope of partners is far wider than the above key themes. The strategy will engage additional partners in order to take forward more specific themes in a future phase, for example establishing working groups to look in more detail at the additional specific needs of groups such as Looked After Children, Older People, Vulnerable Adults and others.

An Equality Analysis has been completed for this strategy and will be updated with the ongoing development of the Action Plan.

BACKGROUND PAPERS

Library Strategy, 2013-15.

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Havering Literacy Strategy

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1. Introduction

Our Vision for Literacy:

'For all in Havering to enjoy and feel confident in the English Language'

1.1 Purpose of the Literacy Strategy

Havering's Literacy Strategy is seen as the first step towards better coordination of work to support literacy development in our community.

It is an over-arching strategy with input from many organisations across the borough, recognising that there is already a great deal of good work being done by various partners to improve literacy, but that we can extend the reach and improve the effectiveness of this provision by working together with a more coordinated approach.

1.2 What do we mean by 'literacy'?

The most common understanding of literacy is "a set of tangible skills, particularly reading, writing, speaking and listening".

A literate person is one that can "communicate effectively with others and understand written information".

1.3 Focus on English

The focus of this strategy is for 'all in Havering to enjoy and feel confident in the English Language'. This deliberate focus on English is because this is the language of the environment in which we all exist and relate to one another. A common language is important in terms of promoting social harmony: "language is the means by which we can diffuse controversies, offer compromises, explain our point of view, in the hope of finding common ground" ('Civitas', 2011)

Recent studies looking at the effect of globalisation and inward migration, suggest that English language proficiency is one of the key factors in supporting social integration and community cohesion for settled immigrants and new economic migrants[1]. English language proficiency is also important in an economic context, i.e. helping migrants to gain and progress in employment. This is particularly true of jobs where the ability to communicate in English is an essential pre requisite for being able to do the job effectively (e.g. for teachers, doctors, members of the police force etc). In fact there are very few jobs where there is not a requirement to speak, read or write in English.

Being able to speak English is very important in terms of learning and academic achievement, with a sound grasp of English being essential if students are to achieve academic qualifications in English and other subject areas, such as History and Geography.

A basic command of conversational English is now a part of the process associated with acquiring British Citizenship, so it is becoming increasingly important for immigrants to be able to speak English before they can try to become British citizens.

It is also the case that ensuring that all people, or as many people as possible, can speak English, will reduce the financial burden on those public bodies who believe they currently need to provide

[1] Commission on Integration and Cohesion (2007), Our Shared Future, London: Commission on Integration and Cohesion.

translators and translate written information into other languages, to ensure that all communities have equal access to benefits and services. Although such translation costs are not significant in relative terms, there are nevertheless financial arguments in favour of being proactive in ensuring people can read English so that translation services are not required (and associated costs are not incurred).

Although the focus of this strategy is on English, it is important to recognise the need for communities to continue to celebrate their rich cultural traditions, including the continued use of their mother tongue, in addition to English. In fact there is evidence to show that young children benefit from speaking more than one language and this should be encouraged. There are plenty of opportunities for learning other languages in the borough, as part of primary and secondary education, and through adult provision provided by the Adult College, Europa Centre and others.

It is important to stress that this strategy does not seek to undermine the cultural traditions of the different communities living in Havering; rather it seeks to ensure that all of the individuals from those communities can celebrate their culture, but also achieve their potential and become full members of society, which is reliant to a large degree on being able to speak English. Whilst positively welcoming the advantages of a diverse community, it is also important to ensure a shared environment where all members of the wider community can communicate with each other and have equal access and engagement within society, without barriers. This Strategy proposes that this can be best achieved by ensuring that all people in Havering are able to enjoy and feel confident in the English language.

For more information see section: 'Proficiency in English Language'.

1.4 Scope and Target Audience

At the very outset, it is important to note that this strategy is not about assuming everybody needs or wants to improve their literacy levels, but rather offering the opportunity to improve.

The strategy outlines why literacy is important, not only to individuals, but to the borough as a whole. However, it is also recognised that many people live fulfilling lives, contributing in every way to their community, whilst still having low literacy levels. This strategy is aimed at improving the literacy levels of those who would benefit from such support, whilst ensuring that everyone has a 'functional level' of literacy.

Whilst we aim to make literacy support available to all who want and/or need it, there are limited resources and it is necessary to prioritise key target groups for some actions.

Some of the organisations involved in the strategy deliver, and will continue to deliver, literacy to people of all ages and backgrounds – a universal offer. Others focus on a specific age group or identified need.

It needs to be recognised that priorities will change as literacy develops across the borough, so the action plan reflects the need to look beyond the initial themed groups, so that information can be gathered now to inform the next tranche of work.

1.5 Literacy is everyone's responsibility

Achieving our vision for 'all in Havering to enjoy and feel confident in the English Language' will require coordinated involvement from a wide range of statutory and non-statutory agencies, within the public, private and voluntary and community sectors.

Building a literate borough will take much more than just focusing on improving statutory provision; it will need to extend into the home environment by empowering and supporting parents

to take a role in their children's literacy development, and it will require all organisations working with the public to increase their awareness – to be able to identify literacy needs and confidently signpost people to get support.

The message is that 'literacy is everyone's responsibility' and everyone has a part to play. Working together is essential to extend the reach of literacy support within tightening resources, we need to pool resources and utilise partner agencies as trusted intermediaries to access hard to reach groups.

1.6 Governance

Given the long-term commitment required to drive forward literacy improvements a Havering Literacy Strategy Working Group has been established. The group will work together to improve both universal and targeted services, to identify gaps and opportunities, to develop new services where appropriate to meet local need, and to extend the reach of existing services to priority groups by working in partnership with other agencies.

The Havering Library Service is taking the lead role in the development of the strategy. Resources have been allocated within the Library Service to create a new post to drive forward the implementation of this strategy and associated action plan.

1.7 Link to Living Ambition and other key strategies

By raising literacy levels in our community, through the actions in this action plan, we will be fundamentally supporting the overarching objective of Havering's Community Strategy - Living Ambition: "to deliver a better quality of life for residents in the Borough".

The vision and actions within this Literacy Strategy are also strongly linked to the achievement of goals and objectives outlined in a range of local strategies and plans, including (and not exclusively) the following:

- Corporate Strategy 2011-14 and Corporate Plan
- Culture Strategy
- Library Strategy
- Library Digital Strategy
- Arts Strategy
- Community Learning Strategy
- Learning and Achievement Service Plan
- Children and Young People's Plan
- Health and Wellbeing Strategy
- Volunteering and Engagement Strategy
- Child Poverty Strategy
- Equality in Service Provision Policy
- Financial Inclusion Strategy
- Play Strategy
- Youth Strategy

The Having Music Hub 3 year Action Plan deals with "music literacy", so it is not covered in this Literacy Strategy.

1.8 IT Literacy and the Digital Age

Technology is driving rapid changes, with individuals being able to communicate faster and in more ways than ever before. Television, the internet, and other new forms of communication are often criticised as being detrimental to young people, and a hindrance to their literacy. However, their influence is more likely to grow than decline, and online/digital media can also provide important assistance in learning. For example, technological advances have revolutionised learning for many with dyslexia and other literacy difficulties, and are increasingly applied universally to support literacy education.[2]

Shifts in technology and the requirements these place on IT literacy skills have lead to concerns about a digital divide between those who have the access and knowledge to utilise new technologies and others who do not. As both access and understanding are precursors for participation there are two distinct groups of people who are often left out – i) those without the financial means to afford computer or internet connection, and ii) those lacking understanding and/or confidence in using technology and the internet.

Libraries and other informal learning settings have a central role to play in ensuring universal access to technology and supporting people in how to confidently and effectively support it, for example through the provision of free IT and internet access in Libraries.

The digital agenda is both a challenge and an opportunity for Havering, but the co-existence of digital and print based forms present a special challenge, with users wanting to access books and information in different ways.

There is an added significance of the 'digital age' for libraries as it can be seen as both a challenge and opportunity for their long term sustainability and the care of their more traditional collections.

In Havering the Library Service has embraced the opportunities presented by new digital technologies, for example through the introduction of the new 24hr Virtual Library and the multitude of resources now available online, including e-books, audio books, e-learning course, online newspapers and reference material, citizenship test, driving theory test, and much more.

The Libraries are also responding to the explosion in the range of new devices which have meant resources and services need to be available in a variety of formats, to ensure that we do not lose the momentum when working with all groups to raise literacy levels.

The influence of computers, laptops, tablets and smart phones is covered further in the section that considers "Young People 11-19" (section 5.3) but we recognise that this influence is increasingly having an impact on "Children 5-11" (section 5.2) and even some very young children aged below 5 (i.e. the Early Years category covered in section 5.1).

The role of the Libraries in responding to the 'digital age' is also covered in greater depth in the Libraries Digital Strategy (in draft form at time of writing).

[2] www.literacytrust.org.uk/policy/nlt_policy/815_the_future_of_literacy_in_the_digital_age

2. The Importance of Literacy

2.1 Why do we need literacy skills?

Research has shown that poor literacy skills can be part of a vicious cycle of factors that lead to disadvantage and poverty of opportunity.

Literacy has tangible relationships with many aspects of a person's life, not just educational attainment, but also economic well-being, aspirations, family circumstances, physical and mental health as well as civic / cultural participation. Low literacy levels continue to be associated with economically disadvantaged pupils and families.

Key Facts

Research by the National Literacy Trust reveals that:

- 1 in 6 adults in UK have literacy skills lower than expected of an 11 year old
- 41 per cent of employers are concerned about their employees' basic literacy skills
- There is growing concern over language skills at school entry
- On average disadvantaged students are twice as likely to be among the poorest performers in reading compared to better-off pupils[3]
- 70% of pupils permanently excluded from school have difficulties in basic literacy skills

People with low literacy levels are **more likely to**:

- Be frustrated and misunderstood
- Be depressed (for women, five times more likely)
- Find school difficult and much of the curriculum inaccessible
- Earn less than many other people

People with low literacy levels are **less likely to**:

- Fulfil their potential or realise their aspirations
- Have formal qualifications
- Find job opportunities or get promoted
- Feel confident about helping their children or others to read and write
- Participate fully in society

2.2 Why should we invest in literacy?

There is a strong case for investment in literacy as a means to enable and empower people to be more active, productive citizens, to help create stronger, sustainable local communities and to improve quality of life by helping people to enjoy life to the full.

Socio-economic background, and many other factors, may be outside the control of an individual. However, for many, addressing literacy skills is a key first step in beginning to address, and help to overcome, other related factors that lock individuals into a cycle of disadvantage.

[3] www.literacytrust.org.uk/news/5213_disadvantaged_pupils_twice_as_likely_to_be_poor_readers

2.3 Literacy and Wellbeing

There is a great value of reading in supporting health and well-being outcomes. Recreational reading exercises the imagination, gives access to information and provides opportunities for relaxation, enjoyment and social interaction[4]. Reading also empowers the individual, promotes personal development, supports self-expression and personal choice and results in creative independent learners who have an understanding of self, of others and of wider social issues.

Reading has a significant role to play in combating some of the causes of illness, improving health and keeping people well by contributing to a general sense of well-being. Reading can reduce stress levels by up to 67% and social activities based on reading, such as reading groups, promote well-being, combat isolation, and help bring people closer together in communities. Books can also help with more serious mental health issues such as dementia with evidence suggesting that reading can reduce the level of dementia by 35%[5].

Poor literacy skills can present a barrier to participation in society and accessing opportunities. In that respect, literacy skills help people to access opportunities which contribute to their wellbeing and make them 'feel good', such as:

- Connecting – connect with people around you
- Being Active – physical activity
- Taking Notice – catch sight of the beautiful
- Keeping Learning – try something new
- Giving – do something nice for a friend or a stranger, look out, not in!

This list above is described as the 'five ways to wellbeing' (produced by NEF - New Economics Foundation)[6]. These 'ways to wellbeing' also offer potential structure for literacy development initiatives, linking literacy learning into activities which are 'fun' and enjoyable.

[4] Hicks, D. (2003)- 'Reading and health mapping research project'. Prepared for the Arts Council by the Reading Agency.

[5] www.goscl.com/a-chapter-a-day-keeps-the-doctor-away/

[6] www.neweconomics.org/projects/entry/five-ways-to-well-being

3. Reasons for Low Literacy

It is important to distinguish between the different reasons why people of all ages struggle with their literacy. It is important because the needs and desired outcomes for each of these people may be very different.

Some people have specific Learning Disabilities which account for their low literacy levels, others have poor literacy due to cultural, societal or educational reasons, and some may have disaffection to learning and/or low aspirations.

There are numerous influences on an individual's literacy development, as the diagram below illustrates:

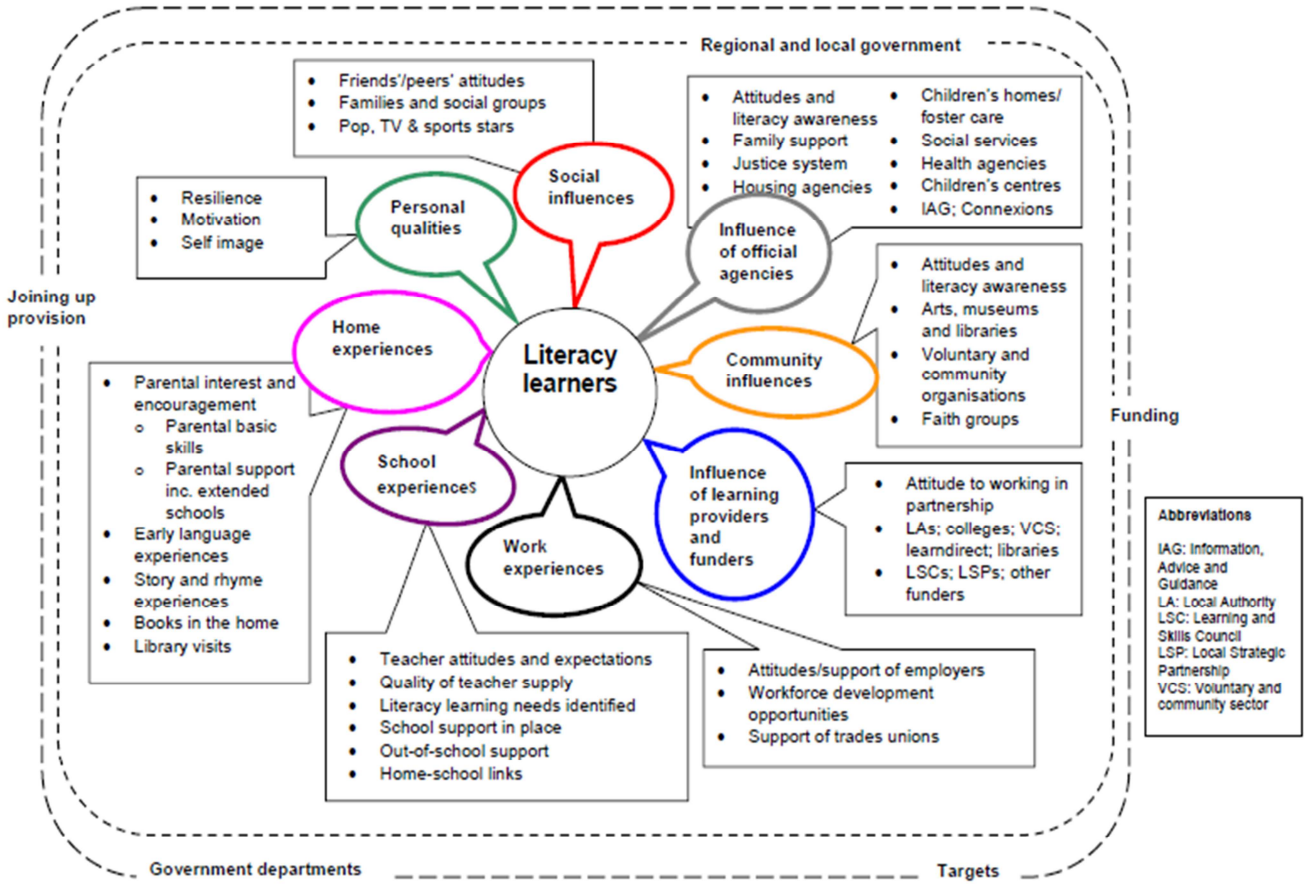

FIG. 1 - Diagram showing the influences on an individual's literacy development

3.1 What can affect someone's literacy and ability to learn to read?[7]

Where a child (or adult) has difficulty reading, it is important to try to identify the reason/s as early as possible, as the sort of help that is needed differs dramatically, and evidence suggests that early intervention is key.

For example, the kind of help which a child needs to overcome problems in 'making sense of the sounds' generated by letters or letter combinations is very different from that needed by a child who has 'visual' problems reading.

[7] www.booktrust.org.uk/books-and-reading/children/bookmark/articles-and-resources/reading-and-literacy-conditions-that-affect-reading/

An article from Booktrust[8] states *"Each of us learns to read at our own pace. The journey involved in learning to read (and continuing to develop as a confident and enthusiastic reader) is often a bumpy one".*

However, some people have more serious difficulty with the process than others; in some cases, there are specific reasons why a child is having trouble with reading – and alternative forms of help may be needed.

3.1.1 Learning and Reading Disabilities

There are many reasons why someone may have difficulty reading or learning to read. Sometimes a specific disability or disorder may affect their reading, either mildly or severely.

Serious reading difficulties or disabilities can affect anyone, including children and adults who are extremely intelligent, motivated and educated.

In general the term **'reading disability'** is used to describe any condition that affects certain parts of the brain which are responsible for making sense of words and/or sounds.

This is different from a **'learning disability'** - although most learning disabilities will also in turn affect the person's ability to learn to read.

There are also other disabilities or conditions which may affect a person's reading. Some of the most common include:

- Dyslexia
- Speech and Language Disorders
- Processing Problems
- Developmental Disabilities
- Attention Deficit/Hyperactivity Disorder (ADD/ADHD)
- Visual Impairment
- Hearing Impairment

3.1.2 Visual Impairment

In 2002 the Royal National Institute for the Blind (RNIB) launched their 'Right to Read' campaign[9], alongside the release of two reports which highlighted the discrimination suffered by people who have problems with their sight. The campaign was successful in raising awareness about this barrier and led to a greater provision of books in Braille, audio and large print to be provided for the visually impaired in schools and public libraries, however there is still further to go.

There are more than 1,100 residents registered as being blind or partially sighted in Havering[10]. Although not all people will be registered with the Council and modelled data estimates that within just the 65+yrs bracket alone over 5,200 Havering residents have a moderate or severe visual impairment[11].

The RNIB estimate that one in eight of us in the UK can't enjoy standard print, because we have sight problems, dyslexia, or disability that makes it difficult for us to hold a book or turn a page. They also estimate that over 20,000 blind and partially sighted children are being affected, by not getting textbooks in a format they can read.

[8] http://www.booktrust.org.uk/books-and-reading/children/bookmark/articles-and-resources/reading-and-literacy-conditions-that-affect-reading/

[9] http://www.rnib.org.uk/getinvolved/campaign/accesstoinformation/righttoread/Pages/righttoread.aspx

[10] Havering JSNA 2011/12, Chapter 10: Supporting Vulnerable Adults and Older People

[11] Projected Level of Need for Older People in Havering, POPPI, (2012). www.poppi.org.uk

Interesting the RNIB describe how 'the digital revolution' is opening a new chapter in the world of books. E-books can give the reader the flexibility to adjust the format to their individual requirements, and e-book reading devices are becoming more sophisticated, with enhanced accessibility features.

Havering Libraries are signed up to the RNIB's 6 step programme which outlines a number of actions which libraries can take to make their services accessible to blind and partially sighted people. These include having a dedicated "champion" providing access to large print and audio books and having a strategy in place for provision of access technology.

3.1.3 People for whom English isn't a first language

The population of Havering is the least ethnically diverse in London, but it is becoming more diverse. Some estimates predict the current percentage of Black, Asian & Minority Ethnic (BAME) residents could grow 21% by 2016 and 40% by 2021[12].

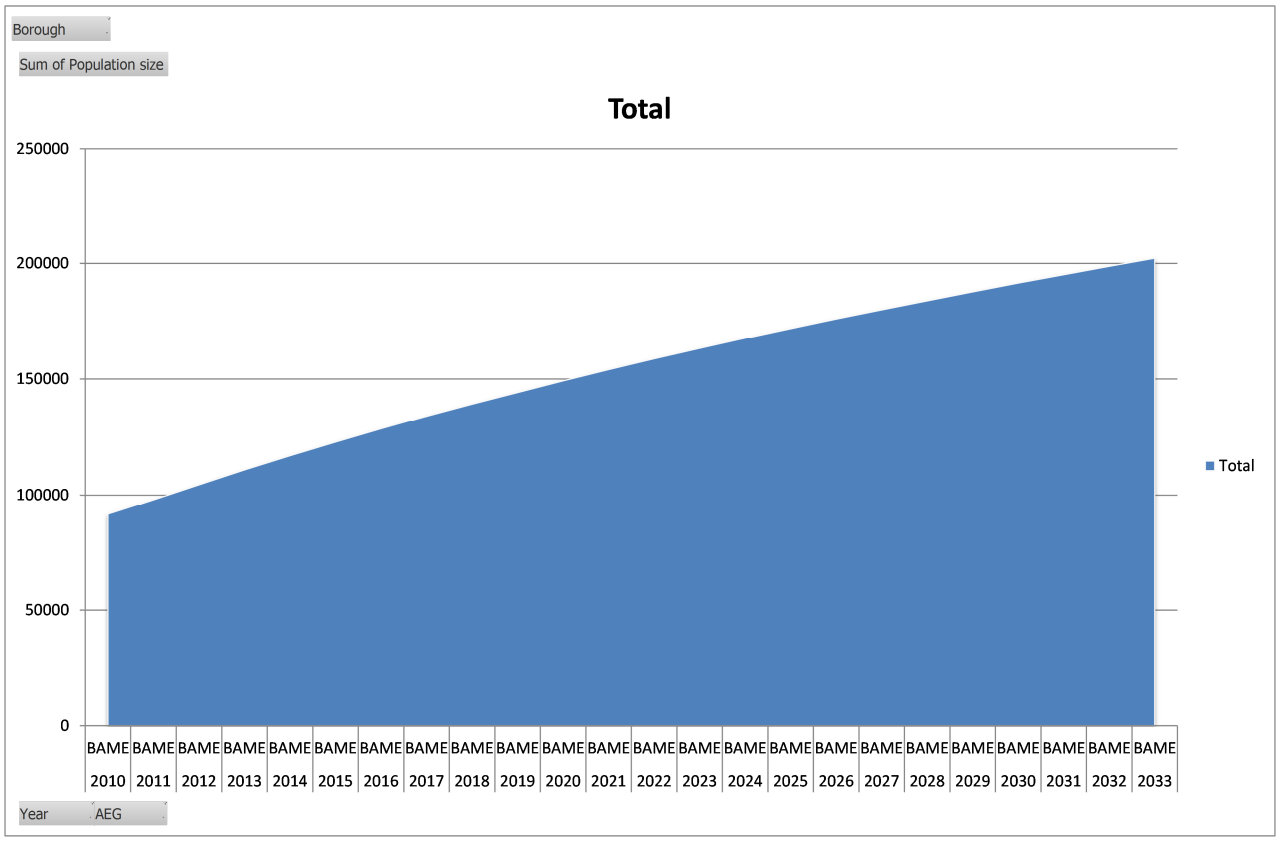

FIG 2. GLA data showing predicted increase in Havering's BAME population

The highest ethnic diversity in Havering is amongst young people, with 23% of school pupils in 2011 coming from non-white ethnic backgrounds, primarily Black African descent.

The number of overseas nationals registering to work who live in Havering has increased by 41.5% over the last five years, with Nigerian, Polish and Indian nationals as the predominant groups.

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

How the Literacy Strategy can respond

The changing demographics of our borough indicate an increasing need for English as a Second Language (ESOL) provision, which the Council and partners will be responding to through the following agencies:

- The Europa Centre provides after-school/Saturday morning ESOL lessons for young learners throughout the academic year, and private tuition for individuals of all ages.
- Adult College – At present the college offers ESOL conversation classes at a full cost provision rate. These are small classes aimed at building learners' confidence and basic speaking ability centred around; employment, dealing with schools, health issues and social cohesion. Havering College Family Learning have also been delivering within schools ESOL for both parents and parents/children. These again are short courses to help build up vocabulary base and aid social cohesion within and outside of the school environment
- Havering Library Service – The Havering Library Services provides an ESOL support provision via their online Transparent Language courses. There are currently 20 Free ESOL courses available 24/7.

Whilst it has been noted that the focus of this strategy is on promoting literacy in the English language, in the case of children with parents for whom English isn't their first language, it is also important to support their bi-lingual development.

Research shows that in the early stages a child reading in their first language can profoundly accelerate their development of reading ability in their second language[13]. This is because both reading skills and the pleasure of reading can transfer from language to language, and also because reading provides knowledge which makes second-language texts more comprehensible. There have also been recent studies to suggest that children who grow up in bilingual settings have increased attentive focus and cognition over single language children[14].

Furthermore, English as an Additional Language (EAL) pupils who neglect their mother tongue can sometimes suffer from problems of identity loss or alienation from their parents, and from their grandparents or other family members.

One of the ways we can support children in EAL families is through the provision of dual language material (books that have "mother tongue" and English alongside each other on a page). These books support parents with English as a additional language (EAL) to help their children's literacy development. EAL parents can still benefit from the valuable experience of book sharing with their child, whilst encouraging their child to follow along the English Language part of the story. Without the option of this material some parents wouldn't be able to read with their child and the literacy benefits of book sharing from an early age would be lost. Havering Libraries provide dual language stock to support EAL families.

Library staff have also noticed that some parents/carers come to pre-school activities with limited English and sharing in the rhymes and songs helps them to improve their English language skills which they can then share with their children.

[13] Krashen, S. (2004) The Power of Reading: Insights from the Research. Heinemann. Portsmouth.
[14] www.psychologytoday.com/blog/radical-teaching/201211/bilingual-brains-smarter-faster

4. Context of literacy in Havering

4.1 Demographic Profile – Overview

At the time of writing, there are approximately 240,000 people living in Havering, with population projections predicting a 5% increase by the end of this strategy (2015) and a 13% increase by 2021.[15] It is estimated that in the next five years, the population of South Hornchurch will grow the most, followed by Brooklands, Harold Wood and Romford Town.

An ageing population

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

Increasing children and young people

The 2011 census found 5.8% of Havering's population were under 5s – the lowest in London (though set to increase by 15% in 2015 and by 23% in 2021). The 5-9 bracket is currently about average for London, but is set to increase significantly over the next few years (from 13,307 in 2011 to 15,157 in 2015 and 18,424 in 2021 – a 38% increase).
An estimated 19% of children are thought to live in poverty in Havering, 27% live in lone-parent families, and approximately 400 families have been categorised as having multiple complex needs, with a further 2,000 families categorised as 'barely coping'.

Ethnicity

The population of Havering is the least ethnically diverse in London, but it is becoming more diverse. The number of overseas nationals registering to work who live in Havering has increased by 41.5% over the last five years, with Nigerian, Polish and Indian nationals as the predominant groups. The highest ethnic diversity in Havering is amongst young people, with 23% of school pupils in 2011 coming from non-white ethnic backgrounds, primarily Black African descent. Some estimates predict the current percentage of BME residents could grow 21% by 2016 and 40% by 2021[16].

Disability

Approximately 17.5% of working age residents in Havering are disabled[17]. Of these 65+ residents with a limiting long term illness, 7,742 also live alone[18]. The JSNA (Joint Strategic Needs Assessment) states that this number of disabled people in Havering may increase by 7% over the next ten years, while the number of adults with learning disabilities may increase by the same amount.

Deprivation

Although overall Havering is not a highly deprived area, there are inequalities and pockets of deprivation within which low literacy may be a prevalent issue. The Indices of Multiple Deprivation (IMD) combines information about topics such as housing, health and economic circumstances to give an overall indication of the levels of deprivation experienced by people in a local area.

[15] Interim 2011-based Subnational Population Projections
[16] Projected Ethnicity Growth in Havering, London & Outer London Boroughs 2011-2021. Round Population Group Projections, Greater London Authority, 2010 (14)
[17] Working Age People with Disabilities, Annual Population Survey: Department for Work and Pensions, (2012).
[18] Residents Aged 65+, Living Alone with LTLI, POPPI, (2012). Available online at www.poppi.org.uk

Gooshays, Heaton and South Hornchurch are the most deprived wards in Havering and as such may merit a specific focus to address low literacy in addition to some areas of Romford Town, namely West Romford.

Customer Insight (MOSAIC) data suggests that there are currently above average numbers of children and young people of all ages in Havering in the following social group: Benefit dependent families and singles in social housing, who have low incomes, high levels of deprivation and generally have poor health. Given the strong link between deprivation and low literacy, this presents a particular challenge for Havering.

How the Literacy Strategy needs to respond

The literacy strategy will respond to demographic changes evident in the borough. In particular, to ensure:

- there is sufficient capacity to address the needs of a larger cohort of children and young people (see sections in action plan relating to children and young people)
- that future provision is able to support a more culturally diverse community and an increasing number of people with low proficiency in the English language (see sections 3.1.2 and 4.2)

One of the actions within this literacy strategy will be to utilise customer insight data in order to:

- better target the literacy 'offer' to those most likely to be in need
- review the extent to which this most in need group currently engages in the range of positive literacy activities available across the borough and across providers

Results from the above will enable us to assess our current effectiveness and 'reach' into the communities most in need of support. It will also enable us to develop better ways of targeting support.

4.2 Proficiency in English Language

In Havering 95.43% of usual residents[19] aged 3 and over speak English (including English or Welsh in Wales) as a main language and 4.57% do not speak English as a main language. This is compared to 7.7% in England and Wales and 22.11% in London not having English as a main language.

The table below details ward level 2011 Census data in terms of those who do not speak English as a main language but may well speak English very well/well and those who do not speak English or cannot speak English well.

Romford Town ward (9.13%) is the most diverse speaking ward followed by Brooklands (8.65%) and Heaton (5.57%) in terms of English not being the main language and either not speaking English or not speaking English well.

[19] Usual resident is anyone who, on census day, was in UK/Havering and had stayed or intended to stay in the UK/Havering for a period of 12 months or more, or had a permanent UK/Havering address and was outside the UK/Havering and intended to be outside the UK/Havering for less than 12 months

Ward	Main Language is Not English		Main Language is Not English - Either no English or cannot speak English well	
	Count	Count as a %	Count	Count as a %
Brooklands	1232	**8.65%**	170	**1.19%**
Cranham	290	2.38%	38	0.31%
Elm Park	590	4.88%	96	0.79%
Emerson Park	486	4.16%	76	0.65%
Gooshays	696	4.96%	91	0.65%
Hacton	365	3.05%	80	0.67%
Harold Wood	549	4.50%	67	0.55%
Havering Park	490	3.91%	71	0.57%
Heaton	672	**5.57%**	124	**1.03%**
Hylands	401	3.18%	75	0.60%
Mawneys	560	4.50%	73	0.59%
Pettits	375	2.98%	59	0.47%
Rainham and Wennington	594	4.94%	96	0.80%
Romford Town	1386	**9.13%**	231	**1.52%**
South Hornchurch	674	5.16%	109	0.83%
Squirrel's Heath	437	3.43%	62	0.49%
St Andrew's	411	3.17%	77	0.59%
Upminster	253	2.02%	37	0.30%

Table 1: Languages other than English in Havering

Language (2011 Census)

After English the five most spoken languages by count and percentage for Havering are:

- Lithuanian (980, 0.4%)
- Polish (829, 0.4%)
- Panjabi / Punjabi (595, 0.3 %)
- Bengali - with Sylheti and Chatgaya (490, 0.2%)
- Tagalog/Filipino (430, 0.2%)

The top three wards in Havering for:

Lithuanian	• Romford Town • Brooklands • Heaton
Polish	• Romford Town • Gooshays • Brooklands
Panjabi / Punjabi	• Rainham and Wennington • Emerson Park • Pettits
Bengali (with Sylheti and Chatgaya)	• Brooklands • Romford Town • Elm Park
Tagalog / Filipino	• Brooklands • Romford Town • Gooshays

Table 2: Top Three Wards for Five Most Spoken Languages

In comparison, the five most spoken languages in England & Wales and London are:

England & Wales – 5 most spoken languages:	London – 5 most spoken languages:
• Polish • Urdu • Panjabi / Punjabi • Bengali - with Sylheti and Chatgaya • Gujarati	• Polish • Bengali - with Sylheti and Chatgaya • Gujarati • French • Urdu

Table 3: Top Five Most Spoken Languages in London and England & Wales

In addition, it should be recognised that not all people communicate with spoken language. Havering has a small community of people who use British Sign Language (BSL) as their form of communication. Havering has specialist staff within Schools teams to support pupils with a hearing impairment and the Library service are seeking to enhance their provision for this community.

4.3 Socio-economic profile of our community

4.3.1 Economic inclusion

- Three quarters (76% or 116,100) of working age people in Havering are economically active, and 70% (106,800) are employed.
- Nearly a quarter of the working-age population (24% or 37,300 people) are economically inactive
- The working age population (males aged 16 - 64 and females aged 16 - 60) is estimated to grow by 5% by 2016 and by nearly 12% by 2026. This means there will be 7,400 more residents of working age by 2016 (increasing from 147,900 in 2011 to 155,300 in 2016)
- While 83% (62,300) of working-age men and 68% (53,800) of working-age women are economically active, 78% (58,300) of working-age men and 62% (48,600) of working-age women are employed.

4.3.2 Earnings

- In 2010 the weekly average (mean) earning rate for people living in the area was £536.9, which was slightly higher than the weekly average for England (£497.5) but much lower than the weekly average for London (£633.9).
- In 2010 the weekly median earning rate for people living in the area was £494, which was higher than the weekly median for England (£411.5) but lower than the weekly median for London (£521.7).

4.3.3 Qualifications

- In Havering 15.6% of working age adults have no qualifications, which equates to 23,800 people[20]. This is higher than the London rate of 9.89% and across England 11.1%.
- This is likely to mean that a high proportion of adults are currently below Level 1 skills[21] in literacy and as such may not be able to read and fully understand bus or train timetables, or check the pay and deductions on a wage slip.

4.3.4 Social inclusion

[20] Havering Data Intelligence Hub. Data from Annual Population Survey 2010.

[21] Level 1 is equivalent to GCSE grades D-G

- 13% (18,875 people) of the working-age population in Havering were claiming benefits, which is slightly lower than the average for London (14%) and England (14%). Of these, almost 39% (7,370 people) of benefit claimants receive Incapacity Benefits, over a quarter (26% or 4,690 people) receive Job Seekers Allowance and 8% (1,535) receive Carers Allowance
- 53% (10,030 people) of working-age benefit claimants are women, compared to 47% (8,845) men who are working-age claimants

4.3.5 Housing and Homelessness

- Havering's household composition is mainly pensioners and married couples with dependent children.
- There are 52% (38,000) of households in Havering where all adults are working and 17% (12,000) of households where no adults are working. These rates are similar to the average for London and England
- 11% (10,059) of households in Havering are living in poor conditions: do not have central heating and/or live in overcrowded housing
- The majority of lone parents in Havering are women (92% or 4,756 female lone parents), compared to 8% (426) male lone parents

4.3.6 Child poverty

- In 2009 19% of Havering children were estimated to be living in poverty, although the rate varies considerably across the Borough (see Table 1) with the rate within some small areas reaching as much as 50%.
- 27% of children live in lone parent families and 19% of children live in out-of-work families which in turn increases the likelihood that they will suffer from reduced social mobility and poor life chances.
- As of 2012 a total of 4,814 pupils are eligible for the Pupil Premium (assessed on deprivation) which aims to raise achievement amongst disadvantaged children and young people.
- Furthermore, when looking at the overall change in child poverty between 2006 and 2009, Havering showed an overall increase in the proportion of children living in poverty, whereas most other London boroughs showed a decrease.

Local Authority and wards	Percentage of children in poverty
Havering	**19%**
Gooshays	36%
Heaton	32%
Havering Park	30%
South Hornchurch	25%
Elm Park	22%
Brooklands	22%
Rainham and Wennington	20%
Romford Town	20%
Harold Wood	19%
Mawneys	18%
Hylands	12%
St Andrew's	12%
Squirrel's Heath	12%
Hacton	12%
Pettits	11%
Cranham	10%
Emerson Park	7%
Upminster	6%

Table 4: Havering Child Poverty Rates by Ward

Children who grow up in poverty[22] are more likely to do worse on a number of outcomes, including literacy, wider education and health. Children from poorer backgrounds also face much less advantageous 'early childhood caring environments' than children from better-off families.

Current government policy sees entrenched poverty as resting on low achievement, low aspiration and lack of employment. Literacy has a vital role to play in addressing all of these. Research shows that literacy skills do not just enable educational attainment; they underpin strong family relationships, better health choices and an individual's capacity (and confidence) to gain employment (National Literacy Trust 2011)[23].

Frank Field's Report, 'The Foundation Years: preventing poor children becoming poor adults[24]' highlights the importance of an effective early years policy to ensure that children, up to the age of 5, are not disadvantaged by their background. The report argues that the best way to improve 'life chances' is to provide high quality, integrated services aimed at supporting parents and improving the abilities of children within the poorest homes.

This literacy strategy supports the objectives of Havering's Child Poverty Strategy 2010-2020 through the delivery of a targeted approach that aims to address educational failure and combat worklessness.

This strategy also recognises the important role that parents can play in breaking the cycle of poverty through addressing their own literacy skills and raising their awareness of the hugely important role they play in developing their children's education and outcomes.

Effective targeting of resources and multi-agency working will enable this strategy to deliver literacy interventions to those families and children requiring the greatest support in order to achieve stronger education and health outcomes.

4.3.7 Young People who are NEET (not in employment, education or training)

- Unemployment among young people in Havering has historically been lower than the London and England averages, and this is still the case currently.
- In 2010, 5.2% of all 16-18 year olds in Havering were not in education, employment or training compared to 5.75% across London and 6.92% nationally[25].
- In May 2010 there were over 400 young people aged 13-19 (or aged up to 25 with a learning disability) who were not in education training or employment (NEET).
- The largest proportion of NEETs were residents of Gooshays, Romford Town and Mawneys wards.

This Literacy Strategy will contribute to efforts to reduce the number of young people not in education, training or employment by working to raise aspirations and improve literacy levels within schools. This will support their transition into the labour market and empower them to realise their career aspirations.

Literacy skills play an important part in terms of employability and wages. Bynner and Parsons (2006) found that men and women with poor literacy had the lowest levels of full-time employment at the age of 30. Studies generally show a marked disparity in levels of literacy and employment rates.

[22] Children are classified as being in poverty if they live in families in receipt of out of work benefits or in receipt of in-work tax credits where their reported income is less than 60 per cent of median income.

[23] National Literacy Trust (2011)- 'Literacy: A route to addressing child poverty?'. National Literacy Trust Research Review. October 2011.

[24] HM Government (2010)- 'The Foundation Years: preventing poor children becoming poor adults
The report of the Independent Review on Poverty and Life Chances'. Frank Field

[25] Local Economic Assessment, London Borough of Havering, 2010

The prevalence of poor literacy is reflected in the attitudes of employers, who for a variety of reasons are worried about their employees' functional skills – i.e. the skills that allow individuals to work confidently, effectively and independently in everyday life[26].

Reassuringly, the likelihood of economic disadvantage is reversible if an employee has training to improve their functional skills. Research also shows that even when controlling for other characteristics, improving literacy skills to Level 1 increases the likelihood of employment by about 5 percentage points. It also increases wages by 7 percentage points (e.g. Layard et al., 2002[27]).

At a Borough wide level improving functional skills of adults can contribute directly to efforts to improve Havering's economic competitiveness by supporting the growth of existing businesses and attracting new business through a more skilled and confident workforce.

4.3.8 Aspirations

Whilst not measurable in the same way as the above community data, poor literacy rates and low aspirations can become a vicious circle that feed into each other and contribute towards fewer life opportunities. An individual's aspirations can influence a variety of areas of their lives, including economic issues such as career development and progression.

Aspirations are also hugely important because the cycle of underachievement that low aspirations causes is too often passed on to the next generation, where poor literacy and low aspirations are replicated.

This Literacy Strategy aims to help break this cycle through a combination of effective early intervention for children and young people as well as targeted support for adults across the Borough regardless of working status.

[26] http://www.skillsforlifenetwork.com/article/functional-skills/3946

[27] Layard, R., McIntosh, S., and Vignoles, A. (2002). Britain's Record on Skills. CEE Discussion Paper 23.

5. Themed Groups and Action Plans

Literacy is important for everyone's aspirations and the growth of the whole community within Havering, and we will continue to offer literacy support to all. However, there is a need for the purpose of this strategy and associated action plan to identify themed groups for action. This Literacy Strategy Action Plan looks at the following:

- **Early Years (0-4 Years)**
- **Children 5-11 Years**
- **Young People 11-19 Years**
- **Adults with Low Literacy**

It is important to note that this strategy and action plan is only a starting point. The ambition and eventual scope of partners is far wider than the above key themes and the strategy will engage additional partners in order to take forward further themes in a future phase, for example establishing working groups to look in more detail at the additional specific needs of groups such as Looked After Children, Older People, Vulnerable Adults and others.

5.1 Early Years (0 to 4 years)

5.1.1 Context

Speech, language and communication progress in the early years is strongly linked to outcomes in child cognitive ability, literacy, social and emotional development, and child behaviour (Dockrell et al 2008). Children's language skills at two years of age are a key predictor of their performance on entry to the education system.

Yet evidence suggests in excess of 50% of children go to school without the communication skills they need (particularly children from socio-economically disadvantaged populations)[28].

These children who have speech and language skills that are significantly lower than those of other children of the same age require access to early years' provision, which is specifically designed to meet their language learning needs, and they may also benefit from specific targeted intervention at key points in their development.

This strategy recognises the importance of supporting children and families at preschool stage in order to increase the achievement of early learning goals and facilitate the transition to primary school (i.e. school readiness).

How literacy is acquired

Children acquire reading skills by first acquiring words – listening and speaking. Reading is then encouraged by children finding an association with the "funny squiggles" on the page and the words they know - known as the decoding phase.

We learn to read (or 'decode') through both Lexical and Sub-Lexical cognitive processes:

- Sub-lexical reading involves teaching reading by associating characters or groups of characters with sounds or by using phonics learning and teaching methodology.
- Lexical reading involves acquiring words or phrases without attention to the characters or groups of characters that compose them or by using Whole language learning and teaching methodology.

There has been ongoing debate about how best to teach this decoding, with sub-lexical phonics being particularly popular at the present time. Within this it is important to make use of "decodable texts" i.e. reading schemes. It is not, however, enough to be able to merely decode the words – we need to be able to make sense of them, both in and out of context – this aspect is reading comprehension.

Role of parents / carers (including grandparents and the wider family)

Parents / carers play a pivotal role in their children's education and literacy is one of the areas where parents / carers have to hand the relatively simple resources (such as books or other reading materials) to become involved and to make a significant difference. In addition to reading with their children, parents / carers can also show them that they value reading as a worthwhile activity by encouraging them to read and by reading themselves.[29] Reading for pleasure has been revealed as the most important indicator of the future success of a child.[30]

[28] Lock, A., Ginsborg, J. & Peers, I. (2002)- 'Development and disadvantage: implications for the early years and beyond'. and, I CAN (2006)- 'The Cost to the Nation of Children's Poor Communication'

[29] www.literacytrust.org.uk/assets/0001/5794/Reading_-_Family_2011_-_Family_Matters_-_Final.pdf

[30] OECD (2002). Reading for change: Performance and engagement across countries.
Results from PISA 2000. New York: Organisation for Economic Cooperation and Development.

A significant area of concern is that fathers are far less likely to support their children's reading. Far fewer fathers than mothers encourage their children to read, with one in three fathers giving no reading encouragement to their children at all. Mothers are twice as likely to be seen reading by their child than fathers, with one third of dads never seen with a book, newspaper or magazine. This is concerning because research shows that children who are encouraged to read by their parents are achieving higher reading levels at school, and those who see their parents reading think more positively about reading than those who don't.

Within libraries we see this trend reflected with far fewer males than females having library membership – this is an area of work that Libraries have recently targeted by holding specific events for men and there are plans to continue work in this area.

Role of 'play'

This strategy also acknowledges the important role of play in supporting early literacy development. It will link into the new Play Strategy which is currently in development to strengthen the provision of structured and fun play opportunities for children and promote quality play in the home environment as an integral part of efforts to develop early literacy.

Play in the preschool years has the potential to provide young children with a highly engaging and meaningful context for learning essential early literacy concepts and skills[31]:

- First, as a symbolic activity, pretend play allows children to develop and refine their capacities to use symbols, to represent experience, and to construct imaginary worlds, capacities they will draw on when they begin to write and read.
- Second, as an orientation or approach to experience, play can make the various roles and activities of people who read and write more meaningful and hence more accessible to young children.

5.1.2 Havering's Performance

The most recent Early Years Foundation Stage data reveals that up to 2010 Havering's performance was ahead of both London and national averages, although there was no accompanying step change in the proportion of children achieving at least 78 points (measure of achievement and school readiness) by the time they reach the age of 5 years (see Table 5).

Over the same period the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest has been consistently less than the rates for London and the national average and remains so (Table 6).

Consequently although in the context of performance at a national and London wide level Havering has performed well, further effort is required to continue to raise standards for all children within Early Years settings and sustain the progress made in narrowing the gap.

Children who achieve a score of 78 points or more across the 13 assessment scales score an average of 6 points per scale. When a child who achieves this overall score also achieves a score of 6 or more in each of the PSE and CLL scales, that child is deemed to be reaching a good level of overall achievement. This measure is used to assess the progress made by Local Authorities in improving outcomes, a duty placed on Local Authorities by the Childcare Act of 2006.

[31] Christie, J.F. & K.A. Roskos (2009)- 'Play's Potential in Early Literacy Development'. Encyclopedia on Early Childhood Development

	2005	2006	2007	2008	2009	2010	2011
Local Authorities							
Havering	60	56	55	55	56	60	59
Regions							
London	43	39	43	46	50	55	60
National							
England	48	45	46	49	52	56	59

Table 5: Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal, Social and Emotional Development and Communication, Language and Literacy.

	2005	2006	2007	2008	2009	2010	2011
Local Authorities							
Havering	31.3	34.7	30.9	33.5	27.9	28.7	27.1
Regions							
London	40.9	40.6	39	36.8	35.1	33.6	32
National							
England	38.9	38.3	37.2	35.6	33.9	32.7	31.4

Table 6: Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest

5.1.3 Existing Service Provision

FYIAS

The Foundation Years & Independent Advice Service (FYIAS) provides comprehensive advice and support to private, voluntary and independent providers (childminders, day nurseries, playgroups, pre-schools, crèches, out of school clubs and holiday schemes) in the borough.

The service is responsible for:

- The development and implementation of the Early Years Foundation Stage;
- Transition to Primary School – Readiness for School;
- Ensuring access to sufficient high quality early years provision;
- Improving the quality of the Early Years Workforce;
- Exploring options for allowing parents greater flexibility to use their early education entitlement;
- Development of the extension of the education entitlement for disadvantaged 2 year olds; and
- Developing access and inclusion and supporting families of children with Special Educational Needs.

Library Service

Havering Libraries have a strong focus on early literacy development, recognising that a good library needs to provide good quality books and more to parents and children. It is well known that children's language development lays the foundation for their literacy development, and the pre-school activities held in Havering libraries actively supports this.

In Havering we currently have 35% of children under 5 who have a library card, and this year we aim to increase this by building on an automatic membership pilot scheme particularly focusing in areas of higher deprivation. There is a clear link that reading with your children is one of the first steps towards breaking inter generational cycles of low achievement and poverty and in Havering we see this as a key target area of work.

The Library Service is working in partnership with Langtons Registrars to join all new babies, born in the Borough, to our Libraries. In the pilot period 856 babies were given a free library card and this resulted in 1,425 books being issued to this group. This pilot was successful and is now continuing as 'business as usual' in the service.

Havering Libraries run regular pre-school activities including:

- Baby Bounce sessions from 0 to 18 months, which assist in early language development and helps combat social isolation for new parents.
    - At theses sessions babies and parents / carers learn words and actions to favourite nursery rhymes. At present these are run from 6 branch libraries.
    - Average attendance between 70 and 80 people at the larger branches.
- Wiggle and Giggle for 18 months to 3 years, further supports the development of speech, language and fine motor skills.
    - Run from 2 branch libraries with more active participation for the slightly older group of children. This includes action songs and rhymes for children.
    - Around 40 people attend the sessions at Upminster Library.
- Read and Rhyme for age 3 to 5 years works with young children to improve concentration and listening skills which makes the transition to school more successful.
    - These session include stories and rhymes and are run from 8 of our libraries.
    - Average attendance of 15 to 20 people per session.

Havering Libraries also run workshops with parents/carers, child minders and other early years professionals on 'How to Read to your children and how to instil a life long love of reading in your child'. Dedicated staff provide advice to parents/carers on selecting books appropriate to their child's stage of development, they also provide all child minders with a free concessionary library card.

Havering has a Reader Development Team who visits all nurseries and pre-school settings in the borough to encourage library membership and use. Libraries provide free loan collections to pre-schools and host visits for them at their local library.

Key to the continued delivery of pre-school activities in Libraries and elsewhere is the provision of trained staff supported by a pool of trained volunteers (where appropriate) that are able to support a range of literacy activities. This will provide additional capacity for statutory partners and enable the strategy to extend its reach into a wider range of settings and local communities.

5.1.4 Key Objectives

- To ensure that children from disadvantaged areas and vulnerable families achieve the same Communication, Literacy and Language outcomes at the end of the Foundation Stage as all other children.
- To provide all Early Years staff with the skills and confidence to effectively support reading.
- To increase the take-up of literacy activities by families within target areas.
- To increase the proportion of parents from target areas regularly reading with their child at home.

5.1.5 Indicators of Success

- Minimise achievement gap in Early Years Foundation Stage.
- % of children with good level of achievement in Early Years Foundation Stage.

- Number of families from target areas engaging in library literacy activities.
- Number of families reporting to read with their children at the 2 year check conducted by health visitors.

5.1.6 Priority Actions Early Years

Objective	Actions	Lead
1. To maximise the use of local volunteers to support literacy during Early Years Stage.	• Work with HAVCO to keep their data base updated with volunteer opportunities to support reading and literacy development at Foundation Stage.	**Library Service**
	• Establish link to 'Activate' to support recruitment of older volunteers.	
	• Promote literacy opportunities through the Romford Library Volunteer Shop and HAVCO	
	• Establish a link with Youth Services to support the recruitment of young volunteers	**Libraries Youth Service HAVCO**
2. Support the Early Years Workforce through the delivery of training and guidance in order to improve the quality and effectiveness of literacy interventions.	• Undertake audit of early years workforce to identify training needs.	**Foundation Years & Independent Advice Service & Library Service**
	• Establish programme of training and professional development opportunities for early years staff to support delivery of literacy activities.	
	• Engage with parent and toddler groups and child-minder networks to promote training opportunities.	
3. Deliver a programme of creative and fun activities and events that support children's literacy and communication development and increase participation by families from target areas.	• Develop a programme of literacy orientated activities to be delivered by staff and volunteers.	**Library Service Havering Play Partnership & Adult College**
	• Develop engagement strategy in particular to increase participation within identified target areas.	
	• Complete research with participating families in order to assess the impact of the activity on their attitudes and behaviours.	
4. To ensure that families are referred to library activities for pre-school children to combat social isolation and encourage language and literacy development from an early age.	• Review existing referral arrangements and frequency of referral from relevant services.	**Library Service & Adult College**
	• Continue to register all babies at birth and ensure new parents are giving the 'library pack'	
	• Establish links to Home-Start Havering to encourage participation by supported families.	

Objective	Actions	Lead
5. To ensure that families with young children engaged through the Troubled Families programme are supported through family literacy provision.	• Review the approach to assessing literacy needs and support provision through the Troubled Families programme. • Deliver a bespoke programme of family literacy activities integrated into the existing intervention plan.	**Children's Services in partnership with Adult College**
6. To increase the proportion of children in Havering with active library membership	• Extend the approach of automatically registered children with library membership at birth and review how this will work with other ages • Target lapsed borrowers to re-engage them with the service • Work with First Steps playgroup to enhance the library offer for children with disabilities • Ensure appropriate stock available for blind / visually impaired children and parents	**Library Service**
7. To increase the awareness of reading at home amongst parents with young children	• Establish a campaign highlighting the importance of reading with your child. • To promote positive stories of reading with your child at home through media outlets, including local newspapers, JC Decaux boards, social media and Libraries e-newsletter.	**Library Service**
8. To provide families with information about a range of literacy support services and activities in the Borough	• Enable partner organisations to add information on relevant services and support to Bookstart Packs • Link opportunities to Community Learning page in development	**FYIAS** **ALL**
9. To maximise the impact of existing book gifting programmes	• To include a question about reading at home as part of the 2 year check undertaken by health visitors. • To promote activities in libraries such as Baby Bounce, Wiggle and Giggle and Read and Rhyme at 2 year checks undertaken by health visitors.	**NHS Trust** **Library Service**
10. To increase awareness of existing provision for those with English as a Second Language	• Promote online foreign language courses (EAL) • Signpost to specialist EAL courses in the borough	**Library Service** **Adult College**

6.2 Children 5-11 years

6.2.1 Context

With Havering's performance at all key stages above national averages, the literacy strategy will focus on narrowing the gap to ensure that effective support is provided to all children within the Borough who are identified as achieving below average scores for literacy.

In order to support school literacy attainment and create lifelong readers, approaches to develop and strengthen reading cultures inside and outside of schools are required that are able to motivate and incentivise pupils to continue reading for enjoyment.

The strategy will work with schools to improve the quality and use of school and public libraries, to support teachers and teaching assistants to ensure that they have an up to date knowledge of reading materials that will appeal to disengaged readers and expand the delivery of a range of creative literacy activities that are enable to engage and encourage parents and carers to support the literacy of their children at home.

Linking into the Culture Strategy, Sub-Strategies and Youth Strategy, this Literacy Strategy will also support the increase in the proportion of children engaging with culture in Havering in order to provide children with high quality, exciting and innovative learning activities and experiences that can support literacy development and build their confidence. This will also enable children to raise their literacy levels outside of school.

6.2.2 Havering Performance

The majority of primary schools in Havering are performing above the national average for the proportion of pupils achieving the expected levels (Level 4) in English at Key Stage 2 (see Table 7).

However continued efforts are required to narrow the gap between the higher achieving and the lowest and to remove the relationship between underachievement and social deprivation. The strategy will also provide a focus on targeting and supporting schools performing below expected levels.

In addition further work is required to identify and stretch above average and gifted and talented pupils through the delivery of targeted literacy activities in partnership with the library service.

School	Expected level (%)	School	Expected level (%)
Dame Tipping Church of England Primary School	100	Branfil Primary School	85
Scotts Primary School	100	Hylands Primary School	85
Ardleigh Green Junior School	99	The James Oglethorpe Primary School	85
La Salette Catholic Primary School	97	Brady Primary School	84
Nelmes Primary School	97	Clockhouse Primary School	84
The R J Mitchell Primary School	97	Crownfield Junior School	84
St Joseph's Catholic Primary	97	St Alban's Catholic Primary	84

School		School	
Harold Wood Primary School	96	Elm Park Primary School	83
Pyrgo Priory School	96	Scargill Junior School	83
Upminster Junior School	96	St Patrick's Catholic Primary School	83
Rise Park Junior School	95	Benhurst Primary School	82
Towers Junior School	95	Langtons Junior School	82
St Edward's Church of England Primary School	94	The Mawney School	82
Hacton Primary School	92	Hilldene Primary School	81
Engayne Primary School	91	Newtons Primary School	80
St Mary's Catholic Primary School	90	Suttons Primary School	79
St Ursula's RC Junior School	90	Mead Primary School	75
Whybridge Junior School	88	Parklands Junior School	75
Wykeham Primary School	88	Rainham Village Primary School	75
Gidea Park Primary School	87	Parsonage Farm Primary School	74
St Peter's Catholic Primary School	87	Pinewood Primary School	73
Brookside Junior School	86	Broadford Primary School	66
Crowlands Primary School	86		
Harold Court Primary School	86		

Table 7: Achievement of Expected Levels (Level 4) in English at Key Stage 2

6.2.3 Existing Service Provision

Schools / Primary Education

The Havering School Improvement Services (HSIS) is the traded arm of Havering's School Improvement Team. Support for literacy and English is available from Early Years, through to primary and secondary phase education. The service provides a range of courses, network meetings for literacy/English leaders, and also in-school consultancy.

The Ethnic Minority Achievement (EMA) team within HSIS provide specialist training, advice and support to primary and secondary schools in relation to the progress and achievement of learners from a Minority Ethnic background, especially those with EAL.

Library Service

The Library Service is working with the Arts Council, DfE and DCMS as part of the pilot group for 'automatic membership' which provides all children a card for their local library. Havering's focus has been on joining all reception age children within 10 pilot schools. In January 2013 they joined 738 children. They identified that 31% of these children already had a library ticket, however in areas of higher deprivation in the borough this was as low as 14%, with more affluent areas at 50%. Positively, they also identified that where the Reader Development Team had been visiting schools the existing membership was as high as 58%.

Children make up a 20% (Library Management System 2013) of Library users in Havering. Nine out of the ten top borrowed authors in Havering Libraries are children's authors (SmartSM March 2013).

Havering Libraries offer a range of initiatives targeted at children, including:

- The Summer Reading Challenge:
  This is a national initiative which encourages children to read over the summer and to share their opinions on their reading with somebody else, thereby checking and aiding comprehension, and increasing their enjoyment in reading.

- Reading Buddies:
  Volunteers who support children with their school reading books. This means that children who need additional support (for whatever reason) are matched with a volunteer who will help them in their reading. This has proved very successful with achievement of the children being raised.

- Events and activities:
  Extensive and varied range of events and activities to encourage children to visit and use their local library.

- Schools Library Service:
  Libraries work with schools to support their school library provision.

- Reader Development Team:
  The team visit all schools in the borough promoting libraries and literacy. They also offer curriculum based library visits

- Homework Help:
  Trained staff offer homework help using a range of on-line and physical resources. Libraries run session for parents to help them support their children's homework and literacy development.

- Chatterbooks Reading Groups:
  Reading groups aimed at 7 – 11 year olds at four locations in the borough aimed at reading for pleasure.

- Partnership Working:
  The Library Service works with a number of key partners including Arts Council, YMCA, Reading Agency and volunteers to deliver programmes aimed at supporting literacy.

Adult College

- Family English, Maths and Language courses have been running in schools and children's centres throughout the borough again focusing on the core skills not only looking to up skill the parents/carers but also enabling and empowering them to better support their children, which in turn is looking at breaking the cycle of under achievement.

6.2.4 Objectives

- To improve provision and outcomes in targeted schools.
- To narrow the achievement gap in English between Free School Meal and non-Free School Meal pupils.
- To develop reading cultures in schools and provide incentives for pupils to continue reading.
- To ensure that learning to speak confidently and listen attentively is at the core of all teaching and learning.
- To improve the engagement of parents and carers to support the literacy development and achievement of pupils.
- To encourage male role models to support literacy
- To encourage young role models to support literacy

6.2.5 Indicators of Success

- All primary schools have a whole school reading approach.
- Key Stage 1 and Key Stage 2 assessment scores.
- All schools have a quality and well used school library.
- Achievement gap between FSM and non-FSM pupils – reduce the gap.
- Number of children from target areas actively using the library service.
- % of children reporting to enjoy reading and regularly read at home.
- Number of children from target deprived communities participating in the Summer Reading Challenge.
- More engaged male and young role models.

6.2.6 Priority Actions, Children 5-11 Years

Objective	Actions	Lead Partner
11. To support the improvement of the quality and use of school libraries in order to increase children's enjoyment of reading and encourage reading for pleasure at home.	• Provide Advice and Support to Havering Primary Schools • Facilitate Primary Library Meetings • Ensure information sharing takes place and promotes good quality services with suggestions for change as appropriate	**Library Service**
12. To improve the capacity and skills of Teaching Assistants to support children's speech and language development and encourage reading for pleasure.	• Review the use of Teaching Assistants in primary schools to support literacy and encourage reading for pleasure.	**Schools**
	• In partnership with the library service, deliver a workshop for Teaching Assistants to support their literacy role in schools.	**Schools and Library Service**
	• Ensure that all primary schools support the Summer Reading Challenge. Encourage Teaching Assistants to promote parental involvement in reading to local families, particularly highlighting the role of male role models.	**Schools and Library Service**
	• Increase parental engagement in the Summer Reading Challenge through liaison with local community and voluntary sector organisations.	**Library Service, Schools and Voluntary Sector**
13. To increase the number of children participating in the Summer Reading Challenge.	• Encourage all uniformed groups to complete their reading/book badges at their local library.	**Library Service**
	• Increase parental engagement in the Summer Reading Challenge through liaison with local community and voluntary sector organisations	**Library Service**
14. To increase awareness of existing provision for those with English as a Second Language	• Promote online foreign language courses • Signpost to specialist language courses in the borough	**Library Service Adult College EMA Team**

Objective	Actions	Lead Partner
15. Ensure that children in most need are supported and that those identified as Gifted and Talented are stretched.	• Increase the number of children engaging in the Summer Reading Challenge from identified schools performing under the expected levels in English. • Ensure Reading Scheme "Oxford Reading Tree" materials are available in all libraries.	**Library Service**
16. To ensure buy-in from Head Teachers in order to facilitate the engagement of schools as a key partner in the literacy strategy.	• Identify Head Teachers to be ambassadors for the strategy. • Evidence the positive impact of engagement in community literacy activities and family literacy for school attainment. • Ensure all schools have adopted a whole school approach to reading, supported by membership of the Library Service	**Havering School Improvement Service, Schools and Library Service**
17. To improve the coordination and use of reading volunteers in schools.	• Undertake an audit across primary schools and Library Service to benchmark the use of reading volunteers and identify different models of delivery. • Convene a meeting of literacy leads to explore the impact of reading volunteers on pupil's literacy development and enjoyment of reading. • Produce guidance for primary schools on the use of reading volunteers including information on key providers and their associated cost.	**Schools, HSIS and Library Service**
18. To re-engage reluctant or disengaging readers.	• Review existing practice used in schools and community settings to engage reluctant readers. • Establish a plan to identify reluctant readers in school and deliver a reading intervention appropriate to the child (i.e. taking account of gender). • Ensure young role models are available to promote literacy in libraries	**Schools and Library Service**

19. To engage with children with Special Educational Needs and their parents	• Work with partners in the council and voluntary sectors to establish literacy needs and how we can support them within Libraries • Market the use of libraries • Extend and promote the use of Bag Books • Ensure Reader Development Team know basic sign language i.e. greetings and finger spelling. • Provide specialist Summer Reading Challenge material for Visually Impaired Children • Provide BSL signed Summer Reading Challenge Sessions in at least one library	**Library Service**
20. Ensure all schools engage with Public Library Services	• Ensure new schools are targeted with the same provision as State Funded Schools	**Library Service**
21. Looked After Children	• Work with Social Services and care providers to provide library services to Looked After Children	**Library Service**
22. Learning Difficulties	• Work with LD to identify support for children and adults with LD – this could include specific bookstock for people with Dyslexia,	**Library Service**
23. Encourage and develop male role models	• Work with local groups to encourage men to promote reading to their children. • Recruit young male volunteers to promote literacy to the community.	**Library Service and Voluntary Sector**

6.3 Supporting Young People 11-19 years

6.3.1 Summary

At secondary school level the challenge for young people, and for their teachers and parents, is that they become literate enough to access the curriculum during their secondary schooling and to progress into further education, training or employment. There is also a need to keep young people engaged with reading for pleasure and an environment where there are competing distractions.

All partners have an important role to play to help support young people with the choices they will have to make about traditional or vocational qualifications. This should also include work based learning and work based routes to gaining higher-level qualifications. In addition it is important to encourage young people to continue to read for pleasure given the link between teenagers reading and their achievement in school.

Good reading, writing, speaking and listening skills are essential to enable pupils to achieve their potential and are also key skills that are valued by employers. Educational aspirations at an early age have a significant impact on the future success of a young person.

Research conducted in 2007 on the profile of adults with entry level literacy or numeracy[32] highlighted that those who did not like school were far more likely to have low literacy skills at age 34. These negative attitudes towards school transfer into a generally negative attitude towards learning that may prevent an individual from continuing their education post 16. It should be noted that the negative attitudes towards education may themselves be based on problems with basic skills needs in the first place. An additional factor that needs to be recognised is a lack of stimulation at school which can result in boredom and subsequent disengagement and underachievement.

In terms of raising aspirations and highlighting the importance and relevance of literacy, partners have an important role to play. Even at the age of 16 parental interest in a child's reading is the single greatest predictor of achievement[33]. Parental involvement in secondary schools is not as well developed as it is in the early years and so an effective literacy strategy should provide opportunities for parents to actively engage in their child's reading, writing, speaking and listening skills. Local partners should also be identified who could provide motivation, interest, expertise or other support to meet the needs and interests of all young people, including those who have disengaged, or are at risk of disengaging, with reading. In particular this may include forging partnerships between local schools and businesses leaders to showcase the importance of speaking and listening in the workplace as well as using creative practitioners (storytellers, authors and poets) to inspire and encourage young people to read for pleasure.

Reading and Digital Technology

Efforts to motivate and encourage young people to read also have to recognise the competing pressures on their leisure time as well as responding to the challenges and opportunities presented by digital media. Technology-based formats, such as text

[32] Parsons, S. and Bynner, J. (2007)- 'Illuminating Disadvantage: Profiling the experiences of adults with Entry Level Literacy or Numeracy over the life course'. London: NRDC.

[33] National Literacy Trust (2001)- 'Local authorities improving life chances A review of a new approach to raising literacy levels

messages, websites and messages on social networking sites are the most commonly read materials outside of class[34].

New approaches that embrace digital technology (in particular e-books) and the use of social media should be explored to facilitate engagement of children in recognition of the changing ways in which new generations engage with reading and literature.

Research from National Literacy Trust[35] shows that those young people who read the more traditional materials such as fiction, poems and non-fiction, are more likely to read above the level expected for their age compared with those who read text messages, websites and the like. However interestingly, eBooks are also associated with a higher proportion of above average readers.

Young people who read above the expected level are more likely to read paper-based materials as well as read on an e-Reader compared with young people who read below the level expected for their age. Most young people (62%) say that they read paper-based materials as well as at least one technology-based medium. So, reading both paper based as well as technology-based texts afford an advantage in terms of attainment compared with just reading paper-based texts (although only a slight difference) and reading just technology-based texts.

	Below Expected Level (%)	At Expected Level (%)	Above Expected Level (%)
Text Messages	12	73.5	14.5
Magazines	10.5	73	16.5
Websites	9.9	73.3	16.8
Messages on social networking sites	10.5	74.3	15.2
Fiction	6.8	72.6	20.7
Emails	10.8	72.5	16.6
Lyrics	10.7	71.7	17.6
Instant Messages	10.6	73.9	15.4
Non-fiction	6.9	71.5	21.6
Newspapers	8.7	72.2	19.1
Comics	9.7	68.0	22.3
Poems	9.4	65.3	25.2
Blogs	9.8	68.7	21.6
EAL	8.3	67.1	24.6
Manuals	7.7	70.2	22.1
eBooks	9.4	59.8	30.8

Table 7: Use of paper-based and technology-based materials

Building on the demand for new technologies the Library Service provide e-books as a free download which can be read on tablets, phones or computers. They also provide free

[34] National Literacy Trust (2011) - 'Children's and Young People's Reading Today Findings from the 2011 National Literacy Trust's annual survey'.

[35] www.literacytrust.org.uk/assets/0001/4543/Young_people_s_reading_FINAL_REPORT.pdf

access to Zinio (online magazines), access to newspapers online, and a range of other digital learning resources, all available to download free, 24/7, from the Virtual Library.

Libraries are already leading the way with this work and can act as a conduit for literacy in the digital arena. The Library Service is developing a Libraries Digital Strategy which explores this further.

6.3.2 Havering Performance

At a national level the percentage of pupils making expected progress between Key Stage 2 and Key Stage 4 in English in 2011 was 71%. In Havering the majority of schools are performing above this level with only five schools currently performing at or under the national rate (see Table 5).

Continued efforts are required to target support at schools that are falling below this level. In addition there is a need to specifically target pupils performing below expected levels and to narrow the performance gap between children eligible for Free School Meals and those that are not.

Consistent with the approach adopted at primary level further work is required to identify and stretch gifted and talented pupils through the delivery of targeted literacy activities in partnership with the library service. In addition support should be provided to school based staff to provide them with an up-to-date knowledge of reading materials that will appeal to disengaged readers.

School Name	% of pupils making expected progress	% achieving 5+ A*-C GCSEs (or equivalent) including English and maths GCSEs	
	English	2011	2010
England - all schools	NA	59%	54%
England - state funded schools only	72%	58%	55%
Local Authority	75%	64%	62%
Havering Schools			
Sacred Heart of Mary Girls' School	98%	89%	82%
The Coopers' Company and Coborn School	89%	88%	96%
The Chafford School, A Specialist Business and Enterprise College	84%	65%	65%
The Albany, A Business and Enterprise College	81%	65%	55%
Emerson Park School	80%	72%	54%
The Frances Bardsley School for Girls	80%	66%	67%
Gaynes School	79%	66%	66%
Redden Court School	78%	52%	58%
The Campion School	77%	81%	79%
Hall Mead School	75%	72%	76%
The Sanders Draper School and Specialist Science College	74%	58%	61%
Abbs Cross School and Arts College	73%	66%	67%
Brittons School and Technology College	72%	53%	45%
St Edward's Church of England School & Sixth Form College	71%	69%	70%

Marshalls Park School	68%	57%	54%
The Royal Liberty School	60%	42%	43%
Bower Park School	58%	48%	37%
Drapers' Academy	48%	36%	NA
Immanuel School	NP	57%	83%
Raphael Independent School	NP	83%	89%

Table 8: Achievement of Expected Progress in English between Key Stage 2 and 4 in English

6.3.3 Existing Service Provision

Schools/Secondary Provision:

The Havering School Improvement Services (HSIS) is the traded arm of Havering's School Improvement Team. Support for literacy and English is available from Early Years, through to primary and secondary phase education. The service provides a range of courses, network meetings for literacy/English leaders, and also in-school consultancy

The Ethnic Minority Achievement (EMA) team within HSIS provide specialist training, advice and support to primary and secondary schools in relation to the progress and achievement of learners from a Minority Ethnic background, especially those with EAL.

Youth Service:

'Creating Brighter Futures' is the new Youth Strategy for the borough, which sets out a shift from the static idea of a 'youth service' to a broader approach to 'delivering services for young people' in a way that is 'collaborative, creative, sustainable and effective' with a wider mix of delivery, education and facilitation. The Youth Service's work with young people will be person-centred and focused on the co-production of services within the Council and with partners in the private, public, voluntary and community sector.

The Youth service already provides a wide range of learning opportunities through sports, culture, arts, media and informal learning opportunities. Youth workers work in neighbourhoods across the borough to support young people's personal development and in particular the assets within the new 'Assets Framework' which young people need to be 'safe, social and successful'. The importance of literacy is in one way or another central to the achievement of all these assets, for example 'communication' and 'confidence', and supporting young people in their education, success in employment, and their health and wellbeing.

Young people will be involved developing a programme to support media activity in the libraries and in particular developing films for the libraries television system and managing content displayed to the public. In addition libraries will be central points of contact for young people for a range of things including information advice and guidance.

Library Service:

The library currently provides:

- A collection of book stock
- Virtual Library
- Study Space
- Free access to computers and free Wi-Fi
- Work experience

- Employment
- Volunteering opportunities
- Teen Zones
- Reading Group
- Poetry Slams
- Reading buddies
- Excluded children space
- Links to Pupil Referral Unit
- Outreach programmes
- Range of events and activities
- Support and training for Secondary School Librarians

Havering FHE College:

Havering College of Further and Higher Education, provides a range of services including:

- Adult Literacy entry provision
- Pre-entry reading programme
- Adult English and Functional Skills English Entry, Level 1, Level 2
- IT courses with embedded literacy
- Literacy workshops for adults on employability courses

6.3.4 Objectives

- To deliver effective interventions to support young people achieving below the expected levels of progress in English between Key Stage 2 and Key Stage 4.
- To develop reading cultures in schools and provide school based staff with an up-to-date knowledge of appropriate reading material to inspire young people.
- To raise awareness of the importance of good literacy skills in the workplace.
- To encourage participation in positive literacy activities through the use of a peer mentoring approach.

6.3.5 Indicators of success

- KS4 assessment scores
- Number of young people from target areas actively using the library service
- % of young people reporting to enjoy reading and regularly read at home (data derived from NLT School Omnibus Survey which is conducted annually)

6.3.6 Priority Actions, Young People 11-19 years

Objective	Actions	Lead Partner
23. To establish a baseline of young people's reading habits and attitudes to reading	• Administer a survey of children and young people across all secondary schools and academies in Havering.	**Schools and Library Service**
	• Convene a workshop of key partners to review survey findings and establish a multi-agency response.	
24. To ensure school resources are used effectively to raise the achievement of young people below expected standards in English.	• Provide guidance for schools in the effective use of the Pupil Premium to support young people achieving below the expected levels in English.	**Havering School Improvement Service**
	• Convene School Literacy Leads to showcase effective practice and share learning	
25. To engage young people in a project that highlights the importance of literacy skills in the workplace	• Engage with Youth Services and Havering Chamber of Commerce and Industry to explore models of bringing business leaders into libraries to showcase the importance of literacy.	**Library Service in partnership with Havering Chamber of Commerce and Industry**
	• Pilot project with 5 schools and assess impact of the project on young people's attitudes to literacy and awareness of the importance of literacy in the workplace.	
26. To engage young people in positive literacy activities outside of the classroom	• Establish reading groups and activities for target groups including the use of peer mentors and reading volunteers (including MyVoice UK and Poetry at heart).	**Havering Youth Support Service and Libraries**
	• Roll-out the Arts Award scheme based on the successful pilot delivered in Rainham Library.	**Library Service**
	• Ensure the new libraries at Harold Hill and Rainham have a strong focus on literacy and engage with local community to deliver high quality literacy provision.	**Library Service**
27. Ensure schools engage with Public Libraries	• Ensure new schools are targeted with the same provision as State Funded Schools • Maintain targeted provision for special needs schools delivered by Reader Development	**Library Service**
28. Engage boy / men with positive literacy role models	• Produce audience development plan for boys and men	**Library Service**

29. To increase awareness of existing provision for those with English as a Second Language	• Promote online foreign language courses • Signpost to accredited language courses in the borough	**Library Service** **Adult College** **EMA Team**
30. Sign post and deliver literacy in a positive manner	• To investigate potential for engaging with creative industries in Havering to sign post and deliver literacy in a positive manner	**Library Service**

6.4 Supporting Adults with low literacy

6.4.1 Summary

Adults with low literacy skills are defined as those who experience problems with basic literacy and wider communication skills.

The importance of raising adult literacy levels will be reflected in the Borough's Employment and Skills Plan and is also recognised in the Health and Wellbeing Strategy.

Community Learning

Community learning approaches provide informal learning opportunities for families and individuals. They take place in a variety of community settings, and demonstrate the opportunities learning provides and the benefits of literacy skills to people's lives.
Such approaches recognise that to change an individual's perception of himself or herself as a learner can take time.

The draft strategy for Community Learning in Havering recognises the value of informal adult learning in transforming lives and bringing communities together. This literacy strategy also recognises that for adults with low skills or a personal bad experience of formal education, an informal approach can provide a way for them to engage in learning opportunities which can lead to their progression on to accredited opportunities[36].

Effective partnership working will help to develop a co-ordinated way of reaching out to learners and embedding literacy into projects that are relevant, while clearly connecting this with employment and skills development opportunities. Engaging those with low literacy will enable them to realise the social and economic benefits of learning throughout their lives.

6.4.2 Havering Performance

A recent review conducted by the Community Learning Operational Group showed that there were about 5,000 participants on community learning courses run by the five council providers[37] with more than half paying fees.

Providers have worked, over the last few years, on making the provision more cost effective and responsive to community needs. In areas with low literacy levels there is a need for further actions to increase take up of opportunities provided. This will require the development of partnerships with a range of statutory and non-statutory services working with adults and families where low literacy is likely to be an issue. Investment may be required to resource new approaches to marketing opportunities to under-represented groups within community learning provision, in particular using the Council's existing Customer Insight tool as well as more effective use of social media which is very well established in libraries.

[36] This approach is consistent with the themes outlined in The Learning Revolution White Paper published by The Department for Innovation, Universities and Skills in 2009.
[37] Havering Library Service, Adult College, Health and Sports Development, Fairkytes Arts Centre and the Europa Centre.

6.4.3 Existing Service Provision

Library Service

Libraries already provide a high percentage of the Informal Adult Learning Opportunities in the borough. These are not only offered in the library, but also via our 24/7 online services. In addition we provide

- Quick Reads book stock
- Quick Reads Reading Groups
- Six Book Challenge
- Adult reading mentors
- Employment
- Staff support for vulnerable customers

Adult College

Offer a range of literacy classes. Courses include bite sized units to ensure that learners work on the areas that they need to and not a generic one size fits all. Reading, writing and speaking and listening are offered throughout.

The college actively engaging with clients from Job Centre Plus, via their Employability courses, who have low literacy levels and offering support as well as progression on to the formal courses.

6.4.4 Objectives

- To increase the take up of informal learning opportunities by adults from targeted deprived communities.
- To increase the number of adults in employment supported to achieve a Level 2 qualification.
- To improve the identification of adults with low literacy through training of frontline staff and more effective referral systems by frontline staff working with adults/families with low literacy

6.4.5 Indicators

- Maximise % achieving Level 2 qualification by the age of 19
- Increase number of adult learning courses delivered
- Increase number of new adult learners undertaking 'learner responsive' courses
- Increase % of working age adults achieving functional literacy and numeracy
- Increase % of workforce adults qualified to at least Level 2
- Increase number of adults from target areas accessing informal adult learning

6.4.6 Priority Actions, Supporting Adults with Low Literacy

Objective	Actions	Lead Partner
31. To work with schools to raised the skills of Teaching Assistants across the Borough where appropriate	• All Teaching Assistants in Havering to be assessed for literacy and numeracy.	**Adult College**
32. To raise awareness of the importance of literacy and train frontline staff to identify those with low literacy and signpost them to available support where appropriate	• Delivery literacy awareness training for frontline staff across a range of services/organisations.	**Library Service, Adult College and Voluntary Sector**
	• Improve update of Skills for Life courses through effective partnership working with the community and voluntary sector	
33. To support the workforce in Havering in achieving qualifications to at least Level 2, where appropriate	• Promote the Skills for Life offer to employers through a campaign delivered by the Chamber of Commerce and Industry.	**Havering Chamber of Commerce and Industry & Council Community Learning Providers & Havering FHE & private providers i.e. TLE**
	• Review model of delivering Skills for Life courses in order to facilitate access and uptake by Havering employers/staff.	
34. To build reading confidence and motivation amongst adults who find reading difficult	• Promote participation in the Six Book Challenge through key employers and housing providers.	**Library Service**
	• Facilitate access to books through engagement with key services working with adults.	
	• Increase adult active library members from target communities through effective promotion and local advocacy.	
	• Support adults with low literacy or who are ESOL through introduction of Adult Reading Mentors programme.	

Objective	Actions	Lead Partner
35. To increase the role of the public library service in supporting health, wellbeing and social care in Havering	• Engage with the Health and Well Being Board to outline the importance of literacy to achieving positive health and social care outcomes. • Establish a 'Books on Prescription' scheme to help people with common mental health problems, such as anxiety, depression, phobias and eating disorders. • Develop Digital Health Hubs in Libraries • Continue to provide and promote Health and Wellbeing Corners in all libraries • Promote Health and Wellbeing resources including audio and e-books	**Library Service and NHS Trust**
36. To increase awareness of existing provision for those with English as a Second Language	• Promote online foreign language courses • Signpost to specialised language courses in the borough	**Library Service Adult College**
37. To increase the role of the public library service in supporting adults with learning disabilities	• Work with partners to identify support for adults with Learning Disabilities – including provision of appropriate resources for people with Dyslexia and pilot reading / discussion group for adults with additional needs	**Library Service**
38. To increase the role of the public library service in supporting adults with disabilities	• Work with partners to identify support for adults with disabilities • Work with Romford Association for the Deaf to pilot a deaf reading group	**Library Service**
39. Engage men with positive literacy role models	• Produce audience development plan for men, especially focussing on Fathers supporting their children's literacy development	**Library Service Adult College**

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Havering
LONDON BOROUGH

CABINET
10 July 2013

REPORT

Subject Heading:	Appropriation of Land for Planning Purposes & Disposal of Open Space at the Briar Road Estate in Harold Hill.
Cabinet Member:	Councillor Steven Kelly, Deputy Leader of The Council with special responsibility for Harold Hill Ambitions
CMT Lead:	Ian Burns, Interim Assistant Chief Executive, Legal & Democratic Services
Report Author and contact details:	Vincent Healy, Legal Manager Planning and Highways T: 01708 432467 E: Vincent.healy@havering.gov.uk
Policy context:	This report deals with a statutory process and is not subject to Council policies.
Financial summary:	No significant financial impact. Any costs of appropriation are being met from existing resources.
Is this a Key Decision?	No
Is this a Strategic Decision?	No
When should this matter be reviewed?	Not Applicable
Reviewing OSC:	Value and Towns & Communities OSCs

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

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

SUMMARY

1.1 Cabinet approval has been given to the disposal of 33 small areas of Council owned land across the Briar Road Estate. The approval has been granted in conjunction with the Harold Hill Ambitions project.

1.2 As part of the preparatory legal process in connection with the proposed disposal, a decision was taken to formally advertise the proposed disposalof open space and the proposed appropriation of the land for planning purposes. The statutory process governing the disposal and appropriation of land requires the proposals to be publicly advertised and for any objections to be considered.

1.2 This report describes the background to these proposals, sets out the responses received to the relevant public notices and provides further information relevant to the consideration of these representations.

RECOMMENDATIONS

That, having considered the responses made to the public notices in respect of land at Briar Road, Harold Hill in connection with the proposed disposal and appropriation of land for planning purposes, Cabinet approval is given to proceed with:-

(a) The appropriation of the sites outlined in red in Appendix 3 of this report to planning purposes, and

(b) The disposal of the sites outlined in red in Appendix 1 of this report under Sections 122 and 123 of the Local Government Act 1972.

REPORT DETAIL

3.1 The Council own the freehold interest in a number of sites as shown edged red in Appendix 1. The sites are located on the Briar Road estate.

3.2 The principle of disposal of land across the estate for the purpose of generating additional housing was approved by Cabinet in conjunction with the wider regeneration objectives for Harold Hill. Cabinet subsequently approved the selection of a preferred bidder on 26

October 2011 and delegated authority to agree the specifics of the disposal to the Lead Member. The Lead Member authority set out the Heads of Terms and authorised the commencement of the necessary administrative processes.

3.3 Discussions have continued with the preferred bidder and they have reached a stage where the purchaser has submitted planning applications on each of the sites. A number of the planning applications have been considered by Regulatory Services Committee.

3.4 The Council is authorised to dispose of any land that it owns but where such land can be regarded as open space (defined under Section 336(1) of the Town and Country Planning Act 1990 as "any land which is a public garden, or used for the purposes of public recreation…") the Council must under Section 123(2A) of the Local Government Act 1972 advertise its intention to dispose of the land for two consecutive weeks in a newspaper circulating the area in which the land is situated, and consider any objections which may be made to them.

3.5 Furthermore, all Council owned land is held for a particular purpose and the process of documenting any change to that purpose is called "appropriation". As a decision has been made to dispose of these sites for residential development and in some instances planning consent for this use has been granted the relevant purpose for holding them is now for planning purposes pending their disposal.

3.6 The Council is authorised to appropriate land that it owns for planning purposes under Section 122 of the Local Government Act 1972 which, subject to a number of provisions allows "a principal council to appropriate land which belongs to the Council and is no longer required for the purpose for which it was held immediately before the appropriation….".

3.7 Where the appropriation is in respect of open land, the Council is required under Section 122(2A) of the Local Government Act 1972 to advertise its intention to appropriate the land for two consecutive weeks in a newspaper circulating the area in which the land is situated, and consider any objections which may be made to them.

3.8 The sites that have been authorised for disposal are not all typical areas of open land for public recreation. They include forecourts, garages and/or areas of grass verge. However, a decision has been taken to advertise their proposed disposal and appropriation accordingly given that all of the sites are part of a single development project.

3.9 In the case of all of the 33 sites identified for disposal at Briar Road, the Council has made a formal decision that the land is not required for its current use and that it should be identified for disposal for residential development.

3.10 By formally appropriating the land for planning purposes the Council or any other person may subject to Section 241 of the Town & Country Planning Act 1990, develop the land in accordance with a planning permission.

3.11 The Council should only propose to appropriate land for planning purposes if it has an intention to see the land used for development which promotes or improves the economic, social or environmental well being of its area and believes that the appropriation is needed in order to facilitate or achieve those aims. The applicant is a Housing Association/Registered Provider and it is envisaged that the residential units will be managed as such.

3.12 The decision to initiate the statutory processes was approved on 6 March 2013. In the circumstances, public notices relating to both the disposal and the proposed appropriation were placed in the local press on 3 May 2013 and 10 May 2013. Copies of the notices are shown in Appendix 2. The final date for submission of any response to both notices was 31 May 2013.

3.13 If representations are made to the Council in response to these notices it is necessary for the Council to fully consider these representations and to take them into account in deciding whether to proceed with the disposal and appropriation. It should be stressed that the issues under consideration in this report are simply whether the proposed appropriation and the proposed disposal of land should proceed and the representations need to be carefully considered within that context. The issues surrounding the decision to grant planning consent or resolution of the Regulatory Services Committee to grant consent have been fully considered under a separate decision making process. .

3.14 No representations were received on 28 of the 33 sites. In those circumstances the appropriation and disposal can proceed and no formal consideration by members is required.

3.15 Representations where made on 5 of the 33 sites and this report seeks only to deal with those sites on which objections were received.

3.16 It is now necessary for Cabinet to formally consider these responses and to decide whether the proposed disposal and appropriation for planning purposes should proceed. The responses received were specific to 5 sites and therefore they are analysed – and should be considered – individually.

3.16 Site 7A – Clematis Close

- A response to both notices has been received on this site which was submitted by the specified date.

- The response is a standard letter signed by six residents from Buckbean Path and should be regarded as six objections to both appropriation and disposal. A copy of the standard letter is attached at Appendix 3.

  As a copy is attached it is not necessary to set out the full details here but the grounds for objection can be summarised as follows::
  1. The junction at Clematis Close and Briar Road will become more dangerous
  2. Additional dwellings will generate an increased need for parking and more congestion on the roads
  3. Construction work will prevent access to the existing houses whilst it is ongoing.
  4. The land is a green space and improvements to Bosworth Field will not greatly benefit residents on this part of the estate as it is some distance from Bosworth Field.

- The responses to each of these points are shown below:
  1. This issue is a Highways matter rather than an issue affected by appropriation or disposal. Consideration will be given to the road layout in conjunction with the planning application. Any works required to the junction would be considered by the Council as Highways Authority under the Highways Act 1980.
  2. Whilst is it clearly the case that this is a matter of concern for the respondents it is an issue that is related to planning matters and that either have been – or will be – subject to full scrutiny as part of the planning process and will be determined in line with the relevant planning policies and legislation. This is not an issue that is directly related to the disposal of land or to its appropriation. Parking will be provided in support of the new dwellings and additional parking is also proposed to alleviate congestion within the vicinity.
  3. Again, this is a planning issue – see above. Construction work will affect the immediate area whilst work is underway. However, this will be regulated by the Planning department of the Local Planning Authority and conditions imposed accordingly. Entrances to existing homes will not be blocked by any works.
  4. Bosworth Field is a substantial area of green space within the Briar Road estate. This field will be improved to enhance outdoor play opportunities and activities. Other pockets of green space across the estate will be unaffected.

3.17 Site 9B and 9C – Garage Sites along Clematis Close

- A single response has been received on these sites which were submitted by the specified date.

- The response is a standard letter signed by the same six residents from Buckbean Path. A copy of the standard letter is attached as Appendix 3.

- The response states that it relates to both appropriation and disposal and should be regarded as six objections to both notices.
- The two sites have been linked by the respondents on account of their proximity to one another. This is perfectly acceptable and for complete accuracy should be regarded as six objections on both sites on both notices.

- As a copy is attached it is not necessary to set out the full details here but the grounds for objection can be summarised as follows:
  1. Building the houses will not be in line with existing housing and will not enhance the layout
  2. End of terrace properties will be devalued and rear access removed
  3. Demolition of the garages will cause damage
  4. Car parking is a key issue
  5. Concerns that the car parking which is created within a section of the grassed areas will allow vehicles to cross footpaths and cause danger to children
  6. The grassed areas are used by people with dogs
  7. Additional building in an over-populated area is irrational
  8. The notices in the Romford Recorder should have labelled the sites differently.

- The response to each of these points are shown below:
  1. Whilst is it clearly the case that this is a matter of concern for the respondents it is an issue that is related to planning matters and that either have been – or will be – subject to full scrutiny as part of the planning process and will be determined line with the relevant planning policies and legislation. This is not an issue that is directly related to the disposal of land or to its appropriation. In this case the layout of the houses has already been considered by the planning department in connection with the planning application. This issue was considered by the Regulatory Services Committee and the point was considered in the planning report was that:
     a. *The proposed dwellings would front on to Clematis Close but are aligned with the front building line of the adjacent terrace of houses to the east. The end unit is set slightly further back into the site, such that the development is not considered to appear overbearing or out of character in the wider street scene. The proposed dwellings are also set in from the western boundary of the site and considered to relate acceptably to the Clematis Close street scene.*
  2. There is no evidence available of how (if at all) the proposed regeneration of the Briar Road estate will affect the values of existing property on the estate. However, the whole regeneration initiative is focused on a number of environmental improvements designed to make the area more attractive both for existing residents and to those who may wish to buy or rent a property and move on the estate.

3. Again, this is a planning issue – see above. Construction work will affect the immediate area whilst work is underway. However, this will be regulated by the Local Planning Authority and conditions imposed accordingly.
4. Again, this is a planning issue – see above. Parking will be provided in support of the new dwellings. Additional parking is also proposed across the estate to alleviate parking concerns generally.
5. The grassed area referred to is outside the planning application site but it has been confirmed that a replacement wall will be constructed to protect the green.
6. The development will result in the loss of two small sections of grass verge along Clematis Close. Additional verges along the same side of the road will not be affected.
7. Comments regarding additional building have been noted but the development has been considered within the context of the wider regeneration objectives for the estate.
8. Comments regarding the labelling of the sites have been noted. The notices were supported by separate plans of each site to assist with identification and these were available for inspection at the Public Advice & Service Centre throughout the consultation period.

3.18 Sites 10C and 10D – Barberry Close

- A single response has been received from a resident in Barberry Close which was submitted by the specified date.

- The response is a standard letter but does not specify whether it is in respect of the disposal notice or the appropriation notice. The response raises issues that could relate to both and should be regarded as an objection to both notices. A copy of the standard letter is attached at Appendix 3.

- As a copy of the letter is attached, it is not necessary to set out the full details here but the grounds for objection in the standard letter can be summarised as follows:
  1. The parking capacity in the area that will be available to existing residents following the proposed development.
  2. The number of dwellings proposed is excessive.

- The response to this issue is shown below:
  1. Whilst is it clearly the case that this is a matter of concern for the respondents it is an issue that is related to planning matters and that either have been – or will be – subject to full scrutiny as part of the planning process and will be determined line with the relevant planning policies and legislation. This is not an issue that is directly related to the disposal of land or to its appropriation. Parking will be provided in support of the new dwellings and additional parking is also proposed to alleviate congestion within the vicinity.

2. This is a planning issue which is properly the concern of the Local Planning Authority through its Regulatory Services Committee.

REASONS AND OPTIONS

4 Reasons for the decision:

4.1 This decision is required as a result of the statutory processes involved in dealing with the proposed disposal and appropriation of land for planning purposes.

5 Other options considered:

5.1 Having placed the notices it is necessary for the Council to formally consider the response received. As this report only concerns the consideration of these responses no other options are available.

IMPLICATIONS AND RISKS

6 Financial implications and risks:

6.1 There are no financial implications and risks in considering the responses received to a public notice dealing with the disposal and appropriation of land for planning purposes.

7 Legal implications and risks:

7.1 The Council is seeking to dispose of and appropriate land for planning purposes under Sections 122 and 123 of the Local Government Act 1972.

7.2 Prospective purchasers of land commonly require local authorities to provide clean title to land by such appropriation, thus clearing encumbrances such as easements. Appropriation for planning purposes achieves this. Public law decisions of local authorities are subject to the risk of judicial challenge..

8 Human Resources implications and risks:

8.1 There are no Human Resources implications and risks in considering the responses received to a public notice dealing with the disposal and appropriation of land for planning purposes.

9 Equalities implications and risks:

9.1 There are no Equalities implications and risks in considering the responses received to a public notice dealing with the disposal and appropriation of land for planning purposes.

BACKGROUND PAPERS

1. Representations made objecting to the proposed disposal and appropriations of land at sites 7A, 9B and 9C Clematis Close and sites 10C and 10D Barberry Close (also see Appendix 3 of this report).

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APPENDIX 1

Havering
LONDON BOROUGH

Strategic Property Services

Tollgate House
96-98 Market Place
Romford
RM1 3ER

Telephone: 01708 434343

email: propertyservices@havering.gov.uk

Internet: www.havering.gov.uk

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No	Revisions	Int	Date

nlpg OS Ordnance Survey

Job Title:
Clematis Close Site (1)
Harold Hill
RM3 8JL

Drawing Title:
Appropriation Plan

Site Area = 0.53 Acres
0.21 Hectares

Drawn By:
nt

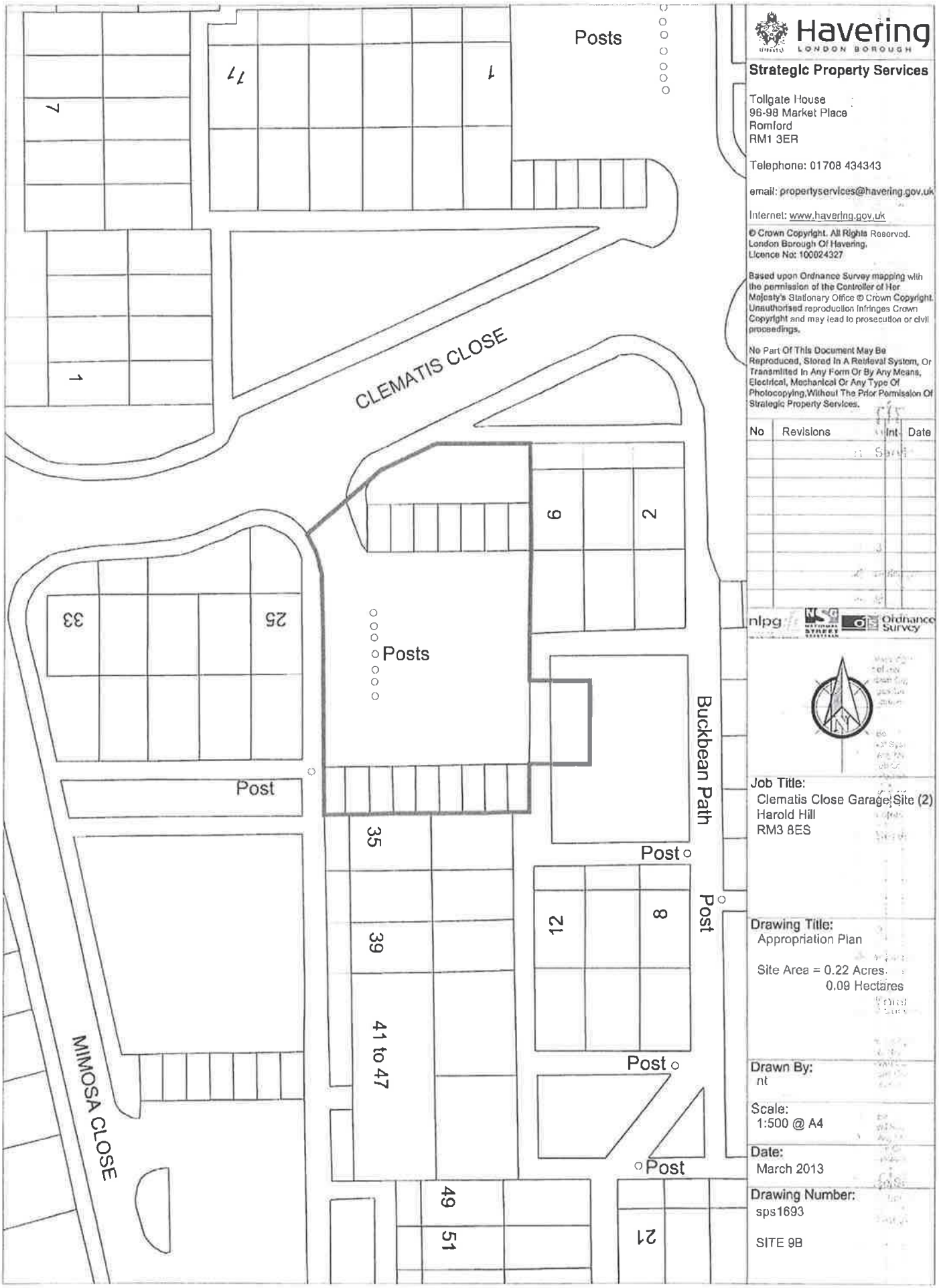
Scale:
1:1000 @ A4

Date:
March 2013

Drawing Number:
sps1692

SITE 7A

APPENDIX 1


Posts
17
1
7
1
CLEMATIS CLOSE
9
2
33
25
Posts
Post
35
39
41 to 47
MIMOSA CLOSE
Buckbean Path
Post
Post
12
8
Post
Post
49
51
21
Havering
LONDON BOROUGH
Strategic Property Services
Tollgate House
96-98 Market Place
Romford
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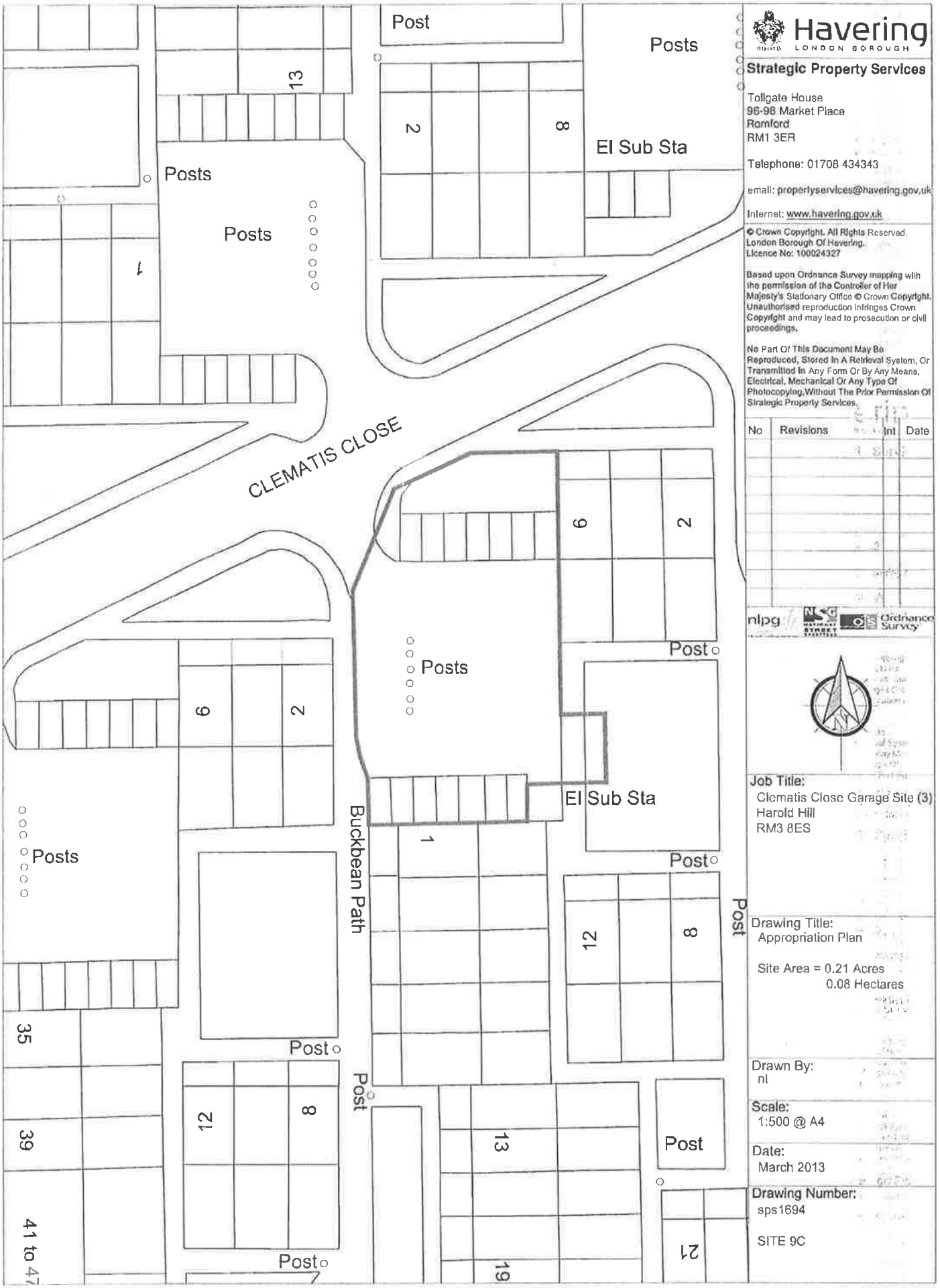
No
Revisions
Int
Date
nlpg
Ordnance Survey
Job Title:
Clematis Close Garage Site (2)
Harold Hill
RM3 8ES
Drawing Title:
Appropriation Plan
Site Area = 0.22 Acres
0.09 Hectares
Drawn By:
nt
Scale:
1:500 @ A4
Date:
March 2013
Drawing Number:
sps1693
SITE 9B

APPENDIX 1



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No	Revisions	Int	Date

nlpg | Ordnance Survey

Job Title:
Clematis Close Garage Site (3)
Harold Hill
RM3 8ES

Drawing Title:
Appropriation Plan

Site Area = 0.21 Acres
0.08 Hectares

Drawn By:
nl

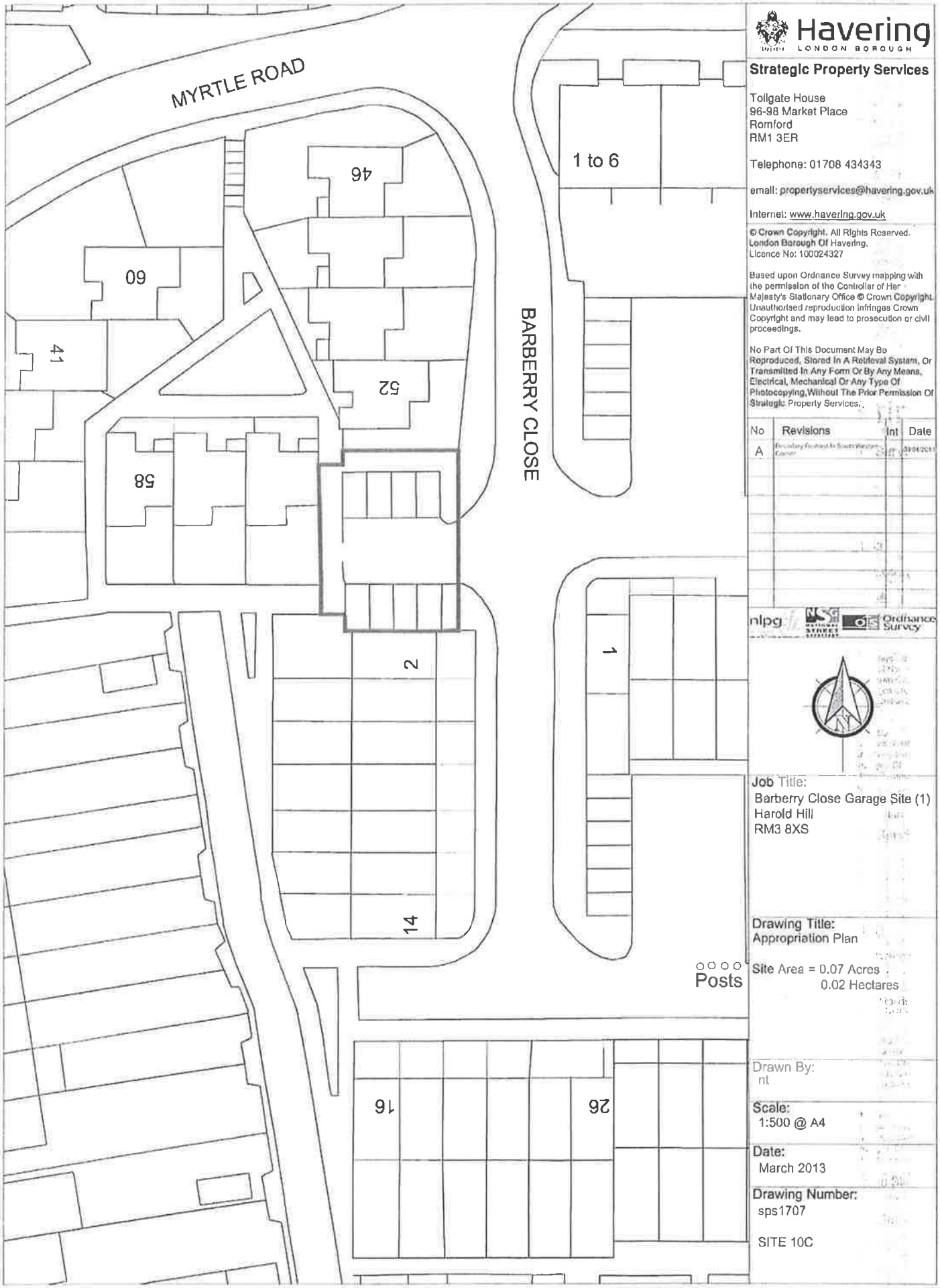
Scale:
1:500 @ A4

Date:
March 2013

Drawing Number:
sps1694

SITE 9C

APPENDIX 1



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No	Revisions	Int	Date
A			

nlpg | Ordnance Survey

Job Title:
Barberry Close Garage Site (1)
Harold Hill
RM3 8XS

Drawing Title:
Appropriation Plan

Site Area = 0.07 Acres
0.02 Hectares

Drawn By:
nt

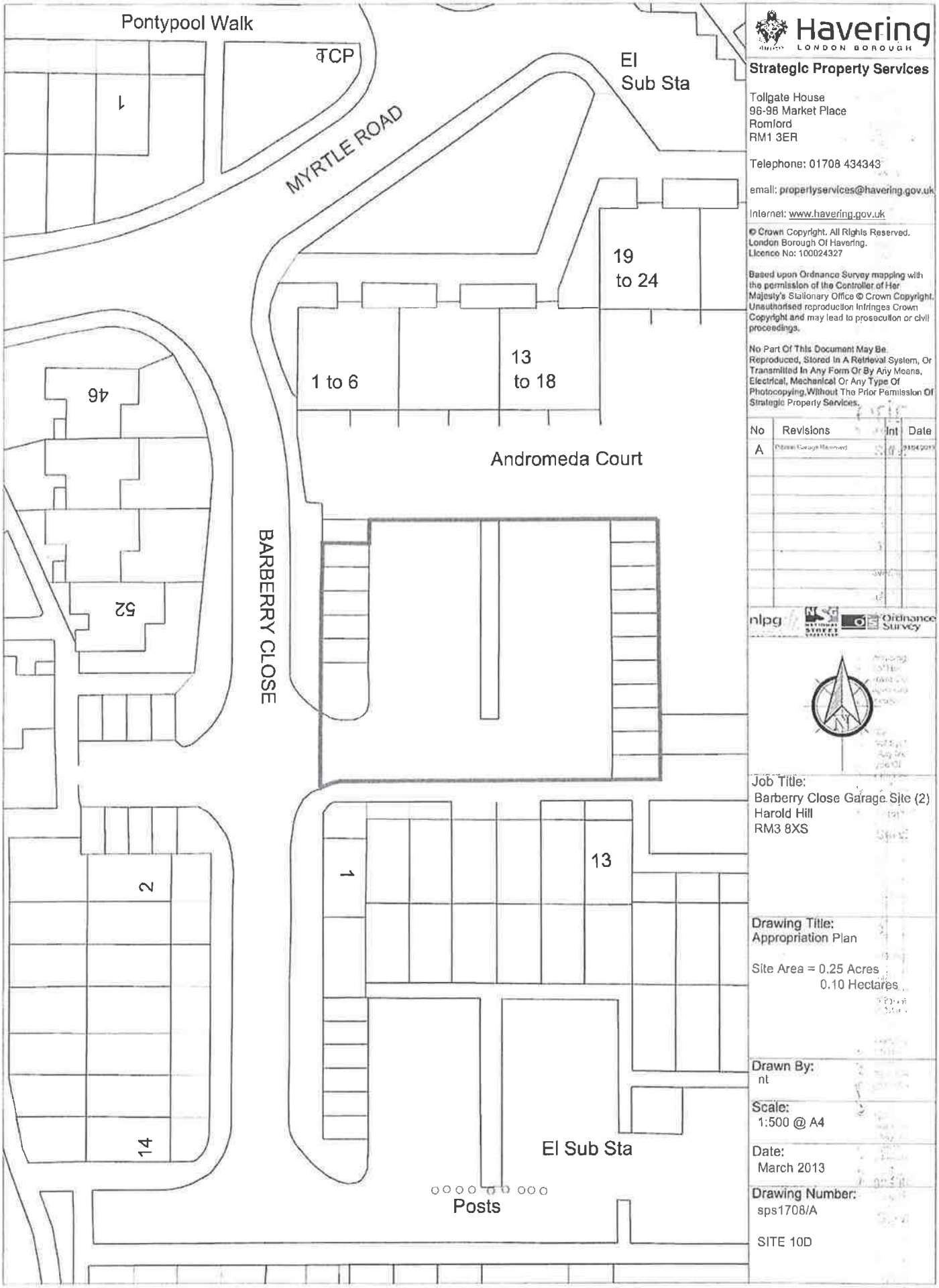
Scale:
1:500 @ A4

Date:
March 2013

Drawing Number:
sps1707

SITE 10C

APPENDIX 1


Pontypool Walk
TCP
1
MYRTLE ROAD
El Sub Sta
19 to 24
13 to 18
1 to 6
Andromeda Court
46
52
BARBERRY CLOSE
2
14
1
13
El Sub Sta
Posts
Havering
LONDON BOROUGH
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No
Revisions
Int
Date
A
nlpg
Ordnance Survey
Job Title:
Barberry Close Garage Site (2)
Harold Hill
RM3 8XS
Drawing Title:
Appropriation Plan
Site Area = 0.25 Acres
0.10 Hectares
Drawn By:
nt
Scale:
1:500 @ A4
Date:
March 2013
Drawing Number:
sps1708/A
SITE 10D

APPENDIX 2

Harold Hill

Notice is hereby given that the London Borough of Havering proposes to appropriate a total area of approximately 2.991 hectares (7.603 acres) on the Briar Road Estate within Harold Hill for planning purposes in the interests of the proper planning of the area.

A full list of the sites is shown below. Plans showing the proposed areas edged red are available for inspection between 9.30am and 4.30pm on normal working days at the offices of London Borough of Havering, PASC (Public Advice Service Centres) Liberty Shopping Centre, Romford RM1 3RL.

Drawing No.	Site Description	Site Area
Site 1A	Pimpernel Way Garage Site, Harold Hill, RM3 8BT	0.094 hectares (0.233 acres)
Site 1B	Lucerne Way Garage Site (1), Harold Hill, RM3 8BT	0.05 hectares (0.14 acres)
Site 2A	Okehampton Road Garage Site, Harold Hill, RM3 8YA	0.2 hectares (0.5 acres)
Site 3A	Briar Road Garage Site (1), Harold Hill, RM3 8BB	0.10 hectares (0.25 acres)
Site 3B	Harebell Way Garage Site, Harold Hill, RM3 8AS	0.14 hectares (0.36 acres)
Site 6A-1	Coltsfoot Path Site (1), Harold Hill, RM3 8DB	0.26 hectares (0.65 acres)
Site 6A-2	Coltsfoot Path Site (2), Harold Hill, RM3 8BH	0.33 hectares (0.8 acres)
Site 6B-1	Coltsfoot Path Site (3), Harold Hill, RM3 8BH	0.12 hectares (0.30 acres)
Site 6B-2	Coltsfoot Path Site (4), Harold Hill, RM3 8BH	0.05 hectares (0.14 acres)
Site 6C	Coltsfoot Path Site (5), Harold Hill, RM3 8BS	0.04 hectares (0.11 acres)
Site 6E	Coltsfoot Path Site (6), Harold Hill, RM3 8BS	0.05 hectares (0.13 acres)
Site 7A	Clematis Close Site (1), Harold Hill, RM3 8JL	0.21 hectares (0.53 acres)
Site 9B	Clematis Close Garage Site (2), Harold Hill, RM3 8ES	0.09 hectares (0.22 acres)
Site 9C	Clematis Close Garage Site (3), Harold Hill, RM3 8ES	0.08 hectares (0.21 acres)
Site 9D	Clematis Close Garage Site (4), Harold Hill, RM3 8PH	0.08 hectares (0.21 acres)
Site 9E	Clematis Close Garage Site (5), Harold Hill, RM3 8PH	0.07 hectares (0.18 acres)
Site 9F	Clematis Close Garage Site (6), Harold Hill, RM3 8PH	0.08 hectares (0.20 acres)
Site 9G	Clematis Close Garage Site (7), Harold Hill, RM3 8PH	0.06 hectares (0.15 acres)
Site 9I	Briar Road Site (2), Harold Hill, RM3 8AP	0.017 hectares (0.04 acres)
Site 9J	Briar Road Site (3), Harold Hill, RM3 8PH	0.08 hectares (0.19 acres)
Site 9K	Briar Road Site (4), Harold Hill, RM3 8AR	0.07 hectares (0.18 acres)
Site 9L	Coltsfoot Path Site (7), Harold Hill, RM3 8BH	0.01 hectares (0.04 acres)
Site 9N	Lavender Close Garage Site (1), Harold Hill, RM3 8AU	0.07 hectares (0.17 acres)
Site 9O	Lavender Close Garage Site (2), Harold Hill, RM3 8AU	0.10 hectares (0.26 acres)
Site 9P	Mimosa Close Garage Site (1), Harold Hill, RM3 8JJ	0.07 hectares (0.17 acres)
Site 9Q	Mimosa Close Garage Site (2), Harold Hill, RM3 8JJ	0.04 hectares (0.10 acres)
Site 10C	Barberry Close Garage Site (1), Harold Hill, RM3 8XS	0.02 hectares (0.07 acres)
Site 10D	Barberry Close Garage Site (2), Harold Hill, RM3 8XS	0.10 hectares (0.25 acres)
Site 10E	Tulip Close Site, Harold Hill, RM3 8BX	0.03 hectares (0.09 acres)
Site 10K	Lucerne Way Garage Site (2), Harold Hill, RM3 8BS	0.04 hectares (0.12 acres)
Site 10M	Charlbury Crescent /Saddleworth Rd Land, Harold Hill, RM3 8YX	0.14 hectares (0.36 acres)
Site 10N	Myrtle Road Site, Harold Hill, RM3 8XS	0.02 hectares (0.05 acres)
Site 10P	Honeysuckle Close Garage Site, Harold Hill, RM3 8XS	0.08 hectares (0.2 acres)

Under the provisions of Section 122 (2A) of the Local Government Act 1972, any person wishing to object to the proposed appropriation should write setting out the details of such objection to: The London Borough of Havering, Legal & Democratic Services, Town Hall, Main Road, Romford, RM1 3BY for the attention of Ian Burns and must be received no later than 4.00pm on 31 May 2013.

Dated 10 May 2013
Published in the Romford Recorder 10 May 2013
Ian Burns, Acting Assistant Chief Executive
London Borough of Havering, Town Hall, Main Road, Romford RM1 3BD

LONDON BOROUGH OF HAVERING

Local Government Act 1972 Section 123

Disposal of Open Space on the Briar Road Estate within Harold Hill

Notice is hereby given that the London Borough of Havering proposes to dispose of a total area of approximately 2.991 hectares (7.603 acres) of open space situated on the Briar Road Estate within Harold Hill.

A full list of the sites is shown below. Plans showing the proposed areas edged red are available for inspection between 9.30am and 4.30pm on normal working days at the offices of London Borough of Havering, PASC (Public Advice Service Centres) Liberty Shopping Centre, Romford RM1 3RL.

Drawing No.	Site Description	Site Area
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Site 6C	Coltsfoot Path Site (5), Harold Hill, RM3 8BS	0.04 hectares (0.11 acres)
Site 6E	Coltsfoot Path Site (6), Harold Hill, RM3 8BS	0.05 hectares (0.13 acres)
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Site 9B	Clematis Close Garage Site (2), Harold Hill, RM3 8ES	0.09 hectares (0.22 acres)
Site 9C	Clematis Close Garage Site (3), Harold Hill, RM3 8ES	0.08 hectares (0.21 acres)
Site 9D	Clematis Close Garage Site (4), Harold Hill, RM3 8PH	0.08 hectares (0.21 acres)
Site 9E	Clematis Close Garage Site (5), Harold Hill, RM3 8PH	0.07 hectares (0.18 acres)
Site 9F	Clematis Close Garage Site (6), Harold Hill, RM3 8PH	0.08 hectares (0.20 acres)
Site 9G	Clematis Close Garage Site (7), Harold Hill, RM3 8PH	0.06 hectares (0.15 acres)
Site 9I	Briar Road Site (2), Harold Hill, RM3 8AP	0.017 hectares (0.04 acres)
Site 9J	Briar Road Site (3), Harold Hill, RM3 8PH	0.08 hectares (0.19 acres)
Site 9K	Briar Road Site (4), Harold Hill, RM3 8AR	0.07 hectares (0.18 acres)
Site 9L	Coltsfoot Path Site (7), Harold Hill, RM3 8BH	0.01 hectares (0.04 acres)
Site 9N	Lavender Close Garage Site (1), Harold Hill, RM3 8AU	0.07 hectares (0.17 acres)
Site 9O	Lavender Close Garage Site (2), Harold Hill, RM3 8AU	0.10 hectares (0.26 acres)
Site 9P	Mimosa Close Garage Site (1), Harold Hill, RM3 8JJ	0.07 hectares (0.17 acres)
Site 9Q	Mimosa Close Garage Site (2), Harold Hill, RM3 8JJ	0.04 hectares (0.10 acres)
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Site 10D	Barberry Close Garage Site (2), Harold Hill, RM3 8XS	0.10 hectares (0.25 acres)
Site 10E	Tulip Close Site, Harold Hill, RM3 8BX	0.03 hectares (0.09 acres)
Site 10K	Lucerne Way Garage Site (2), Harold Hill, RM3 8BS	0.04 hectares (0.12 acres)
Site 10M	Charlbury Crescent /Saddleworth Rd Land, Harold Hill, RM3 8YX	0.14 hectares (0.36 acres)
Site 10N	Myrtle Road Site, Harold Hill, RM3 8XS	0.02 hectares (0.05 acres)
Site 10P	Honeysuckle Close Garage Site, Harold Hill, RM3 8XS	0.08 hectares (0.2 acres)

Under the provisions of Section 123 of the Local Government Act 1972, any person wishing to object to the proposed disposal should write setting out the details of such objection to: The London Borough of Havering, Legal & Democratic Services, Town Hall, Main Road, Romford, RM1 3BY for the attention of Ian Burns and must be received no later than 4.00pm on 31 May 2013.

Dated 10 May 2013
Published in the Romford Recorder 10 May 2013
Ian Burns, Acting Assistant Chief Executive
London Borough of Havering, Town Hall, Main Road, Romford RM1 3BD

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APPENDIX 3

Mrs K Ellis-Parks

29th May, 2013

Dear Mr Burns

Re Site 9B Clematis Close and Site 9C Clematis Close
Appropriation of Land for Planning Purposes and Disposal of Open Space on these areas.

We have linked these 2 sites together as they affect Buckbean Path.

Planning permission as already been passed for these areas and therefore we are unsure if these Objections will be taken into account.

Firstly the building of these houses will not be in line with the houses already on these Paths and therefore will not enhance the original layout or properties.

End of terrace houses will have their properties devalued. One house will have the access to their garden taken away.

The demolition of garages attached to the neighbouring house in Buckbean Path would probably cause untold damage. Why are these garages not being left as are ones in 9B Clematis Close?

Car parking as to be taken into account regarding the appropriation of land for planning as car parking in this area is a big issue, as the Estate was not built in a standard street way.

The green spaces next to the garage areas are proposed to be partially used for car parking, which will mean demolishing the existing wall which separates the garage area from the green and leaving the Paths, which are footpaths, open to people to drive onto. We know there will be kerbs, but kerbs can be jumped. The only vehicles that should have access to these Paths are Emergency vehicles. These greens are also used by children to play on.

There are small green areas in front of the garages which are used by people exercising their dogs.

It is irrational to build houses in an already densely populated area and take away the small areas of green which would otherwise make this area a concrete jungle.

When the public notices were printed in the Recorder newspaper it would have been easier for residents to recognise if each garage area had been entered under the individual Path i.e.: Site 9C Buckbean Path, RM3 8ET.

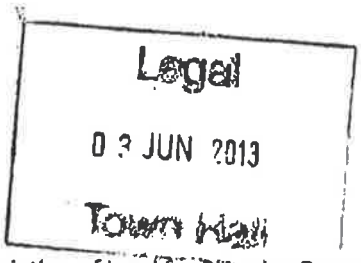
Yours sincerely

Mrs K Ellis-Parks
Mr & Mrs D Heath
Mrs D Bayton
Mrs W Smith

Mrs B Brown
Mr B Doughty

APPENDIX 3

Mrs K Ellis-Parks



29th May, 2013

Dear Mr Burns

Re: Site 7A – Clematis Close – Appropriation of Land for Planning Purposes

The households below are objecting to the above site being used for planning purposes for the following reasons:

The junction of Clematis Close and Briar Road is a blind bend and the building of these houses would make this junction even more dangerous

It is stated on the plans that these houses would have their own car parking spaces, this does not guarantee that the owners/tenants or their visitors will not park in the road and cause congestion.

Clematis Close is in effect a cul-de-sac and is the only road leading to Clematis Close, Mimosa Close, Iris Path, Snowdrop Path, Bellflower Path, Buckbean Path, Willowherb Walk and Henbane Path. Should planning permission be granted, once building begins the road will be blocked by construction vehicles leaving us with no entrance to our homes.

This estate is already densely populated and does not warrant anymore houses being built on it.

Yours sincerely

Mrs K Ellis-Parks

Mr & Mrs D Heath

Mrs D Bayton

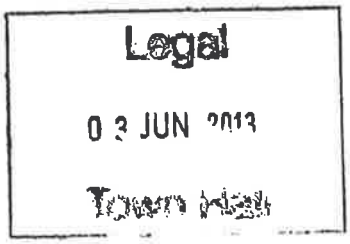
Mrs W Smith

Mrs B Brown

Mr B Doughty

APPENDIX 3

Mrs K Ellis-Parks



29th May, 2013

Dear Mr Burns

Re: Disposal of Open Space on the Briar Road Estate – Site 7A Clematis Close

The above space as been used by children and dog walkers alike since this estate was built nearly 40 years ago.

It is one of only a few green spaces on this estate and the only one of its size in this particular part of the Estate. A lot has been said about Bosworth Field in meetings and notices but it you look at the full map of this estate you can see that Bosworth field is a fair distance away and if you are elderly or infirm it is not going to be possible to walk to this field.

If I may reiterate this is the only large amount of green space this side of Briar Road and surely should remain so for the use of the residents of this part of the estate.

Yours sincerely

Mrs K Ellis-Parks

Mr & Mrs D Heath

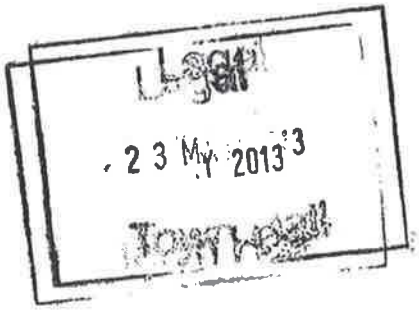
Mrs D Bayton

Mrs W Smith

Mrs B Brown

Mr B Doughty

APPENDIX 3



Mr & Mrs L Gleisinger,

20 May 2013

To Mr Ian Burns.

Our concern is the total inadequate parking space left for the existing residents in the area of Barberry Close [Site (10D) (10C)].

With the building of the houses and their designated 10 parking spaces; this will leave12 spaces out of originally37 places (which includes all the garages) for existing residents which is woefully inadequate .There are no new parking spaces being created in the Barberry Close Area and this will leave a short fall of 28 approx parking space, which can only lead to chaos.

We feel there should be more time given to look into the creation of more car parking spaces for the existing residents. (The green in front of 15 to 21 could be made into car parking spaces. Better still cut the number of houses built in this plot by one leaving two would be a better option)

To remove adequate parking by building on it and leave insufficient parking when finished for the existing residents for now and the future is a travesty of justice and can only be driven by greed? Build houses by all means but not so many.

Surely as planner the quality of life for now and especially for the future must be your main concern when planning? These plans are not the way forward.

Yours faithfully

Mr. L Gleisinger

Mrs. R Gleisinger

Havering
LONDON BOROUGH

CABINET
10 July 2013

Subject Heading:	Harold Hill Library
Cabinet Member:	Cllr Curtin Cllr S Kelly
CMT Lead:	Andrew Blake Herbert Group Director -Resources
Report Author and contact details:	Mark Butler Head of Asset Management 01708 432947
Policy context:	Harold Hill Ambitions
Financial summary:	There is a £2.5m provision within the Capital Programme for the new Harold Hill Library
Is this a Key Decision?	No
Is this a Strategic Decision?	Yes
When should this matter be reviewed?	September 2014.
Reviewing OSC:	Value

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	[X]
Providing economic, social and cultural activity in thriving Towns and villages	[X]
Valuing and enhancing the lives of our residents	[X]
Delivering high customer satisfaction and a stable council tax	[X]

SUMMARY

1.1 The report to Cabinet on 19th November 2008 gave broad authority to progress arrangements for the design and construction of a new library facility for Harold Hill. This report seeks formal authority to make a CPO to secure the remaining property interests required to facilitate the development in the event that existing negations were to fail, plus associated appropriation procedures.

RECOMMENDATIONS

That Cabinet approves:

2.1 the design and viability assessment for the new library.

2.2 the making of a Compulsory Purchase Order to acquire any further interests required for the new library

2.3 the delegation to the Property Strategy Manager and Assistant Director - Legal and Democratic Services to take whatever action is required under the CPO process, or other processes, to achieve vacant possession of remaining properties and temporary rights

2.4 the appropriation of the library site from commercial premises within the general fund to that of held for 'planning purposes', to include areas to the north and south of the library building that will be needed for the library construction process

REPORT DETAIL

3.1 The Cabinet Meeting of 19 November 2008 in respect of the Harold Hill Ambitions programme decided that -

a) a new library be provided in Harold Hill to be funded from capital receipts from the Gooshays Drive disposal site and

b) that a detailed and costed feasibility study be undertaken on the initially preferred location for the Library in the East Dene Arcade between Farnham Road and

Chippenham Gardens, to define costs, viability and the facilities to be provided as part of an expanded library service.

3.2 A number of design options have been explored with the Harold Hill Ambitions Programme Board for the proposed site and a detailed design with a costed feasibility study have now been completed in consultation with the Library service. Details of the design are set out in **Appendix 1** to this report. The proposed scheme will provide a 60% larger floor space than the current library including a large multi-use room which does not exist in the existing building. The two storey height of the structure provides scope to install a mezzanine floor at some later date, if required.

3.3 The cost plan accompanying the design indicates a project cost £2.3m (construction and fees but excluding site acquisition/CPO costs) which is within the budget allocation provided. Exchange of contracts for the sale of the Gooshays site took place last month and completion is set for September 2013.

Compulsory Purchase Order & temporary rights required

3.4 At a Cabinet Meeting on 13th October 2010, authority was given to compulsory acquire leasehold interests of permanently affected leased shop units (being 13, 19, 21 & 23 East Dene Arcade on one side and shop units 14, 16/18/20 and 22/24 on the other side). In the meantime, vacant possessions have been secured by negotiation or expiration of lease in respect of all but one of the permanently affected units.

3.5 The Council is still in negotiations with the tenant of 22/24 East Dene Arcade, a double unit currently operating as a Chinese takeaway, to secure a relocation and surrender of the premises or, alternatively, a monetary settlement to surrender. It is proposed that this double unit is included in the Compulsory Purchase Order, in case negotiations fail.

3.6 It is recommended that this decision authorises that the proposed London Borough of Havering (Harold Hill Library) Compulsory Purchase Order 2010 includes such rights as may be necessary for the Council to temporarily close and occupy shop unit 65 Farnham Road, RM3 8ED, and temporarily erect scaffolding on the pavement outside the shop unit, obscuring, or partially obscuring, the retail window displays of the unit. It may be necessary to require this tenant, who is trading as a jeweller / pawnbroker, to remove his stock to a safe alternative place during the period of closure.

3.7 65 Farnham Road adjoins the library development site and will need to be closed temporarily for health & safety reasons, as part of the new library project, whilst asbestos investigations and any necessary asbestos removal works are undertaken and/or for the period when demolition works take place on the adjoining East Dene Arcade shop units for the library development site. Whilst contractual arrangements have been written into the Lease for a one off temporary closure for up to 21 days of shop unit 65 Farnham Road, at an agreed daily rate of compensation, and the erection of scaffolding on the adjoining Council pavement, legal advice obtained is that this unit should be included within the CPO in respect of temporary rights required by the Council, to be implemented as necessary. This is required in order to give certainty to the Council's new Harold Hill Library development scheme.

3.8 It is likely that scaffolding will need to be erected on the Council pavement outside this shop unit for the period of the demolition and the construction works for the new Library. The shop unit on the opposite corner, 19 Farnham Road, is currently vacant having been repossessed by the Council on 16.11.2011 and it is the Council's intention not to let it for the time being, as our contractors are likely to require use of it during the period of the library building works.

3.9 The two shop units 19 Farnham Road & 65 Farnham Road, together with the Council pavement area in between the two shop units, is identified by blue edging on the attached sps1186/C dated February 2013 to be found at **Appendix 2**. The Plan also identifies (a) the existing Library in Hilldene Avenue by green edging and, (b) the site of the proposed new Library in East Dene Arcade by red edging. The pavement area in between these two shop units has not been adopted as public highway by the Council.

Appropriation to 'planning purposes' the proposed new Harold Hill Library site at East Dene Arcade

3.10 Council owned land is held for a particular purpose and if its purpose changes over time, it is considered prudent to formally record this by a process known as 'appropriation'.

3.11 The East Dene Arcade is proposed for the site of the construction of the new Harold Hill Library and it is part of the process of proving that the Council's legal title in the land is clear and there are no legal obstacles to redevelopment, save as for planning consent and any known remaining interests such as the Lease for the double shop unit 22/24 East Dene Arcade.

3.12 Section 122 of the Local Government Act 1972, subject to a number of provisions, provides that "a principal council may appropriate for any purpose for which the council are authorised by this or any other enactment to acquire land by agreement any land which belongs to the council and is no longer required for the purpose for which it is held immediately before the appropriation...."

3.13 In this instance the land for the proposed library, edged red and the land immediately to the north and south edged blue on plan sps1728 at **Appendix 3** is currently held as commercial premises in the Council's General Fund. As it does not form part of 'open space' there is no requirement to first seek observations and objections from the general public by advertising such a proposed change in a local newspaper circulating in the area.

3.14 By formally appropriating the land for 'planning purposes' the Council, or any other person may, subject to obtaining an appropriate planning consent, develop the land in accordance with the planning permission and any conditions contained therein.

3.15 The Council should only propose to appropriate land for 'planning purposes' if it has an intention to see the land used for development which promotes or improves the economic, social or environmental well-being of its area, and believes that the appropriation is needed in order to facilitate or achieve those aims. In this instance, it is clear that the Council has a desire to see the site edged red on the plan developed as the new Harold Hill Library, and it considers that the development, if implemented, will be

of benefit to the well-being of the community, through much needed improved and enlarged library facilities which will promote an improvement in the social well-being in the area.

~~3.16~~ It is proposed that the land shown edged blue on the plan sps1728 is by this decision appropriated now to 'planning purposes' under s.122 of the Local Government Act 1972, that includes service yard areas to the north and south of the library site that will be needed to be used during the library construction process.

Other requirements to support delivery of the project

3.17 Prequisite studies and consultation to support the planning application have been completed and the planning application itself is due to be considered by Regulatory Services Committee in the coming weeks. A separate application to address the pedestrian access which currently traverses the proposed construction area will be considered by Regulatory Services Committee.

REASONS AND OPTIONS

4. Reasons for the decision:

4.1 The compulsory purchase, appropriation and stopping up procedures are required to ensure delivery of the new library facility as a key component of the Harold Hill Ambitions programme delivering the Council's regeneration objectives for Harold Hill.

5. Other options considered:

5.1 In the evaluation process, a number of alternative sites have been considered for a site of the proposed new Harold Hill Library in, or near, the Hilldene Shopping Centre.

5.2 The preferred site option at East Dene Arcade is owned freehold by the Council, vacant possession has already been obtained for most of the site and the site is in the heart of the Hilldene shopping centre which will help draw increased footfall to both the new library, and to the shops in the Centre. Other site options did not offer this range of benefits.

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IMPLICATIONS AND RISKS

Financial implications and risks:

This report has recommendations including:-

Approval of the design and viability assessment for the new library.

The viability assessment is contained within the exempt Appendix 4. The budget available for this scheme is £2.5m, including the costs of the CPO.

Approvals and delegations in respect of the CPO

The costs associated with the CPO arising from this decision are likely to be compensation payments to any tenants of the permanently or temporarily affected shop units at the time of the sealing of the Order and all such parties' costs.

If the parties can not agree a negotiated settlement for compensation, under compulsory purchase legislation it would be a matter to be referred to the Upper Tribunal (Lands Chamber) to independently decide the financial issues.

There is provision in the Capital Budget for the initial estimated cost of securing vacant possession of the required shop units. Current costs are now included with the revised budget for the entire Library scheme detailed in the Summary of Detailed & Costed Viability and Facilities for the new Harold Library' at **Exempt Appendix 4** to this Report.

Appropriation of the site for planning purposes

The site is a General Fund one, and therefore there are no adverse financial implications.

Conway Mulcahy, Finance Business Partner

Legal implications and risks:

It is advised that these decisions need to be taken in accordance with the Constitution and formally recorded in order to progress the library scheme and obtain Secretary of State's consent for the proposed London Borough of Havering (Harold Hill Library) Compulsory Order 2010.

All rights of temporary closures and occupation of 65 Farnham Road and rights for the erection of scaffolding on the Council owned pavement area outside this retail unit temporarily obscuring, or partially obscuring, retail window displays should be included within the proposed Compulsory Purchase Order, as necessary when the Order is sealed to ensure certainty in the council being able to implement the proposed new Harold Hill Library development scheme and keep to a project timetable.

Retail unit 19 Farnham Road is vacant having been repossessed by the Council on 16.11.2011 and is being held vacant for use during the period of the library building works and therefore does not need to be included in the Order

Robin Bloom, Principal Locum Lawyer (Contracts)

Human Resources implications and risks:

There are no HR issues arising from this proposal

Equalities implications and risks:

The Compulsory Purchase Order is needed in order to ensure that the new Harold Hill Library project can keep to a project timetable. The proposed new Harold Hill Library will cater for a wide spectrum of community needs.

Appendices

Disclosable Appendices

Appendix 1: Design proposals for the new Harold Hill Library

Appendix 2: New Harold Hill Library, The Arcade / Farnham Road, Harold Hill Proposed CPO Plan – sps1186/C dated February 2013

Appendix 3: The Arcade (East), Harold Hill, Romford, RM3 8EH - Proposed plan for appropriation to 'planning purposes'

Exempt Appendices (not for publication)

Appendix 4: Summary of detailed & costed viability and facilities for the new Harold Hill Library

BACKGROUND PAPERS

Report to Cabinet - 19th November 2008: Harold Hill Ambitions Plan – Agreement of proposals following community consultation

By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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