



Public Document Pack

Haverling
LONDON BOROUGH

CABINET

7.30 pm	Wednesday 24 September 2014	Council Chamber - Town Hall
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Members 7: Quorum 4

Councillor Roger Ramsey (Leader of the Council), Chairman

Cabinet Member responsibility:

Councillor Damian White

Housing

Councillor Robert Benham

Environment

Councillor Wendy Brice-Thompson

Adult Social Services and Health

Councillor Meg Davis

Children and Learning

Councillor Osman Dervish

Regulatory Services and Community Safety

Councillor Melvin Wallace

Culture and Community Engagement

Andrew Beesley
Committee Administration Manager

For information about the meeting please contact:

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**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

Protocol for members of the public wishing to report on meetings of the London Borough of Havering

Members of the public are entitled to report on meetings of Council, Committees and Cabinet, except in circumstances where the public have been excluded as permitted by law.

Reporting means:-

- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary is available as the meeting takes place or later if the person is not present.

Anyone present at a meeting as it takes place is not permitted to carry out an oral commentary or report. This is to prevent the business of the meeting being disrupted.

Anyone attending a meeting is asked to advise Democratic Services staff on 01708 433076 that they wish to report on the meeting and how they wish to do so. This is to enable employees to guide anyone choosing to report on proceedings to an appropriate place from which to be able to report effectively.

Members of the public are asked to remain seated throughout the meeting as standing up and walking around could distract from the business in hand.

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 - 6)

To approve as a correct record the minutes of the meeting held on 3 September 2014, and to authorise the Chairman to sign them.

5 THE COUNCIL'S FINANCIAL STRATEGY (Pages 7 - 312)

- 6 IMPLEMENTATION OF THE PHASE 2 PRIMARY SCHOOL EXPANSION PROPOSALS - RAINHAM** (Pages 313 - 332)
- 7 APPROVAL TO CONVERT 10600 STREET LIGHTS IN ROADS ACROSS THE BOROUGH TO MORE ENERGY EFFICIENT LED LIGHTS.**
(Pages 333 - 340)
- 8 BEAM PARK HOUSING ZONE PROPOSAL** (Pages 341 - 352)
- 9 THE FUTURE OF THE COUNCILS COMMERCIAL WASTE COLLECTION SERVICE** (Pages 353 - 366)
- 10 COUNCIL HOUSING NEW BUILD PROGRAMME** (Pages 367 - 382)

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Public Document Pack Agenda Item 4



MINUTES OF A CABINET MEETING Council Chamber - Town Hall Wednesday, 3 September 2014 (7.30 - 9.05 pm)

Present:

Councillor Roger Ramsey (Leader of the Council), Chairman

	Cabinet Member responsibility:
Councillor Robert Benham	Environment
Councillor Wendy Brice-Thompson	Adult Social Services and Health
Councillor Meg Davis	Children and Learning
Councillor Osman Dervish	Regulatory Services and Community Safety
Councillor Melvin Wallace	Culture and Community Engagement
Councillor Damian White	Housing

Councillors Clarence Barrett, Linda Hawthorn, Alex Donald, David Durant, Lawrence Webb, Philip Hyde, Keith Darvill, Michael Deon Burton, Viddy Persaud and Steven Kelly also attended.

There were three members of the public and a press representative present.

There were no disclosures of pecuniary interest.

The Clerk, on behalf of the Chairman announced the evacuation procedures in the event of an Emergency

Unless otherwise indicated, all decisions were agreed unanimously without any Member voting against.

The Chairman welcomed those present and announced that this would be the final Cabinet meeting for Mike Stringer (Head of Finance & Procurement) who was retiring, and Claire Thompson (Corporate Policy & Community Manager) who was leaving Havering to take up a position in Essex County Council.

On behalf of Members, the Chairman thanked them both for their diligence, professionalism and support and wished them both well for the future. These sentiments were endorsed by Cabinet.

9 **MINUTES**

The minutes of the meeting held on 30 July 2014 were agreed as a correct record and were signed by the Chairman

10 **BACKGROUND TO THE COUNCIL'S FINANCIAL STRATEGY**

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

The current financial strategy, which was designed to address a range of national and local issues, would come to an end during 2014/15. This strategy had already enabled the Council to address a significant budget gap, resulting from reduced Government funding as well as a range of pressures. As previous reports to Cabinet had highlighted, there was likely to be a further significant budget gap in the years to come, and although this assessment might depend on the outcome of next year's General Election, the likelihood was that existing austerity measures would continue. The sheer scale of this gap meant that it was essential for a new strategy to be put into place as early as practicable.

The report before Members set out relevant background from the current strategy, together with an update on national developments including the March Budget. It also included background information on funding for local authorities and the overall scale of the Council's budget, as context to the development of a new budget strategy. Members were informed that proposals for the Council's future strategy were set out in the accompanying report and these would be referred initially to a joint meeting of Overview & Scrutiny Committees before formal consultation with the public.

Cabinet was reminded that whilst accepting that any forecasts that ran to the end of the current decade were open to change, the need for the development of a strategy was quite clear. The report provided Cabinet with background information on the current financial position as a precursor to setting out the Administration's proposed budget strategy.

Reasons for the Decision

It was essential that the Council's financial strategy took due account of Government plans, and any other material factors where these were likely to have an impact on the Council's financial position. The report set out the background to the Council's financial position and the initial budget gap projection, as a precursor to the development of a long term budget strategy. The report was intended to ensure that Cabinet was appropriately aware of the context in which that strategy had been developed.

Alternative Options Considered

None. The Constitution required this as a step towards setting the Council's budget.

Cabinet:

Noted:

1. The impact of the March 2014 budget on the Council's financial position.
2. The background to the Council's current financial position and how this had impacted on the development of the future budget strategy.
3. The projected budget gap on which the development of the budget strategy had been based.
4. **Approved and recommended to Council** the adoption of the revenue budget strategy statement set out in Appendix C to the Report.

11 THE COUNCIL'S FINANCIAL STRATEGY

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

Cabinet was informed that the report set out the Council's long term financial strategy to manage the implications of funding reductions and cost pressures over the next four years.

It contained specific proposals to bridge the funding gap for the next two years, with further proposals that would move the Authority towards a balanced four-year budget.

It described how the Council had developed these proposals, focusing first on organisational costs and new ways of managing the Authority; and then on preserving as many as possible of the most valued local services, and services which supported people in need within the community.

Additionally and - where possible - services would be run in a different and more efficient way in order to keep them available to the public, with more fundamental changes or closures being a last resort, in the absence of other alternatives.

Cabinet was reminded that all proposals would be subject to full and proper consultation, with Councillors, staff, service users and the general public before any final decisions were made.

Reasons for the Decision

It was essential that the Council's financial strategy took due account of Government plans and any other material factors where these were likely to have an impact on the Council's financial position. The report set out proposals for the Council's budget strategy for the next four years and reflected the expected continued Government approach of reduced levels of

funding. The scale of these meant that consideration of detailed proposals, followed by consultation and implementation at an early stage following the local elections, was essential.

Alternative Options Considered

None. The Constitution required this as a step towards setting the Council's budget.

Cabinet:

1. **Noted** the original and currently projected budget gap and the assumptions upon which these had been based, and the risks associated with them.
2. **Agreed** the long term financial strategy, covering the period from 2015/16 to 2018/19, set out in this report.
3. **Noted** that there was a range of risks and assumptions made as part of the development of the above strategy and that updates would be provided to Cabinet should these vary.
4. **Noted** that any alternative proposals from Overview & Scrutiny or opposition groups would need to be subject to a robust review before they could be considered for inclusion in the Council's budget and therefore must be submitted prior to the next meeting of Cabinet on 24th September in order to be considered for inclusion in public consultation.
5. **Considered** the options available for the Local Council Tax Support Scheme and **approved** Option 1 (as set out in Appendix B to the report) for consultation with the Greater London Authority, members of the public and other interested parties.
6. **Noted** that a range of corporate strategies would be impacted by the budget strategy and these would need to be updated and approved accordingly.
7. **Reviewed** the initial proposal to maintain a core capital programme of around £4m a year subject to a detailed review of available receipts.
8. **Issued** the approved financial strategy and proposed areas for budget reduction to Overview and Scrutiny in order to initiate appropriate consultation.
9. **Agreed** to receive a further report in late September where comments from Overview and Scrutiny would be considered prior to agreeing a final list of proposals for formal consultation with the local community, stakeholders, other interested groups, staff and unions.

10. **Noted** the advice of the Section 151 Officer in setting a robust budget.

Chairman

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CABINET

24 September 2014

Subject Heading:

THE COUNCIL'S FINANCIAL STRATEGY

Cabinet Member:

Cllr Roger Ramsey

CMT Lead:

Andrew Blake-Herbert

Group Director Resources

Report Author and contact details:

Mike Stringer

Head of Finance & Procurement

01708 432101

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Policy context:

The Council is required to approve an annual budget and to establish a financial strategy and this report is the next step in that process

Financial summary:

This report summarises the outcome of the initial consultation on specific financial proposals as part of the development of a long term financial strategy for the Council

Is this a Key Decision?

No

Is this a Strategic Decision?

No

When should this matter be reviewed?

February 2015

Reviewing OSC:

Value

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

The report to Cabinet on 3 September 2014 set out the background to the development of the Council's future budget strategy. It also included a range of proposals to bridge a substantial budget gap over the coming four years. These

proposals were considered at a joint meeting of the Overview & Scrutiny Committees on 8 September.

This report summarises the outcome of that meeting and recommends a final set of proposals, on which consultation will now commence. The report also sets out as further background information the final outturn position for 2013/14, and the initial monitoring position for 2014/15, as this also informs the development of the strategy.

RECOMMENDATIONS

Cabinet is asked to:

1. Approve the final schedule of proposals, set out in Appendix A.
2. Review any alternative proposals submitted and accepted by the Chief Finance Officer and agree their inclusion or omission within the consultation process.
3. Agree that officers should commence consultation on these proposals.
4. Note the specific consultation questions being asked in the consultation documents, set out in Appendices J, K, L and M.
5. Agree the draft strategies for libraries and parking, set out in Appendices C and D, as part of the consultation process.
6. Note the final outturn position for 2013/14 and the initial forecast for 2014/15.
7. Note the proposed timetable for reviewing the outcome of the consultation process and the remainder of the budget cycle.

REPORT DETAIL

1. BACKGROUND

- 1.1 The general financial background was set out in the previous report to Cabinet. This identified a potential budget gap over a four year period, starting in 2015/16, of around £60m, although this was expected to reduce to around £45m, accepting the risks inherent with this scale of gap. The report formed the first stage in the development of a future budget strategy for the Council.
- 1.2 Set out in the report was a range of proposals designed to cover the majority of the forecast budget gap. These proposals were considered by Cabinet, and then subsequently by a joint meeting of Overview & Scrutiny Committees (OSCs) on 8 September. This report summarises the outcome of that review, and includes a final set of proposals, for Cabinet's approval. Consultation on these proposals will commence shortly. The outcome of that process will be

taken into account when the more formal stages of the budget setting process are underway, in January and February 2015.

- 1.3 As part of the background to the development of the budget strategy, it is important to reflect on the current financial position. A summary of the outturn position for the year recently ended, 2013/14, and the initial monitoring position for the current year, 2014/15, are included in this report.

2. OUTCOME OF INITIAL CONSULTATION

- 2.1 As indicated above, a joint meeting of OSCs was held on 8 September and the proposals contained in the previous report to Cabinet were subject to scrutiny.
- 2.2 A range of comments and queries were raised on the report and the proposals set out within it. The draft notes of the meeting are set out in Appendix G. Although there were a considerable number of issues discussed, no explicit alternative proposals were put forward at the meeting. The Administration therefore proposes to now initiate formal consultation on its budget proposals, as set out later in the report. Further details on the consultation process are set out later in this report in Section 5.
- 2.3 The final schedule of proposals is now set out in Appendix A; this schedule is now recommended to Cabinet for approval. The relevant draft Equalities Impact Assessments (EIAs) have now been completed and these are attached at Appendix B. Consultation with relevant groups, including the local community, interested stakeholders, staff and unions, will now commence. Final versions of the EIAs will be produced as part of the budget finalisation process in January.
- 2.4 As indicated in the previous report to Cabinet, a number of Council strategies will need to be refined to reflect the budget proposals. Two of these strategies have been revised and draft documents are set out for them, for approval as part of the consultation process, as follows:
- Appendix C Draft Parking Strategy
 - Appendix D Draft Libraries Strategy.
- 2.5 In addition, further details of the Council Tax Support Scheme are set out in Appendix E for Cabinet's information. Consultation on the scheme will be run in parallel with the remainder of the consultation process, but as explained at the OSC meeting and elsewhere in this report, the new scheme needs to be approved by Full Council by 31st January. The proposed Havering scheme would, if approved, bring us in line with the schemes in neighbouring boroughs.
- 2.6 It is open to Opposition groups to propose changes to the Administration's proposals, and to submit alternatives. These were due to be submitted by Monday 15th September and any such proposals will be included in a supplementary paper, for consideration by Cabinet at this meeting. Cabinet will be asked to consider whether to include those alternative proposals as well as those set out in the attached documents, subject to confirmation from the Group Director Resources (the Chief Finance Officer) that he considers the proposals to be robust and financially viable and that the budget would remain

- balanced, and to his advice on the impact any proposals would have on Council balances in subsequent years.
- 2.7 In agreeing these proposals, Cabinet is asked to be mindful of the advice of the Chief Finance Officer (CFO), which was set out in the previous report, and the revenue budget strategy statement, which was agreed at the last meeting. The Council needs to put in place a new long-term budget strategy, given the potential scale of the budget gap it is facing. It is the view of the CFO that approving the current proposals, coupled with a further report in the summer of 2015, will place the Council in a financially robust position. There is a significant lead-in time with many of the proposals and it was not felt prudent to delay bringing an initial strategy to Cabinet beyond summer 2014.
- 2.8 The projected budget gap is, as discussed at the last meeting, a best estimate forecast. Clearly, circumstances may and almost certainly will change, not the least with the next General Election coming ever closer. However, the sheer scale of the gap has made the early development of a new strategy essential, and the Administration firmly believes its adoption at this point in time is critical to maintain essential services but also to provide financial stability. Containing the gap at the lower level of £45m will require considerable effort, and the risk remains that this gap could conceivably be bigger. The Council's financial strategy needs to be mindful of this.
- 2.9 Looking beyond the General Election, the likelihood is that some things will be the same but others will change significantly and probably very quickly. The current Coalition Government has pursued a very clear fiscal policy which has resulted in significant funding cuts for local government. All the indications are that there will be continued downward pressure on funding for local government, regardless of whether there is a change in government in May 2015 or not. That in turn means that there are likely to be implications for local government funding of a change in government.
- 2.10 Most obviously, some current funding streams would cease very quickly. New Homes Bonus is an obvious example of funding that rewards local authorities in the south east with a growing population, and is unlikely to survive a change in government, which explains the prudent approach the Council has taken to its treatment in the base budget. Other changes might be less high profile but would certainly move funding around the country: for example the assumed council tax in the system is set to be 34% below the actual level in 2015/2016 and a correction would be highly redistributive. And the balance of funding between adult social care and health could change to respond to policy development and political change. These issues simply underline the importance of developing and implementing a long term strategy.
- 2.11 Whilst final decisions are taken at the budget and tax setting in February, these proposals are based on the assumption that there would be an increase in Council Tax of 2% in 2015/16. Should any alternative proposals be put forward that would require a higher Council Tax rise, under current rules, this would necessitate the holding of a referendum. Cabinet is asked to be mindful that such a process would cost at least £250k, and may require the Council to reissue every Council Tax bill, if a Council Tax rise was to be rejected, with the risk of confusing residents over their payments and inevitably introducing

delays in payments and recovery action. A proposal to raise Council Tax has however been included within the consultation process to gauge residents' views on such a step.

- 2.12 The previous report to Cabinet highlighted a number of issues, including the ELWA levy. There was a major fire at the main site at Frog Island and this is likely to disrupt service provision for a considerable period of time. This in turn is likely to impact on the ELWA levy. ELWA is currently reviewing its forward projections and once these have been properly assessed, the position will be reported to the Authority and the constituent councils. Should there be an adverse impact, this will be reported to Cabinet accordingly. It is however believed at this stage that any additional costs will be covered by insurance. This therefore represents an additional area of risk in formulating the budget strategy, albeit likely to be a minor one.
- 2.13 The Council is also considering increasing the Council Tax level applied to empty properties and a motion has been proposed to Full Council seeking agreement to the application of an empty house premium on empty households above the standard Council Tax rate. This motion was due to be debated at the Council meeting on 17th September.

3. PROVISIONAL OUTTURN POSITION FOR 2013/14 AND MONITORING POSITION FOR 2014/15

- 3.1 As part of the development of the future financial strategy, due account needs to be taken of the position in both the previous and current financial years. These are summarised below.

Outturn Position 2013/14

- 3.2 The last forecast reported to Cabinet was set out in the February report, as part of the formal budget setting process. This covered the most recent revenue monitoring reports for periods 7 and 8, October and November. These were exception-only reports; for period 7, this showed an increase in the service overspend to around £1.4m, whilst the period 8 report showed a further increase to around £1.5m. Neither of these forecasts took into account the position around the Collection Fund or with corporate finances, such as the Contingency Fund. These are not generally declared until year end, once all other issues have been identified and dealt with.
- 3.3 The last monitoring report for the year, period 11, indicated an overall underspend in the region of £7.5m. The final position shown by the draft statement of accounts showed a final net underspend of £7.2m and this sum was transferred into earmarked reserves, as is customary. This sum included around £5.2m in corporate finance issues and a further £1.4m unallocated contingency. The outturn report, including service narratives on all variances in excess of £25k, is set out at Appendix F.
- 3.4 The net service underspend was less than £600k, and there were four material adverse variances, as follows:

- Regulatory Services, £213k; principally shortfall in income

- Customer Services, £215k; mainly slippage in delivery of planned savings
 - Adults Services £505k; pressures arising from demand for services
 - Special Educational Needs (SEN) £571k; increase in number of children plus overspend on transport services.
- 3.5 The first of these was already provided for within the 2014/15 budget, and the second is still expected to be achieved. The third and fourth are reflected in the assessment of demographic growth allowed for within the current budget but would be reviewed as part of the development of the future budget strategy and against the current year.
- 3.6 There were a number of service underspends as well and these are also set out in the Appendix. These arise in the main from measures taken to compensate for the over-spends referred to above, though there was also a significant underspend within Exchequer Services of around £700k. This arose from the benefits subsidy account; whilst this is a material sum, it needs to be seen in the context of an overall throughput of over £100m. It is not felt prudent to assume future surpluses as part of the base budget, owing to the degree of volatility in this area.
- 3.7 The corporate underspend including a special budget provision of £3m, created as part of the budget setting process for 2013/14. These funds were intended to act as a safeguard to the Council from any adverse consequences arising from the major changes to the funding system introduced in that year, which were set out in the background report to the previous Cabinet meeting. This was felt to be a significant area of risk, hence the creation of the provision. Events subsequently have meant that this provision was not drawn on during the year, and thus appears as an underspend, and with the funding system now reasonably well-stabilised – though not without risk – this provision has since been removed from the budget.
- 3.8 The outturn position included around £10m in funds carried forward. These are detailed in the report but this includes nearly £4m from NHS funding and a further £1m from public health. The final position also indicates that earmarked reserves now stand at around £45m, although this sum has fallen from the previous year. These funds all have a designated purpose and are not otherwise available to offset the budget gap, although the Council's budget strategy precludes the use of reserves to balance the budget, as this simply creates a problem for future years. The CFO's advice is that it is not prudent to use one-off funds as a means of balancing the Council's budget strategy.
- 3.9 Whilst the Council's balance sheet now includes around £10m in general reserves and £45m in earmarked reserves, these are all one-off funds and can thus only be deployed once. The general reserves level, as well as the contingency level, is based on a risk-assessed calculation and this is set out in the February report to Cabinet, and also reflects the broad views of the Council's external auditor. Earmarked reserves are more volatile, as the balance not only reflects the Council's financial performance, it also reflects the reasons why such reserves are required. For the purposes of clarity, set out below in the table is a brief explanation of the main areas of reserves included

within the Council's accounts, and the relevant note from the 2013/14 accounts listing the details of earmarked and general reserves has been included at Appendix H:

Item	Definition
General Reserves	Councils are expected to set a minimum level of reserves for which an authority must provide in setting its budget. These are known as general balances. The minimum would apply to "controlled reserves", as defined in regulations. This excludes reserves that are not under the authority's control when setting its call on council tax, for example the balance on the housing revenue account and schools balances.
Earmarked Reserves	An earmarked reserve is a sum set aside to fund known items of anticipated expenditure for which the liability is not chargeable to the current year's accounts. The Council holds a number of these, the most significant of which are for the Corporate Transformation programme, funds to deliver strategic projects, insurance claims, capital bridge funding and invest to save resources. This differs from the general reserves, as they have no explicit designated purpose, and contingency, as that is for unforeseen circumstances
Contingency	The contingency fund enables the Council to fund costs arising from unforeseen issues, such as emergencies. Although the fund lies within the base budget, use can only be made of the fund for one-off expenditure. This would include major incidents, which could include inclement weather

- 3.10 Whilst the year-end balance is considerable, a large element of this relates to specific grant funding (for Public Health and Better Care), totalling nearly £10m, and these can only be used for designated purposes. Nearly £9m is being held for future capital schemes and a further £4m relates to the Council's insurance fund. There is around £15m within the strategic reserve, of which around £8m currently has not yet been explicitly earmarked for use. However, the level of future redundancy costs coupled with costs arising from further transformational changes to Council services will mean these funds will be required. They will not therefore be available for other purposes in any event. The earmarked reserves balance is therefore expected to diminish significantly over the current and following financial years.

Current Monitoring Position 2014/15

- 3.11 The initial revenue monitoring report for the year, as at period 3 (June), has been produced. This is the first review of the financial position for the year and sets out the forecast position in detail. Any variance exceeding £25k is included in the report.
- 3.12 It is essential that the development of a long term financial strategy takes due account of the position in the current year. In particular, any variances likely to have an impact beyond the current year need to be considered against future savings proposals and demographic growth, as well as the other factors included in the assessment of the budget gap.
- 3.13 The monitoring report is set out in Appendix G and indicates an overall overspend of just above £2m. The main elements of these are as follows:
- Children’s Services £829k; mainly due to an increased in the number of looked after children and placements costs
 - Learning & Achievement £638k; due to SEN transport costs, this follows on from a similar level of overspend in 2013/14, as indicated above
 - Adult Services £478k; this is due to placement activity in Learning Disabilities, pressures within the Preventative Services, and Dreywood Court.
- 3.14 At this moment in time, the adverse variances within the three social care areas are felt to be containable in the longer term. This however is not without a degree of risk. It is intended to undertake a fundamental review of transport services and this will include the SEN functions as well.
- 3.15 The forecast position takes no account of any potential draw-down or under-spend from the corporate contingency fund or corporate provisions. Whilst these are monitored throughout the year, they would not normally be declared until year end. That said, the Council’s financial capacity has been eroded over time, with the ongoing funding cuts, and this position will inevitably continue into the future.

4. NEXT STEPS AND TIMETABLE

- 4.1 The final budget proposals are set out in this report and are designed to deliver a balanced budget position over the next two financial years. It will be necessary to refine the budget strategy in the light of the financial settlement announcements later this year – though these are not expected to show any material changes from the current position – and after the General Election, once the incoming Government sets out its spending plans in the Comprehensive Spending Review.
- 4.2 A number of budget proposals require consultation and this will now be initiated as appropriate. Consultation is scheduled to close on 29th December and the results will be analysed at that point. The outcome from this process will be taken into account when the final budget proposals for 2015/16 are brought before Cabinet by the Administration in January 2015 for formal consultation.
- 4.3 The position in the current year will continue to be monitored and the next major review, for period 6, the mid-year position, will be reported to Cabinet

around Christmas. This will also take into account the details of the local government financial settlement, although it is not yet known when these will be announced. Based on recent years, this may not be available until around December. That said, given the two year announcement last year, it is unlikely there will be any material shift in funding.

- 4.4 Due account will be taken of any responses to consultation on the final budget proposals and a formal recommendation will be put before Cabinet in February 2015, prior to the Council Tax setting meeting later that month. This will include the final detailed proposals, together with the overall budget and Council Tax level.
- 4.5 The only difference to this timetable applies to the proposed Council Tax Support scheme. This requires approval by Council by 31st January. Therefore, the final scheme proposals will be brought before Cabinet in January.

5. CONSULTATION

- 5.1 As indicated in the previous Cabinet report, the intention is to consult widely on the council's proposed budget strategy and on the specific proposals within the strategy that require statutory consultation. As some specific proposals require 3 month consultation periods, in order to provide greater clarity and transparency, it is proposed that the general budget consultation also runs for the same 3 month period. This will mean that consultation opens on Monday 29th September 2014 and closes on Monday 29th December 2014. The specific consultation documents are set out in Appendices J, K, L and M, together with the form the consultation will take.
- 5.2 There will be a general consultation on the overall budget strategy asking for comments on the areas identified for protection and those identified for savings. Questions on residents' priorities will be included.
- 5.3 In respect of the Library Service and car parking, the council is consulting on revised strategies as well as asking for specific views about the options proposed in the budget strategy. These consultations will be statutory 3 month consultations.
- 5.4 The Council is also consulting on the Council Tax Support Scheme and this consultation will run for the same 3 month period. However, members should note that decisions about the Council Tax Support Scheme will need to be taken at the January Cabinet and Full Council meetings in order to meet the legal deadline for any changes to the scheme being enacted on 1st April 2015. The results of all of these case consultations will be reported back to the January Cabinet meeting.
- 5.5 There will also be a 3 month consultation on the Council's voluntary sector strategy. Though there is not a requirement for a statutory 3 month consultation period for this, the Council has a compact with the voluntary sector that sets out a 3 month period as appropriate for consultation. This consultation is targeted at the voluntary and community sector and so will not be a general public consultation. Any specific changes to individual grants or

commissioned services will be subject to appropriate consultation at a later date. The proposal to reduce funding to the voluntary and community sector is of course, included as part of the broad public consultation on the overall budget strategy.

- 5.6 Proposals for reductions to the youth service also require statutory consultation. However, further mapping work is being undertaken prior to specific proposals being put forward for consultation. Specific consultation on changes to the youth service will therefore be launched at a later date, probably in November 2014. There is no intention to shorten the overall 3 month consultation period for these specific proposals and so decisions on the youth service will run more slowly than for other savings.
- 5.7 Some of the savings will require consultation with the Council's staff. In the case of those proposals that are the subject of statutory consultation, staff consultation will not commence until the statutory consultation is complete and final decisions taken. For other savings, particularly where they involve internal reorganisations within the Council and savings proposals are timed to be delivered in the 2015/16 financial year, staff consultation will commence during November so that the ending of staff consultation will coincide with the end of public consultation. In some case, where it is necessary to ensure savings are delivered in 2015/16, it may be necessary to complete restructure proposals and issue consultation notices in advance of the Council Tax setting meeting in February 2015. These notices will be withdrawn if Council does not support the savings proposal. It should be stressed that only a small number of the proposals require staff consultation to this timescale.
- 5.8 Cabinet is also asked to note that the LED lighting saving is still shown within the overall scope of the budget strategy but is being progressed ahead of the remainder of the savings due to the need to obtain the necessary capital funding loans for the Government.

6. CAPITAL PROGRAMME

- 6.1 The outline capital programme was set out in the previous report to Cabinet. It is now intended to develop a detailed programme at scheme level, within the overall sum proposed, and this will be brought back to Cabinet as part of the detailed budget proposals, in January. This will be accompanied by an updated Capital Strategy and Asset Management Plan.
- 6.2 A separate report is included on the agenda for this meeting with respect to Street Lighting, as outlined in the previous report, and as indicated above.

Reasons for the decision:

It is essential that the Council's financial strategy takes due account of Government plans, and any other material factors where these are likely to have an impact on the Council's financial position. This report sets out proposals for the Council's budget strategy for the next four years, and reflects the expected continued Government approach of reduced levels of funding. The scale of these means consideration of detailed proposals, followed by consultation and implementation, at an early stage following the local elections, is essential.

Other options considered:

None. The Constitution requires this as a step towards setting the Council's budget.

IMPLICATIONS AND RISKS

Financial implications and risks:

The Council's budget process will ensure that financial implications and risks are fully met. There are continuing risks with the potential impact on funding arising from the continuing Government grant reductions, as highlighted in both this and the previous reports to Cabinet. The steps already taken by the Council should mitigate this, but it is evident that a longer term approach now needs to be considered, as the potential scale of the future budget gap has proven to be even bigger than the gap the Council is currently addressing.

There are considerable risks in the medium to longer term, with the continuing economic uncertainty as well as the likely impact of further funding changes. The Council therefore needs to maintain a prudent approach over its financial management and the budget setting process.

Legal implications and risks:

The Council is subject to a number of duties in relation to revenue, capital and procurement. For instance, as a Best Value Authority the Council is under a duty to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness." s 3 Local Government Finance Act 1999. The Council is also under an implied duty to set a balanced budget.

Case law has established that when consultation is undertaken it must be done at a time when final decisions have not yet been taken. It is appropriate nevertheless to have a preferred option. Consultees must have sufficient information and time to comment meaningfully. Once the responses have been received they must be conscientiously taken into consideration before a final decision is taken. There is

nothing within the Report to indicate any legal risk in putting the Budget and other proposals out to a 3 month consultation.

Otherwise there are no apparent specific legal risks in adopting the Recommendations set out in the Report.

Human Resources implications and risks:

The Council continues to work closely with its staff and with Trades Unions to ensure that the effects on staff of the savings required have been managed in an efficient and compassionate manner.

All savings proposals or changes to the funding regime that impact on staff numbers, will be managed in accordance with both statutory requirements and the Council's Managing Organisational Change & Redundancy policy and associated guidance

Equalities implications and risks:

There are no equalities implications or risks at this stage. However any savings that need to be considered following publication of details of the Local Government Financial Settlement may carry equalities implications and risks and accordingly, these will need to be analysed.

Other Risks:

There are no particular other risks arising, other than a very short timescale to properly analyse the LGFS announcements whenever they eventually occur. This is being planned for but much of the detail will have to await the final announcements and publication.

BACKGROUND PAPERS

There are none.

APPENDICES

- Appendix A Savings Schedule and Templates
- Appendix B Draft Equalities Impact Assessments
- Appendix C Draft Parking Strategy
- Appendix D Draft Libraries Strategy
- Appendix E Summary of the proposed Council Tax Support Scheme for 2015
- Appendix F Outturn 2013/14 Report
- Appendix G Revenue Monitoring Report Period 3 2014/15
- Appendix H Earmarked and General Reserves
- Appendix I Notes from Joint Overview & Scrutiny Committee Meeting
- Appendix J Consultation Document – Parking
- Appendix K Consultation Document – Libraries
- Appendix L Consultation Document – Council Tax Support Scheme
- Appendix M Consultation Document – Budget Strategy

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Papers Checked 9th September 2014

Temp- late No.	Service	HoS		15/16	16/17	Total
EFFICIENCIES						
1	Economic Development	T Dobrashian	Development Company	0.000	0.000	0.000
1	Economic Development	T Dobrashian	Other Savings	0.000	0.000	0.000
1	Economic Development Template Total			0.000	0.000	0.000
2	Streetcare	R Wenman	Street Lighting	(0.150)	(0.100)	(0.250)
2	Streetcare	R Wenman	Efficiencies Programme	(0.050)	(0.050)	(0.100)
2	Streetcare Template Total			(0.200)	(0.150)	(0.350)
3	Communications	M Leech	Events	(0.045)	0.000	(0.045)
3	Communications	M Leech	Communications: Staffing & Structure	0.000	(0.030)	(0.030)
3	Communications Template Total			(0.045)	(0.030)	(0.075)
4	Corporate Policy & Community	B Partridge		(0.100)	(0.250)	(0.350)
5	Corporate & Customer Transformation	C Woolf	Information Kiosk	(0.100)	0.000	(0.100)
5	Corporate & Customer Transformation	C Woolf	Channel Shift	0.000	(0.300)	(0.300)
5	Corporate & Customer Transformation Template Total			(0.100)	(0.300)	(0.400)
6	Culture & Leisure	S Parkinson	Retender Sports Leisure Mgt Contract	0.000	(0.200)	(0.200)
6	Asset Management	M Butler	Stubbers	0.000	TBA	0.000
6	Culture & Leisure	S Parkinson	Music School	(0.100)	(0.100)	(0.200)
6	Culture & Leisure	S Parkinson	My Place Efficiencies	0.000	(0.050)	(0.050)
6	Culture & Leisure Template Total			(0.100)	(0.350)	(0.450)
7	Housing	S Witherspoon	CCTV	(0.045)	0.000	(0.045)
7	Housing	S Witherspoon	Support People Commissioning	(0.516)	0.000	(0.516)
7	Housing Template Total			(0.561)	0.000	(0.561)
8	Housing	S Witherspoon	Private Sector Leasing	(0.350)	(0.150)	(0.500)
8	Learning & Achievement	M Pattinson	Catering (Schools & Meals on Wheels)	(0.100)	0.000	(0.100)
8	Income Generation Template Total			(0.450)	(0.150)	(0.600)
9	Adults	B Nicholls	Better Care Funding	(2.500)	0.000	(2.500)
9	Adults	B Nicholls	Older People	(0.500)	(0.500)	(1.000)
9	Adults	B Nicholls	Royal Jubilee Court	(0.200)	(0.210)	(0.410)
9	Adults Template Total			(3.200)	(0.710)	(3.910)
10	Adults	B Nicholls	Adult Social Care	(0.100)	0.000	(0.100)
10	Children's Services	K Bundred	Children's Social Care	(0.100)	(0.100)	(0.200)
10	Learning & Achievement	M Pattinson	Children & Adults Disability (CAD)	0.000	(0.400)	(0.400)
10	Homes & Housing	S Witherspoon	Disabled Facilities Grant	(0.110)	0.000	(0.110)
10	Adults	B Nicholls	Workforce Development	(0.300)	0.000	(0.300)
10	Staffing Template Total			(0.610)	(0.500)	(1.110)
11	Adults	B Nicholls	Younger Adults	(1.000)	(1.450)	(2.450)
12	oneSource HR&OD	C Nugent	Terms & Conditions	0.000	(0.500)	(0.500)
13	oneSource Exchequer & Transactional	S Bryant	Council Tax Support Options	(1.244)	0.000	(1.244)
EFFICIENCIES TOTAL				(7.610)	(4.390)	(12.000)
SERVICES						
14	Streetcare	R Wenman	Parking	(1.000)	0.000	(1.000)
15	Regulatory Services	P Keyes	Public Protection: Trading Services	(0.150)	0.000	(0.150)
15	Regulatory Services	P Keyes	Pet Cemetery	(0.010)	(0.010)	(0.020)
15	Regulatory Services Template Total			(0.160)	(0.010)	(0.170)
16	Corporate Policy & Community	B Partridge	HAVCO, Accounting for Community	(0.045)	0.000	(0.045)
16	Corporate Policy & Community	B Partridge	Enterprise Grant			
16	Corporate Policy & Community	B Partridge	Voluntary Sector Review	0.000	(1.100)	(1.100)
16	Corporate Policy & Community Template Total			(0.045)	(1.100)	(1.145)
17	Culture & Leisure	S Parkinson	Library Service	0.000	(1.138)	(1.138)
17	Culture & Leisure	S Parkinson	Parks	(0.100)	(0.200)	(0.300)
17	Culture & Leisure	S Parkinson	Queens Theatre	(0.100)	(0.100)	(0.200)
17	Culture & Leisure	S Parkinson	Fairkytes	(0.100)	0.000	(0.100)
17	Culture & Leisure Template Total			(0.300)	(1.438)	(1.738)
18	Culture & Leisure	S Parkinson	Youth Service Redesign	(0.250)	(0.616)	(0.866)
19	Children's Services	K Bundred	Early Help & Troubled Families	(0.300)	(0.300)	(0.600)
SERVICES TOTAL				(2.055)	(3.464)	(5.519)
OVERALL TOTAL				(9.665)	(7.854)	(17.519)

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Economic Development – Tom Dobrashian	Economic Development includes Regeneration, inward investment, Employment and skills, Infrastructure investment, town centre support, and business development services

Current Budget Information		
Activity	Subj Type	FY Revised Budget
AB7630 Economic Regeneration	Expenditure	1,550,050
	Income	-28,100
	Non-Controllable	1,154,790
AB7630 Economic Regeneration Total		2,676,740
AB7670 Environmental Service	Expenditure	-7,950
AB7670 Environmental Service Total		-7,950
Grand Total		2,668,790

Savings Last 4 Years			
11/12: 85K	12/13: 210K	13/14: 205K	14/15: 268K

Main Savings Items Description	
<ul style="list-style-type: none"> • Development company – establish this and generate an income stream • Other savings- staffing and other savings as the business development offer becomes established 	
What is protected within service	<p>Capacity to deliver a vibrant town centre in Romford</p> <ul style="list-style-type: none"> • Securing an estimated £400m of public and private investment by 2020, through delivery of 1000 new homes (300 started by 2017), 2000 new jobs (800 in office sector by 2017), 1000 square metres of reconfigured retail space (250 square metres by 2017) and £5m public realm improvements. • Bring £2m of external funding into the borough from LEP/GLA and EU over the next two years. • Deliver a new Cross rail station and environment. <p>Capacity to deliver London Riverside and Rainham</p> <ul style="list-style-type: none"> • Deliver high quality housing and improve the economic base in London Riverside through achieving planning permission for 4000 new homes (initiating build on 1000 by 2017) and attracting 20 new businesses, bringing in over £1000m of secured investment by 2020. To include a new Beam Park station. • Improve transport links in the borough and improve traffic flows, to include securing a new bus service in the London Riverside by 2017. <p>Capacity to improve smaller town centres and the green and blue infrastructure</p> <ul style="list-style-type: none"> • Support Havering town centres, develop partnerships, attract funding and deliver an annual programme of events, including Christmas activities, attracting 10,000 people across 7 centres to maintain footfall at 2014 levels and keep retail vacancy rates below 10%. • Successfully attract £3m of new investment in Havering's green and blue infrastructure (in the next 3 years) that will promote growth and inward investment, support the visitor and leisure economy, increasing the ability of residents to have access to open space and the built and natural heritage

	<p>Business development</p> <ul style="list-style-type: none"> • Support the development of a strong business base in the borough by 2020: encouraging businesses to invest and expand by giving targeted support to 300 existing businesses (50 in first 2 years) to yield a 30% increase in turnover and establish 50 new businesses by 2017. • Attracting in businesses across Havering with an emphasis on Romford and London Riverside. • Improve the skills levels of Havering residents through improving the match of skills provision to business needs and implement a Harold Hill employment/skills programme which will reduce unemployment by 10% over the next two years.
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Savings proposals				
Saving		Value of Saving and Year(s)		
Development company		TOTAL £300k		
<p>A proposition to establish a council led development company is being developed by Regeneration, Resources and Housing staff. This is an arms-length body which would develop housing for sale. It is anticipated that if the business case is approved it will deliver a revenue stream by 2018.</p>		15/16	16/17	17/18
				300k
Other savings		TOTAL £200K		
<p>This is a mixture of staffing and other savings as the service refocuses following recent restructure and the business development offer becomes more established. This includes ‘charging’ officer time in the delivery of capital & other projects</p>		15/16	16/17	17/18
			50k	150k
TOTAL SAVINGS BY YEAR		TOTAL 500k		
		15/16	16/17	17/18
			50k	450k

Reasons for recommending proposals	<p>Development company</p> <ul style="list-style-type: none"> • This is a good opportunity for the Council to shape the delivery of development to the benefit of the Council and local residents and secure a revenue return • Similar companies have been established in neighbouring boroughs and elsewhere have taken advantage of investment opportunities. <p>Staffing and other savings</p> <ul style="list-style-type: none"> • There are currently a wide range of opportunities to secure investment into this area and to support local businesses by securing London wide funding. Major projects include making the most of Crossrail regeneration & development opportunities, inward investment around London Riverside, securing early delivery of Beam Park station, supporting Havering Businesses to grow and European and LEP funding opportunities Over time the staffing required to do this should reduce and/ or be chargeable to projects or capital funding. Funding for events is also being reduced.
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Identified Risks	
Development company	
<ol style="list-style-type: none"> 1. The risk that the business case is not agreed and the development company is not established 2. The risk that the development company does not make the anticipated rate of return 3. The risk of another economic downturn or major change to the housing market 	
Staffing and other savings	
<ol style="list-style-type: none"> 1. The risk that demand for support from the council increases rather than stabilises and becomes self-supporting. 2. The risk that no other capital funding is available. 3. The risk that funders resist the ability to charge officer time to the delivery of projects. 	

Number of FTE in area	18 FTE Development company N/A
Anticipated reduction in FTE as a result of proposals	3 FTE – this is a current estimate and is subject to further review and consultation. Development company N/A

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Streetcare - Robert Wenman	Streetcare LED & Efficiencies

Current Budget Information			
Activity	Subj Type	FY Revised Budget	
Street Cleansing	Expenditure	4,231,120	
	Income	-139,343	
	Non-Controllable	640,855	
Street Cleansing Total		4,732,633	
Waste Collection	Expenditure	6,036,950	
	Income	-2,476,053	
	Non-Controllable	59,930	
Waste Collection Total		3,620,828	
Highways including streetlighting	Expenditure	7,798,404	
	Income	-1,582,087	
	Non-Controllable	3,614,665	
Highways Total		9,830,983	Includes notional accounting entries
Parking & Road Safety Services	Expenditure	2,619,995	
	Income	-3,867,973	
	Non-Controllable	1,305,125	
Parking Total		57,148	Includes notional accounting entries
Grand Total		18,241,591	

Savings last 4 Years			
11/12: 3853K	12/13: 910K	13/14: 1,060K	14/15: 1,123K

Main Savings Items Description
<ul style="list-style-type: none"> • Street lighting – Survey the rest of the street-lighting columns and roll out more LED lighting • Efficiencies – Realise efficiencies in the waste and highways area through reduced vehicles and improved operational practices

What is protected within service	<p>Street Cleansing Statutory universal front line service and key contributor to the clean and green and business agenda. Spend reduced last savings round</p> <p>Highways</p> <ul style="list-style-type: none"> Predominately a statutory service covering street lighting, and general highways and pavements schemes and maintenance, including permits for utilities works on highways. Cross borough and London wide contacts for some services. Efficiency savings target identified
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Savings proposals					
Saving		Value of Saving and Year(s)			
<p>Street Lighting We propose to extend the current street lighting replacement programme to the whole of the Council’s street lighting stock. Savings would be made because the LED lights are more energy efficient. This will require a business case, and capital funding and it may be possible to attract external grant funding</p>		TOTAL: £250k			
		15/16	16/17	17/18	18/19
		£150k	100k		
<p>Efficiencies programme This is a review of elements of the highways and waste services designed to deliver out efficiencies, resulting in a reduction in vehicles and fuel usage, reduced construction waste, reduced staffing and small scale reductions in contract payments.</p>		TOTAL: £100k			
		15/16	16/17	17/18	18/19
		£50k	50k		
TOTAL SAVINGS BY YEAR		TOTAL: £350k			
		15/16	16/17	17/18	18/19
		200k	150k		

Reasons for recommending proposals	<p>Street- lighting</p> <ul style="list-style-type: none"> Business case proved and currently being rolled out for 6000 street lights, therefore viable proposition for remainder although some risks and requires capital Energy costs volatile and likely to increase – this reduces costs and maintenance longer term <p>Efficiencies programme</p> <ul style="list-style-type: none"> Programme driven by changing working practices to minimise highways waste creation Reduces cost in the service and paid for tonnage under the ELWA contract
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Identified Risks	
Street-lighting	
<ol style="list-style-type: none"> 1. Business case requires capital funding 2. Survey of existing street lighting stock may identify areas not suitable for this treatment 3. Volatility on utilities prices may reduce savings although this will still mitigate total costs for council 	
Efficiencies programme	
<ol style="list-style-type: none"> 1. Risk that efficiencies will not be achievable or delayed 	
Number of FTE in area	Street lighting _ N/A Efficiencies Programme
Anticipated reduction in FTE as a result of proposals	Street lighting _ N/A Efficiencies Programme

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Communications – Mark Leech	External and Internal Communications and campaigns; Media relations; social media and online communication, major event management , Design and Production of publications including <i>Living in Havering</i> Magazine

Current Budget Information			
Activity	Subj Type	FY Revised budget	
AB6200 Communications Holding Account	Expenditure	773,080	
	Income	-80,300	
	Non-Controllable	95,720	
AB6200 Communications Holding Account Total		788,500	
Savings Last 4 Years			
11/12: 100	12/13: 100	13/14: 130k	14/15: 208k

Main Savings Items Description	
<ul style="list-style-type: none"> Event management – reduce the cost of events managed by Communications and Culture & Leisure Staffing levels- reduce the size and change the composition of the Communications Team 	
What is protected within service	<p>Communications team</p> <p>For the next four years, the team maintains the capacity to deliver a robust and proactive communications and reputation management programme.</p> <p>Living in Havering magazine will continue to be published every quarter, while electronic and social media channels will continue to be developed ahead of a major reduction in budget in 18/19.</p> <p>Events</p> <p>The Borough’s major public event, the Havering Show, will continue and will remain free to attend.</p> <p>Other major events are protected, including Remembrance Sunday, Armed Forces Day, Borough-wide Christmas switch on events and the annual Langtons concert.</p> <p>The events officer also provides advice on the safe management of public outdoor events</p>

	<p>prior to licencing applications being agreed.</p> <p>Web</p> <p>The Communications team also plays an important role in the presentation of the Havering website and other online forms of communications, including social media and e-updates to subscribing residents. The team works closely with the Web Editorial team in Customer Services to align corporate messages.</p>
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Savings proposals												
Saving		Value of Saving and Year(s)										
Events		TOTAL £45k										
<p>The Council currently funds a range of events and a review has been undertaken with a view to reducing the overall budget for events, while maintaining as many of the popular events as possible.</p> <p>This saving will be achieved by reducing the overall budget for the annual <u>Havering Show</u>, but ensuring that the event continues and remains free to attend. Events contingency – funding one-off events will be removed.</p> <p>Other significant annual events will be subject to efficiency savings and a renewed drive for sponsorship, but will continue to run. These are:</p> <p>Langtons Concert Armed Forces Day Holocaust Memorial Day Havering Mela Older People’s Xmas Party (partnership event)</p> <p><u>Xmas lights events</u> These will continue. Sponsorship opportunities will be explored to reduce costs.</p>		<table border="1"> <tr> <td>15/16</td> <td>16/17</td> <td>17/18</td> <td>18/19</td> </tr> <tr> <td>£45k</td> <td></td> <td></td> <td></td> </tr> </table>			15/16	16/17	17/18	18/19	£45k			
15/16	16/17	17/18	18/19									
£45k												
<p>Communications team – staffing and structure</p> <p>The current priorities for the team include internal and external communications, supporting the Havering Show and continuing to produce Living magazine. The team will focus on effectively communicating the Council’s new priorities and engaging with public and staff around the budget savings.</p> <p>The timing of the savings reflects the need to support the budget process over the coming years, with a small reduction to remove central campaign funding from the team in 16/17 (meaning campaigns will need to be funded by the relevant service or corporate budget).</p>		<p>TOTAL £ 270k</p> <table border="1"> <tr> <td>15/16</td> <td>16/17</td> <td>17/18</td> <td>18/19</td> </tr> <tr> <td></td> <td>£30k</td> <td></td> <td>£240k</td> </tr> </table>			15/16	16/17	17/18	18/19		£30k		£240k
15/16	16/17	17/18	18/19									
	£30k		£240k									

<p>This will be followed in 2018/19, with a major reduction in the cost of the communication service and its staffing levels – which will also impact on its capacity. However, the exact nature of the changes and resulting restructure will be informed by a review of communications methods and channels as technology develops.</p>									
<p>TOTAL SAVINGS BY YEAR</p>	<p>TOTAL £315k</p> <table border="1" data-bbox="1029 607 1501 745"> <thead> <tr> <th data-bbox="1029 607 1145 680">15/16</th> <th data-bbox="1145 607 1267 680">16/17</th> <th data-bbox="1267 607 1386 680">17/18</th> <th data-bbox="1386 607 1501 680">18/19</th> </tr> </thead> <tbody> <tr> <td data-bbox="1029 680 1145 745">£45k</td> <td data-bbox="1145 680 1267 745">£30k</td> <td data-bbox="1267 680 1386 745"></td> <td data-bbox="1386 680 1501 745">£240k</td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19	£45k	£30k		£240k
15/16	16/17	17/18	18/19						
£45k	£30k		£240k						

<p>Reasons for recommending proposals</p>	<p>Staffing</p> <ul style="list-style-type: none"> This proposal steps down resources over a period of time reflecting the likely volume of press and consultation activity resulting from the budget programme. Changes in technology and methods of communication will inform the final shape of the team in 2018/19. <p>Events</p> <ul style="list-style-type: none"> The Council runs a range of popular events designed to engage with the public and strengthen community links. Making the events more efficient allows more of them to continue.
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Identified Risks	
<p>Staffing</p> <ol style="list-style-type: none"> Reputational risk- High demand for communications activity to manage issues and proactively promote the Council's activities may continue beyond 2018 and exceed resources available <p>Events</p> <ol style="list-style-type: none"> By maintaining almost all annual events, reputational risks are very limited. 	
<p>Number of FTE in area</p>	<p>Staffing (including events): 14</p>
<p>Anticipated reduction in FTE as a result of proposals</p>	<p>Staffing: 5 These are current estimates and are subject to further review and consultation</p>

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Corporate Policy & Community Manager – Claire Thompson	The Corporate Policy and Community Service provides the council with strategic policy, performance and intelligence support, as well as being the corporate lead for community safety, community engagement and the relationship with the voluntary sector. The service consists of 4 sections: Corporate Policy & Diversity, Community Safety, Energy Strategy and Community Engagement.
Childrens and Adults Business and Performance – Pippa Brent-Isherwood	The Business and Performance Service provides the Children, Adults and Housing Directorate with policy and analytical support, complaints management and ICT systems development. The Service is a new function of the directorate.

Current Budget Information		
Activity	Subj Type	FY Revised Budget
AB7140 Corporate Policy and Community	Expenditure	1,172,630
	Income	-30,000
	Non-Controllable	-52,430
AB7140 Corporate Policy and Community Total		1,090,200
AL1340 Community Safety	Expenditure	324,290
	Income	0
	Non-Controllable	71,070
AL1340 Community Safety Total		395,360
Grand Total		1,485,560

Service	Subjective	FY Revised Budget
AE4000 Business & Performance	Expenditure Total	1,443,680
	Income Total	0
	Non-Controllable Total	346,240
AE4000 Business & Performance Total		1,789,920

CAH Business and Performance	Salaries Total	1,274,050
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Savings Last 4 Years (from the Corporate Policy and Community Service)			
11/12: 200K	12/13: 200K	13/14: 305K	14/15: 451K

Main Savings Items Description	
<ul style="list-style-type: none"> Restructure to combine and streamline the Council's policy performance and data analysis capacity 	
What is protected within service	<p>Policy performance and data analysis capacity</p> <p>Core capacity to produce data and analysis for statutory purposes and to provide a more direct role in the intelligence-led commissioning and provision of services across the Council, specifically with demand reduction and behaviour change in mind.</p>

Savings proposals				
Saving			Value of Saving and Year(s)	
<p>Policy performance and data analysis capacity</p> <p>The Council currently has policy, performance and data analysis staff in three main locations:</p> <ul style="list-style-type: none"> The Corporate Policy and Community Service – which prepares the JSNA jointly with Public Health, and includes crime intelligence, as well as customer insight analysis and demographic research CAH which includes capacity and resources to support Children’s and Adults services with the generation of data for statutory frameworks and inspections and the commissioning of services Public Health to support health analytics, the JSNA, the CCG in its commissioning. <p>Work is already underway to rationalise and merge the Council’s data resources and corporate intelligence and it is proposed to combine these teams and create a single central corporate data and policy resource. The review would also examine the role of staff embedded within services to ensure this is the most appropriate location for them.</p>			TOTAL £350k	
			15/16	16/17
			17/18	18/19
			100k	250k
TOTAL SAVINGS BY YEAR			TOTAL £350k	
			15/16	16/17
			17/18	18/19
			£100k	£250k

Reasons for recommending proposals	<p>Policy Performance and data capacity</p> <ul style="list-style-type: none"> The Council needs these functions, to ensure it is making the most efficient use of its resources and to meet the needs of its customers, but cannot afford to spend any more than is absolutely necessary on them. This restructure removes any risk of duplication that can occur with a decentralised policy and analytical support model, whilst still retaining capacity necessary to discharge its statutory functions and produce business intelligence required by the Council to inform its decision making
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Identified Risks	
<p>Policy performance and data capacity</p> <p>1. The new-look, smaller corporate intelligence function will need to have robust SLAs in place with services to ensure intelligence is being used to drive improvement more efficiently. There is a risk that a significantly smaller corporate team will not have sufficient capacity to meet the needs of the organisation, which may pose a risk to decision making and external inspections. This can be mitigated somewhat in the early design stages in consultation with Group Directors and Heads of Service.</p>	
Number of FTE in area	<p>Policy performance and data capacity</p> <p>22 in Corporate Policy and Community, 44 in Children Housing & Adults Business & Performance</p>
Anticipated reduction in FTE as a result of proposals	<p>Policy performance and data capacity</p> <p>Approx 7 FTE</p> <p>These are current estimates and are subject to further review and consultation.</p>

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Corporate & Customer Transformation – Caroline Woolf	Provision of face to face, telephone and web customer contact services

Current Budget Information			
Activity	Subj Type	FY Revised Budget	
AB2330 CRM	Expenditure	2,909,886	
	Income	-28,380	
	Non-Controllable	928,560	
AB2330 CRM Total		3,810,066	
Savings Last 4 Years – NB CST programme			
11/12 £1.3m	12/13 £2.3m	13/14 £2.6m	14/15 £2.6m
Main Savings Items Description			
<p>The savings up to £2.6m above have been delivered via a Council wide transformation programme, covering front and back office. New proposals are:-</p> <ul style="list-style-type: none"> Information Kiosk in Romford Town Centre- close Reduction in agency worker posts Channel Shift – reduce staffing to reflect customer channel shift to using the web and other value channels 			
What is protected within service	<p>Change management</p> <ul style="list-style-type: none"> Services are still being added to customer services and capacity is required to facilitate that <p>Front line service capacity</p> <ul style="list-style-type: none"> For some customers and services face to face and telephone contacts will always be a more appropriate way of doing business. We will aim to streamline the delivery of face to face and continue to optimise telephony technology. Therefore sufficient resource will be retained to deliver these. 		

Savings proposals				
Saving	Value of Saving and Year(s)			
<p>Information Kiosk</p> <p>The kiosk was opened to assist in the promotion of the borough during the Olympics. Current information about utilisation is that the bulk of the enquiries are about signposting the location of shops in the town centre. Also, numbers are dwindling. It is proposed to continue to work with the Town centre partners to promote Romford as a shopping destination but to close the Kiosk and re-let it</p> <p>Reduction in agency worker covered posts</p> <p>Whilst we embed our previous restructure we are holding some agency workers in established posts to ensure new ways of working are embedded.</p>	TOTAL: £100k			
	15/16	16/17	17/18	18/19
	100k			

These staff will be removed once the processes are finalised									
<p>Channel Shift</p> <p>The customer services strategy is based on a self- service model for those customers and areas where that is the most appropriate form of service delivery. This moves customers from the most expensive forms of communication (face to face followed by telephone) to the much more cost effective self serve model whereby they can transact with us online. This is similar to a retail online model and therefore many customers are already familiar with the concept.</p> <p>In order to assist customers move to online, we have kiosks in the PASCs where they can be assisted by staff and also access in libraries where help is available. In addition, many customers are already knowledgeable about online communications or have families who can assist them.</p> <p>For those customers who are less able to adapt, the current channels will remain for the time being. However, we must endeavour to be digital by default as far as practicable and therefore to obtain better value for money for the Council.</p> <p>The service currently has a channel shift target of 20% and this restructure will realise savings from that move.</p> <p>The PASC and Contact Centre currently occupies leased premises. It is proposed that as the service contracts it moves into mainstream council accommodation.</p>	<p>TOTAL £300k</p> <table border="1" data-bbox="1029 353 1508 504"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td></td> <td>£300k</td> <td></td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19		£300k		
15/16	16/17	17/18	18/19						
	£300k								
TOTAL SAVINGS BY YEAR	<p>TOTAL £400k</p> <table border="1" data-bbox="1029 1214 1508 1355"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td>100k</td> <td>£300k</td> <td></td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19	100k	£300k		
15/16	16/17	17/18	18/19						
100k	£300k								

<p>Reasons for recommending proposals</p>	<p>Kiosk</p> <ul style="list-style-type: none"> Whilst Customer Services provide staff and support for the Kiosk, it has served its initial purpose and there are more important priorities for funding <p>Agency workers</p> <ul style="list-style-type: none"> We wish to reduce the reliance on agency workers in favour of embedding skills in permanent staff <p>Channel shift</p> <ul style="list-style-type: none"> The strategy is designed to deliver channel shift to most cost effective channels and to realise savings from it. It should be possible to relocate the service to council owned accommodation.
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Identified Risks	
<p>Kiosk</p>	<ol style="list-style-type: none"> That the town centre partnership does not provide sufficient information on shopping destinations to secure shopper visits to Romford That it is not possible to re-let the part of the Kiosk used by the Council

Channel Shift

1. That customers do not change to using on line and automated channels
2. That easier availability of services increases customer expectation and demand
3. That inability to respond to demand in the back offices leads to increased face to face or telephone demand in the front office and impacts potential savings achievement or leads to diminished levels of customer service
4. That insufficient space is freed up elsewhere to facilitate a relocation

Number of FTE in area	Kiosk 2 Channel Shift 91
Anticipated reduction in FTE as a result of proposals	Kiosk 2 Agency workers 2.5 Channel shift c. 16 tbc These are current estimates and are subject to further review and consultation.

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Culture & Leisure – Simon Parkinson	Sports and Leisure Contract retendering, Stubbers Outdoor Activity Centre ,MyPlace Management and Music School

Current Budget Information

Activity	Subj Type	FY Revised Budget
AB1010 Allotments.	Expenditure	5,000
	Income	(15,380)
	Non-Controllable	670
AB1010 Allotments. Total		(9,710)
AB1020 Arts Services	Expenditure	361,810
	Income	(128,790)
	Non-Controllable	177,680
AB1020 Arts Services Total		410,700
AB1030 Entertainments	Income	0
AB1030 Entertainments Total		0
AB1040 Indoor Sports & Recreation	Expenditure	460,921
	Non-Controllable	1,631,439
AB1040 Indoor Sports & Recreation Total		2,092,360
AB1050 Parks & Outdoor Sports	Expenditure	2,430,590
	Income	(453,850)
	Non-Controllable	824,170
AB1050 Parks & Outdoor Sports Total		2,800,910
AB1060 Queen's Theatre	Expenditure	535,275
	Non-Controllable	127,240
AB1060 Queen's Theatre Total		662,515
AB1070 Historic Buildings	Expenditure	77,200
	Non-Controllable	12,390
AB1070 Historic Buildings Total		89,590
AB1080 Grounds Maintenance DSO	Expenditure	3,626,520
	Income	(3,023,250)
	Non-Controllable	250,130
AB1080 Grounds Maintenance DSO Total		853,400
AB1090 Social Halls & Comm Ctrs	Expenditure	1,030
	Income	(32,020)
	Non-Controllable	53,140
AB1090 Social Halls & Comm Ctrs Total		22,150
AB1100 Sports Dev & Outdoor Ctrs	Expenditure	146,230
	Income	(11,710)
	Non-Controllable	92,420
AB1100 Sports Dev & Outdoor Ctrs Total		226,940

AB1105 My Place Centres	Expenditure	445,080
	Income	(183,600)
	Non-Controllable	56,270
AB1105 My Place Centres Total		317,750
AB1110 Supervision Management & Supp	Expenditure	165,630
	Non-Controllable	45,060
	AB1110 Supervision Management & Supp Total	
AB1125 Health and Wellbeing	Expenditure	109,840
	Non-Controllable	32,190
	AB1125 Health and Wellbeing Total	
AB1135 Policy, Marketing and Administration	Expenditure	290,920
	Non-Controllable	71,810
	AB1135 Policy, Marketing and Administration Total	
AB1160 Countryside Services	Expenditure	172,500
	Income	(14,380)
	Non-Controllable	38,460
AB1160 Countryside Services Total		196,580
AE2150 Music Services	Expenditure	652,330
	Income	(567,800)
	Non-Controllable	144,100
AE2150 Music Services Total		228,630
Grand Total		8,607,265

Savings Last 4 Years

11/12: OK	12/13: 50K	13/14: 265K	14/15: 338K
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Main Savings Items Description

<ul style="list-style-type: none"> • Re tender of the Sports and Leisure Management contract • Moving Stubbers onto a market rent • New business model -Music school • My place savings

Savings proposals

Saving	Value of Saving and Year(s)								
<p>Re-tender of the Sports and Leisure management contract</p> <p>This is underway and will be let part way through 16/17. Opportunity to make savings given improved performance of the current contract and by facilitating a more commercial approach from Contractors. The saving proposal assumes the inclusion of RLD to achieve £200k of the savings.</p>	<p>TOTAL: £500k</p> <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td></td> <td>£200k</td> <td>£300k</td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19		£200k	£300k	
15/16	16/17	17/18	18/19						
	£200k	£300k							
<p>Market rent – Stubbers Outdoor Centre</p> <p>The rent on this facility has been at peppercorn level for the last 18 years. This proposal is to renegotiate for a market rent for the facility when the lease runs out in 2015/16and/or take the facility back in house and manage it via the leisure centre contract</p>	TBA – Commercial in confidence								

<p>Music School The music school has introduced a new business model that has been successfully trialled in schools and is being rolled out. Opportunity to reduce overhead costs and increase income further. The service would then recover its controllable costs</p>	<p>TOTAL: £200k</p> <table border="1" data-bbox="1066 378 1509 465"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td>£100k</td> <td>£100k</td> <td></td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19	£100k	£100k		
15/16	16/17	17/18	18/19						
£100k	£100k								
<p>My place efficiencies These are efficiencies in the management of my place by including it in the sports and leisure management retender</p>	<p>TOTAL: £100k</p> <table border="1" data-bbox="1066 553 1509 640"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td></td> <td>£50k</td> <td>£50k</td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19		£50k	£50k	
15/16	16/17	17/18	18/19						
	£50k	£50k							
<p>TOTAL SAVINGS BY YEAR</p>	<p>TOTAL: £800k</p> <table border="1" data-bbox="1066 707 1509 795"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td>£100k</td> <td>£350k</td> <td>£350k</td> <td>0</td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19	£100k	£350k	£350k	0
15/16	16/17	17/18	18/19						
£100k	£350k	£350k	0						

<p>What is protected within service</p>	<p>Arts and Sports Development core teams</p> <ul style="list-style-type: none"> These are very small teams which manage contracts and networks <p>Allotments</p> <ul style="list-style-type: none"> The small cost centre for this service recovers its costs
<p>Reasons for recommending proposals</p>	<p>Re-tender of the Sports and Leisure management contract</p> <ul style="list-style-type: none"> This is an opportunity to save money through the tendering of the sports and leisure management contract. <p>Music school</p> <ul style="list-style-type: none"> This is an opportunity based on the successful introduction of a new business model for the music service, which enables it to both increase its music tuition offer and cover its controllable costs. <p>MyPlace efficiencies</p> <ul style="list-style-type: none"> This is non-statutory provision for young people and these efficiencies reduce the cost of running the facility prior to including it in the contract retender and externalising its management. This is judged to be the most cost effective way of managing the centre in the future. <p>Stubbers Outdoor centre</p> <ul style="list-style-type: none"> This is applying the Council's current policy at the end of the existing lease;

Identified Risks
<p>Retender of the Sports and leisure management contract</p> <ol style="list-style-type: none"> RLD development is not on site and therefore income estimates are notional Competition and / or the market for these services changes Contract does not deliver savings

Music school <ol style="list-style-type: none"> 1. Roll out of new model falters and income targets not met 2. New service for adults does not prove to be sustainable
My place efficiencies <ol style="list-style-type: none"> 1. Increased income may not materialise 2. Leisure contract may not realise further savings
Stubbers outdoor centre <ol style="list-style-type: none"> 1. Current tenant may not renew lease on proposed terms 2. No detail available on potential yield as a further part of the Leisure contract if that fall back utilised

Number of FTE in area	Retender of the sports and leisure management contract : None in relation to leisure centres as TUPE applies. Music school : 92 staff (not clear how many FTE equivalentents) My Place efficiencies: 7 FTEs
Anticipated reduction in FTE as a result of proposals	Retender of the sports and leisure management contract: N/A Music school : None My Place efficiencies: 1–2 FTEs These are current estimates and are subject to further review and consultation.

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Housing, Sue Witherspoon	Housing General Fund

Current Budget Information					
Cost Centre	Subjective	FY Revised Budget	Cost Centre	Subjective	FY Revised Budget
A53500 CCTV Control Room	Expenditure Total	452,130	A34000 Supporting People Administration	Expenditure Total	225,240
	Income Total	0		Non-Controllable Total	63,040
	Non-Controllable Total	0		A34000 Supporting People Admin Total	288,280
A53500 CCTV Control Room Total		452,130	A34010 Supporting People	Expenditure Total	2,497,890
				Non-Controllable Total	38,970
			A34010 Supporting People Total		2,536,860
			Supporting People Total		2,825,140

Savings Last 4 Years			
11/12	£256k	12/13	£0k

Main Savings Items Description			
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- CCTV Merger.
- Supporting People Review – Review funding and provision of Mobile Support Service.

What is protected within service	<p>CCTV in Romford Town Centre</p> <ul style="list-style-type: none"> • CCTV for the Town centres to aid crime reduction and detection. <p>Supporting People Review</p> <ul style="list-style-type: none"> • The Housing Service is implementing a series of other preventative initiatives this year such as a Good Neighbour Scheme, Befriending Schemes and Job Clubs. • Mobile Support Service for vulnerable adults if alternative methods of funding are identified.
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Savings proposals				
Saving	Value of Saving and Year(s)			
<p>CCTV</p> <p>We will merge the CCTV for the town centres with the CCTV covering the housing estates at Waterloo Road. This will produce a saving on the management costs.</p>	TOTAL: £45k			
	15/16	16/17	17/18	18/19
	£45k			
<p>Supporting People Review</p> <p>Funding for Supporting People is no longer ring fenced, and is part of the Council's overall General Fund resources. The review of the Mobile Support Service will examine what the needs of the current clients are, and look for a more cost effective way of providing that support. The service is currently paid for out of the Adults' budget.</p>	TOTAL: £516k			
	15/16	16/17	17/18	18/19
	£516k			

TOTAL SAVINGS BY YEAR	TOTAL: £561k			
	15/16	16/17	17/18	18/19
	£561k			

Reasons for recommending proposals	<p>CCTV in Romford Town Centre</p> <ul style="list-style-type: none"> The service is popular with the public and fear of crime is still high on their priority list despite being a low crime borough. Co-location saves £45k. <p>Supporting People Review</p> <ul style="list-style-type: none"> Funding for Supporting People is no longer ring fenced, and is part of the Council's overall General Fund resources. The Housing Service is implementing a series of other preventative initiatives this year that could help mitigate the impact from disbanding this service.
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Identified Risks
<p>CCTV in Romford Town Centre</p> <ol style="list-style-type: none"> Any reduction in service could harm our reputation with our residents, partners (e.g. Police, local businesses) who have a vested interest in crime prevention and tackling the fear of crime.
<p>Supporting People Review</p> <ol style="list-style-type: none"> Disbanding the Mobile Support Service could impact on our ability to successfully deliver the (proposed) Early Help, Intervention and Prevention Strategy (due in December) and our demand management savings targets. There could be criticism from families and recipients of the Mobile Support Service if the service is not replaced with something that adequately supports and protects these vulnerable adults.

Number of FTE in area	<p>CCTV: 2 FTE Senior officers, and 17 FTE operatives</p> <p>Telecare: 1 Manager + 15 Installers and Responders + 0.4 support FTEs</p> <p>Supporting People Review: Mobile Support 1 FTE Manager + 6 FTE front line officers</p>
Anticipated reduction in FTE as a result of proposals	<p>CCTV in Romford Town Centre: Approx. 3 FTEs</p> <p>Supporting People Review: Until the review is complete it is not possible to give exact numbers.</p> <p>These are current estimates and are subject to further review and consultation.</p>

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Housing, Sue Witherspoon; Learning and Achievement, Mary Pattinson	Income Generation

Current Budget Information		
Activity	Subjective	FY Revised Budget
AE7630 Borough Catering Total	Expenditure Total	5,316,970
	Income Total	-5,741,290
	Non-Controllable Total	769,420
AE7630 Borough Catering Total		345,100

NB. Private Sector Leasing - this service aims to cover its costs

Savings Last 4 Years			
11/12	£0k	12/13	£0k

Main Savings Items Description	
	<ul style="list-style-type: none"> Private Sector Leasing (PSL) – Manage more properties and increase activities. Catering – Review the current operating and financial model.

What is protected within service	Private Sector Leasing
	<ul style="list-style-type: none"> N/A.
	Catering
	<ul style="list-style-type: none"> In-house service / staff. Current services for existing service users.

Savings proposals									
Saving	Value of Saving and Year(s)								
<p>Private Sector Leasing</p> <p>There is scope to increase the activity in the private rented sector. We currently directly lease and manage 895 properties, and have a managing agent role in respect of a further 150 properties. To reduce the impact of housing need and ensure costs of housing activities are covered, we would look to increase the number of units we manage – which would also allow us to provide direct assistance for more residents to secure rented accommodation.</p>	<p>TOTAL: £500k</p> <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td>£350k</td> <td>£150k</td> <td></td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19	£350k	£150k		
15/16	16/17	17/18	18/19						
£350k	£150k								
<p>Catering</p> <p>The Meals on Wheels service delivers approx. 110,000 meals per year. A change of service provider (which would involve a procurement exercise, a costly process, and a loss of internal staff and control) might only deliver a small amount of savings. We will review the current operating and financial model, with a savings target of £100k. We will also explore the idea of using volunteers to assist the paid staff.</p>	<p>TOTAL: £100k</p> <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td>£100k</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19	£100k			
15/16	16/17	17/18	18/19						
£100k									

TOTAL SAVINGS BY YEAR	TOTAL: £600k			
	15/16	16/17	17/18	18/19
	£450k	£150k		

Reasons for recommending proposals	<p>Private Sector Leasing</p> <ul style="list-style-type: none"> • There is sufficient scope (supply and demand) for expanding this service to help meet more of the borough's housing need, and ensure all costs are recovered • Unlike other savings proposals, this initiative does not lead to a reduction in service for Havering residents, and therefore income generation is a much better way of addressing a savings target. • Any increase in the Private Sector Solutions Team will be funded within the increase in activities, and therefore is not an additional budget pressure. <p>Catering</p> <ul style="list-style-type: none"> • Demand for Meals on Wheels is reducing (as are the number of routes) and therefore it is essential and timely to undertake a full review of the service to ensure that it is sustainable in the longer term. • Outsourcing the service would have many negative connotations (not least an additional strain on Havering's pension fund) and should be considered the least favoured way of meeting the savings target.
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Identified Risks

Private Sector Leasing	<ol style="list-style-type: none"> 1. The Council needs to ensure that the activity falls within legal requirements, and meets a social need, and is not purely for a commercial purpose. 2. With rent prices rising above Local Housing Allowance (LHA) limits it will become increasingly difficult to find properties with rents within the LHA limits. 3. Volume of complaints will increase as the number of properties increases. 4. There may come a point at which we will have to exit from the activity, especially as the market is so volatile, and therefore the activity should not be relied upon indefinitely.
Catering	<ol style="list-style-type: none"> 1. Increasing the charge for meals might lead to a disproportionate reduction in demand that would actually result in a net reduction in income. 2. Demand for the Meals on Wheels service continues to reduce over time which would likely result in a budget pressure for the Catering Service. 3. Undertaking a full review of the operating and financial model of the Catering Service is very complex, and will require expertise and an in-depth understanding of the many variables associated with the service.

Number of FTE in area	<p>Private Sector Leasing: No staff are at threat of redundancy. There will be an expansion in this team, if this proposal goes ahead. Current team is 1 Manager and 15 FTEs.</p> <p>Catering : 18 part-time staff.</p>
Anticipated reduction in FTE as a result of proposals	<p>Private Sector Leasing: 0 FTEs.</p> <p>Catering (Schools and Meals on Wheels): 0 FTEs.</p>

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Adults – Barbara Nicholls	Older Adults

Current Budget Information						
Cost Centre	Subjective	FY Revised Budget	Cost Centre	Subjective	FY Revised Budget	
A34120 NHS Support for Social Care (BCF)	Expenditure Total	4,609,380	A31910 Royal Jubilee Court	Expenditure Total	256,916	
	Non-Controllable Total	70,980		Income Total	-25,000	
	A34120 NHS Support for Social Care Total	4,680,360		Non-Controllable Total	27,300	
			A31910 Royal Jubilee Court Total		259,216	
Service	Subjective	FY Revised Budget	Family Mosaics	Expenditure Total	150,784	
AE6000 Adult Services	Expenditure Total	66,628,228	Family Mosaics RJC Reablement Total			150,784
	Income Total	-10,575,624	Royal Jubilee Court Total			410,000
	Non-Controllable Total	3,292,560				
AE6000 Adult Services Total		59,345,164				

NB. The Adult Services budget includes a £17m net budget for older people commissioning.

Savings Last 4 Years							
11/12	£1,037k	12/13	£760k	13/14	£3,641k	14/15	£875k
Main Savings Items Description							
<ul style="list-style-type: none"> Better Care Fund (BCF) – £2.5m health-related spend into the Better Care Fund. Older People – Introduce a cap on the total cost of a care package / personal budget that is not more than the average cost of residential and nursing care. Royal Jubilee Court (RJC) – Closure of the reablement service and possible re-use of building. 							
What is protected within service	<p>Better Care Fund</p> <ul style="list-style-type: none"> Joint Commissioning and integrated services with health. Reablement / enablement. Assistive technology. Sign-posting services. <p>Older People</p> <ul style="list-style-type: none"> Statutory services for older people and their carers. 						

Savings proposals						
Saving			Value of Saving and Year(s)			
Better Care Fund			TOTAL: £2,500k			
In 2015/16 the new Better Care Fund will launch. This pooled budget is aimed at supporting health and social care integration, through transforming services to work more closely together in local areas. The focus will be on enabling improved collaboration work, joint commissioning, better data-sharing, seven-day working across health and social care services, and the protection of social care services.			15/16	16/17	17/18	18/19
For the Council this means that some services will be funded via the Better			£2,500k			

<p>Care Fund to help achieve these aims. These services include the new Joint Assessment and Discharge, and Integrated Cluster Community teams, reablement / enablement, assistive technology, and sign-posting services. The fund will also be used to support the implementation of the Care Act through sustainable service delivery models.</p>									
<p>Older People We will review our operating model for older people, and ensure that we are receiving maximum value for money and that services are outcomes-focussed. In addition, we will look to introduce a cap on the total cost of a care package / personal budget that is not more than the average cost of residential and nursing care. This may be necessary in order to both deliver the savings and help mitigate against future demand pressures from an ageing population.</p> <p>The successful realisation of these savings are, in part, reliant on other savings items such as the Voluntary Sector Review, the Better Care Fund, and Royal Jubilee Court.</p>	<p>TOTAL: £1,000k</p> <table border="1" data-bbox="1038 506 1501 595"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td>£500k</td> <td>£500k</td> <td></td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19	£500k	£500k		
15/16	16/17	17/18	18/19						
£500k	£500k								
<p>Royal Jubilee Court Royal Jubilee Court provides sheltered housing, retirement housing, and supported housing for older people. There is also a reablement and step-down service that is provided through a contract with an external provider.</p> <p>We are proposing to close the reablement element of this Council-run service and will look at alternative uses for Royal Jubilee Court. People who would have accessed reablement through RJC will access this instead from the community teams.</p>	<p>TOTAL: £410k</p> <table border="1" data-bbox="1038 972 1501 1061"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td>£200k</td> <td>£210k</td> <td></td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19	£200k	£210k		
15/16	16/17	17/18	18/19						
£200k	£210k								
<p>TOTAL SAVINGS BY YEAR</p>	<p>TOTAL: £3,910k</p> <table border="1" data-bbox="1038 1330 1501 1420"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td>£3,200k</td> <td>£710k</td> <td></td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19	£3,200k	£710k		
15/16	16/17	17/18	18/19						
£3,200k	£710k								

<p>Reasons for recommending proposals</p>	<p>Better Care Fund</p> <ul style="list-style-type: none"> • Central Government drive towards integrated health and social care services. • Maximising tax payer money through integration. • Improved outcomes for service users and patients. • Services that add the most value in terms of keeping people independent. <p>Older People</p> <ul style="list-style-type: none"> • Increasing demographic pressures mean that the current operating model is unsustainable in the future. For example: <ul style="list-style-type: none"> ○ Havering has the highest proportion of older people in London; ○ People are living longer and are entering the system with more complex needs; ○ Havering's population is predicted to rise by 13.5% by 2021, and is growing at a faster rate than the England average; ○ The 65+ population in Havering is expected to grow the fastest overall in the future, increasing by 16% by 2021. The fastest growth is in the 90+ age, expected to increase by 70% by 2021; ○ We are anticipating an increase in the numbers of people requiring a statutory
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	<p>assessment of need with the introduction of the Care Act in April 2015.</p> <p>Royal Jubilee Court</p> <ul style="list-style-type: none"> Better Care Fund integrated services could lead to a drop in demand at RJC.
Identified Risks	
<p>Better Care Fund</p> <ol style="list-style-type: none"> The Trust's Improvement Plan could put their BCF commitments at risk. Integration is difficult and complex, and requires long-term commitment from all agencies. Additional demand resulting from the Care Act could deflect attention and resources away from this agenda. The function and composition of the Health and Wellbeing Board is being reviewed in order to move it towards being a key driver of positive change and transformation within the health and social care economy. If this is not successfully achieved then future integration plans and more innovative joint solutions with health and the community might be at risk. <p>Older People</p> <ol style="list-style-type: none"> The proposed cap is a reputational risk for the Council. Improving services for carers is a theme within the Care Act, and this could lead to additional financial pressures for the Council. The increased demand due to demographic pressures could negate any savings made from the item. <p>Royal Jubilee Court</p> <ol style="list-style-type: none"> If no alternative use for the properties at RJC is identified by Adult Social Care, they will revert to their original use as sheltered accommodation. Demand for RJC increases as a result of the Care Act and/or an ageing population. If unmet from alternative provision, this demand would lead to an increase in residential and nursing care spend (putting additional pressure on the 'Older People' savings item). This would have a negative impact on the personalisation agenda and outcomes for service users. 	

Number of FTE in area	<p>Better Care Fund: N/A as FTEs are counted elsewhere in Staffing template.</p> <p>Older People: N/A as FTEs are counted elsewhere in the Staffing template.</p> <p>Royal Jubilee Court: 3.83 FTEs.</p>
Anticipated reduction in FTE as a result of proposals	<p>Better Care Fund: 0 FTEs.</p> <p>Older People: N/A as FTE savings are counted elsewhere in the Staffing template, and the savings here are likely to be on the commissioning side.</p> <p>Royal Jubilee Court: 3.83 FTEs.</p> <p>These are current estimates and are subject to further review and consultation.</p>

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Adult Social Care and Workforce – Barbara Nicholls Children’s Social Care – Kathy Bundred Children and Adults with Disabilities – Mary Pattinson Disabled Facilities Grant – Sue Witherspoon	Review of Work Practices and Reduction in Head Count

Current Budget Information			
Activity	Salary Budgets	FY Revised Budget	
Adult Social Care	Salaries Total	2,434,649	
Children’s Social Care	Salaries Total	4,268,295	
Children and Adults with Disabilities	Salaries Total	3,685,276	
Disabled Facilities Grant	Salaries Total (approx.)	339,364	
Workforce	Salaries & Training Total	497,250	
Relevant Staffing Total		11,224,834	
NB. Service for Disabled Children & Adults includes salaries funded by DSG.			
Savings Last 4 Years			
11/12	£135k	12/13	£23k
		13/14	£100k
		14/15	£0k
Main Savings Items Description			
<ul style="list-style-type: none"> Reduction in staff numbers through introduction of more efficient working practices. There is a national shortage of social workers and we are currently carrying high numbers of agency staff. We therefore need to focus this scarce resource on the key areas that need qualified staff such as safeguarding. 			
What is protected within service	<ul style="list-style-type: none"> Statutory services for children and adults. Resources that provide statutory returns and support central government inspections. 		

Savings proposals				
Saving	Value of Saving and Year(s)			
Adult Social Care We are anticipating an increase in the numbers of people requiring a statutory assessment of need with the introduction of the Care Act in 15/16. To prepare for this and ensure we can absorb the new demands we are currently reviewing the working practices in this area in order to improve efficiency. The savings target here is cashable but it must be remembered that in addition to the cashable saving we are meeting more demand.	TOTAL: £100k			
	15/16	16/17	17/18	18/19
	£100k			
Children’s Social Care We are experiencing a rise in child protection cases as the demography of the borough changes. We have 22% more children on a plan and 8% more Looked After Children. In order to meet this demand we are looking at introducing more efficient work practices focussing on reducing the	TOTAL: £200k			
	15/16	16/17	17/18	18/19
	£100k	£100k		

administrative burden on the qualified staff. As in adults the budget saving is cashable but the service is also absorbing increasing demand.									
<p>Children and Adults with Disabilities (CAD)</p> <p>With the new Children and Families Act we are required to look at integrated services and improving the life journey of young people into adulthood. We are proposing to merge disabled children's and adults services to include social workers, nurses and education staff such as psychologists. We will develop the role of key working, building on the expertise that exists within the team. It is anticipated that by introducing a revised structure and new roles we will be able to reduce spend.</p>	<p>TOTAL: £400k</p> <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td></td> <td>£400k</td> <td></td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19		£400k		
15/16	16/17	17/18	18/19						
	£400k								
<p>Disabled Facilities Grant</p> <p>Currently, adaptations to properties for disabled people are undertaken by two separate teams, one within housing and one within adult social care. This can lead to confusion for disabled people and is not the most efficient way to provide the service. We are proposing that we review the two teams.</p>	<p>TOTAL: £110k</p> <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td>£110k</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19	£110k			
15/16	16/17	17/18	18/19						
£110k									
<p>Workforce</p> <p>The Directorate is proposing to introduce the role of Principal Social Worker to support changes needed in social work practice arising from the Care Act 2014 and Children & Families Act 2014. This function will include quality assurance of practice and workforce development commissioning. Central Government funding for workforce development is no longer ring-fenced, and this has led to an increased budget pressure within the Directorate. We will review workforce development requirements and may create a workforce development commissioner who will oversee all related spend. Training spend will need to be absorbed within team budgets.</p>	<p>TOTAL: £300k</p> <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td>£300k</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19	£300k			
15/16	16/17	17/18	18/19						
£300k									
TOTAL SAVINGS BY YEAR	<p>TOTAL: £1,110k</p> <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td>£610k</td> <td>£500k</td> <td></td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19	£610k	£500k		
15/16	16/17	17/18	18/19						
£610k	£500k								

Reasons for recommending proposals	<ul style="list-style-type: none"> In order to protect front line services for the most vulnerable we have to develop the most efficient working practices. There is a national shortage of social workers and we are currently carrying high numbers of agency staff. We therefore need to focus this scarce resource on the key areas that need qualified staff such as safeguarding.
Identified Risks	
<ol style="list-style-type: none"> The trade unions may challenge the proposals. Staff may be opposed to the change in their job roles and become disaffected and disengaged. The new models may not be popular leading to recruitment difficulties. Failure to recruit suitably qualified and skilled staff could lead to safety issues. Enabling disabled people to be as independent as possible requires skilled and assertive key-working. If the skill mix is wrong it could lead to people accessing more expensive services. Potential for reduced resilience and business continuity as services become leaner in terms of staffing resource. 	

Number of FTE in area	Adult Social Care: 82.44 FTEs Children's Social Care: 150 FTEs Children and Adults with Disabilities: N/A as FTEs included elsewhere Disabled Facilities Grant: 6.2 FTEs (Adult Social Care) 2.5 FTEs (Housing) Workforce: 0 FTEs (posts covered by agency)
Anticipated reduction in FTE as a result of proposals	Approx. 15 FTEs This is a current estimate and is subject to further review and consultation.

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Adults – Barbara Nicholls	Younger Adults

Current Budget Information		
Cost Centre	Subjective	FY Revised Budget
AE6000 Adult Services	Expenditure Total	66,628,228
	Income Total	-10,575,624
	Non-Controllable Total	3,292,560
AE6000 Adult Services Total		59,345,164

NB. The majority of spend on younger adults is on learning disability commissioning (£16m net for 2014/15). The Council also spends £4m on physical disability services, and £3m on mental health services.

Savings Last 4 Years			
11/12	£298k	12/13	£480k
13/14	£1,445k	14/15	£700k

Main Savings Items Description	
<ul style="list-style-type: none"> Younger Adults – Review services, with a view to shaping more cost effective services and/or meeting statutory requirements through personalised services. 	
What is protected within service	<ul style="list-style-type: none"> Statutory services for younger adults and their carers. Outcomes-focussed, personalised services.

Savings proposals				
Saving		Value of Saving and Year(s)		
Younger Adults		TOTAL: £4,450k		
Services for younger adults (between the ages of 18 and 64) are very traditional, expensive and do not offer the personalised provision required. We will review all areas of spend (e.g. residential care, care packages, respite and day care) to ensure that we are receiving maximum value for money and that services are outcomes-focussed.		15/16	16/17	17/18
We will re-commission where necessary to meet statutory requirements through personalised services, and will look to apply the minimum statutory levels of service using the new national eligibility criteria within the Care Act.		£1,000k	£1,450k	£1,000k
As we complete person centred plans, move to personal budgets and strictly apply eligibility criteria it is likely that we will not require some of the current provision. We will ensure any changes to how services are offered will include full consultation and impact assessment prior to any recommendations being finalised, and ensure viable alternatives are available.		£1,000k	£1,000k	£1,000k

<p>Havinging spends relatively more on services for younger adults compared to other local authorities. The review will particularly focus on high cost placements and services, as well as services where unit costs are much higher than average.</p> <p>The successful realisation of these savings is, in part, reliant on other savings items such as the Voluntary Sector Review, Children and Adults with Disabilities, and the Better Care Fund.</p>									
TOTAL SAVINGS BY YEAR	<p>TOTAL: £4,450k</p> <table border="1" data-bbox="1038 613 1484 703"> <tr> <td>15/16</td> <td>16/17</td> <td>17/18</td> <td>18/19</td> </tr> <tr> <td>£1,000k</td> <td>£1,450k</td> <td>£1,000k</td> <td>£1,000k</td> </tr> </table>	15/16	16/17	17/18	18/19	£1,000k	£1,450k	£1,000k	£1,000k
15/16	16/17	17/18	18/19						
£1,000k	£1,450k	£1,000k	£1,000k						

Reasons for recommending proposals	<ul style="list-style-type: none"> • The current operating model is very traditional, expensive and does not offer the personalised provision required. • Comparative spend and unit costs are high relative to other local authorities. • Demand for learning disability services will continue to increase as more children with disabilities reach adulthood, carers become older, and adults with a learning disability continue to live longer.
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Identified Risks	
<ol style="list-style-type: none"> 1. There is likely to be a strong and vocal campaign to keep the status-quo. 2. Re-provision could cost more than anticipated which would reduce the net saving from this item. 3. Improving services for carers is a theme within both the Care Act and the Children and Families Act, and this could lead to additional financial pressures for the Council. 4. Enabling disabled people to be as independent as possible requires skilled and assertive key-working. If the skill mix is wrong it could lead to people accessing more expensive services. 5. Further savings on non-statutory services could lead to an exponential increase in demand (over and above demographic forecasts) for statutory services which would lead to a net increase in budget pressures. 6. Our current operating model is very traditional and will require a radical change in working practices. Such a shift will be difficult to achieve and could result in good staff leaving during a time of instability and ambiguity. 	

Number of FTE in area	N/A as FTEs are counted elsewhere in the Staffing template.
Anticipated reduction in FTE as a result of proposals	N/A as FTE savings are counted elsewhere in the Staffing template, and the savings here are likely to be on the commissioning side.

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
oneSource HR & OD Caroline Nugent	Strategic/Operational HR & OD

Current Budget Information			
<ul style="list-style-type: none"> Current corporate (non-schools) paybill c £80m pa 			
Savings Last 4 Years			
11/12 £0k	12/13 £0k	13/14 £0k	14/15 £0k
Main Savings Items Description			
<ul style="list-style-type: none"> Changes to (non-schools) employee basic pay and variable payments/allowances 			
What is protected within service	Pay and payments covered by Part 2 of the NJC Agreement for Local Government Services		

Savings proposals				
Saving	Value of Saving and Year(s)			
Changes to (non-schools) employee basic pay and variable payments/allowances.	TOTAL: £500k			
	15/16	16/17	17/18	18/19
	0	500	0	0
TOTAL SAVINGS BY YEAR	TOTAL: £500k			
	15/16	16/17	17/18	18/19
	0	£500	0	0

Reasons for recommending proposals	To modernise the Council's approach to Reward & Recognition and to reduce the overall paybill by £500k.
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Identified Risks	
<ol style="list-style-type: none"> Reduced productivity due to lower employee morale/industrial action Increased number of Employment Tribunal claims Proposals compromised by changes in national/provincial t&cs Proposals do not satisfy equalities/equal value obligations Increase in employer contribution rate to pension fund 	
Number of FTE in area	Corporate employee (non-schools) FTE 2190
Anticipated reduction in FTE as a result of proposals	Nil

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
oneSource Exchequer and Transactional Services Sarah Bryant	Council Tax Support

Current Budget Information			
Savings Last 4 Years			
11/12 £0k	12/13 £0k	13/14 £0k	14/15
Main Savings Items Description			
<p><u>Council Tax Support (CTS) Options</u></p> <p>At a Full Council meeting In January 2013, Council Members approved the Local Council Tax Support Scheme (CTS) which replaced the National Council Tax Benefit Scheme and came into effect on 1 April 2013. We received a 10% reduction in its funding from Central Government which was offset by savings from the Council Tax Reforms.</p> <p>The CTS grant has since rolled into the Settlement Funding Allocation (SFA), which has been reduced in 14/15 in-line with the core funding reduction. For 14/15 budget no amendments were made to the CTS scheme; instead this was covered as part of the Council's financial strategy.</p> <p>The review has highlighted options for change in line with other surrounding Councils existing schemes which have duly considered and protected claimants of pensionable age in accordance with law. Therefore the proposals for change only affect working age applicants.</p> <p>After much consideration, eight options have been put forward which propose changes that will reduce expenditure by varying degrees.</p> <p>Option 1 is recommended for consultation because it evenly distributes the 15% reduction in CTS and does not disproportionately impact any single vulnerable group. This option also proposes the removal of Second Adult Rebate which provides rebates of up to 25% of the Council tax liability for the second adult, where the taxpayer's income is too high to qualify for CTS. Finally Option 1 reduces the capital limit for working age applicants who would no longer qualify for Council Tax Support where their capital exceeds £6,000.</p> <p>The net savings in each proposal assumes a bad debt provision of 10% and passes on 20% to the Greater London Authority.</p> <p>Following Members' approval of an option to revise the CTS scheme in 2015, the Council will consult with the Greater London Authority in advance of members of the public and other interested parties. The consultation period is planned for six weeks commencing September 2014 in readiness for December 2014 Cabinet.</p>			

What is protected within service	Claimants of pensionable age will not be affected by any of the proposed changes.
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Savings proposals	
Saving	Value of Saving and Year(s)
Option 1 (Recommended)	
<ul style="list-style-type: none"> a) Reduce Council Tax liability for Working Age claimants by 15%. b) Abolish Second Adult Rebate (2AR). c) Reduce capital amount for Working Age claimants from £16,000 to £6,000. 	
<p>Net Savings £1,244, 384 GLA element £311,096 BDP £172,831 Gross Savings £1,728,311</p>	
<p><u>Who is affected:</u> a) All working age claimants will be affected by the 15% reduction. 6534 JSA(Job Seeker's Allowance)/Income Support claimants: £993,195 Average £152 per year/£3 p/w per claimant 3964 All other working age claimants: £610,315 Average £154 per year/£2.96 p/w per claimant Scheme adopted by Greenwich, Barking & Dagenham. b) 177 working age claimants are affected by the removal of 2AR. Gross saving £44,649. 2AR is awarded to the claimant but based on the circumstances of the 'second adult' (Non Dependant). This would be an opportunity to streamline the CTS scheme as this is a complicated calculation that affects a minimal amount of claimants. Neighbouring boroughs Newham & Thurrock have adopted as part of their schemes. c) 89 Non JSA/Income Support claimants only affected. Gross saving £80,152. This option does not generate significant savings but alters the scheme so the calculation is no longer aligns with Housing Benefit. Greater complication for administering & conveying to customers. It is fair top slice because extra income and higher premiums are already awarded for vulnerable groups. Used by Thurrock in conjunction with 25% reduction in maximum liability.</p>	
Option 2	
Reduce Council Tax liability for Working Age claimants by 20%	
<p>Net Saving: £1,537,728 GLA element £384,431 BDP £ 213,573</p>	

<p>Gross Savings £2,135,732</p> <p>Who is affected: All working age claimants (Pension age protected) 6534 JSA/Income Support claimants: £1,327,775 Average £203 per year/£3.90 p/w per claimant 3964 All other working age claimants: £807,957 Average £203 per year/£3.90 p/w per claimant Scheme adopted by Newham, Bromley & Brentwood (Thurrock 25%)</p>	
<p>Option 3</p> <p>Baseline reduction. Calculate CTS entitlement and then reduce every working age claimant's award by 20%.</p> <p>Net Saving: £1,362,367 GLA element £340,591 BDP £189,217 Gross Savings £1,892,175</p> <p>Who is affected: All working age claimants 6534 JSA/Income Support claimants: £1,291,093,175 Average £197 per year/£3.78 p/w per claimant 3964 All other working age claimants: £601,082 Average £151 per year/£2.90 p/w per claimant</p>	
<p>Option 4</p> <p>Baseline reduction. Calculate CTS entitlement and then reduce every working age claimant's award by 15%.</p> <p>Net Saving: £1,018,916 GLA element £254,728 BDP £141,515 Gross Savings £1,415,159</p> <p>Who is affected: All working age claimants 6934 JSA/Income Support claimants: £966,106 Average £139 per year/£2.68 p/w per claimant. 3964 All other working age claimants: £449,053 Average £113 per year/£2.18 p/w per claimant.</p>	
<p>Option 5</p> <p>All Working Age calculated for CTS as occupying a Band B property</p> <p>Saving: £976,360 GLA element £244,089 BDP £135,605 Gross Savings £1,356,054</p> <p>Who is affected: 6521 working age households living in bands C, D, E, F, G & H (Pension age protected). Will generally affect families in larger properties compared to single households.</p>	

Option 6	
Reduce Council Tax liability for Working Age claimants by 10%	
Saving: £771,685 GLA element £192,920 BDP £107,178 Gross Savings £1,071,783	
Who is affected: All working age claimants (Pension age protected): 6534 JSA/Income Support claimants: £661,925 Average £101 per year/£1.95 p/w per claimant 3964 All other working age claimants: £409,858 Average £103 per year/£1.99 p/w per claimant Scheme adopted by Bexley	
Option 7	
Baseline reduction. Calculate CTS entitlement and then reduce every working age claimant's award by 10%.	
Saving: £678,520 GLA element £169,630 BDP £94,238 Gross Savings £942,388	
Who is affected: All working age claimants (Pension age protected): 6534 JSA/Income Support claimants: £643,617 Average £98 per year/£1.90 p/w per claimant 3964 All other working age claimants: £298,771 Average £75 per year/£1.45 p/w per claimant	
Option 8	
All Working Age calculated for CTS as occupying a Band C property	
Saving: £350,670 GLA element £87,667 BDP £48,704 Gross Savings £487,041	
Who is affected: 2820 working age households living in bands D, E, F, G, & H (Pension age protected). Will generally affect families in larger properties compared to single households.	

Reasons for recommending proposals	Indicative figures suggest further reduction in RSG for 15/16 and beyond which includes the rolled in CTS grant. The level of reduction will not be known until December 2014 at the earliest, however the precise figures may not be exemplified in full but grouped with the core funding. As a result, a review
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	of the CTS scheme is now required as a consequence of these reductions.
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Identified Risks	

Number of FTE in area	N/A
Anticipated reduction in FTE as a result of proposals	

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Streetcare - Robert Wenman	Parking

Current Budget Information

Activity	Subj Type	FY Revised Budget	
Parking & Road Safety Services	Expenditure	2,619,995	
	Income	(3,867,973)	
	Non-Controllable	1,305,125	Includes notional accounting entries
Parking Total		57,148	
Grand Total		57,148	

Savings last 4 Years

11/12: 903K	12/13: 1,609K	13/14: 1,809K	14/15: 1,899K
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Main Savings Items Description

- Parking services – To review the fees, charges and operational model for parking services and bring charging and business operation into line with new legislative requirements and services elsewhere.

What is protected within service

- The car parking service remains in place. No changes are proposed to the number of static car parks
- We have proposed changes in all areas up to and including the 3hr tariff. No changes proposed above 3hrs given the consistency of tariffs.

Savings proposals

Saving	Value of Saving and Year(s)								
<p>Parking strategy</p> <p>The Council will consult on a new Parking Strategy in September 2014. It will address issues raised by the DCLG's legislative changes to the existing parking regime, other parking priorities and a revised set of charges for the main elements of the parking regime .</p> <p>The proposals include :</p> <ul style="list-style-type: none"> • Redesign of the enforcement service to meet new legislative requirements and enforce effectively . • Revision to charges for permits to bring them into line with other 	<p>TOTAL:</p> <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td>£1m</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19	£1m			
15/16	16/17	17/18	18/19						
£1m									

<p>charges in Outer East London</p> <p>Resident permits increase:</p> <ul style="list-style-type: none"> • 1 car from £20 to £25 • 2 car from £25 to £50 • 3 car from £60 to £75 <p>Other permits increase:</p> <ul style="list-style-type: none"> • Visitor permits from £10 to £12.50 • Business permit from £71.05 to £106.58 • Amended permit from £15 to £22.50 • Health & Home Care from (Business sector) £36 to £54 • Home Care (Non Business) stays same @ £36 • Waiver permit from £12.70 to £20 • Commuter from £300 to £450 per yr <p>Outlying car parks tariff</p> <ul style="list-style-type: none"> • A new charging regime for the first 3 hours 20 mins + 10mins grace free 30mins to 1hr = £1 1-2 hrs = £1.50 2-3 hrs = £2.00 <p>On street Pay & Display</p> <ul style="list-style-type: none"> • A new charging regime for the first 3 hours: 20 mins + 10mins grace free 30mins to 1hr = £1 1-2 hrs = £1.50 2-3 hrs = £2.00 <p>Romford town charging</p> <ul style="list-style-type: none"> • Proposals to follow <p>Adoption of the Moving Traffic Offences powers</p> <ul style="list-style-type: none"> • To enable the Borough to enforce for moving traffic offences <p>Additional schemes</p> <ul style="list-style-type: none"> • The development of 26 Pay and Display locations, 10 CPZ's and 5 Extensions 									
<p>TOTAL SAVINGS BY YEAR</p>	<p>TOTAL: £1m</p> <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td>£1m</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19	£1m			
15/16	16/17	17/18	18/19						
£1m									

Reasons for recommending proposals	Parking strategy <ul style="list-style-type: none"> • Reviews of fees and charges demonstrate that charging in this area is substantially below that in adjacent boroughs • Latent demand exists for P and D schemes and CPZ extensions • Moving traffic offences powers not adopted at moment • Risk mitigation on potential DCLG changes is to remodel the CEO and challenge operation – work underway
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Identified Risks

Parking strategy <ol style="list-style-type: none"> 1. DCLG publish further requirements which make some current and proposed elements of this strategy untenable 2. Political risk – despite current low levels of charges increases may be deemed to be unacceptable 3. Utilisation risk- risk that customers will be deterred by an increase in charging 4. P and D and CPZ extensions all subject to consultation and then consideration by HAC and Cabinet member agreement – risk of non- agreement 5. Revised business model for enforcement - cost comparison underway but not complete yet .

Number of FTE in area	Parking strategy N/A
Anticipated reduction in FTE as a result of proposals	Parking strategy N/A

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Regulatory Services Patrick Keyes	Strategic Planning and Transportation team, Development & Building Control services, Emergency Planning, Public Protection, and Registration and Bereavement Services

Current Budget Information			
Activity	Subj Type	FY Revised Budget	
AB2320 Births Deaths & Mrgs	Expenditure	584,730	
	Income	-663,540	
	Non-Controllable	392,910	
AB2320 Births Deaths & Mrgs Total		314,100	
AB3420 Crematorium & Cems	Expenditure	1,841,730	
	Income	-3,339,370	
	Non-Controllable	500,270	
AB3420 Crematorium & Cems Total		-997,370	
AB3510 Trading Standards	Expenditure	676,193	
	Income	-148,990	
	Non-Controllable	182,370	
AB3510 Trading Standards Total		709,573	
AB3620 Environmental Health	Expenditure	1,533,552	
	Income	-257,310	
	Non-Controllable	360,090	
AB3620 Environmental Health Total		1,636,332	
AB7660 Development Planning	Expenditure	438,010	
	Income	-91,340	
	Non-Controllable	115,180	
AB7660 Development Planning Total		461,850	
AF9450 Development Control Svs	Expenditure	1,965,590	
	Income	-1,624,660	
	Non-Controllable	446,740	
AF9450 Development Control Svs Total		787,670	
AF9620 Corp & Comm Response	Expenditure	108,360	
	Non-Controllable	26,670	
AF9620 Corp & Comm Response Total		135,030	
Grand Total		3,047,185	
Savings Last 4 Years			
11/12 £197k	12/13 £237k	13/14 £340k	14/15 £353k

Main Savings Items Description	
<ul style="list-style-type: none"> To reduce staffing in trading standards by £150k To develop a pet cemetery 	
What is protected within service	<p>Strategic Planning and Development & Building Control</p> <ul style="list-style-type: none"> Within Development & Building Control the Planning Service is responsible for processing Major, Minor and Other applications (42 Majors decisions issued in 13/14). It is a demand led service, statutory in role and the Council, via Regulatory Services Committee and powers delegated to officers is the only body able to decide planning applications. In October 2103, the Government introduced new requirements to meet quality and timescales with penalties in terms of return of fees and loss of control over major

decision-making should an authority be designated as poor performing. This service and Strategic planning team are under review to meet current demand pressures.

Emergency Planning

- This 2 person team provides the emergency planning function

Public Protection - Environmental Health

- Environmental Health meets statutory responsibilities for inspection of private sector housing, food, noise, pollution and health and safety in businesses, as well as supporting the Licencing process

Registration and Bereavement Services

- Statutory services with fixed fees and processes carrying out Births Death and Marriage registrations, civil partnerships, and citizenship ceremonies. Cost pressures against existing income targets
- Management of the crematorium and the Council's cemeteries. It is a large income generator for the Council. Income pressures from new Cemetery and Crematorium at Brentwood.

Savings proposals				
Saving		Value of Saving and Year(s)		
Public Protection (Trading standards). This is reducing the service to statutory minimum operational and enforcement activities. Whilst the current range of preventative activities do help prevent fraud they are not as essential as other statutory activities in this area.		TOTAL: £150k		
		15/16	16/17	17/18
		£150k		
Pet Cemetery /Crematory This is a proposal to develop a business case for a pet cemetery/or possible crematory to be established. Such facilities are run successfully elsewhere. It will require capital investment.		TOTAL: £20k		
		15/16	16/17	17/18
		£10k	£10k	
TOTAL SAVINGS BY YEAR		TOTAL: £170k		
		15/16	16/17	17/18
		£160k	£10k	

Reasons for recommending proposals	Trading Standards <ul style="list-style-type: none"> • The work undertaken by the advisory arm of trading standards is very beneficial but not statutory. • The pet cemetery/possible crematory is a standalone initiative and could generate an income stream for the borough. There is no similar facility here.
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Identified Risks
<p>Trading Standards</p> <ol style="list-style-type: none"> 1. No proactive advisory work would be undertaken 2. This would mean relying on national and regional advisory services for consumer complaints 3. Resources would no longer be able to support preventative initiatives such as the Buy with Confidence scheme and Operation Scaffold which tackles rogue builders.
<p>Pet Cemetery/Crematory</p> <ol style="list-style-type: none"> 1. The detailed business case may not support proceeding with the initiative. 2. Once established the Council would need to maintain the facility. 3. Same reputational risks as with all burials

Number of FTE in area : Trading standards	11
Anticipated reduction in FTE as a result of proposals	5 – this is a current estimate and is subject to further review and consultation.

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Corporate Policy & Community Manager – Claire Thompson Head of Adult Social Care and Commissioning – Barbara Nicholls Head of Childrens Services – Kathy Bundred	Voluntary Sector grants and commissioning budgets are held both corporately and at a service level. The review of the grants and contracts in place with the voluntary sector will be led by the Corporate Policy & Community Manager and the Head of Adults Social Care and Commissioning. The CCG will also be involved in the review.

Current Budget Information

In 2013/14, the Council spent approximately £8.7m funding services from the voluntary and community sector, including:

- Core funding grants to organisations (eg. HAVCO and Citizens Advice Bureau)
- Small grants for community projects
- Larger contractual arrangements for specific commissioned services (mainly in children’s and adults social care)

Not all the £8.7m comes from the Council’s general fund - £1.2m of this is external funding that comes into the Council to be spent on specific purposes or projects (eg. MOPAC grant).

Total General fund	7,559,865
Total Earmarked reserve	10,136
Total HRA	12,400
Total External funding	1,161,385
GRAND TOTAL	8,743,786

The council also supports the voluntary sector by ways of subsidised “equitable rents”, set at one-third of open market commercial rents, to 19 community organisations renting Council premises, amounting to £300,000 per annum.

The Council also provides discretionary rate relief to 94 organisations with charitable status. This amounted to a subsidy of £223,802 in 2013/14.

It is recognised that these initiatives provide vital subsidy to community organisations and therefore they will not be included as part of the review at this time.

The council does recognise that it can support the voluntary and community sector through assistance with accommodation and back office services and proposes to review whether it can provide more such support in the future as part of a new model of working together.

Savings Last 4 Years

Over the last four years, the Council has largely managed to cushion the impact of its budget reductions on the voluntary and community sector, and as such its overall investment figure has remained roughly the same.

11/12 £0k	12/13 £37k	13/14 £37k	£14/15 £50k
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Main Savings Items Description

- Redesign of the approach to funding voluntary and community organisations - moving away from grant dependency towards outcomes-led commissioning, ensuring services are outcomes-focussed, and are adding maximum value in terms of both early help, prevention and demand management.
- Removal of the budget set aside for the grant to HAVCO for the Community Accountancy Service, which has now closed

What is protected within service

Funding Voluntary and Community Sector Organisations – Corporate Funding

Voluntary sector organisations that add the greatest value in terms of ROI, improving outcomes, and demand management.

Savings proposals

Saving

Value of Saving and Year(s)

Withdrawal of the grant to HAVCO for the Community Accountancy Service

HAVCO decided to stop providing their accountancy service to the voluntary sector in 2013/14. This is therefore a straightforward saving with no impact on staff or Council services.

TOTAL £45k

15/16	16/17	17/18	18/19
£45k			

Voluntary Sector Review

The Council is in the process of reviewing its arrangements for working with the voluntary and community sector to build community resilience, which includes moving away from organisations being reliant on grants from the Council towards commissioning arrangements to bring about tangible improvements in outcomes and reduced demand on Council services.

We will review voluntary sector spend to ensure we are receiving value for money, services are outcomes-focussed, and are adding maximum value in terms of both early help, intervention and prevention, and demand management.

Effective spend in the voluntary sector helps alleviate demand on our front-line services. We will not be seeking to make the savings by simply de-commissioning services, as this would have a damaging impact on the community, and this would likely lead to exponentially increased demand on our front-line services.

The review will likely lead to a significant change in spending patterns to allow for proper consideration of cost avoidance savings. For example, one

TOTAL: £1100k

15/16	16/17	17/18	18/19
	£1100k		

<p>provider may deliver against the same outcome as another, but it has a higher impact and is more efficient and effective. Therefore, investing proportionally more into this provider could reduce overall demand for our front-line services. Cost avoidance savings could therefore result in a base-budget reduction within our front-line services.</p> <p>The aim of the review is to improve the way that we spend money in the voluntary sector. We will look to prioritise investment that either:</p> <ul style="list-style-type: none"> • Adds the greatest value to Havering’s outcomes and indicators; • Provides the greatest value for money and ROI; and/or • Clearly mitigate against future demand pressures on our services. <p>The review will also look at how we provide infrastructure support services to the voluntary sector, which will involve consultation being carried out to establish what the sector actually needs, and which model</p>									
TOTAL SAVINGS BY YEAR	<p>TOTAL £1,145,000</p> <table border="1" data-bbox="1029 824 1492 967"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td>£45k</td> <td>£1100k</td> <td></td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19	£45k	£1100k		
15/16	16/17	17/18	18/19						
£45k	£1100k								

Reasons for recommending proposals	<ul style="list-style-type: none"> • The Council needs to move to a new model for working with the community and community organisations, away from grant dependency, which is not sustainable, towards improved commissioning that brings tangible outcomes for local people, where it is most needed, and which allows the voluntary sector to thrive in new markets. • It has been 13 years since the Council last reviewed infrastructure provision in Havering. Since then, much has changed and it is an opportune time to review the provision of infrastructure services in Havering, in terms of what the sector actually needs and how it is provided. • The community accountancy service has been closed by HAVCO and the budget for this service can therefore become an immediate saving
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Identified Risks
<p>The key risk in this saving is ensuring that throughout the process, proposals and decisions are consulted on with voluntary organisations and their users, and are robustly analysed for equality impact. Failure to do this could result in a legal challenge which carries reputational and financial risks for the Council.</p> <p>There is also a risk to future budgets if the proposed ‘demand avoidance’ investment in preventative voluntary sector-led services does not bring about the required reductions on demand for council services.</p> <p>A robust cost avoidance financial model is urgently needed as cost avoidance savings are difficult to calculate, track and evidence. There is a danger that the Council will revert to more traditional ways of saving money if this is not addressed or if there is a lack of confidence in the model.</p> <p>That a large proportion of the spend is locked in to / continues to be committed irrespective of value for money or relative impact on outcomes and indicators.</p>

Number of FTE in area	<p>Voluntary sector It is difficult to quantify how many people are employed by the voluntary sector in Havering, but recent research suggests over 600 people, with potentially 1000s more giving their time for free.</p>
Anticipated reduction in FTE as a result of proposals	<p>Voluntary sector No staffing implications on LBH but reductions in funding may bring about job losses in the voluntary sector organisations whose funding is stopped as a result of the review.</p>

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Culture & Leisure – Simon Parkinson	Libraries, Parks, Queens Theatre and Fairkytes

Current Budget Information

Activity	Subj Type	FY Revised Budget
AB1010 Allotments.	Expenditure	5,000
	Income	(15,380)
	Non-Controllable	670
AB1010 Allotments. Total		(9,710)
AB1020 Arts Services	Expenditure	361,810
	Income	(128,790)
	Non-Controllable	177,680
AB1020 Arts Services Total		410,700
AB1030 Entertainments	Income	0
AB1030 Entertainments Total		0
AB1040 Indoor Sports & Recreation	Expenditure	460,921
	Non-Controllable	1,631,439
	AB1040 Indoor Sports & Recreation Total	
AB1050 Parks & Outdoor Sports	Expenditure	2,430,590
	Income	(453,850)
	Non-Controllable	824,170
AB1050 Parks & Outdoor Sports Total		2,800,910
AB1060 Queen's Theatre	Expenditure	535,275
	Non-Controllable	127,240
	AB1060 Queen's Theatre Total	
AB1070 Historic Buildings	Expenditure	77,200
	Non-Controllable	12,390
	AB1070 Historic Buildings Total	
AB1080 Grounds Maintenance DSO	Expenditure	3,626,520
	Income	(3,023,250)
	Non-Controllable	250,130
AB1080 Grounds Maintenance DSO Total		853,400
AB1090 Social Halls & Comm Ctrs	Expenditure	1,030
	Income	(32,020)
	Non-Controllable	53,140
AB1090 Social Halls & Comm Ctrs Total		22,150
AB1100 Sports Dev & Outdoor Ctrs	Expenditure	146,230
	Income	(11,710)
	Non-Controllable	92,420
AB1100 Sports Dev & Outdoor Ctrs Total		226,940
AB1105 My Place Centres	Expenditure	445,080

	Income	(183,600)	
	Non-Controllable	56,270	
AB1105 My Place Centres Total			317,750
AB1110 Supervision Management & Supp	Expenditure	165,630	
	Non-Controllable	45,060	
AB1110 Supervision Management & Supp Total			210,690
AB1125 Health and Wellbeing	Expenditure	109,840	
	Non-Controllable	32,190	
AB1125 Health and Wellbeing Total			142,030
AB1135 Policy, Marketing and Administration	Expenditure	290,920	
	Non-Controllable	71,810	
AB1135 Policy, Marketing and Administration Total			362,730
AB1160 Countryside Services	Expenditure	172,500	
	Income	(14,380)	
	Non-Controllable	38,460	
AB1160 Countryside Services Total			196,580
AE2150 Music Services	Expenditure	652,330	
	Income	(567,800)	
	Non-Controllable	144,100	
AE2150 Music Services Total			228,630
Grand Total			8,607,265
AB1300 Library Service	Expenditure		2,840,779
	Income		(343,770)
	Non-controllable		673,060
AB1300 Library Service Total			3,170,069
Savings Last 4 Years			
11/12: 108K	12/13: 609K	13/14: 766K	14/15: 819K

Main Savings Items Description	
<ul style="list-style-type: none"> • Redesign of Library service • Reduction in Queens Theatre Grant • Fairkytes removal of subsidy and reduction in the outreach programme • Events (see Communications template) 	
What is protected within service	<p>Libraries</p> <ul style="list-style-type: none"> • All 10 buildings will remain open. • Budgets to run the computer systems, including links to the London Library Consortium <p>Operational Parks services: parks client officers, parks protection team and the majority of the grounds maintenance operations</p> <ul style="list-style-type: none"> • This is a key frontline service delivered in 108 parks and open spaces

	<p>Arts and Sports Development core teams</p> <ul style="list-style-type: none"> These are very small teams which manage contracts and networks <p>Allotments</p> <ul style="list-style-type: none"> The small cost centre for this service recovers its costs
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Savings proposals					
Saving		Value of Saving and Year(s)			
<p>Library Service</p> <p>This is a statutory service and proposals will require formal consultation. A number of savings options have been considered. This option retains all 10 libraries with reduced opening hours and a greater use of volunteers, to increase the core opening hours, manage a reduced Reader Development offer, the Local Studies and Family History Centre and the Housebound Service. The proposal also includes the introduction of charges for computers in Libraries. Other options for a redesign of the service within the new budget envelope could be considered.</p>		TOTAL: £1.138m			
		15/16	16/17	17/18	18/19
			£1.138m		
<p>Parks</p> <p>These reflect an increase in both the charges for car parking and the number of car parks it applies to; an increase in income arising from recent capital investments and achieving efficiencies through reorganising grounds maintenance operations (eg more local composting and reduced transport costs).</p>		TOTAL: £300k			
		15/16	16/17	17/18	18/19
		£100k	£200k		
<p>Queens Theatre</p> <p>This is a phased grant reduction for the theatre. Other options have been considered and this may include a formal review of Trust against other theatre management business models.</p>		TOTAL: £200k			
		15/16	16/17	17/18	18/19
		£100k	£100k		
<p>Fairkytes removal of subsidy and reduction in the outreach programme</p> <p>This is a change to the business operation of Fairkytes resulting in increased charges (up to 20% increase -5% youth services 10% & 20% room hire) and an enhanced programme, linked to planned capital investment. The proposal also includes reducing support to a number of arts organisations delivering outreach programmes in the borough. This will be managed as part of the Voluntary Sector Review.</p>		TOTAL: £100k			
		15/16	16/17	17/18	18/19
		£100k			
TOTAL SAVINGS BY YEAR		TOTAL: £1.738m			
		15/16	16/17	17/18	18/19
		£300k	£1.438m		0

Reasons for recommending proposals	<p>Libraries</p> <ul style="list-style-type: none"> This is a statutory service but it is provided at a level above that which we have assessed the statutory minimum provision to be. This reduces it to that level whilst preserving a geographical spread of provision and avoids any building closures. Volunteers will be encouraged to increase library opening hours and run other library services that will be reduced
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	<p>Parks income and efficiencies</p> <ul style="list-style-type: none"> The Council has a very large network of parks and open spaces and these proposals are a way of reducing spend pressure without impacting on the quality of the parks provision. Car Parking charges will be introduced in all Parks and Open spaces car parks. <p>Queens theatre</p> <ul style="list-style-type: none"> This is a grant to an important but non statutory body. This reduces the grant over two years. <p>Fairkytes removal of subsidy and reduction of the outreach programme</p> <ul style="list-style-type: none"> This is well used non-statutory provision and this moves it to a point where it recovers a greater percentage of its controllable costs. A reduction in the arts outreach programme will also be required to achieve the full saving.
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Identified Risks	
Libraries service	<ol style="list-style-type: none"> Reputational risk – current service well used and enjoys high levels of customer satisfaction Process risk- ultimate risk is that secretary of state upholds challenges to the process Volunteering risk- current large volunteer contingent become dissatisfied and stop volunteering
Parks income and efficiencies	<ol style="list-style-type: none"> Reputational risk –parking charges Risk that additional income may not materialise Efficiencies risk if grounds maintenance operations cannot be reorganised
Queens theatre	<ol style="list-style-type: none"> Reputational Risk – QT popular facility Income risk – reduction in Council grant may impact on Arts Council funding Theatre trust cannot cover the income loss and closes Theatre needs to move new business model to continue trading
Fairkytes removal of subsidy	<ol style="list-style-type: none"> Reputational risk- services valued by those who use them Market will not sustain higher charges

Number of FTE in area	<p>Libraries: 94 staff, 53 FTE (includes a lot of part time staff)</p> <p>Parks income and efficiencies: 86 FTE</p> <p>QT: None as all staff are employed by the Trust</p> <p>Fairkytes removal of subsidy: 4 FTEs</p>
Anticipated reduction in FTE as a result of proposals	<p>Libraries: 50 staff (23 FTE)</p> <p>Parks income and efficiencies: 1-2 FTEs</p> <p>QT: N/A</p> <p>Fairkytes removal of subsidy: None</p> <p>These are current estimates and are subject to further review and consultation.</p>

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Culture & Leisure – Simon Parkinson	Youth Service

Current Budget Information			
Activity	Subj Type	FY Revised Budget	
AB1115 Youth Facilitation	Expenditure	910,617	
	Income	-73,290	
	Non-Controllable	188,810	
AB1115 Youth Facilitation Total		1,026,137	
Grand Total		1,026,137	
Savings Last 4 Years			
11/12: 0 k	12/13: 0 k	13/14: 600 k	14/15: 600 k

Main Savings Items Description									
<ul style="list-style-type: none"> Redesign of Youth Service 									
What is protected within service	The Youth Facilitation Service is primarily a universal service although it does currently work with some vulnerable young people . The new over 12's service within Children's Services will focus on early intervention with vulnerable young people								
Savings proposals									
Saving	Value of Saving and Year(s)								
Youth Service redesign This is a complete redesign of the youth service. The proposal will result in the youth facilitation service transferring to Children's Services where the it will be integrated with existing services. Children's services will also make 100k savings. A proposal has been put forward by a member of staff for an employee led mutual to take on aspects of the services work. This proposal will need to be worked through in detail during the budget consultation process to establish if it is viable	TOTAL: £866k <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td>£250k</td> <td>£616k</td> <td></td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19	£250k	£616k		
	15/16	16/17	17/18	18/19					
£250k	£616k								
TOTAL SAVINGS BY YEAR	TOTAL: £866k <table border="1"> <thead> <tr> <th>15/16</th> <th>16/17</th> <th>17/18</th> <th>18/19</th> </tr> </thead> <tbody> <tr> <td>£250k</td> <td>£616k</td> <td></td> <td></td> </tr> </tbody> </table>	15/16	16/17	17/18	18/19	£250k	£616k		
15/16	16/17	17/18	18/19						
£250k	£616k								

Reasons for recommending proposals	<p>Youth Service Redesign</p> <p>This is non-statutory youth service provision. The proposal results in the transfer of the Youth Facilitation service to Children’s Services and it’s integration back into a new offer. The focus of the support would be on early intervention.</p>
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Identified Risks
<p>Youth service redesign</p> <ol style="list-style-type: none"> 1. Reputational risk – services valued by those who use them 2. Displacement risk – service users do not find other positive activities to participate in 3. Commissioning risk – ensuring right mix of activities commissioned in future

Number of FTE in area	Youth services: 33 staff (16.5 FTE)
Anticipated reduction in FTE as a result of proposals	Youth services: 28 staff (proportionately is 14 FTE) – this is a current estimate and is subject to further review and consultation.

BUDGET SAVINGS: INITIATIVE TEMPLATE

Service & Service Head	Description of Service Area
Children Services, Kathy Bundred	Prevention – Children

Current Budget Information		
Activity	Subjective	FY Revised Budget
Early Help and Troubled Families	Expenditure	3,654,977
	Income	0
	Non-Controllable	133,120
Early Help and Troubled Families Total		3,788,097

NB. We will receive £156k grant for Troubled Families this year, including £100k for a co-ordinator post.
NB. The Early Help and Troubled Families budget is a part of the overall Children Services budget.

Savings Last 4 Years			
11/12	£0k	12/13	£100k
		13/14	£1,748k
		14/15	£0k

Main Savings Items Description	
<ul style="list-style-type: none"> Early Help and Troubled Families – Review service for ways of maximising resources and possible closure of some children centres. 	

What is protected within service	
	<ul style="list-style-type: none"> Troubled Families programme. Minimum of three children centres. Statutory services for children. Some respite for disabled children. Support for children not in education, employment or training. Careers advice in schools.

Savings proposals				
Saving			Value of Saving and Year(s)	
Early Help and Troubled Families			TOTAL: £900k	
<p>We now only have six children centres (reduced from 13) in the borough and the service has just undergone a restructure. However, further savings will need to be found through a combination of maximising Council (and partner) assets (e.g. co-location, use during out-of-hours etc.), clearly evidenced cost-avoidance savings, improved partnership working in the children centres and across other services, maximising potential through the Troubled Families programme which is grant-funded, closer working with the Voluntary and Community Sector and the community, exploring ways of generating income (e.g. nursery places), and increasing the number of volunteers. It should be noted that 50% of these services are non-statutory, but they do have the potential to provide immense value in terms of managing demand, early help, intervention and prevention, and strengthening communities. Therefore, any savings must be fully understood and mapped out to minimise the relative fallout and social impact.</p>			15/16	16/17
			17/18	18/19
			£300k	£300k
			£300k	

<p>The Early Help service aims to support children and families through the delivery of universal services, through to the social care threshold. The service encompasses the Government's Troubled Families outcomes of addressing school absence, anti-social behaviour, and worklessness.</p> <p>Future use of the children centres will be considered following an internal review of Council assets during this year.</p>									
<p>TOTAL SAVINGS BY YEAR</p>	<p>TOTAL: £900k</p> <table border="1" data-bbox="1038 613 1501 698"> <tr> <td>15/16</td> <td>16/17</td> <td>17/18</td> <td>18/19</td> </tr> <tr> <td>£300k</td> <td>£300k</td> <td>£300k</td> <td></td> </tr> </table>	15/16	16/17	17/18	18/19	£300k	£300k	£300k	
15/16	16/17	17/18	18/19						
£300k	£300k	£300k							

<p>Reasons for recommending proposals</p>	<ul style="list-style-type: none"> • 50% of these services are non-statutory, and we must aim to protect statutory services for children where possible. Hence this is a trade-off between making savings on non-statutory services or on statutory services. • The Troubled Families programme has been very successful and building on this best practice work could lead to even better outcomes, as well as additional grant from central Government.
--	---

Identified Risks	
<ol style="list-style-type: none"> 1. Further reductions in the number of children centres could impact on our ability to successfully deliver the (proposed) Early Help, Intervention and Prevention Strategy (due in December) and our demand management savings targets. 2. Savings on non-statutory services could lead to exponentially increased demand (over and above the demographic trends) for statutory services which would lead to a net increase in budget pressures. 3. The service has just gone through a restructure and further changes to the service might lead to good staff leaving and/or change fatigue. 4. Aspirations relating to increased partnership working and income generation would be impacted if the number of children centres is reduced. 5. Savings relating to utilising / increasing the number of volunteers will not be made if there are insufficient numbers of (suitable) volunteers. 6. There is no guarantee that the Troubled Families Grant will continue beyond 2015/16. 	

<p>Number of FTE in area</p>	<p>81.45 FTEs.</p>
<p>Anticipated reduction in FTE as a result of proposals</p>	<p>25 FTEs. This is a current estimate and is subject to further review and consultation.</p>

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DRAFT EQUALITIES IMPACT ASSESSMENTS

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Equality Impact Assessment (EIA)

Document control

Title of activity:	Proposal to amend the Council Tax Support Scheme 2015
Type of activity:	This is a scheme which provides assistance to people on low incomes to help them pay their Council Tax.
Lead officer:	Chris Henry, Council Tax & Benefits Manager, Exchequer & Transactional Services, oneSource
Approved by:	Sarah Bryant, Director of Exchequer & Transactional Services
Date completed:	September 2014
Scheduled date for review:	September 2016

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

1. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at diversity@haverling.gov.uk

About your activity

1	Title of activity	Proposal to amend the Council Tax Support Scheme 2015
2	Type of activity	This is a scheme which provides assistance to people on low incomes to help them pay their Council Tax.
3	Scope of activity	<p>Many people on low incomes can get Council Tax Support to help them pay their council tax bills. The Council Tax Support Scheme is mainly funded by the Government although the Council help pay towards the scheme as well.</p> <p>The Government plan to reduce the money to pay for the scheme from 2015/2016. The CTS grant has been rolled into the Settlement Funding Allocation which has been reduced in 14/15 in-line with core funding reduction. The Council's budget cannot cover a further shortfall in Government funding. This means changes must be made to the current scheme to help bridge the funding gap.</p> <p>The proposed scheme will continue to protect pensioners who will get the same level of council tax support as they do now.</p> <p>The proposals for 2015/2016 are to:</p> <ul style="list-style-type: none"> • Reduce Council Tax Support for working age claimants by 15%. This means that every working age household would have to pay a minimum charge of 15% of their Council Tax Bill. • Reduce the amount of savings and investments people are allowed to have and still be entitled to claim from £16,000 to £6,000. • Abolish Second Adult Rebate. Second Adult

		Rebate supports working age tax payers whose income is too high in their own right for Council Tax Support but who have other adults living in the household whose income is low.
4a	Is the activity new or changing?	Yes – changing
4b	Is the activity likely to have an impact on individuals or groups?	Yes
5	If you answered yes:	

Completed by:	Chris Henry, Council Tax & Benefits Manager
Date:	September 2014

2. Equality Impact Assessment

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

For more details on the Council's 'Fair to All' approach to equality and diversity, please visit our [Equality and Diversity Intranet pages](#). For any additional advice, please contact diversity@havering.gov.uk

Please note that EIAs are public documents and must be made available on the Council's [EIA webpage](#).

Understanding the different needs of individuals and groups who use or deliver your service

In this section you will need to assess the impact (positive, neutral or negative) of your activity on individuals and groups with **protected characteristics** (this includes staff delivering your activity).

Currently there are **nine** protected characteristics (previously known as 'equality groups' or 'equality strands'): age, disability, sex/gender, ethnicity/race, religion/faith, sexual

orientation, gender reassignment, marriage/civil partnership, and pregnancy/
maternity/paternity.

In addition to this, you should also consider **socio-economic status** as a protected characteristic, and the impact of your activity on individuals and groups that might be disadvantaged in this regard (e.g. carers, low income households, looked after children and other vulnerable children, families and adults).

When assessing the impact, please consider and note how your activity contributes to the Council's **Public Sector Equality Duty** and its three aims to:

- eliminate discrimination, harassment and victimization;
- advance equality of opportunity, and
- foster good relations between people with different protected characteristics.

The EIA

Background/context:

The Council proposes to amend the Council Tax Support Scheme from April 2015. The scheme provides assistance to people on low incomes to help them pay their Council Tax.

The Council Tax Support Scheme is mainly funded by the Government although the Council help pay towards the scheme as well.

The Government plan to reduce the money to pay for the scheme from 2015/2016. The CTS grant has been rolled into the Settlement Funding Allocation which has been reduced in 14/15 in-line with core funding reduction. The Council's budget cannot cover a further shortfall in Government funding. This means changes must be made to the current scheme to help bridge the funding gap.

The proposed scheme will continue to protect pensioners who will get the same level of Council Tax Support as they do now.

The proposals for 2015/2016 are to:

- Reduce Council Tax Support for working age claimants by 15%. This means that every working age household would have to pay a minimum charge of 15% of their Council Tax Bill.
- Reduce the amount of savings and investments working age claimants are allowed to have and still be entitled Council Tax Support from £16,000 to £6,000.
- Abolish Second Adult Rebate. Second Adult Rebate supports working age tax payers whose income is too high in their own right for Council Tax Support but who have other adults living in the household whose income is low.

The proposed changes will have an impact on low income working age households. This is with the exception of the removal of the Second Adult Rebate where the taxpayer's income is too high for Council Tax Support and a rebate is paid in respect of another low-earning adult in the household.

<u>Council Tax Support Case Group Descriptions</u>	<u>Count</u>
Elderly - Non-Passported - Carer	165
Elderly - Non-Passported - Child Under 5	1
Elderly - Non-Passported - Enhanced Disability	2
Elderly - Non-Passported - Family Premium	6
Elderly - Non-Passported - Family Premium - 1 Child	9
Elderly - Non-Passported - Family Premium - 2 Child	2
Elderly - Non-Passported - Family Premium - 4 Child	1
Elderly - Non-Passported - Non Dependant	378
Elderly - Non-Passported - Other	2130

Elderly - Non-Passported - Severe Disability	388
Elderly - Non-Passported - War Pensioners	29
Elderly - Non-Passported - Working	92
Elderly - Passported - Carer	160
Elderly - Passported - Child Under 5	3
Elderly - Passported - Enhanced Disability	1
Elderly - Passported - Family Premium	16
Elderly - Passported - Family Premium - 1 Child	25
Elderly - Passported - Family Premium - 2 Child	4
Elderly - Passported - Family Premium - 3 Child	2
Elderly - Passported - Family Premium - 4 Child	1
Elderly - Passported - Non Dependant	544
Elderly - Passported - Other	3120
Elderly - Passported - Severe Disability	821
Elderly - Passported - Working	11
Working Age - Non-Passported - Carer	71
Working Age - Non-Passported - Child Under 5	469
Working Age - Non-Passported - Disability	211
Working Age - Non-Passported - Disabled Child Premium	20
Working Age - Non-Passported - Enhanced Disability	226
Working Age - Non-Passported - Family Premium	175
Working Age - Non-Passported - Family Premium - 1 Child	778
Working Age - Non-Passported - Family Premium - 2 Child	508
Working Age - Non-Passported - Family Premium - 3 Child	160
Working Age - Non-Passported - Family Premium - 4 Child	39
Working Age - Non-Passported - Family Premium - 5 and above	6
Working Age - Non-Passported - Lone Parent Child Under 5	470
Working Age - Non-Passported - Non Dependant	88
Working Age - Non-Passported - Other	131
Working Age - Non-Passported - Severe Disability	79
Working Age - Non-Passported - War Pensioners	4
Working Age - Non-Passported - Working	535
Working Age - Passported - Carer	314
Working Age - Passported - Child Under 5	206
Working Age - Passported - Disability	261
Working Age - Passported - Disabled Child Premium	31
Working Age - Passported - Enhanced Disability	996
Working Age - Passported - Family Premium	143
Working Age - Passported - Family Premium - 1 Child	620
Working Age - Passported - Family Premium - 2 Child	354
Working Age - Passported - Family Premium - 3 Child	120
Working Age - Passported - Family Premium - 4 Child	29
Working Age - Passported - Family Premium - 5 and Above	2
Working Age - Passported - Lone Parent Child Under 5	1229
Working Age - Passported - Non Dependant	351
Working Age - Passported - Other	1432
Working Age - Passported - Severe Disability	425

Working Age - Passported - Working	25
Grand Total Working Age & Elderly)	18419

Age: Consider the full range of age groups	
<i>Please tick (✓) the relevant box:</i>	
Positive	<p>Overall impact:</p> <p>Whilst the proposed changes will impact negatively on working age Council Tax Support claimants, we consider the changes will not cause undue hardship. This can be seen in other London authorities who have implemented the same or higher reductions. Within the scope of the scheme there is a policy to enable us to consider cases of hardship.</p> <p>Pension age claimants (currently men and women aged 62½ and over) will not be affected by the change.</p> <p>At present approximately 57% of Council Tax Support claimants are working age and 43% are pension age.</p> <p>This compares with the figures for the population for the borough as a whole where 76% are aged 18 – 64 years and 24% aged 65 and over.</p> <p>The proposed changes mean that all working age Council Tax Support claimants will have to pay at least 15% towards their Council Tax.</p> <p>We have identified the number of working households affected. Youth unemployment is at a higher rate than that of the general population, therefore the more working households impacted the older the profile of applicants affected.</p>
Neutral	
Negative ✓	
Evidence:	
Council Tax Support caseload data	
Sources used:	
Council Tax Support caseload data	
Diversity Profile for EIAs August 2014	
Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014	

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input checked="" type="checkbox"/>
<p>Overall impact:</p> <p>There is a slight negative impact for disabled people who are of working age. This is because they are disproportionately represented amongst those who will receive a reduction in Council Tax support. Support is in place for those who suffer hardship as a result of this change.</p>	
<p>Evidence:</p> <p>In terms of Council Tax Support disabled household are those where the claimant (or any partner, or child) receives a state disability benefit payment or is seriously sick or disabled.</p> <p>Approximately 24% of working age Council Tax Support claimants meet the above definition compared with 21% of the working age population of Havering.</p> <p>Pension age Council Tax Support claimants are not affected by these proposals.</p> <p>Disabled people are historically disadvantaged and face greater barriers when accessing (information about) services and therefore disabled households are considered to be more vulnerable than other households. However, people with disabilities who are unable to work receive higher levels of state benefits and therefore, whilst will be subject to the 15% liability reduction, are likely to have a higher income than other working age claimants whose council tax support will also be reduced. With the calculation for council tax support additional premiums are also used to increase payment.</p>	
<p>Sources used:</p> <p>Council Tax Support caseload data</p> <p>Diversity Profile for EIAs August 2014</p> <p>Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014</p>	

Sex/gender: Consider both men and women											
<i>Please tick (✓) the relevant box:</i>											
Positive	<p>Overall impact:</p> <p>It is difficult to fully measure the implications the changes will have on this protected characteristic due to the fact that only one claim is submitted per household. It is therefore difficult to measure the claim.</p> <p>Equalities monitoring indicates that a higher number of claims are made by females (married and single titles) compared with males and therefore the changes appears to have a negative impact more upon women.</p> <p>Support is in place for those who suffer hardship as a result of this change.</p> <p>As lone parents, part-time workers and carers are most likely to be women, the impact of the proposed changes is considered to be disproportionately higher on women than on men.</p>										
Neutral											
Negative ✓											
Evidence:											
Council Tax Support caseload data:											
<table border="1"> <thead> <tr> <th>Title on claim</th> <th>No.</th> </tr> </thead> <tbody> <tr> <td>Mr Count</td> <td>2153</td> </tr> <tr> <td>MRS Count</td> <td>1327</td> </tr> <tr> <td>MS/Miss Count</td> <td>2346</td> </tr> <tr> <td>Other</td> <td>8</td> </tr> </tbody> </table>		Title on claim	No.	Mr Count	2153	MRS Count	1327	MS/Miss Count	2346	Other	8
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Sources used:											
Council Tax Support caseload data											
Diversity Profile for EIAs August 2014											
Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014											

Ethnicity/race: Consider the impact on different ethnic groups and nationalities																																									
<i>Please tick (✓) the relevant box:</i>		Overall impact: There could be a negative impact for people of different ethnicities or races. This is because there is a slight disproportionate representation of black and minority ethnicity communities receiving Council Tax Support.																																							
Positive	<input type="checkbox"/>																																								
Neutral	<input type="checkbox"/>																																								
Negative	<input checked="" type="checkbox"/>																																								
Evidence:																																									
<p>From the data provided below, it would appear that there is a slight disproportionate impact for Black and Minority ethnicities. 85.7% of Havering’s population are defined as White, while 80.9% of benefit claimants define themselves as White.</p> <p>The tables below show the projected figures for the breakdown of Havering by ethnicity/race and for Benefits claimants where they have supplied this information. The data is difficult to compare due to the different classifications of ethnicity used.</p>																																									
<table border="1"> <thead> <tr> <th>2014 (projection)</th> <th>Number</th> <th>Percentage of population (%)</th> </tr> </thead> <tbody> <tr> <td>All ethnicities</td> <td>246,269</td> <td>100.00</td> </tr> <tr> <td>White</td> <td>211,126</td> <td>85.7</td> </tr> <tr> <td>Black Caribbean</td> <td>3,335</td> <td>1.4</td> </tr> <tr> <td>Black African</td> <td>9,485</td> <td>3.9</td> </tr> <tr> <td>Black Other</td> <td>4,524</td> <td>1.8</td> </tr> <tr> <td>Indian</td> <td>5,813</td> <td>2.4</td> </tr> <tr> <td>Pakistani</td> <td>1,820</td> <td>0.7</td> </tr> <tr> <td>Bangladeshi</td> <td>1,205</td> <td>0.5</td> </tr> <tr> <td>Chinese</td> <td>1,662</td> <td>0.7</td> </tr> <tr> <td>Other Asian</td> <td>4,467</td> <td>1.8</td> </tr> <tr> <td>Other</td> <td>2,833</td> <td>1.2</td> </tr> <tr> <td>BAME¹</td> <td>35,144</td> <td>14.3</td> </tr> </tbody> </table>			2014 (projection)	Number	Percentage of population (%)	All ethnicities	246,269	100.00	White	211,126	85.7	Black Caribbean	3,335	1.4	Black African	9,485	3.9	Black Other	4,524	1.8	Indian	5,813	2.4	Pakistani	1,820	0.7	Bangladeshi	1,205	0.5	Chinese	1,662	0.7	Other Asian	4,467	1.8	Other	2,833	1.2	BAME ¹	35,144	14.3
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Council Tax Support/Housing Benefit Claimants where Equalities information provided																																									

¹ The GLA define BAME differently to the ONS. The GLA does not include a ‘White Other’ Group. Instead they have one category ‘White’ that includes ‘White British’ and ‘White Other’.

	Number	Percentage of claimants who provided information
White/British	4249	72.8%
White/Irish	91	1.6%
White/Other	381	6.5%
White & Black Caribbean	66	1.1%
White & Black African	43	0.7%
White & Asian	16	0.3%
Mixed/Other	43	0.8%
Asian/Asian British Indian	71	1.2%
Asian/Asian British Pakistan	69	1.2%
Asian/Asian British Bangladesh	54	0.9%
Asian/Asian British: Any Other	32	0.6%
Asian/Other	14	0.2%
Black/Black British Caribbean	154	2.6%
Black/Black British African	381	6.5%
Black/Black British Other	53	0.9%
Chinese	8	0.1%
Gypsy/Traveller	1	0.1%
Other Ethnic Group	86	1.5%
Declined	22	0.4%
Total	5834	100%

Sources used:

Council Tax Support caseload data

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014

*

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief	
<i>Please tick (✓) the relevant box:</i>	Overall impact:
Positive	There is no information available to make an assessment on the impact of the review on this protected characteristic.
Neutral	
Negative	
Evidence: There is little information available at national and local levels to make an assessment on the impact of the review on this protected characteristic.	

Sources used:

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual

<i>Please tick (✓) the relevant box:</i>		There is no information available to make an assessment on the impact of the review on this protected characteristic.
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

Evidence:

Sources used:

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth

<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	There is no information available to make an assessment on the impact of the review on this protected characteristic.
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

Evidence:

There is no information available to make an assessment on the impact of the review on this protected characteristic.

Sources used:

Marriage/civil partnership: Consider people in a marriage or civil partnership

<i>Please tick (✓) the relevant box:</i>		Overall impact: There is insufficient information available to make an assessment on the impact of the review on this protected characteristic.
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

Evidence:

There is insufficient information available to make an assessment on the impact of the review on this protected characteristic.

Sources used:

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave

<i>Please tick (✓) the relevant box:</i>		Overall impact: There is no evidence available to indicate there is an adverse impact to this group as a consequence of the proposed changes. However, the reduction in Council Tax support will have a negative impact on parents with young children and babies
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

Evidence:

Sources used:
Council Tax Support data

Socio-economic status: Consider those who are from low income or financially excluded backgrounds

<i>Please tick (✓) the relevant box:</i>		Overall impact: Council Tax Support is a means tested scheme available to households on a low income. Therefore all recipients would be considered to be at a socio-economic disadvantage, particularly lone parents (most likely to be women), part-time workers (most likely to be women), working-age couples on low income, large households (more likely to be from BME backgrounds) and carers (most likely to be women). Pension age Council Tax Support claimants will not be affected and will continue to receive similar levels of support with their council tax bills as they do at present.
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input checked="" type="checkbox"/>	

Evidence:

Sources used:

Council Tax Support caseload data

Diversity Profile for EIAs August 2014

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2014

Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Age	✓	We will be consulting on the proposed changes in October 2014 and November 2014 and will report the results to Cabinet in December.	<p>Individual households will have access to formal appeal and review arrangements should they have complaints or concerns about the assessment criteria and method used to identify the Council Tax Support they need.</p> <p>We will monitor the impact of the changes as part of our performance and quality checking systems. The performance data collated, including satisfaction surveys and community profile monitoring will form part of regular reporting arrangements to senior management and members.</p>		

Disability	✓	We will be consulting on the proposed changes in October and November 2014 and will report the results to Cabinet in December.	Individual households will have access to formal appeal and review arrangements should they have complaints or concerns about the assessment criteria and method used to identify the Council Tax Support they need. We will monitor the impact of the changes as part of our performance and quality checking systems. The performance data collated, including satisfaction surveys and community profile monitoring will form part of regular reporting arrangements to senior management and members.		
Sex/gender	✓	We will be consulting on the proposed changes in October and November 2014 and will report the results to Cabinet in	Individual households will have access to formal appeal and review arrangements should they have complaints or concerns about the assessment criteria and method used to identify the Council Tax Support		

		<p>they need.</p> <p>We will monitor the impact of the changes as part of our performance and quality checking systems. The performance data collated, including satisfaction surveys and community profile monitoring will form part of regular reporting arrangements to senior management and members.</p>			
<p>Ethnicity/race</p>	<p>✓</p>	<p>Individual households will have access to formal appeal and review arrangements should they have complaints or concerns about the assessment criteria and method used to identify the Council Tax Support they need.</p> <p>We will monitor the impact of the changes as part of our performance and quality checking systems. The performance data collated, including satisfaction surveys and</p>	<p>December.</p> <p>We will be consulting on the proposed changes in October and November 2014 and will report the results to Cabinet in December.</p>		

Religion/faith	Not known					community profile monitoring will form part of regular reporting arrangements to senior management and members.	
Sexual orientation	Not known						
Gender reassignment	None						
Marriage/civil partnership, and	None						
Pregnancy/maternity/paternity	Not known						

* You should include details of any future consultations you will undertake to mitigate negative impacts

** Monitoring: You should state how the negative impact will be monitored; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

Review

In this section you should identify how frequently the EIA will be reviewed; the date for next review; and who will be reviewing it.

The EIA will be reviewed at bi-annual intervals or earlier if the Council Tax Support scheme is reviewed earlier than September 2016.

Equality Impact Assessment (EIA)

Document control

Title of activity:	<i>Proposed changes to parking Fees and Charges</i>
Type of activity:	Budget Proposals
Lead officer:	<i>Tina Brooks, Assistant Group Manager, Traffic & Parking Services, Streetcare, Culture, Community & Economic Development directorate</i>
Approved by:	<i>Bob Wenman Head of Streetcare, Culture, Community & Economic Development directorate</i>
Date completed:	<i>September 2014</i>
Scheduled date for review:	<i>Will be reviewed on each occasion significant changes are made to the charging policy</i>

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

3. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at diversity@havering.gov.uk

About your activity

1	Title of activity	<i>Proposed changes to parking fees and charges</i>
2	Type of activity	Budget Proposals
3	Scope of activity	<p>To amend charges for parking activities within the authority. To provide the amenity of parking spaces for business and residents, to ensure adequate turnover of parking space and to maintain road safety.</p> <p>Changes to price and to allow some limited free parking time to support local business.</p> <p>To review parking payment mechanisms, to upgrade pay and display machines and to consider the introduction of cashless parking facilities.</p>
4a	Is the activity new or changing?	Yes
4b	Is the activity likely to have an impact on individuals or groups?	Yes
5	If you answered yes:	<i>Please complete the EIA on the next page.</i>
6	If you answered no:	N/A

Completed by:	<i>Tina Brooks, Assistant Group Manager, Traffic & Parking Services</i>
Date:	<i>September 2014</i>

4. Equality Impact Assessment

Background/context:

The Council provides 8422 parking spaces borough wide, off street (2643) on street (779 a number of which are dedicated for use of blue badge holders in accordance with the recommended ratio given by the Office for National Statistics) and 5000 resident only parking spaces.

Parking spaces are provided to accommodate either long or short stay parking suitable for each specific area e.g. long stay commuter parking or short stay shopping either on or off street.

Short stay parking charges are designed to promote the responsible use of the available parking spaces by shoppers to ensure turnover of space and to promote the local economy.

Permit parking reserves spaces for specific parts of the community e.g. local business or residents who would otherwise be unable to have reasonable access to parking close to their properties if space was not controlled through means of a permit system due to commuter or retail activities.

Increases in charges will ensure the costs of providing these services are met; any surplus income derived from the on street parking service may only be used in accordance with section 55 of the Road Traffic Regulation Act 1984.

It is proposed to review parking charges and the payment mechanisms through upgrading existing pay and display equipment and to consider the introduction of cashless parking facilities for all that use parking facilities within the borough. Upgrading the machines is essential to facilitate free parking sessions to be offered for limited time periods. This will require motorists to input vehicle registration numbers at the machines and to place pay and display tickets within the windscreen of their vehicles.

Cashless parking system will provide an alternative payment mechanism as an enhancement to customer service. Payment by phone, text or online will eliminate the need for the driver to have the correct change available upon parking and will provide the additional facility of allowing a top up payment to be made without the need to return to the vehicle if the driver is delayed. This service has proven successful in other authorities where increasing usage of this payment method has led to reduced costs in respect of machine maintenance and cash collection. The reduced volume of cash collection improves security of both staff and Council income.

Currently Blue Badges issued to disabled persons may be used without charge on all permitted parking bays in the Borough with the exception of specific voucher bays which are specifically signed. There is no anticipated change to the existing Blue Badge arrangements at this time.

Age: Consider the full range of age groups

<i>Please tick (✓) the relevant box:</i>		Overall impact: It is envisaged the proposals will impact positively on all age groups who wish to visit the town centres. The free parking time permitted will allow for short stay parking with greater turnover of parking space availability which will particularly benefit people with disabilities and parents/ carers with young children, who will have improved opportunities to park.
Positive	<input checked="" type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
As the current parking mechanisms will remain in place there is no anticipated change to any age group from the introduction of mobile phones as an extra means of payment which is being introduced as a customer care initiative		
Sources used:		

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Currently Blue Badges issued to disabled persons may be used without charge on all bays in the Borough with the exception of specific voucher bays which are specifically signed. There is no anticipated change to the existing arrangements at this time. However the free parking time permitted will allow for short stay parking with greater turnover of parking space availability which will particularly benefit people with disabilities who will have improved opportunities to park.
Positive	<input checked="" type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence: No data on disabled usage is currently available and comments are based on anecdotal information only. As the current parking mechanisms will remain in place there is no anticipated change to any group from the introduction of mobile phones as an extra means of payment which is being introduced as a customer care initiative		

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<p>Sources used:</p>

<p>Sex/gender: Consider both men and women</p>

<p><i>Please tick (✓) the relevant box:</i></p>		<p>Overall impact:</p> <p>No data is collected on users of parking services.</p> <p>There is no indication that the proposal will have any disproportionate impact on this protected characteristic.</p> <p>However the free parking time permitted will allow for short stay parking with greater turnover of parking space availability which will particularly benefit people by having improved opportunities to park.</p>
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

<p>Evidence:</p> <p>No data on sex/gender usage is currently available.</p>
--

<p>Sources used:</p> <p>London Councils report The Relevance of Parking in the Success of Urban Town Centres, 2012</p>

<p>Ethnicity/race: Consider the impact on different ethnic groups and nationalities</p>
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<p><i>Please tick (✓) the relevant</i></p>		<p>Overall impact:</p>
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<i>box:</i>	No data available. There is no evidence to suggest that the proposals will have a disproportionate impact on this protected characteristic	
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence:		
No data on ethnicity or national group usage is currently available		
However the free parking time permitted will allow for short stay parking with greater turnover of parking space availability which will particularly benefit people by having improved opportunities to park.		
Sources used:		
London Councils report The Relevance of Parking in the Success of Urban Town Centres , 2012		

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief		
<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	No data available.
Neutral	<input type="checkbox"/>	There is no evidence to suggest that the proposals will have a disproportionate impact on this protected characteristic.
Negative	<input type="checkbox"/>	
Evidence:		
No data usage based on different religions or beliefs, including those with no religion or belief is currently available.		
However the free parking time permitted will allow for short stay parking with greater turnover of parking space availability which will particularly benefit people by having improved opportunities to park.		

Sources used:

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual

<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	No data available
Neutral	<input type="checkbox"/>	There is no evidence to suggest that the proposals will have a disproportionate impact on this protected characteristic.
Negative	<input type="checkbox"/>	However the free parking time permitted will allow for short stay parking with greater turnover of parking space availability which will particularly benefit people by having improved opportunities to park.

Evidence:
No data usage based on sexual orientation is currently available

Sources used:

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth

<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	No data available
Neutral	<input type="checkbox"/>	There is no evidence to suggest that the proposals will have a disproportionate impact on this protected characteristic.
Negative	<input type="checkbox"/>	However the free parking time permitted will allow for short stay parking with greater turnover of parking space availability which will particularly benefit people by having improved opportunities to park.

Evidence:		
No data usage based on gender identity is currently available		
Sources used:		

Marriage/civil partnership: Consider people in a marriage or civil partnership		
<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
No data available.		There is no evidence to suggest that the proposals will have a disproportionate impact on this protected characteristic.
However the free parking time permitted will allow for short stay parking with greater turnover of parking space availability which will particularly benefit people by having improved opportunities to park.		
Evidence:		
No data usage based on this protected characteristic is currently available		
Sources used:		

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave	
<i>Please tick (✓) the relevant box:</i>	
Positive	Overall impact: No data available.
Neutral	There is no evidence to suggest that the proposal will have a disproportionate impact on this protected characteristic.
Negative	However the free parking time permitted will allow for short stay parking with greater turnover of parking space availability which will particularly benefit people by having improved opportunities to park
No data usage based on this protected characteristic is currently available	
Sources used:	
<i>*Expand box as required</i>	

Socio-economic status: Consider those who are from low income or financially excluded backgrounds	
<i>Please tick (✓) the relevant box:</i>	
Positive	Overall impact: The increased charges for longer term parking may have a negative effect on those on low income or financially excluded backgrounds, however, the short free parking periods available may assist with the cost of short term visits to town centres.
Neutral	
Negative	
	✓
Evidence: No data usage in respect of parking usage based on socio-economic groups currently available	

Sources used:

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Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Age Disability Gender Pregnancy / Maternity / Paternity Socio-economic groups	The data we hold is varied and limits us to fully assess the impact on service users with protected characteristics	Address the gaps in service user data Use consultation feedback to inform final budget saving proposals	Final budget saving proposals are informed by relevant diversity profile data and feedback from consultation		
Socio-economic groups	low income or financially excluded background	Area will continue to be monitored to establish significant changes in parking patterns and town centre parking usage.		Assessment to be reviewed on an ongoing basis	Bob Wenman

* You should include details of any future consultations you will undertake to mitigate negative impacts

** Monitoring: You should state how the negative impact will be monitored; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

Review

Group Manager Parking Services to carry out annual review.

Equality Impact Assessment (EIA)

Document control

Title of activity:	Budget proposals for Fairkytes Arts Centre
Type of activity:	Budget Proposals
Lead officer:	Kayleigh Pardoe, Policy, Marketing and Administration Manager, Culture and Leisure, Culture, Community and Economic Development
Approved by:	Cynthia Griffin, Group Director, Culture, Community and Economic Development
Date completed:	September 2014
Scheduled date for review:	Following a review of the proposals, the EIA will be revised in January 2015.

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

5. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at diversity@haverling.gov.uk

About your activity

1	Title of activity	Budget proposals for Fairkytes Arts Centre 2014
2	Type of activity	Budget Proposals
3	Scope of activity	Budget proposals for Fairkytes Arts Centre in order for them to move towards a Cost Recovery business model (receiving no subsidy from the Council). Whilst several changes are proposed, the existing offer to the community will be preserved as much as possible and savings realised through wholesale reductions in services are not being considered.
4a	Is the activity new or changing?	Yes - changing
4b	Is the activity likely to have an impact on individuals or groups?	Yes
5	If you answered yes:	<i>Please complete the EIA on the next page.</i>
6	If you answered no:	N/A

Completed by:	Kayleigh Pardoe, Policy, Marketing and Administration Manager, Culture and Leisure, Culture, Community and Economic Development
Date:	10 th September 2014

6. Equality Impact Assessment

Background/context:										
<p>As part of the Council's budget reductions, Fairkytes Arts Centre is considering proposals to move towards a Cost Recovery business model so that it can operate without subsidy from the London Borough of Havering, to sustain its long term future. This will mean changes to the existing business model and changes to the nature and style of available activities.</p> <p>As part of the changes, the way Fairkytes operates is being reviewed, moving from 'service delivery' to a more commercially oriented approach. This will be achieved through:</p> <ul style="list-style-type: none"> • Operational savings and efficiencies <i>(For example, changes to the contracting arrangements for drinks machines and ground maintenance)</i> • Savings realised through changes to, and development of, the cultural offer of Fairkytes and the wider Arts service <i>(Changes to the way in which annual exhibitions and competitions are managed and delivered, reduction in funding to events and projects, introduction of ticketed events and providing more services through Fairkytes Arts Centre rather than commissioning from external providers)</i> • Additional income realised through existing programmes <i>(Increases in Fees and Charges for room and hall hire, studio lets and adult workshops. No plans to increase fees for children's workshops)</i> • Big Ideas – income realised through new or additional activities and programmes <i>(A series of new ticketed events to be introduced)</i> <p>The cultural offer available to the community will be impacted and the Arts Service as a whole needs to become a more event-oriented and a commercially aware organisation, with less subsidy for developmental work, in order to develop a sustainable future. However, at this stage, the existing offer to the community will be preserved as much as possible and savings realised through wholesale reductions in services are not being considered.</p>										
Age: Consider the full range of age groups										
<p><i>Please tick (✓) the relevant box:</i></p> <table border="1"> <thead> <tr> <th colspan="2" style="background-color: #d3d3d3;">Overall impact:</th> </tr> </thead> <tbody> <tr> <td style="background-color: #d3d3d3;">Positive</td> <td></td> <td rowspan="3"> Fairkytes Arts Centre runs a number of workshops for Adults (16+ or 18) and Children (5+), as well as being used by independent groups and making rooms available for hire for regular and one off events. </td> </tr> <tr> <td style="background-color: #d3d3d3;">Neutral</td> <td></td> </tr> <tr> <td style="background-color: #d3d3d3;">Negative</td> <td style="text-align: center;">✓</td> </tr> </tbody> </table> <p>From April-July 2014/15 there have been 1395 attendances at Adult Workshops (41%) and 2029 attendances at Children's Workshops (59%). No increases in charges are proposed for Children's</p>		Overall impact:		Positive		Fairkytes Arts Centre runs a number of workshops for Adults (16+ or 18) and Children (5+), as well as being used by independent groups and making rooms available for hire for regular and one off events.	Neutral		Negative	✓
Overall impact:										
Positive		Fairkytes Arts Centre runs a number of workshops for Adults (16+ or 18) and Children (5+), as well as being used by independent groups and making rooms available for hire for regular and one off events.								
Neutral										
Negative	✓									

Workshops, so the changes will have a disproportionate impact on the existing adult users (these figures do not take into account the use of Fairkytes for private hire or events).

The Fairkytes Survey 2014 (completed by Adults only) shows that the age profile of Fairkytes adult users is predominantly older residents aged 55-84 (87%). This is disproportionately higher than the number of residents aged 55-84 living in the Borough at 27% and the percentage of residents aged 55-84 in St Andrews Ward at 30%, where Fairkytes Arts Centre is located (Census 2011).

Changes to the way in which exhibitions and competitions are managed (particularly if there is a rationalisation of these) may impact this age group disproportionately. Increases in fees and charges for room hire and tickets for events may also make some activities less affordable and again this may impact this age group more than others. At the same time, however, the development of the adults' cultural offer available in the centre may also benefit this group.

The Arts Service has funded many groups and projects in recent years aimed at young people (13-19) and reduction and/or removal of these may be perceived as negatively impacting this age group. However, the groups that received this funding achieved relatively small outputs. Therefore, by reallocating resources and running events and activities through Fairkytes Arts Centre, we believe we will reach and benefit a greater number of young people.

In the case of Romford Contemporary Arts Programme (RCAP), funding over the last 3 years has enabled the group to become established and they are in the process of moving to an independent Community Interest Company status with considerable external funding opportunities via private sector and Economic Development partnerships. RCAP's sustainability and legacy are therefore assured and there is little necessity for Cultural Services funding to continue at this level.

Evidence:

Service level performance data illustrates that 41% of attendances for workshops so far in 2014/15 were Adults (16+ or 18+ dependant on the workshop). The 2014 Fairkytes Survey (completed by adults only) showed that the age profile of Fairkytes adult users is predominantly older residents aged 55-84 (87%). (Data from those that completed the survey only). This is disproportionately higher than the number of residents aged 55-84 living in the Borough at 27% (64,600 residents) and the percentage of residents aged 55-84 in St Andrews Ward at 30%, (3951 residents) where Fairkytes Arts Centre is located (Census 2011).

The Fairkytes Survey is completed by adults only and the small number of surveys completed means that the figures are not representative of all Fairkytes users, providing an indication only. Future Fairkytes Surveys will be reviewed so that they include the questions that will provide us with the data we need. The distribution of the survey will also be reviewed so that we get a higher number of respondents and the data is therefore

more representative.
Sources used: Service level performance data 2014/15 Fairkytes Survey 2014 Census 2011, Office of National Statistics

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions

<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive		Fairkytes Survey data 2012 and 2014 illustrates that a number of Fairkytes survey respondents have a disability. However the survey is only completed by adults who partake in workshops and not those that use the centre for private hire and / or events. It is therefore likely that the number of Fairkytes users with a disability is proportionally higher, particularly as there are activities that take place at the centre that are aimed at disabled participants who may experience difficulties responding to a written survey. Whilst this group will be impacted negatively by increases in fees and charges, the development of the adults' cultural offer available in the centre may also benefit this group. The future programmes of work could also be developed in a way that is more inclusive for disabled and all users. In light of the limited evidence from the Fairkytes Survey the impact on this group is not yet known. This gap in information will be addressed.
Neutral		
Negative		

Evidence:

7% (or 12 people) of the 163 people who answered a question on disability as part of the Fairkytes Annual Survey 2014 stated they had a disability. This is lower than the figure for the 2012 Survey at 16% (22 of 138 who answered this question in 2012). These figures are lower than the percentage of working age people (16-64) with a disability or long term health condition in Havering (21%) and lower than the figure for the percentage of older people (65+) with a disability or long term health condition in Havering (52%).

While based on this data there doesn't appear to be a disproportionate impact on this group compared to other groups, we recognise that the data we hold has its limitations and gaps.

The Fairkytes Annual Survey is completed by adults only and the small number of surveys completed means that the figures are not representative of all Fairkytes users, providing an indication only. It is also recognised that people with learning difficulties and disabilities, BSL users and service users with sight difficulties/disabilities might be under-represented in the respondents' profile due to barriers in completing this survey.

Other than the Fairkytes Annual Survey, no data on disability is currently collected. Therefore the impact on this group is not yet known.

Future Fairkytes Surveys will be reviewed so that they include the questions that will provide us with the data we need. The distribution of the survey will also be reviewed so that we get a higher number of respondents and the data is therefore more representative.

Sources used:

2012/13 Annual Population Survey, Office of National Statistics
 2011 Census, Office of National Statistics
 Fairkytes Annual Survey 2014 and 2012

Sex/gender: Consider both men and women

Please tick (✓) the relevant box:

Positive

Neutral

Negative

Overall impact:

In total more women attend Fairkytes Arts Centre than men. Women will therefore be disproportionately affected by the proposals to change the nature and style of available activities, increase fees and charges and ticket events. Conversely there will be the opposite affect for men.

At the same time, however, the development of the adults' cultural offer available in the centre may also benefit this group.

Evidence:

In 2013/14 of the 83,458 attendances at Fairkytes Arts Center, 66,416 provided their gender (non- unique). Of these 45,869 (69%) were women and girls and 20,547 (31%) were men and boys.

As of July 2014, in 2014/15 there have been 21,308 attendances to Fairkytes (non-unique). Of these 11,720 (55%) were women and girls and 9,588 (45%) were men and boys.

Sources used:

Service level performance data 2013/14 and 2014/15

Ethnicity/race: Consider the impact on different ethnic groups and nationalities

Please tick (✓) the relevant box:

Overall impact:

Positive	<p>In 2014 96% of Fairkytes Survey respondents were White British, a significantly higher figure than the percentage of White British residents in the Borough (83%) and higher than the percentage of White British residents living in St Andrews Ward (89%) where Fairkytes is located (2011 Census).</p>
Neutral	<p>It should be noted, however, that the Fairkytes Annual Survey is completed by adults only and the small number of surveys completed means that the figures are not representative of all Fairkytes users, providing an indication only. Furthermore, the survey is not completed by those who hire the centre to run their own groups and there are currently many minority and faith groups that use Fairkytes on a regular basis.</p> <p>Based on the Fairkytes Survey there doesn't appear to be a disproportionate impact on Black and Minority Ethnic (BME) residents, however we recognise that the data we hold has its limitations and gaps. We also recognise that BME service users might be under-represented in the respondents' profile due to language barriers in completing this survey.</p>
Negative	<p>In light of the limited about evidence from the Fairkytes Survey the impact on this group is not yet known. This gap in information will be addressed.</p>

Evidence:

The 2014 Fairkytes survey showed that 96% of respondents were White British, which is disproportionate to the 83% of White British residents in the borough and the 89% of White British residents in St Andrews Ward where Fairkytes Arts Centre is located. The remaining 4% of Fairkytes users were White Irish (0.6%), White Other (1.1%), Asian or Asian British / Indian (0.6%), Black or Black British/ Other (0.6%), Other Ethnic Group (0.6%) and prefer not to say (0.6%).

Figures for the 2012 Fairkytes Survey are very similar, with 96% of respondents White British, 1% White Irish, 1% Mixed/Other, 1% Asian or Asian British/Indian and 1% Black or Black British/African.

Based on the Fairkytes Survey there doesn't appear to be a disproportionate impact on Black and Minority Ethnic (BME) residents, however we recognise that the data we hold has its limitations and gaps. We also recognise that BME service users might be under-represented in the respondents' profile due to language barriers in completing this survey. The impact on this group is therefore not yet known. This gap in information will be addressed.

Sources used:

Fairkytes Annual Survey 2012 and 2014
2011 Census

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Not known
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence: No information is collected on the Religion of Fairkytes Users. However, it is known that one religious group uses the centre for group meetings and they are likely to be affected by the increased charges and fees of hire.		
Sources used: N/A		

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Not known
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence: No information is collected on the sexual orientation of Fairkytes Users but there is no local or national evidence to suggest that this group might be disproportionately affected.		
Sources used: N/A		

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Not known
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	

Negative	<input type="checkbox"/>	
Evidence:		
No information is collected on the gender reassignment of Fairkytes Users but there is no local or national evidence to suggest that this group might be disproportionately affected.		
Sources used:		
N/A		

Marriage/civil partnership: Consider people in a marriage or civil partnership		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Not known
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence:		
No information is collected on the marital status of Fairkytes Users but there is no local or national evidence to suggest that this group might be disproportionately affected.		
Sources used:		
N/A		

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Not known
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence:		
Although a small number of activities are run for parents and young children, no data on pregnancy, maternity and paternity is collected. However, as we are not considering to increase fees for children's workshops and activity, the impact on this groups is likely to be neutral.		

Sources used:

N/A

Socio-economic status: Consider those who are from low income or financially excluded backgrounds*Please tick (✓) the relevant box:***Overall impact:****Positive****Neutral****Negative**

✓

The proposals to increase fees and charges for room and hall hire, studio lets and adult workshops as well as an increase in ticketed events may mean that Fairkytes will be less accessible to those who are from low income or financially excluded backgrounds.

However, the majority of Fairkytes users come from relatively affluent parts of the Borough and it is believed that price increases should be affordable for most users.

Evidence:

Of those that completed the Fairkytes Survey 2014, the majority came from the more affluent parts of the borough: RM11 (18%), RM12 (22%), RM14 (15%) (primarily made up of wards Emerson Park, St Andrews, Hacton, Upminster, Hylands, Squirrels Health, Elm Park and Cranham). It is therefore believed that price increases should be affordable to most users.

However, 8% of those who responded came from RM2 and 7% from RM3 which include some of the more deprived wards in the Borough (Heaton and Gooshays). Residents who live in these areas of the borough are more likely to be affected by the proposals.

Ward	Deprivation Rank
Gooshays	1
Heaton	2
South Hornchurch	3
Havering Park	4
Brooklands	5
Romford Town	6
Harold Wood	7
Rainham and Wennington	8
Mawneys	9
Elm Park	10
St Andrew's	11
Hylands	12
Pettits	13
Squirrel's Heath	14
Hacton	15
Emerson Park	16
Cranham	17
Upminster	18

NB. Rank 1 = Most deprived ward, Rank 18 = least deprived ward.

*Table of Index of Multiple Deprivation by Lower Super Output Area in Havering Wards.
Department of Communities and Local Government, 2011*

Sources used:

Fairkytes Annual Survey 2014

JSNA Demographics Update - Table of Index of Multiple Deprivation by Lower Super Output Area in Havering Wards, Department of Communities and Local Government, 2011

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Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
All	The data we hold is incomplete so doesn't allow us to fully assess the impact on people with protected characteristics	Improve the Fairkytes survey so that it includes the questions that will provide us with the data we need. Also improve the distribution of the survey so that we get a higher number of respondents and the data is more representative. Explore other ways to collect data.	Better data to inform future decisions and use of the centre	2015	Mark Etherington
All	The data we hold is incomplete therefore it is unknown if the current programme is fully inclusive and attractive to all	Review potential for developing new offers in line with the needs and aspirations of the population including researching new	Better information on community needs Better monitoring of offer verses need	2015	Mark Etherington

	groups.	population groups not currently using the centre			
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LEAFLET

Equality Impact Assessment (EIA)

Document control

Title of activity:	Budget Proposals for the Library Service
Type of activity:	Budget Proposals
Lead officer:	Kayleigh Pardoe, Policy, Marketing and Administration Manager, Culture and Leisure, Culture, Community and Economic Development
Approved by:	Cynthia Griffin, Group Director, Culture, Community and Economic Development
Date completed:	September 2014
Scheduled date for review:	Following a review of the proposals, the EIA will be revised in January 2015.

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

7. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at diversity@havering.gov.uk

About your activity

1	Title of activity	Budget Proposals for the Library Service
2	Type of activity	Budget Proposals
3	Scope of activity	<p>A proposal for a new delivery model for the Library Service in a context of significant budget reductions. Changes will include a reduction in staffing and opening hours for libraries, introduction of a 50p charge per hour for the use of computers and a greater use of volunteers to deliver services, including the Local Studies and Family History Service, the Housebound Service and the work of the Reader Development team.</p> <p>New ways to generate income will also be explored as part of the new model, such as new membership arrangements, philanthropy, donations and sponsorship.</p>
4a	Is the activity new or changing?	Yes - changing
4b	Is the activity likely to have an impact on individuals or groups?	Yes
5	If you answered yes:	<i>Please complete the EIA on the next page.</i>
6	If you answered no:	N/A

Completed by:	Kayleigh Pardoe, Policy, Marketing and Administration Manager, Culture and Leisure, Culture, Community and Economic Development
Date:	10 th September 2014

8. Equality Impact Assessment

Background/context:

Significant reductions to the Library Service budget are required as the Council faces up to the challenge of finding £60m of savings (representing a third of its controllable budget). This means that the Library service will be working in an entirely new context in the next three years. The Council is proposing to retain all 10 libraries but with reduced opening hours and a greater use of volunteers.

Havering Council has decided to avoid building closures and prioritise the continued opening of the existing 10 library buildings, for the following reasons:

- The importance of retaining Libraries buildings in the town centres and communities in which they are based;
- The importance of ensuring that the current accessibility of the Libraries is maintained, particularly for disabled people, for those people who have mobility problems and for those people who do not have access to a car;
- Avoiding building closures (which could result in the disposal of those buildings) means that future investment in those services remains possible, assuming greater levels of funding become available at some point in the future. Closing Library buildings means that they will almost certainly be lost forever.

If all of the buildings are to be retained, the only realistic way of making significant budget savings is to reduce the staffing budget and reduce the opening hours of the Libraries. However, it is the Council's intention to retain as much of the existing service as possible, through adopting a "co-produced libraries" model. Through this model, the service will still be Council led and funded, with professional staff employed, but with significant support from volunteers. In Havering we propose to call the Library service the "Partnership Library Service", so that the vital role that is to be played by both volunteers and Council employed staff is recognised.

The new delivery model envisages the four strategically most important Libraries (Romford, Hornchurch, Harold Hill and Rainham) opening at least 50 hours a week and the remaining six Libraries (Upminster, Elm Park, South Hornchurch, Collier Row, Harold Wood and Gidea Park) opening at least 25 hours a week. The opening hours would include evening periods and Saturday opening. As set out above, these hours would be the "core opening hours" (i.e. the minimum opening hours); but the intention would be to increase those opening hours, with the help of trained volunteers.

It is intended that the "Partnership Library Service" model will be extended to include the delivery of the Local Studies and Family History Service, the Housebound Service and the work of the Reader Development team by volunteers.

The proposed new delivery model for the Library service retains the existing book stock and computer budgets, so Library users will have access to the same range of book stock and computer services as they do now; plus users will also be able to access the same level of service through the London Library consortium. The new delivery model also includes users paying a small sum to use computers, to help achieve the required budget

savings and to help manage usage at busy times. A charge of 50p per hour is proposed.

The new delivery model also envisages the Library service developing new ways to generate income through new membership arrangements, philanthropy, donations and sponsorship.

Havering also now has an excellent online library service that provides downloadable audio and e-books, access to the library catalogue (which includes the catalogues of the other London Library Consortium members), and facility to renew and reserve items online. In addition, there is a wide range of online resources, courses and materials - these include encyclopaedias, magazines and newspapers, business resources, online languages, business, educational and leisure courses. The online service will continue to be promoted to increase accessibility of the library.

It is very likely that the proposed delivery model will affect staff currently working in the libraries, including people in supported employment via the Rose Program (Realistic Opportunities for Supported Employment). The impact on staff members will be subject to a separate equality impact assessment.

Age: Consider the full range of age groups	
<i>Please tick (✓) the relevant box:</i>	
Positive	<p>Overall impact:</p> <p>Whilst the proposals will impact Library users of all ages, there may be a disproportionate impact on some age groups.</p> <p>Across all Library branches, the age group with the most active library users is 5-9 (15.7%) , followed by 0-4 (12.7%) and then 10-14 (10.8%), representing almost one third of all library users.</p> <p>This is disproportionately higher compared to the number of residents in these age groups living in the Borough, respectively: 5-9 (5.6%), 0-4 (4.7%) and 10-14 (6.0%). The proposals are therefore likely to disproportionately affect these age groups.</p> <p>Although there is no quantitative evidence, anecdotal evidence suggests Libraries are used by older residents during week days. A reduction in weekday opening hours in some branches will occur unless that is mitigated by the involvement of volunteers to extend opening hours back to the current levels. This may mean that these residents stop using that library as frequently as before, although there will still be a range of opening hours available across the borough. In addition, a reduction in opening hours in some libraries could mean a reduction in activities run in libraries, such as Knit and Natter, Baby Bounce, Young at Heart etc., which are primarily attended by older residents and parents with younger children. This will depend on the involvement and role of volunteers which may mitigate the reduction in opening hours. The proposals may negatively impact small children and their parents, as well as older residents.</p>
Neutral	
Negative	
<input checked="" type="checkbox"/>	

	<p>The Housebound Service is for people who are housebound either for a temporary period of time (i.e. coming out of hospital) or as an ongoing service for people who meet the criteria (people who cannot get to a library based on age, illness or disability). The primary users of this service are older people. Whilst the proposal envisages volunteers delivering this service, or a scaled down version, it likely that the proposals will have a negative impact on this group.</p> <p>The Reader Development Team is primarily used by younger residents and the team interacted with 50,858 children in 2013/14 to assist them with their reading – for example the Summer Reading Challenge (There is also an adult outreach team that interacted with 6216 Adults in 2013/14). Volunteers already help deliver this service and this volunteer role could be expanded, but a reduction in paid staff in this area will have a negative impact particularly on young service users.</p> <p>The virtual or online library has seen an increase in virtual visits in recent months. This service will continue to be promoted as it increases accessibility of the library for all age groups.</p>
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Evidence:

Across all Library branches, the age group with the most active library users is 5-9 (15.7%) , followed by 0-4 (12.7%) and then 10-14 (10.8%) (Data from Library Profiles 2012). This is disproportionate to the number of residents in these age groups across the borough; 5-9 (5.6%), 0-4 (4.7%) and 10-14 (6.0%). The proposals may therefore negatively impact these age groups. (2011 Census data)

In total there are 22,218 residents aged 0-15 registered with the Library Service. This represents 25% of all those registered (service level data). Again, this is disproportionate to the percentage of young people in this age group in the borough (0-14 - 16.3%) (Census data 2011)

There has been a significant increase in the number of people visiting the online library – 375,446 hits in Quarter 1 of 2014/15 compared to 103,290 hit in Quarter 1 of 2013/14. The intention is to further promote the online access to the library services as it is available 24/7.

Sources used:

Library Profiles 2011 based on local service data, national population statistics and Mosaic Customer Profiling.

Census 2011

Service level data 2013/14 and 2014/15

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions	
<i>Please tick (✓) the relevant box:</i>	Overall impact:

Positive		<p>A reduction in opening hours and staff will mean a reduction in activities that are currently run in libraries. This will be mitigated if volunteers are able to support some activities. The Library Service does have some activities directly aimed at residents with a disability, for example the reading group for deaf people, a 'listening' reading group for visually impaired or blind people and events such as "Celebrates" and "Make A Noise in Libraries Fortnight" which again are for visually impaired or blind people.</p> <p>The Reader Development Team works with pupils from Corbets Tey School and Dycorts School, which are both schools for pupils with special education needs. The Team also works with the Romford Autistic Group to offer better access to our services and support to young people, parents and their carers. A reduction in opening hours and staff will limit the Service's ability to work with these groups in the future.</p>
Neutral		
Negative	✓	
		<p>The Housebound Service is primarily used by disabled service users and older residents who would not otherwise be able to access library services. One of the criteria for using the service is that a resident is not able to get to a library because of disability. Whilst the proposal envisages volunteers delivering this service, or a scaled down version, the proposals may have a negative impact on this group.</p> <p>The Library Service has 8 people in supported employment via the Rose Program (Realistic Opportunities for Supported Employment). As part of the proposal the impact on these members of staff will be reviewed along with all Library staff.</p>
Evidence:		
No data on Library users with disabilities is collected. Evidence used is anecdotal.		
Sources used:		
N/A		

Sex/gender: Consider both men and women		
<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive		The Library service has significantly more users who are female than male. This can be seen across all libraries across the borough and all age groups. The proposals are therefore likely to have a disproportionate impact on girls and women.
Neutral		

Negative	<input checked="" type="checkbox"/>	
Evidence:		
<p>The percentage of female Library Users is 63%, compared to males at 37%. This is disproportionate to the number of females (52%) and males (48%) in the borough (2013 Mid-year population estimates, Office of National Statistics). The proposals will therefore have a disproportionately high impact on girls and women.</p>		
Sources used:		
<p>Library Profiles 2011 based on local service data, national population statistics and Mosaic Customer Profiling.</p> <p>2013 Mid-year population estimates, Office of National Statistics</p>		

Ethnicity/race: Consider the impact on different ethnic groups and nationalities		
<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	<p>The majority of service users are White British (86%) so this group is more likely to be affected by the proposals, particularly those from deprived background. However, the proportion of Library users who are White British is broadly comparable to the proportion of White British residents living in the Borough.</p> <p>There is an underrepresentation of other ethnic groups who are Library users compared to the wider ethnic profile of the Borough.</p> <p>While based on the service level data we hold there doesn't appear to be a disproportionate impact on Black and Minority Ethnic (BME) residents, there might be libraries where certain BME groups could be negatively affected, particularly in the more ethnically diverse wards that tend to also be more deprived (see also the section on socio-economic groups).</p>
Neutral	<input checked="" type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence:		
<p>Of the 16,366 Library users who have provided their ethnicity, 86% are White, the same proportion of White residents in the borough, also 86%. The number of Black Library users (3.7%) is an underrepresentation of Black residents in the borough (7%). This is also true of Asian Library Users (3.1%) and Asian residents (5.4%). However, there is a time lag between the two data sets; Library profiles 2011 and 2012 Round SHLAA ethnic group projection - final, Greater London Authority respectively.</p>		

Sources used:

Library Profiles 2011 based on local service data, national population statistics and Mosaic Customer Profiling.

2012 Round SHLAA ethnic group projection - final, Greater London Authority

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief

*Please tick (✓)
the relevant box:*

Overall impact:

Positive

Not known

Neutral

Negative

Evidence:

We do not hold data on the religious profile of libraries' service users but it is envisaged that the proposals will not have a disproportionate impact on this group.

Sources used:

N/A

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual

*Please tick (✓)
the relevant box:*

Overall impact:

Positive

Not known

Neutral

Negative

Evidence:

We do not hold data on the sexual orientation profile of libraries' service users but it is envisaged that the proposals will not have a disproportionate impact on this group.

Sources used:

N/A

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Not known
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence: We do not hold data on the gender identity of libraries' service users but it is envisaged that the proposals will not have a disproportionate impact on this group.		
Sources used: N/A		

Marriage/civil partnership: Consider people in a marriage or civil partnership		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Not known
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence: We do not hold data on the marital status of libraries' service users but it is envisaged that the proposals will not have a disproportionate impact on this group.		
Sources used: N/A		

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave		
<i>Please tick (✓) the relevant box:</i>		Overall impact: The Library Service has no data on service users' pregnancy, maternity or paternity status.
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

Evidence:
The Library Service has no data on service users' pregnancy, maternity or paternity status.
Sources used:
N/A

Socio-economic status: Consider those who are from low income or financially excluded backgrounds	
<i>Please tick (✓) the relevant box:</i>	Overall impact:
Positive	No data on socio-economic status is measured.
Neutral	
Negative	

Evidence:

As the table below shows, the most active library users are in Upminster at 17%, which is the least deprived ward in the Borough. However other wards with a high percentage of active users include Gooshays, the most deprived area of the Borough and Romford Town, which is ranked 6th in terms of deprivation. Residents in these wards from low income or financially excluded backgrounds are likely to be most affected by the proposals.

Ward	% of Population who are active library users	Deprivation Rank
Gooshays	14%	1
Heaton	10%	2
South Hornchurch	12%	3
Havering Park	12%	4
Brooklands	9%	5
Romford Town	13%	6
Harold Wood	12%	7
Rainham and Wennington	11%	8
Mawneys	12%	9
Elm Park	14%	10
St Andrew's	13%	11
Hylands	12%	12
Pettits	12%	13
Squirrel's Heath	14%	14
Hacton	12%	15
Emerson Park	13%	16
Cranham	13%	17
Upminster	17%	18

NB. Rank 1 = Most deprived ward, Rank 18 = least deprived ward.

Table of Index of Multiple Deprivation by Lower Super Output Area in Havering Wards, Department of Communities and Local Government, 2011

Sources used:

Table of Index of Multiple Deprivation by Lower Super Output Area in Havering Wards, Department of Communities and Local Government, 2011

Library Profiles 2011 based on local service data, national population statistics and Mosaic Customer Profiling

DRAFT

Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
All	Library Profiles 2011 are now outdated and data is patchy so doesn't allow us to fully assess the impact on people with protected characteristics	Update the Library Profiles and ensure that all relevant protected characteristics are collected and monitored. Use data to inform decision-making related to the future of libraries	Culture and Leisure Service to review new profiles. It will need to be agreed how often the profiles will be updated in the future. Monitoring officers will include Policy, Marketing and Administration Manager in Culture and Leisure Services and analyst in the Corporate Policy Team.	December 2014	Analyst in Corporate Policy

Equality Impact Assessment (EIA)

Document control

Title of activity:	Budget Proposals for Havering Music School
Type of activity:	Budget Proposals
Lead officer:	Kayleigh Pardoe, Policy, Marketing and Administration Manager, Culture and Leisure, Culture, Community and Economic Development
Approved by:	Cynthia Griffin, Group Director, Culture, Community and Economic Development
Date completed:	August 2014
Scheduled date for review:	Following a review of the proposals, the EIA will be revised in January 2015.

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

9. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at diversity@havering.gov.uk

About your activity

1	Title of activity	Budget Proposals for the Music School
2	Type of activity	Budget Proposals
3	Scope of activity	<p>Havering Music School has revised and refreshed the way it operates and a new charging policy has been successfully trialled in schools. The policy offers the same tuition packages wherever lessons take place but charges all parents directly (historically schools have collected parental fees). This presents an opportunity to reduce overhead costs and increase income further. Following the trial, the model is now being rolled out across the borough.</p> <p>It is proposed that the new model is now rolled out to all schools in the borough.</p>
4a	Is the activity new or changing?	Yes - changing
4b	Is the activity likely to have an impact on individuals or groups?	Yes
5	If you answered yes:	<i>Please complete the EIA on the next page.</i>
6	If you answered no:	N/A

Completed by:	Kayleigh Pardoe, Policy, Marketing and Administration Manager, Culture and Leisure, Culture, Community and Economic Development
Date:	September 2014

10. Equality Impact Assessment

Background/context:

The Council has reduced its subsidy to Havering Music School (HMS) in the last two years and the Music School have responded positively by revising their operating arrangements and pricing structure. This has now been successfully trialled in schools. The revised arrangements offer the same tuition packages wherever lessons take place, but charges all parents directly (historically schools have collected parental fees). This presents an opportunity to reduce overhead costs and increase income further. Following the trial, the model is now being rolled out across the Borough.

HMS services are available to any and all children living and/or in education in the Borough so all families and children may potentially be considered to be affected. In practice, our present customer base within the Borough is around 3,000 for weekday school tuition and about 460 at the Saturday and Weekday Music Centres.

It should be noted that under the proposed direct charging scheme overall annual costs will rise to fund the considerable increase in activity offered to HMS students. HMS currently invoices schools for 37 weeks' tuition a year and schools mostly pass this charge onto parents in three termly payments. The proposed scheme will charge parents directly for 52 weeks per year but partners/carers will have the option to pay monthly thereby spreading the costs over twelve months.

The new charging policy has also standardised the packages available, making it much easier for both students and parents to understand. Although as stated there will be a rise in cost, there has been a considerable increase in the offer provided. Parents are now able to choose from the three packages available, as shown below.

	Lesson	Musician-ship Class	Ensemble	Summer School	Cost per week
BRONZE	20 minutes paired (or 3 in 30 mins)	30 minutes per week	30 minutes per week	-	£ 6.50
SILVER	30 minutes paired (or individual 15 mins)	30 minutes per week	60 minutes per week	1 week	£10.50
GOLD	30 minutes individual	30 minutes per week	unlimited	1 week	£16.00

The Council therefore anticipates that, despite the annual costs increase, both HMS students and parents/carers will benefit from the proposed scheme: HMS students will enjoy a much wider and improved HMS programme offer and their parents/carers will be able to spread the costs over twelve payments which will make tuition more affordable and easier to budget for.

Schools will continue to operate policies for remission of fees and cover the cost of tuition for students who qualify. Eligibility criteria, level of funding, process and funding source are discussed with each school and agreed before the school converts to the Direct Debit scheme (or before HMS tuition starts for the first time). In most cases schools choose to fund this provision from the Pupil Premium but this is at their discretion and some may choose to pay for it from other budgets. HMS will review remission of fees with each school periodically.

One of the drivers for introducing this charging scheme is the fact that the council is currently dependent on schools for the promotion of the services and collection of fees and have in the past relied on their taking an inclusive approach. In consequence we have, at an organisational level, a limited understanding of who our customers actually are.

Consultation has been undertaken with primary and secondary schools, who largely welcome the move, although secondaries have by and large been more cautious in their support. School staff we have consulted all agree that monthly payments will be popular with parents. Feedback from parents who are already invoiced termly (for Saturday and Weekday Music Centres) is that monthly payment options would be welcome.

HMS is constantly looking for new ways of improving access and increasing participation in our activities and services so that everyone can flourish, particularly children from vulnerable and disadvantaged groups, and thereby is actively promoting equality of opportunity and fostering good community relations. Participation in music and other culturally related community projects provides a focus for social activity, reducing isolation, and bringing together people of diverse cultures, ages and backgrounds in a context of mutual understanding and sharing.

The new charging scheme is an opportunity to explain directly to parents/carers the educational and social benefits that children enjoy as a result of participation in musical activity. We will exploit this and the closer links with our paying customers, to effectively communicate the opportunities we can offer through our wide range of partnerships, with the aim of maximising positive impact, by transforming people's quality of life through participation in and enjoyment of culture.

As the proposal will increase ensemble and theory opportunities during the week, groups who may be unable to participate on Saturdays will have increased opportunities at other periods. Furthermore, the new scheme will result in new ensembles and theory classes in schools all over the Borough, making these opportunities more accessible to less well-off families, who may otherwise have difficulty travelling to our Saturday and Weekday Centres in Hornchurch.

Age: Consider the full range of age groups		
<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	Not known
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence:		
<p>HMS services are available to any and all children up to the age of 18 living and/or in education in the Borough so all families and children may potentially be considered to be affected. In practice, our present customer base within the Borough is around 3,000 for weekday school tuition and about 460 at the Saturday and Weekday Music Centres.</p> <p>At present there is no detailed data available on the age breakdown of HMS users.</p>		
Sources used:		
N/A		

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions		
<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	Not known
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence:		
<p>No information on disability is currently available. The Borough's datasets do not permit us to cross-reference against Special Educational Need information.</p>		
Sources used:		
N/A		

Sex/gender: Consider both men and women		
<i>Please tick (✓) the relevant box:</i>		Overall impact:

Positive		More girls are members of HMS compared to boys (ages 0-18). Girls are therefore more likely to benefit from the proposed changes than boys. Conversely less boys will benefit so an overall neutral score has been given
Neutral	✓	
Negative		
Evidence:		
<p>HMS's data return to the DfE for the academic year 2011-12 shows that 42% of our students were boys and 58% girls, compared to 51% boys and 49% girls in this age group across the borough (ONS Mid-year population estimates Custom Age Tool 2013).</p> <p>Although more recent statistics are not available, anecdotally we believe the percentage of girls has increased further over the last few years.</p>		
Sources used:		
DfE data 2011/12		
ONS Mid-year population estimates Custom Age Tool 2013		

Ethnicity/race: Consider the impact on different ethnic groups and nationalities		
<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive		
Neutral	✓	Some groups will benefit and others be disproportionately affected. The majority of HMS students are White British (73%) which is lower than the percentage of this age group living in the Borough (82%) (Those aged 0-19 Census 2011). There will therefore be no disproportionate impact on White British children and their families.
Negative		<p>Ethnicity information is collated from the Borough's central student records and shows that engagement is high among children of non-White origin.</p> <p>Black children stand out, making up 13.94% of our students compared to the percentage of Black residents in the borough (7%). There is also a higher percentage of Chinese students at HMS (1.65%) compared to the percentage of Chinese residents in the borough (0.7%).</p> <p>Chinese, Other and Mixed origin children appear to out-perform the average at all levels, but especially at NQF level 3. Black children appear to underperform at NQF2 and NQF3 particularly, although this may reflect a bulge in the number of beginners.</p> <p>The proposals therefore are also likely to benefit ethnic minority groups, particularly Black and Chinese, in the Borough.</p>

Evidence:

The tables below show the breakdown of ethnicity for HMS, and achievement by different ethnic group (Borough's central student records).

	Total	Pre NQF level 1	NQF level 1	NQF level 2	NQF level 3	
White	73.20%	62.24%	28.96%	6.11%	2.69%	100.00%
Mixed	6.27%	64.04%	25.28%	6.18%	4.49%	100.00%
Asian	4.23%	65.00%	29.17%	3.33%	2.50%	100.00%
Black	13.94%	74.75%	21.46%	2.78%	1.01%	100.00%
Chinese	1.65%	38.30%	31.91%	23.40%	6.38%	100.00%
Other	0.70%	70.00%	15.00%	10.00%	5.00%	100.00%
	100.00%					

These figures have been compared to the ethnic profile of the borough (2012 Round SHLAA ethnic group projection - final, Greater London)

2014 (projection)	Percentage of population (%)	Percentage breakdown of Ethnicity for HMS (%)
White	85.7%	73.20%
Black	7%	13.94%
Asian	5.40%	4.23%
Chinese	0.7%	1.65%
Other	1.2%	0.70%

Although not directly comparable (SHLAA projections do not account for 'Mixed'), the figures illustrate that HMS has a disproportionately lower number of White British Students compared to the percentage of White British residents in the Borough and disproportionately higher number of Black and Chinese Students that Black and Chinese residents in the borough.

Sources used:

Borough's central student records

2012 Round SHLAA ethnic group projection - final, Greater London

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief

Please tick (✓) the relevant box:

Overall impact:

Positive

Not known

Neutral

Negative	<input type="checkbox"/>	
Evidence: No data is currently available.		
Sources used: N/A		

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Not known
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence: No information is collected on sexual orientation.		
Sources used: N/A		

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Not known
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence: No information is collected on gender reassignment.		
Sources used: N/A		

Marriage/civil partnership: Consider people in a marriage or civil partnership	
<i>Please tick (✓) the relevant box:</i>	
Positive	Overall impact: Not known
Neutral	
Negative	
Evidence: No information is collected on marriage/civil partnership.	
Sources used: N/A	

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave	
<i>Please tick (✓) the relevant box:</i>	
Positive	Overall impact: Not known
Neutral	
Negative	
Evidence: No information is collected on pregnancy, maternity and paternity.	
Sources used: N/A	

Socio-economic status: Consider those who are from low income or financially excluded backgrounds	
<i>Please tick (✓) the relevant box:</i>	
Positive	Overall impact: It should be noted that under the proposed direct charging scheme overall annual costs will rise to fund the considerable increase in activity offered to HMS students. HMS currently invoices schools for 37 weeks' tuition a year and schools mostly pass this charge onto parents
Neutral	

<p>Negative</p>	<p>in three termly payments. The proposed scheme will charge parents directly for 52 weeks per year but partners/carers will have the option to pay monthly thereby spreading the costs over twelve months.</p> <p>The Council therefore anticipates that, despite the annual costs increase, both HMS students and parents/carers will benefit from the proposed scheme: HMS students will enjoy a much wider and improved HMS programme offer and their parents/carers will be able to spread the costs over twelve payments which will make tuition more affordable and easier to budget for, particularly for lone parents and families on low incomes.</p> <p>School staff we have consulted all agree that monthly payments will be popular with parents. Informal feedback from parents whom we already invoice termly (for Saturday and Weekday Music Centres) is that monthly payment options would be welcome.</p> <p>At present, HMS is also not aware which of its students are eligible for the Borough's remission of fees scheme, as families apply directly and confidentially to the relevant Borough department and schools fund remissions. We will become more aware of this as we roll out the new scheme throughout the Borough.</p> <p>As the proposal will increase ensemble and theory opportunities during the week, groups who may be unable to participate on Saturdays will have increased opportunities at other periods. Furthermore, the new scheme will result in new ensembles and theory classes in schools all over the Borough, making these opportunities more accessible to less well-off families, who may otherwise have difficulty travelling to our Saturday and Weekday Centres in Hornchurch.</p>
<p>Evidence:</p> <p>No data currently available.</p>	
<p>Sources used:</p> <p>N/A</p>	

Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Age Gender Disability Religion Socio-economic disadvantage	Data is patchy so doesn't allow us to fully assess the impact on children with protected characteristics	As we roll out the new charging scheme across the borough, more data on students will be collected	Data provided will allow us to evaluate the impact of proposals on residents. It will also allow us to review the impact of the new scheme.	December and throughout 2015	Gary Griffiths

Equality Impact Assessment (EIA)

Document control

Title of activity:	Older Adults (Better Care Fund, Older Adults and Royal Jubilee Court)
Type of activity:	<p>Better Care Fund - Protection of adult social care spending in areas that support the delivery of improved health-related outcomes.</p> <p>Older Adults - Ensure that we are receiving maximum value for money and that services are person-centred and outcomes-focussed. Also, we will look to introduce a cap on the total cost of a care package / personal budget that is not more than the average cost of residential and nursing care.</p> <p>Royal Jubilee Court - Closure of the reablement and step-down service.</p>
Lead officer:	Barbara Nicholls, Head of Service, Children, Adults and Housing
Approved by:	Joy Hollister, Group Director, Children, Adults and Housing
Date completed:	18 th August 2014
Scheduled date for review:	January 2016

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

11. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at diversity@haverling.gov.uk

About your activity

1	Title of activity	Older Adults (Better Care Fund, Older Adults and Royal Jubilee Court)
2	Type of activity	<p>Better Care Fund - Protection of adult social care spending in areas that support the delivery of improved health-related outcomes.</p> <p>Older Adults – Ensure that we are receiving maximum value for money and that services are person-centred and outcome-focused. Also, we will look to introduce a cap on the total cost of a care package / personal budget that is not more than the average cost of residential and nursing care.</p> <p>Royal Jubilee Court - Closure of the reablement and step-down service.</p>
3	Scope of activity	<p>Better Care Fund - In 2015/16 the new Better Care Fund will launch. This pooled budget is aimed at supporting health and social care integration, through transforming services to work more closely together in local areas. The focus will be on enabling improved collaboration work, joint commissioning, better data-sharing, seven-day working across health and social care services, and the protection of social care services.</p> <p>For the Council this means that some services will be funded via the Better Care Fund to help achieve these aims. These services include the new Joint Assessment and Discharge, and Integrated Cluster Community Teams, reablement / enablement, assistive technology, and sign-posting services. The fund will also be used to support the implementation of the Care Act through sustainable service delivery models.</p> <p>Older Adults - We will review our operating model for older adults, and ensure that we are receiving maximum value for money and that services are person-centred and outcomes-focussed. In addition, we will look to introduce a cap on the total cost of a care package / personal budget that is not more than the average cost of residential and nursing care. This may be necessary in order to both deliver savings and help mitigate against</p>

		<p>future demand pressures from an ageing population.</p> <p>Royal Jubilee Court - Royal Jubilee Court (RJC) provides sheltered housing, retirement housing, and supported housing for older adults. There is also a reablement and step-down service that is provided through a contract with an external provider.</p> <p>We are proposing to close the reablement element of this Council-run service and will look at alternative uses for Royal Jubilee Court. People who would have accessed reablement through RJC will access this instead from the community teams.</p> <p>Also, it should be noted that improved integrated services resulting from the Better Care Fund could result in a drop in demand for Royal Jubilee Court.</p>
4a	Is the activity new or changing?	Yes - changing
4b	Is the activity likely to have an impact on individuals or groups?	<p>Better Care Fund – No</p> <p>Older Adults – Yes</p> <p>Royal Jubilee Court – No</p>
5	If you answered yes:	<i>Please complete the EIA on the next page.</i>
6	If you answered no:	<p>Better Care Fund - Health-related spend will be funded via the Better Care Fund. It is anticipated that this activity will have no impact on individuals or groups.</p> <p>Royal Jubilee Court - People who would have accessed reablement through Royal Jubilee Court will access this instead from the community teams i.e. they will still receive the same level of service but not at this setting. For instance, they might receive reablement at their own home. It is anticipated that this activity will have no impact on individuals or groups.</p>
Completed by:		Barbara Nicholls, Head of Service, Children, Adults and Housing
Date:		18 th August 2014

12. Equality Impact Assessment

Background/context:

Increasing demographic pressures mean that the current operating model for older adults is unsustainable in the future. For example:

- Havering has the highest proportion of older people (18%) in London;
- People are living longer and are entering the system with more complex needs;
- Havering's population is predicted to rise by 13.5% by 2021, and is growing at a faster rate than the England average;
- The 65+ population in Havering is expected to grow the fastest overall in the future, increasing by 16% by 2021. The fastest growth is in the 90+ age, expected to increase by 70% by 2021;
- We are anticipating an increase in the numbers of people requiring a statutory assessment of need with the introduction of the Care Act in April 2015.

Our role is to focus on the person and their needs, their choices and what they want to achieve. We must improve the uptake and quality of personalised services by ensuring that personal budgets, direct payments, outcomes-based and needs-led assessment, self-directed support, health and well-being, family and community support, and care and support plans, are all prioritised in-line with the national agenda.

Within the [Care Act](#) - due to be implemented in April 2015), carers will (for the first time) be recognised in the law in the same way as those they care for, including carers' rights to assessments and support. Currently, carers do not have a legal right to receive support, although local authorities can provide support (e.g. respite care) at their discretion. This means that access to assessment and the range of support on offer can vary considerably.

The Care Act will, for the first time, establish national eligibility criteria. The guidance is currently in draft, and sets out the national minimum threshold for eligibility, which will be consistent across England. At the moment, each local authority sets its own eligibility threshold based on guidance. This means that the amount, and type, of care that is provided by a local authority can vary depending on where a person lives. While assessments tend to focus on what service should be provided, rather than on what the person actually needs or wants.

Havering is committed to reviewing our operating model to ensure that it is sustainable in the future, and supports as many people as possible to live independently in the community. We will focus on improving the outcomes and wellbeing of older adults living in Havering, and will work in partnership with other agencies to implement the Care Act.

However, we will look to introduce a cap on the total cost of a care package / personal budget that is not more than the average cost of residential and nursing care. This may be necessary in order to both deliver savings and help mitigate against future demand pressures from an ageing population (and during a time of unprecedented financial austerity across local government).

We will review this Equality Impact Assessment in January 2016, by which time the Care Act will be in the implementation phase, and we will start to see evidence and the impact of these changes.

Age: Consider the full range of age groups																						
<i>Please tick (✓) the relevant box:</i>																						
Positive	<p>Overall impact:</p> <p>The age groups that are most likely to be affected by this project are older adults (65+) who receive Adult Social Care services (5,545 people), The carers of these service users, many of whom are older adults will also be impacted (1,670 people).</p> <p>Of the affected age groups, older adults who are between the ages of 80-84 (23% of current service users), 85-89 (26%) and 90+ (22%) are more likely to receive a service from Adult Social Care, and will be disproportionately affected compared to other older adults from other affected groups (between the ages of 65-79). In total, 71% (3,937 people) of older adult service users are 80+, which is 28% of the total 80+ population living in Havering.</p> <p>It is anticipated that personalised services (such as personal budgets) will have a positive impact and will provide service users and their families/carers with choice and control over their services. However, for some people the proposed introduction of a cap on a care package / personal budget will result in them either meeting the difference in the cost themselves (if they would like the care package / personal budget to continue), or will mean they will need to move into a residential or nursing care home.</p>																					
Neutral																						
Negative ✓																						
<p>Evidence:</p> <ul style="list-style-type: none"> • There is a 5.7% projected growth in the overall Havering population between 2012-2017. • The 65+ population in Havering is expected to grow the fastest overall in the future, increasing by 16% by 2021. The fastest growth is in the 90+ age, expected to increase by 70% by 2021. • 80% of carers are aged 65+. • Breakdown of service users and residents by age group: <table border="1"> <thead> <tr> <th>Age Range</th> <th>% of Residents 65+</th> <th>% Service Users 65+</th> </tr> </thead> <tbody> <tr> <td>65-69</td> <td>29%</td> <td>6%</td> </tr> <tr> <td>70-74</td> <td>21%</td> <td>7%</td> </tr> <tr> <td>75-79</td> <td>19%</td> <td>16%</td> </tr> <tr> <td>80-84</td> <td>16%</td> <td>23%</td> </tr> <tr> <td>85-89</td> <td>10%</td> <td>26%</td> </tr> <tr> <td>90+</td> <td>5%</td> <td>22%</td> </tr> </tbody> </table> <p>The table clearly shows that service users aged 80+ are significantly over-represented compared to the 80+ older adults population living in Havering.</p> <p>Relevant benchmarking data shows that Havering is in the:</p> <ul style="list-style-type: none"> • Lowest quartile in England for 'overall satisfaction of people who use services with their care and support.' • Lowest quartile in England for 'social care-related quality of life.' • Lowest quartile in England for 'proportion of people who use services who have 		Age Range	% of Residents 65+	% Service Users 65+	65-69	29%	6%	70-74	21%	7%	75-79	19%	16%	80-84	16%	23%	85-89	10%	26%	90+	5%	22%
Age Range	% of Residents 65+	% Service Users 65+																				
65-69	29%	6%																				
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85-89	10%	26%																				
90+	5%	22%																				

control over their daily life.'

- Lowest quartile in England for 'proportion of people using social care who receive self-directed support, and those receiving direct payments.'

Havering has the highest proportion of older people (18% in London, and as such providing support for carers is critical to the successful delivery of this project

The aim of this project is to support as many as people as possible to live independently in the community, and help them to maintain/improve their health and wellbeing. These are major themes within the Care Act and the Better Care Fund.

The negative impact of this project will be mitigated by ensuring that:

- We focus on strengthening communities;
- We maximise the opportunities for improving services, outcomes and wellbeing through greater integration with Health via the Better Care Fund;
- We provide services for our most vulnerable older adults and those who have an assessed need, as well as supporting carers who meet the criteria for respite services to have a break from their caring role (improving support for carers is an important theme throughout the Care Act);
- We focus on maximising the quality of our personalised services; and
- We ensure that assessments and care and support plans (support plan in the case of carers) are person-centred, outcomes-focused, and completed using an asset-based approach, where the needs and wellbeing of the individual are paramount.

It is also worth noting that other concurrent projects are looking at how we can support and enable communities to become more resilient and self-sufficient, as well other projects that are focusing on early help, intervention and prevention initiatives. This is an acknowledgement that it is normally far better for the wellbeing of people to avoid entering the social care system in the first place.

Sources used:

- 2013 Round SHLAA population projections (based on Havering population of 241,289 in 2012), Greater London Authority
- 2011 Census
- Current list of older adults service users from Swift
- Adult Social Care Outcomes Framework (ASCOF) 2012/13
- 2013 Mid-year population estimates, Office of National Statistics

There is a great deal of evidence and research nationally around the positive impacts of the personalisation agenda in social care (and why traditional services often hinder people's ability to improve their outcomes and wellbeing), and we have used this to inform elements of this project. There are too many examples of evidence to list here, but the '[Care and Support Statutory Guidance](#)', issued under the [Care Act](#) 2014, provides a comprehensive evidence base and case studies.

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions	
<i>Please tick (✓) the relevant box:</i>	
Positive	<p>Overall impact:</p> <p>87% of older adult service users have a physical disability (including 83% of older adult service users who are either frail or have a temporary illness), while 10% have a mental health problem (including 8% of older adult service users who have dementia) and 1% have a learning disability.</p> <p>As regards 'Disability', all older adults who receive Adult Social Care services have met the Council's eligibility criteria, and are considered to have a disability as defined by the Equality Act 2010. We will continue to provide services to individuals who are assessed as having needs that meet the new national eligibility criteria within the Care Act.</p> <p>80% of carers are 65+ and are themselves likely to require support themselves to continue in their caring role. As stated previously, however, improving support for carers is an important theme throughout the Care Act. For the first time, carers will be recognised in the law in the same way as those they care for, including carers' rights to assessments and support.</p>
Neutral	
Negative ✓	
Evidence:	
<p>Havering has the highest proportion of older people in London (18% or 44,815 people), and a significant number of people providing unpaid care (25,214 people), and as such providing support for carers is critical to the successful delivery of this project and any changes to our operating model.</p> <ul style="list-style-type: none"> • 22,320 (52%) of older adults (aged 65+) have a disability or long term illness/health condition. • 87% of older adult service users have a physical disability. Of these, 96% are frail or have a temporary illness, 3% have a visual impairment, and 1% have a hearing impairment. • 80% of carers are aged 65+. <p>Relevant benchmarking data shows that Havering is in the:</p> <ul style="list-style-type: none"> • Lowest quartile in England for 'overall satisfaction of people who use services with their care and support.' • Lowest quartile in England for 'social care-related quality of life.' • Lowest quartile in England for 'proportion of people who use services who have control over their daily life.' <p>As evident above, people are living longer and are entering the system with more complex needs. This trend is likely to continue, hence the need to review our operating model in-line with the recommendations of the Care Act. The negative impact of this project will be mitigated by ensuring that:</p> <ul style="list-style-type: none"> • We focus on strengthening communities; • We maximise the opportunities for improving services, outcomes and wellbeing through greater integration with Health via the Better Care Fund; • We provide services for our most vulnerable older adults and those who have an 	

assessed need, as well as supporting carers who meet the criteria for respite services to have a break from their caring role;

- We focus on maximising the quality of our personalised services; and
- We ensure that assessments and care and support plans (support plan in the case of carers) are person-centred, outcomes-focused, and completed using an asset-based approach, where the needs and wellbeing of the individual are paramount.
- Lowest quartile in England for 'proportion of people using social care who receive self-directed support, and those receiving direct payments.'

Sources used:

- Current list of older adult service users from Swift
- 2011 Census
- Adult Social Care Outcomes Framework (ASCOF) 2012/13

Sex/gender: Consider both men and women

Please tick (✓) the relevant box:

Overall impact:

Positive

67% of older adult service users are women, compared to 52% of the total female population of Havering. This means that female service users will be disproportionately affected by the project compared to male service users.

Neutral

Furthermore, 68% of carers of older adult service users are again female, which means that the negative impact of the project will disproportionately affect women both as service users and carers of service users.

Negative

✓

As stated previously, however, improving support for carers is an important theme throughout the Care Act. For the first time, carers will be recognised in the law in the same way as those they care for, including carers' rights to assessments and support. It is therefore envisaged that female carers will be positively impacted by the proposed legal changes related to carers.

Evidence:

52% of Havering's current population (125,848 people) are girls and women, while 48% of Havering's current population (116,232 people) are boys and men.

The larger percentage of females in Havering may in part be explained by the longer female life expectancy: 84.1 years for women compared to 79.1 years for men.

67% of older adult service users and 68% of carers of older adult service users are women, which means that the negative impact of the project will disproportionately affect women both as service users and carers of service users.

- Breakdown of older adult service users by gender:

Service User Group	% Male	% Female
Physical Disability	86%	87%

Learning Disability	1%	1%
Mental Health	10%	11%
Other	3%	1%

The negative impact of this project will be mitigated by ensuring that:

- We focus on strengthening communities;
- We maximise the opportunities for improving services, outcomes and wellbeing through greater integration with Health via the Better Care Fund;
- We provide services for our most vulnerable older adults and those who have an assessed need, as well as supporting carers (two thirds of which are female) who meet the criteria for respite services to have a break from their caring role;
- We focus on maximising the quality of our personalised services; and
- We ensure that assessments and care and support plans (support plan in the case of carers) are person-centred, outcomes-focused, and completed using an asset-based approach, where the needs and wellbeing of the individual are paramount.

Having a significant number of people providing unpaid care (25,214 people), and as such providing support for carers is critical to the successful delivery of this project and any changes to our operating model.

Sources used:

- 2011 Census
- 2013 Mid-year population estimates, Office of National Statistics
- Current list of older adult service users from Swift

Ethnicity/race: Consider the impact on different ethnic groups and nationalities

Please tick (✓) the relevant box:

Positive	<input type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input checked="" type="checkbox"/>

Overall impact:

The comparative statistics (below) suggests that older adults who are White British are more likely to receive a service from Adult Social Care. Therefore White British older adults may be impacted disproportionately more as a result of this project.

Although only 7% of current service users are from Black and Minority Ethnic backgrounds, including White Other, these groups are also likely to be affected by this project, particularly in the context of a projected increase in ethnic diversity in the Borough.

Evidence:

Having a significant number of people providing unpaid care (25,214 people), and as such providing support for carers is critical to the successful delivery of this project and any changes to our operating model.

93% of older adult service users are White British, which is disproportionately higher than the Borough profile.

The comparative statistics therefore suggests that older adults who are White British are more likely to receive a service from Adult Social Care.

However, as stated above, although only 7% of current service users are from Black and Minority Ethnic backgrounds, including White Other, these groups are also likely to be affected by this project, particularly in the context of projected increase in ethnic diversity in the Borough.

Sources used:

- 2012 Round SHLAA ethnic group projection - final, Greater London Authority
- Current list of older adult service users from Swift

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief

Please tick (✓) the relevant box:

Positive	<input type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>

Overall impact:

Not known

Evidence:

According to the 2011 Census, 66% of Havering’s population has stated that they are Christian, followed by 23% who declared that they have no religion and just below 7% who preferred not to state their religion. Other religions in the borough are Muslim (2%), Hindu (1.2%), Sikh (0.8%), Jewish (0.5%) and Buddhist (0.3%).

Due to lack of service level data we cannot fully assess the impact on this protected characteristic. However, it is not expected that service users with this protected characteristic will be negatively affected.

Sources used:

- 2011 Census

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual

Please tick (✓) the relevant box:

Positive	<input type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>

Overall impact:

Not known

Evidence:

There is no sufficient information on sexual orientation at national or local level.

We cannot fully assess the impact on this protected characteristic due to lack of data.

However, it is not expected that service users with this protected characteristic will be negatively affected.

Sources used:

- There is no sufficient information on gender reassignment at national or local level.

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth

<i>Please tick (✓) the relevant box:</i>		Overall impact: Not known
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

Evidence:

There is no sufficient information on gender identity at national or local level.

We cannot fully assess the impact on this protected characteristic due to lack of data. However, it is not expected that service users with this protected characteristic will be negatively affected.

Sources used:

- There is no sufficient information on gender reassignment at national or local level.

Marriage/civil partnership: Consider people in a marriage or civil partnership

<i>Please tick (✓) the relevant box:</i>		Overall impact: Not known
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

Evidence:

According to the 2011 Census, 49% of Havering residents are married while 33% are single (never married or never registered a same-sex civil partnership), 8% are divorced or formerly in a same-sex civil partnership which is now legally dissolved, 8% are widowed or a surviving partner from a same-sex civil partnership, 2% are separated (but still legally married or still legally in a same-sex civil partnership) and 0.1% are in a registered same-sex civil partnership.

Due to the lack of service level data we cannot fully assess the impact on this protected

characteristic. However, we recognise married people, civil partners and couples are more likely to be affected by this project as carers.

Sources used:

- 2011 Census

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave

Please tick (✓) the relevant box:

Positive	<input type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>

Overall impact:

Not known

Evidence:

We cannot fully assess the impact on this protected characteristic due to lack of data. However, it is not expected that service users with this protected characteristic will be negatively affected given that the project affects older adults aged 65+.

Sources used:

- N/A

Socio-economic status: Consider those who are from low income or financially excluded backgrounds

Please tick (✓) the relevant box:

Positive	<input type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>

Overall impact:

Not known

Multiple disadvantage is a new measure in the Census and there is not sufficient information on socio-economic status at a service level. However, there may be a disproportionately negative impact on socio-economic status from this project (see below).

Evidence:

There is not sufficient information on socio-economic status at a national or service level.

Multiple disadvantage was a new 2011 Census measure defined as the proportion of households who have one or more of the following deprivation characteristics (dimensions): no qualifications, a long-term illness, unemployment, overcrowded housing.

- 35% of the population were recorded as having 1 dimension, 21% with 2 dimensions, 4% with 3 dimensions and 0.4% with 4 dimensions.

We recognise that this project might have a disproportionately negative impact on older adults, particularly women and disabled people, from disadvantaged backgrounds and deprived areas, particularly given that:

- 67% of older adult service users are women;
- 71% of older adult service users are aged 80+;
- 16% (or 6,960 people) of Havering's population of pensionable age claim Attendance Allowance in 2013;
- A significant number of people living in Havering provide unpaid care (25,214 people);
- 4% (or 9,855 people) of Havering's population claim Disability Living Allowance in 2013;
- 2% (or 2,825 people) of Havering's population claim Incapacity Benefits in 2013;
- 80% of carers are aged 65+; and
- 68% of carers of older adult services are women.

The negative impact of this project will be mitigated by ensuring that:

- We focus on strengthening communities;
- We maximise the opportunities for improving services, outcomes and wellbeing through greater integration with Health via the Better Care Fund;
- We provide services for our most vulnerable older adults and those who have an assessed need, as well as supporting carers (two thirds of which are female) who meet the criteria for respite services to have a break from their caring role;
- We focus on maximising the quality of our personalised services; and
- We ensure that assessments and care and support plans (support plan in the case of carers) are person-centred, outcomes-focused, and completed using an asset-based approach, where the needs and wellbeing of the individual are paramount.

Sources used:

- 2011 Census
- Current list of older adult service users from Swift
- DWP data, Q02 2013

Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
All	The data we hold is patchy so doesn't allow us to fully assess the impact on service users with protected characteristics	Address the gaps in service user data Use consultation feedback to inform final budget saving proposals	Final budget saving proposals are informed by service users' diversity profile and feedback EIA will be reviewed in Jan 16 and finalised action plan agreed Additional service-specific EIAs will be produced as necessary as future plans are further developed	Consultation Jan 15 EIA review Jan 16 As required	Barbara Nicholls Barbara Nicholls Barbara Nicholls

Equality Impact Assessment (EIA)

Document control

Title of activity:	Budget Proposals for the Parks Service
Type of activity:	Budget Proposals
Lead officer:	Kayleigh Pardoe, Policy, Marketing and Administration Manager, Culture and Leisure, Culture, Community and Economic Development
Approved by:	Cynthia Griffin, Group Director, Culture, Community and Economic Development
Date completed:	September 2014
Scheduled date for review:	Following a review of the proposals, the EIA will be revised in January 2015.

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

13. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at diversity@havering.gov.uk

About your activity

1	Title of activity	Budget Proposals for the Parks Service
2	Type of activity	Budget Proposals
3	Scope of activity	The savings proposals for the Parks Service include the proposal to increase the charges for car parking and the number of car parks this applies to in the Borough.
4a	Is the activity new or changing?	Yes - changing Yes
4b	Is the activity likely to have an impact on individuals or groups?	Yes
5	If you answered yes:	<i>Please complete the EIA on the next page.</i>
6	If you answered no:	N/A

Completed by:	Kayleigh Pardoe, Policy, Marketing and Administration Manager, Culture and Leisure, Culture, Community and Economic Development
Date:	September 2014

14. Equality Impact Assessment

Background/context:

The savings proposals for the Parks Service include the proposal to increase the charges for car parking and increase the number of car parks where the charging arrangements apply to in the Borough as set out below.

The Borough has over 100 parks and open spaces with many being amenity parks that are accessed primarily on foot by residents in neighbouring areas. This analysis focuses on the impact of those who choose or need to drive to a park

Parking restrictions in unrestricted car parks are designed to prevent long term parking by residents, commuters or shoppers which could be to the detriment of parks users. However, we recognise that parking restrictions do have the potential to displace parking to adjacent areas and also have cost implications attached to them, if people wish to park and visit the park for more than 30 minutes. This may be detrimental to others, particularly to disabled residents and people from specific socio-economic groups.

In July 2012, parking charges were introduced in Cottons Park, Lodge Farm Park (in both Carlton Road and Main Road car parks) and at Upminster Park (in both the New and Old Windmill Hall car parks) at the following times:

Cottons Park Car Park (Cottons Approach):

Monday – Friday (8:00 – 18:00 hours)

Saturday (8:00 – 18:00 hours)

Lodge Farm Park (Main Road end):

Monday – Friday (8:00 – 18:00 hours)

Saturday (8:00 – 18:00 hours)

Lodge Farm Park (Carlton Road end):

Monday – Friday (8:00 – 18:00 hours)

Saturday (8:00 – 13:00 hours)

New Windmill Hall Car Park (St. Mary's Lane):

Monday – Friday (8:00 – 18:00 hours)

Saturday (8:00 – 13:00 hours)

Old Windmill Hall Car Park (St. Mary's Lane):

Monday – Friday (8:00 – 18:00 hours)

Saturday (8:00 – 13:00 hours)

Charges start at 20p for 0-2 hours and go up to £8.00 for 8-12 hours. There is no charge from 6pm to 8am. Saturday afternoons are free from 1pm (due to sporting events) apart from Main Road Lodge Farm Park. Sundays are free of charge.

It is proposed that parking charges are applied consistently to the four car parks mentioned above and to the car parks listed below at the following times.

Monday – Friday (8:00 – 18:00 hours)

Saturday (8:00 – 18:00 hours)

Charges start with no charge for 20 minutes and a 10 minute grace period, then up to 3 hours for £1 and go up to £8 for 8-12 hours.

The purpose of the revised tariff is to provide affordable parking for those who visit parks for a short visit or to play sport.

The car parks in the following parks and open spaces would be affected by the proposals:

- Bedfords Park
- Bretons Outdoor Recreation Centre (main)
- Bretons Outdoor Recreation Centre (overflow)
- Brittons (Ford Lane)
- Brittons (Rainham Rd)
- Broxhill Centre
- Central Park
- Cranham Brickfields
- Dagnam Park
- Gidea Park Sports Ground Depot
- Gidea Park Bowls
- Hacton Parkway and Playsite
- Harold Wood Park (Harold View)
- Harold Wood Park (Recreation Ave)
- Harrow Lodge Park (Sports Centre)
- Harrow Lodge Park (Rainham Rd)
- Harrow Lodge Park (Warren Drive)
- Haynes Park (Slewins Lane)
- Haynes Park (Northumberland Ave)
- Hornchurch Country Park (Sqn App)
- Hornchurch Country Park (South end Rd)
- Hylands Park
- King Georges Playing Field (r/o café)
- King Georges Playing Field (f/o café)
- Parklands
- Rise Park
- Rainham Recreation Ground
- The Dell
- Tylers Common
- Upminster Hall Playing Field
- Westlands Playing Fields

Age: Consider the full range of age groups	
<i>Please tick (✓) the relevant box:</i>	Overall impact:
Positive	No data on the age of users is held. Parking restrictions in unrestricted car parks are designed to prevent long term parking by residents, commuters or shoppers which could be to the detriment of parks users.
Neutral	
Negative	

	people, people with disabilities and parents / carers with young children; as they will have greater chance of being able to park their cars in the parks where charges are to be introduced.
Evidence: No data on the age of park users in available – comments are based on anecdotal evidence only.	
Sources used: N/A	

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions	
<i>Please tick (✓) the relevant box:</i>	
Positive	Overall impact: No data on use of parks by people with disabilities is kept. Parking restrictions in unrestricted car parks are designed to prevent long term parking by residents, commuters or shoppers which could be to the detriment of parks users. It is envisaged that the proposals will impact positively on all age groups who wish to use the Borough's parks, but particularly older people, people with disabilities and parents / carers with young children; as they will have greater chance of being able to park their cars in the parks where charges are to be introduced. Disabled Badge Holders must pay for parking unless the vehicle is exempt from road tax and has a tax classification DISABLED in which case 3 hours free parking is permitted with normal charges applying after 3 hours. Disabled customers are not restricted to using disabled bays only and may use any car parking bay in a car park, excluding of course, motorcycle bays if not used for the purpose of parking such a vehicle, or bays set aside for permit holders only.
Neutral	
Negative	
Evidence: No data on the disability of park users in available – comments are based on anecdotal evidence only.	
Sources used: N/A	

Sex/gender: Consider both men and women		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Not known
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence: We do not hold data on the sex / gender of park users.		
Sources used: N/A		

Ethnicity/race: Consider the impact on different ethnic groups and nationalities		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Not known
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence: We do not hold data on the ethnicity / race of park users but it is envisaged that the proposals will not have a disproportionate impact on ethnic groups.		
Sources used: N/A		

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Not known
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

<p>Evidence:</p> <p>We do not hold data on the religion / faith of park users but it is envisaged that the proposals will not have a disproportionate impact on this protected characteristic.</p>
<p>Sources used:</p> <p>N/A</p>

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual							
<p><i>Please tick (✓) the relevant box:</i></p> <table border="1"> <tr> <td>Positive</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Neutral</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Negative</td> <td><input type="checkbox"/></td> </tr> </table>	Positive	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Negative	<input type="checkbox"/>	<p>Overall impact:</p> <p>Not known</p>
Positive	<input type="checkbox"/>						
Neutral	<input type="checkbox"/>						
Negative	<input type="checkbox"/>						
<p>Evidence:</p> <p>We do not hold data on the sexual orientation of park users but it is envisaged that the proposals will not have a disproportionate impact on this protected characteristic.</p>							
<p>Sources used:</p> <p>N/A</p>							

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth							
<p><i>Please tick (✓) the relevant box:</i></p> <table border="1"> <tr> <td>Positive</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Neutral</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Negative</td> <td><input type="checkbox"/></td> </tr> </table>	Positive	<input type="checkbox"/>	Neutral	<input type="checkbox"/>	Negative	<input type="checkbox"/>	<p>Overall impact:</p> <p>Not known</p>
Positive	<input type="checkbox"/>						
Neutral	<input type="checkbox"/>						
Negative	<input type="checkbox"/>						
<p>Evidence:</p> <p>We do not hold data on gender reassignment of park users but it is envisaged that the proposals will not have a disproportionate impact on this protected characteristic.</p>							

Sources used:
N/A

Marriage/civil partnership: Consider people in a marriage or civil partnership	
<i>Please tick (✓) the relevant box:</i>	Overall impact:
Positive	Not known
Neutral	
Negative	
Evidence:	
We do not hold data on marriage/civil partnership of park users but it is envisaged that the proposals will not have a disproportionate impact on this group.	
Sources used:	
N/A	

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave	
<i>Please tick (✓) the relevant box:</i>	Overall impact:
Positive	Parking restrictions in unrestricted car parks are designed to prevent long term parking by residents, commuters or shoppers which could be to the detriment of parks users.
Neutral	
Negative	It is envisaged that the proposals will impact positively on all age groups who wish to use the Borough's parks, but particularly older people, people with disabilities and parents / carers with young children; as they will have greater chance of being able to park their cars in the parks where charges are to be introduced.
Evidence:	
No data on the pregnancy, maternity and paternity of park users in available – comments are based on anecdotal evidence only.	
Sources used:	
N/A	

Socio-economic status: Consider those who are from low income or financially excluded backgrounds

<i>Please tick (✓) the relevant box:</i>		Overall impact: An introduction or increase of charges for car parking and the number of car parks this applies to in the Borough could have a negative impact on people on low incomes or who are from financially excluded backgrounds. The introduction of a free period could mitigate this for those that live and visit parks using cars as a means of transport in the most deprived areas of the Borough, including older and disabled residents and their carers.
Positive		
Neutral		
Negative	✓	

Evidence:

The table below lists the new parks and open spaces (in addition to those that already have car parking charges) to be affected, the ward of the park and the Ward's deprivation rank. Residents who live and visit parks using a car as a means of transport, rather than walking or cycling, in the more deprived areas of the borough such as Gooshays, Heaton, Havering Park and Brooklands, may be disproportionately affected by the proposal if they stay for more than 30 minutes.

Park	Ward	Deprivation Rank of Ward
Central Park	Gooshays	1
Dagnam Park	Gooshays	1
Broxhill Park	Heaton	2
Bedfords Park	Havering Park	4
Westlands Playing Fields	Brooklands	5
Harold Wood Park	Harold Wood	7
Tylers Common	Harold Wood	7
Rainham Recreation Ground	Rainham and Wennington	8
King Georges Playing Field	Mawneys	9
Bretons Outdoor Recreation Centre	Elm Park	10
Brittons	Elm Park	10
The Dell	St Andrews	11
Harrow Lodge Park	Hylands	12
Hylands Park	Hylands	12
Gidea Park Sports Ground Depot	Pettits	13
Rise Park	Pettits	13

Haynes Park	Squirrels Heath	14
Hacton Parkway and Playsite	Hacton	15
Hornchurch Country Park	Hacton	15
Cranham Brickfields	Cranham	17
Upminster Hall Playing Field	Cranham	17
Parklands	Upminster	18

N.b. Rank 1 = Most deprived ward, rank 18 = least deprived ward.

Table of Index of Multiple Deprivation by Lower Super Output Area in Havering Wards. Department of Communities and Local Government, 2011

No further data on the socio-economic status of park users is available.

Sources used:

Table of Index of Multiple Deprivation by Lower Super Output Area in Havering Wards. Communities and Local Government, 2011

Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Socio – economic status	Introduction of higher charges after an initial free period and an increase in the number of car parks this applies to in the Borough may impact people on low incomes or who are from financially excluded backgrounds	Monitoring use of Park Car Parks, particularly in the more deprived areas of the Borough	From this action Parks staff will be able to gauge if the introduction and/or increase in charges has led to a decrease in car park usage.	1 year from the introduction of charges	Martin Stanton

Equality Impact Assessment (EIA)

Document control

Title of activity:	Voluntary and Community Sector (VCS) Review
Type of activity:	The Review will incorporate the development of a new strategy, a review of Council's VCS grants allocation arrangements and also a review of its commissioning practices.
Lead officer:	Claire Thompson, Corporate Policy and Community Manager, Culture, Community & Economic Development
Approved by:	Cynthia Griffin, Group Director Culture, Community & Economic Development
Date completed:	August 2014
Scheduled date for review:	Following an initial 3 month consultation period, this EIA will be revised and updated to reflect consultation feedback.

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

15. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at diversity@haverling.gov.uk

About your activity

1	Title of activity	Voluntary and Community Sector (VCS) Review
2	Type of activity	The Review will incorporate the development of a new strategy, a review of Council's VCS grants allocation arrangements and also a review of its commissioning practices.
3	Scope of activity	<p>It is likely that the review will incorporate four workstreams addressing the following:</p> <ol style="list-style-type: none"> 1. A new Voluntary Sector Strategy – this will set out the outcomes the Council wants to achieve in terms of how it works with the VCS 2. A review of Infrastructure (support provided to the voluntary sector for capacity building, funding, training, strategic engagement, etc.) – outputs will include a recommendation on how infrastructure services are provided in future, and to what specification 3. A review of the Council's VCS grants allocation arrangements 4. A review of the Councils' VCS commissioning arrangements (mainly within social care where services are commissioned the most). <p>The review needs to achieve savings of £1.145m (as set out in the Cabinet report of 3rd September 2014).</p> <p>The review will not seek to change the discretionary rate relief or equitable rents policy at this time.</p>
4a	Is the activity new or changing?	Yes - changing
4b	Is the activity likely to have an impact on individuals or groups?	Yes

5	If you answered yes:	<i>Please complete the EIA on the next page.</i>
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Completed by:	Claire Thompson, Corporate Policy and Community Manager, Culture, Community & Economic Development
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Date:	August 2014
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16. Equality Impact Assessment

Background

The Council is undertaking a review of its strategic and funding relationship with the voluntary and community sector (VCS), to ensure that the investments it makes into community projects and voluntary sector services address residents' needs, reduce demand on public services and provide value for money for the taxpayer. This will include reviewing the grants and contracts currently in place with community groups and voluntary sector organisations, including the services provided by Havering Association of Community and Voluntary Organisations (HAVCO). A new voluntary sector strategy will also be developed, and consulted on as part of this review.

The review will aim to save the Council at least £1m. The review may also result in changes to the way infrastructure support is provided to the voluntary sector, depending on the outcome of consultation with the sector.

Once the review is completed, further Equality Impact Assessments will be carried out before any recommendations are submitted to Members for consideration.

Funding

In 2013/14, the Council spent approximately £8.7m funding services from the voluntary and community sector, including:

- Core funding grants to organisations (e.g. HAVCO and Citizens Advice Bureau)
- Small grants for community projects
- Larger contractual arrangements for specific commissioned services (mainly in social care).

Not all the £8.7m comes from the Council's general fund – £1.2m of this is external funding for specific purposes (e.g. MOPAC grant) that it uses to commission voluntary sector providers to deliver specific services. As well as grants and other funding arrangements, historically, the Council has also provided subsidies to the voluntary sector, by way of:

- "equitable rents", set at one-third of open market commercial rents, amounting to a subsidy of £300,000 per annum, to 19 community organisations renting Council premises.
- £223,802 in discretionary rate relief to 94 organisations with charitable status.

The review will not seek to change the discretionary rate relief or equitable rents policy at this time.

Strategy

During the consultation that will be taking place as part of this review, the voluntary sector will have an opportunity to develop a new vision and shape the strategic outcomes we want to achieve in the new Voluntary Sector Strategy.

It is envisaged that the strategy will have a focus on responding to pressures caused by the national policy agenda, such as the Care Act implications, and the continued public sector funding reductions.

The strategy is intended to articulate the transformation required in the way that the Council works with the voluntary sector, and indeed how the sector itself currently operates – away from traditional models of grant dependence towards income generation and tapping into new markets and new income streams.

Consultation

The first phase of the voluntary sector review will be a period of at least three months' consultation, in line with our commitment to the Voluntary Sector Compact.

The consultation will seek to reach as many community groups and voluntary sector organisations as possible – including those that the Council has a funding relationship with and some of those that it does not.

Consultation will be carried out in a range of ways including:

- Face-to-face interviews with voluntary organisations
- Focus groups
- Online surveys
- Meetings with Boards of Trustees

We will also seek the views of users of voluntary and community sector services.

The EIA

It is difficult at this stage to determine the potential impact that the review might have on individuals and groups with protected characteristics. However, the Council will need to reduce its funding to the sector by over £1m, which represents an 11% reduction on current expenditure. Whilst this is proportionate (and indeed a lot less) than the funding cuts which the Council is facing over the next four years, it is inevitable that some organisations may see their funding withdrawn.

Therefore the Council needs to be able to understand what the likely impact might be of an 11% funding reduction on VCS services that cater for people with different protected characteristics.

Until detailed consultation and assessment has been carried out on the criteria that will be used to determine which grants will be affected, it is difficult to say what the likely impact will be. The assessments below are based on data that we have on the **current** picture of the voluntary sector in Havering, taken from HAVCO's community portal, as well as a recent study carried out by the National Council for Voluntary Organisation (NVCO) to compile data on the Voluntary Sector in London. This study included a breakdown for each borough, although it only captured organisations that are registered charities. Also included is evidence from the 2010 National Survey of Charities and Social Enterprises (NSCSE) carried out by Ipsos MORI on behalf of The Office for Civil Society. 440 charities, voluntary groups and social enterprises within Havering were asked to take part in the 2010 NSCSE, of that, 186 organisations responded to the survey (a 42% response rate).

Local Context: Havering's Voluntary Sector

Havering has a fairly large voluntary sector, believed to be in excess of 800 organisations. These range from larger voluntary organisations, such as the Citizens Advice Bureau, Age Concern Havering, the Carers Trust, YMCA, etc., through to small neighbourhood-level groups of residents - local people giving up their spare time to make a difference in their neighbourhood. It is estimated that around £200m each year is brought into the local economy by Havering's VCS².

Because of the informal nature of much of the community sector, it is very difficult to get a complete picture of how many organisations there are and what types of services they provide.

- **Number of Organisations registered on Charities Commission website**

	Local	National	National & Overseas	Overseas	Not Known	Total
Number	242	25	10	16	26	319
Income	£39.9m	£3m	£2.4m	£1.4m	£0	£46.9m
Expenditure	£38.6m	£3.1m	£2.4m	£1.5m	£0	£45.6m
Employees	579	25	57	9	0	670

² This includes larger organisations who may also operate outside the borough as well as within Havering

- **Overview of charities registered on Charities Commission website**

Type of charitable organisation	Number
Charities	319
Community Interest Companies	6
Industrial and Provident Societies	6
Companies Limited by Guarantee	146
Total charitable organisations	477

The registered charities data used in all tables have been filtered using a 'third sector test'. Included are organisations generally considered to be part of the third sector, we have removed organisations not traditionally seen as third sector but still registered as charities, such as housing associations, independent schools, government bodies, trade associations and faith groups whose main objective is the promotion of religion.

The list of Companies Limited by Guarantee has been filtered to remove registered charities (to avoid double counting) as well as organisations not traditionally viewed as third sector, such as management companies of blocks of flats.

- **Finances**

Item	Number
Income	£46.9m
Expenditure	£45.6m
Assets*	£54.5m
Employees*	670
Organisations	319
Trustees	1,736

The figures for assets and employees are based **only** on those organisations with incomes greater than £500,000 per year, so will be lower than for the whole sector. Local includes organisations working at any level below national – i.e. regional, cross-borough, single borough or smaller.

- **Charities based outside of Havering that operate in the Borough**

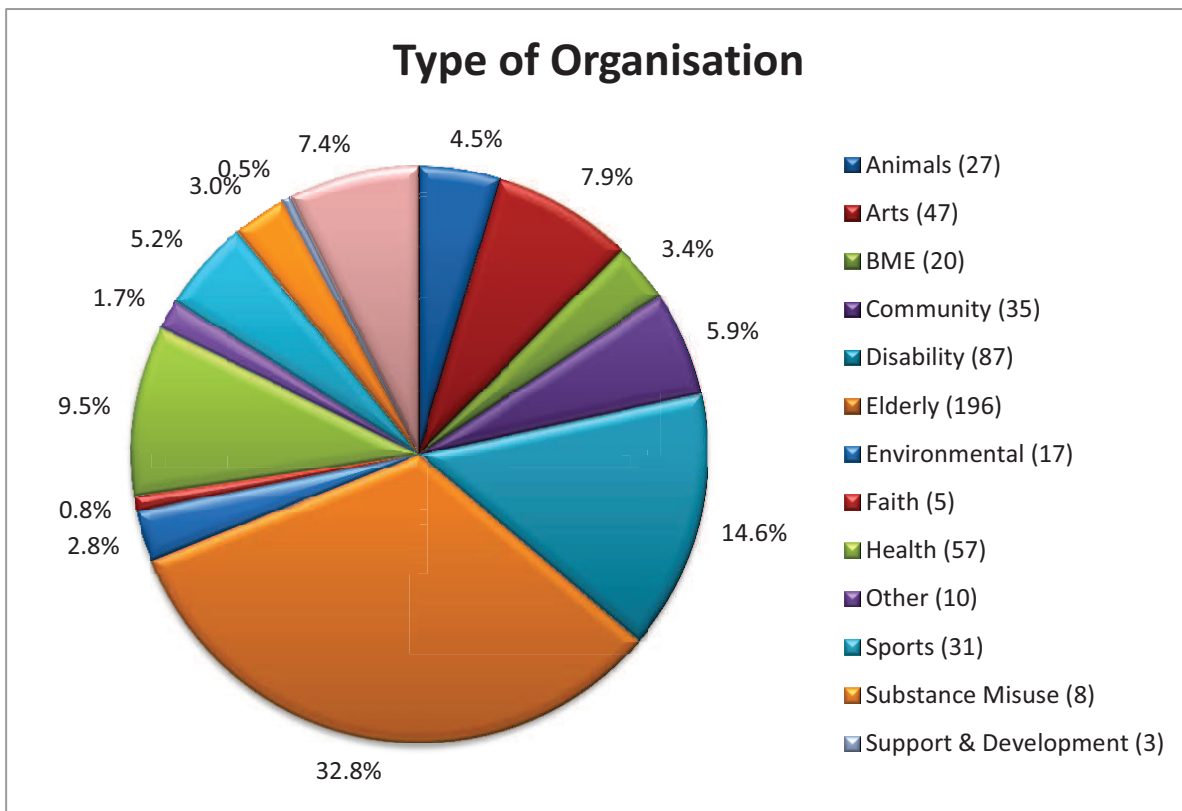
Item	Number
Count (Havering only)	44
Income (Havering only)	£6.1m
Count (throughout London)	896
Income (throughout London)	£346.6m

<http://data.ncvo-vol.org.uk/areas/london/intro>.

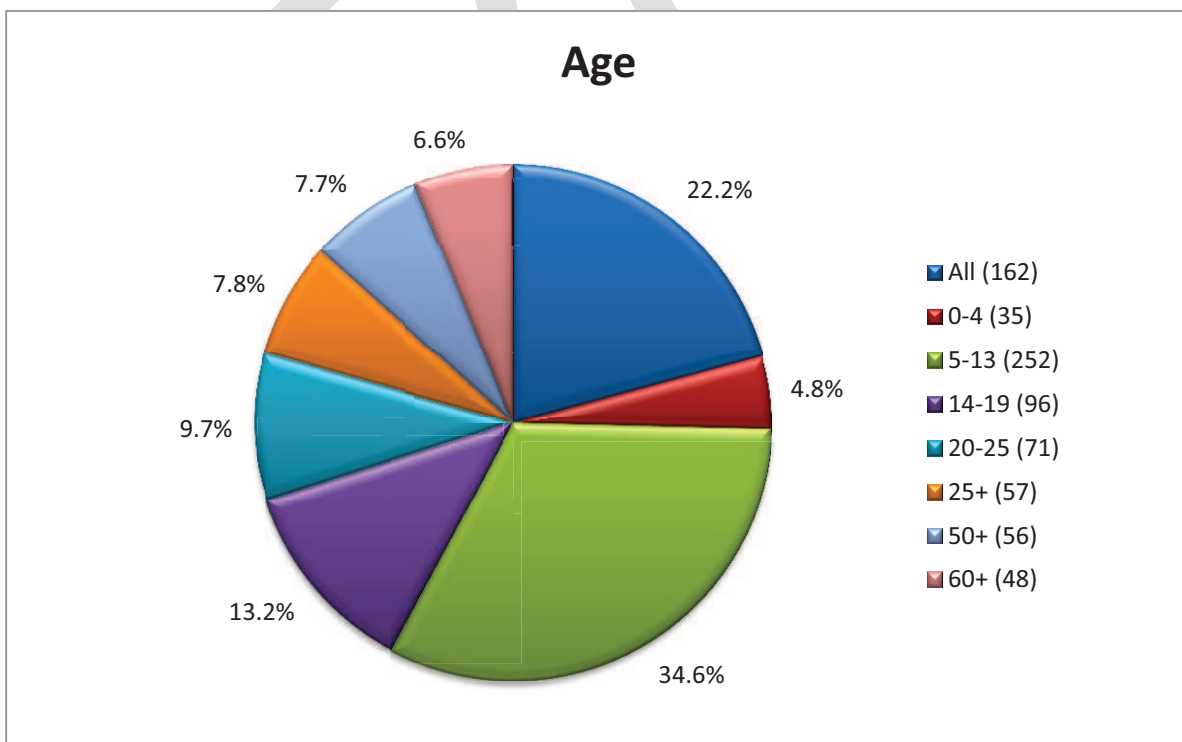
- **Organisations listed on the HAVCO Community Portal**

We know that the research carried out into organisations listed on the Charities Commission is not the full picture of, particularly, some of the smaller organisations working at a community level. Havering Association of Community and Voluntary Organisations (HAVCO), has 597 organisations on its Community Portal database.

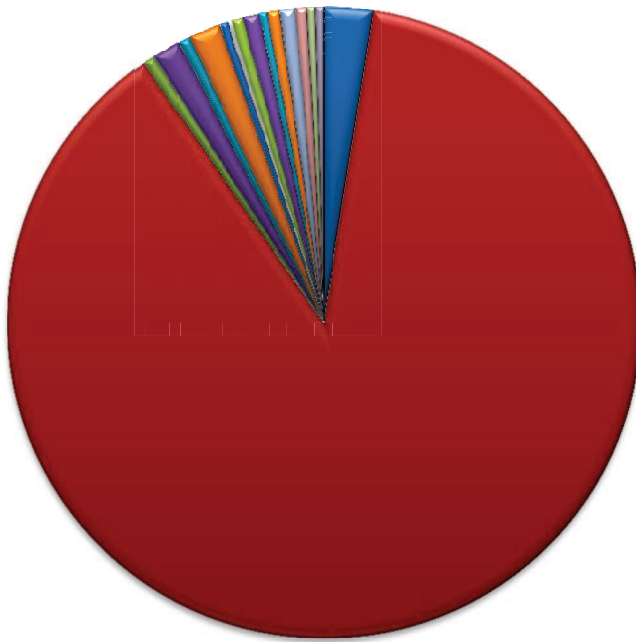
The information contained on the Portal tells us that these organisations operate in the following fields:



And their beneficiaries are of the following ages and ethnicities:



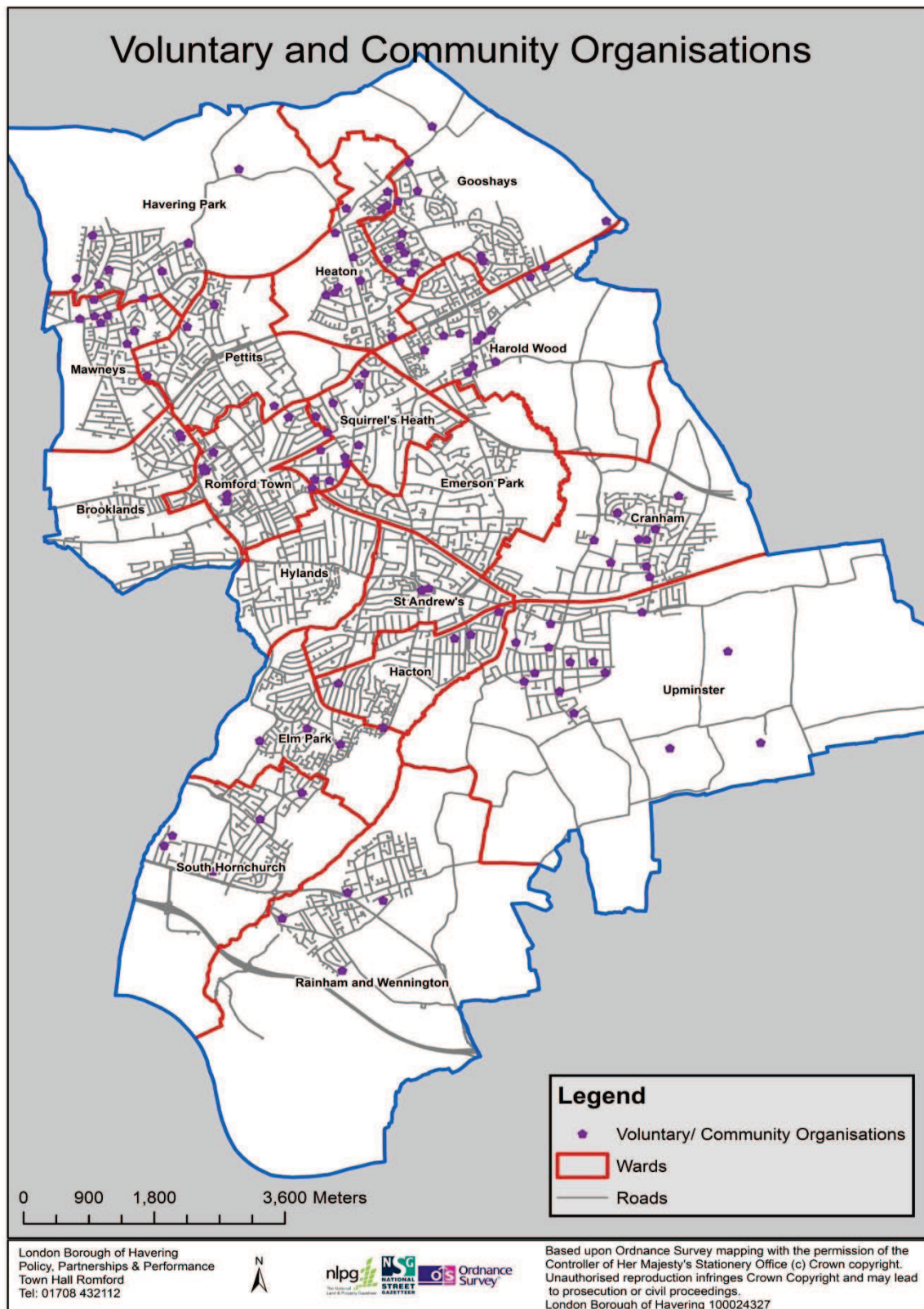
Race



- African (2.5%, 12)
- All (87.9%, 428)
- Bangladeshi (0.6%, 3)
- Black (1.4%, 7)
- British (0.6%, 3)
- Caribbean (1.6%, 8)
- Eastern European (0.4%, 2)

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And have bases located fairly evenly across the borough:



- **The Findings of the 2010 National Survey of Charities and Social Enterprises (NSCSE)**

The 2010 NSCSE asked organisations to identify the *main* clients, users or beneficiaries of their organisation. Of the 440 charities, voluntary groups and social enterprises in Havering invited to take part in the survey, 186 responded (a 42% response rate).

Users or beneficiaries of organisations

Havering		
Rank	Main clients, users or beneficiaries	%
1 st	The general public / everyone	38
2 nd	Children (aged 15 or under)	31
3 rd	Young people (aged 16 to 24)	23
4 th	Women	16
5 th	Older People	14

Main areas that organisations work in

Havering		
Rank	Main areas for organisations	%
1 st	Education and Lifelong Learning	27
2 nd	Leisure (including sport and recreation)	26
3 rd	Religious / Faith-based Activity	25
4 th	Community Development and Mutual Aid	17
5 th	Health and Well-being (e.g. medical, health, sickness, disability, mental health, counselling)	15

The top five main areas identified by organisations in Havering mirrored that of our nearest statistical neighbours in London. Organisations in Bexley, Hillingdon and Bromley all documented the same main areas in the 2010 NSCSE - the only exception being Hillingdon who also listed culture (including arts and music) as a main area of their organisations in the 2010 NSCSE.

Main roles undertaken

Havering		
Rank	Main roles your organisation undertakes	%
1 st	Delivery of other services (e.g. business services, financial services, leisure, retail, manufacturing, community support, sports coaching/club, and recreation),	28
2 nd	Advancing religion and / or spiritual welfare by supporting religious or spiritual practice	24
3 rd	Delivery of public services (e.g. social housing, health care, day centre, counselling, community safety, education, childcare)	22
4 th	Community development and mutual aid	13
5 th	Provides advice to individuals	12

Geographic areas of operation

Havering		
Rank	Top five geographic areas	%
1 st	Your local authority area	40
2 nd	Your neighbourhood	31
3 rd	Regionally	12
4 th	Nationally	11
5 th	Internationally	7

Approximate number of full-time equivalent employees

Over half of the organisations in Havering reported no full-time equivalent employees currently in their organisation. This is either due to mostly part-time staff or a large proportion of volunteer workers or both.

Havering		
Rank	Number of full-time equivalent employees	%
1 st	None	56
2 nd	No answer provided	10
3 rd	One	9
4 th	Two	8
5 th	Three to Five	6

Approximate total number of volunteers, including committee / board members

Havering		
Rank	Volunteers, including committee / board members	%
1 st	1 to 10	36
2 nd	11 to 20	32
3 rd	No answer provided	11
4 th	21-30 / 31-50 / 101 to 500	6
5 th	51 to 100	2

Approximate annual turnover or income from all sources

Havering		
Rank	Annual turnover / income	%
1 st	£10,001 - £30,000	19
2 nd	£5,001 - £10,000	17
3 rd	£100,001 - £500,000	12
4 th	More than £500,000	9
5 th	£30,001 - £60,000	8

Top five sources of income

Havering		
Rank	Sources of income	%
1 st	Donations and fundraising activities	75
2 nd	Membership fees / subscriptions	43
3 rd	Grants from non-statutory bodies	23
4 th	Earned income from training including retail	20
5 th	Earned income from contracts	10

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Age: Consider the full range of age groups		
<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	At this moment in time it is not possible to fully assess the impact of the review on age groups as no recommendations have yet been made. However, based on the data currently available we have identified that further work is needed to stimulate the provider market in the older people's sector. This will be explored further during consultation.
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence:		
Havering's age profile is as follows:		
2013	Number	Percentage of population (%)
All persons	242,080	100.0
0-4 years	14,808	6.1
5-10 years	16,867	7.0
11-17 years	20,445	8.5
18-24 years	21,048	8.7
25-64 years	124,097	51.3
65-84 years	38,306	15.8
85+ years	6,509	2.7
<p>The HAVCO Community Portal suggests that the organisations listed with HAVCO work with users across all age groups, but that more organisations work with younger people than older residents.</p> <p>This evidence is also supported by the 2010 National Survey of Charities and Social Enterprises (NSCSE), which showed that 31% of organisations in Havering work with younger people and only 14% with older people.</p> <p>The number of children and young people (0-17) in Havering is expected to grow by 22% by 2019, so it could be seen as an encouraging sign that this age group is well represented across and catered for by Havering's voluntary sector.</p> <p>However the evidence also suggests that further work needs to be done to stimulate the provider market in the older people's sector, particularly as the 65+ population in Havering is expected to grow the fastest overall in the future, increasing by 18.5% by 2019, and that that there will be a sharp increase in the over 85s – from 6,975 (in 2014) to 8,040 (in 2019).</p>		

Sources used:

2013 Mid-year population estimates, Office of National Statistics

HAVCO Community Portal (data accessed 12/8/14)

2013 Round SHLAA population projections (based on Havering population of 241,289 in 2012), Greater London Authority

2010 National Survey of Charities and Social Enterprises (NSCSE)

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions

Please tick (✓)
the relevant box:

Positive

Neutral

Negative

Overall impact:

At this moment in time it is not possible to fully assess the impact of the review on people disabilities or long-term health conditions as no recommendations have yet been made. However, based on the data currently available we have identified that **more work needs to be done to stimulate the voluntary sector market in this area.**

This will be explored further during consultation.

Evidence:

According to the definition of 'disability' under the Equality Act 2010, a person has a disability if they have a physical or mental impairment; and the impairment has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities.

Havering's disability profile is as follows:

- 31,400 (21%) working age (16-64) people living in Havering have a disability or long term illness/health condition
- 22,320 (52%) of older people (65+ years old) have a disability or long term illness/health condition

According to the HAVCO Community Portal, 18 of their member organisations (only 3%) work in the disability sector.

According to the 2010 National Survey of Charities and Social Enterprises (NSCSE), 15% of organisations work in the health and wellbeing sector (including medical, health, sickness, disability, mental health, counselling, etc.).

The above data clearly shows there are gaps in VCS provision that need to be addressed for the disability sector.

Sources used:

2012/13 Annual Population Survey, Office of National Statistics

2011 Census, Office of National Statistics

HAVCO Community Portal (data accessed 12/8/14)

2010 National Survey of Charities and Social Enterprises (NSCSE)

Sex/gender: Consider both men and women														
<i>Please tick (✓) the relevant box:</i>		Overall impact:												
Positive	<input type="checkbox"/>	At this moment in time it is not possible to fully assess the impact of the review on this protected characteristic as no recommendations have yet been made. However, a basic analysis of the evidence indicates that there are many more organisations working with women than men in Havering. This could reflect a higher support needs for women, or it could reflect differences in service uptake, or demand for community-based services, between men and women. This will be explored further as part of the consultation.												
Neutral	<input type="checkbox"/>													
Negative	<input type="checkbox"/>													
Evidence:														
The gender profile of Havering is as follows:														
<table border="1"> <thead> <tr> <th>2013</th> <th>Number</th> <th>Percentage of population (%)</th> </tr> </thead> <tbody> <tr> <td>All persons</td> <td>242,080</td> <td>100.0</td> </tr> <tr> <td>Male</td> <td>116,232</td> <td>48.0</td> </tr> <tr> <td>Female</td> <td>125,848</td> <td>52.0</td> </tr> </tbody> </table>			2013	Number	Percentage of population (%)	All persons	242,080	100.0	Male	116,232	48.0	Female	125,848	52.0
2013	Number	Percentage of population (%)												
All persons	242,080	100.0												
Male	116,232	48.0												
Female	125,848	52.0												
<p>According to the HAVCO portal, 303 organisations have stated that they work with both sexes, 12 specifically with men and 129 with women, while the 2010 National Survey of Charities and Social Enterprises (NSCSE) suggests that 16% of organisations from Havering who responded to the survey work with women.</p> <p>This could reflect a higher support needs for women, or it could reflect differences in service uptake, or demand for services, between men and women.</p> <p>This will be further explored during the consultation period.</p>														
Sources used:														
<p>Source: 2013 Mid-year population estimates, Office of National Statistics 2010 National Survey of Charities and Social Enterprises (NSCSE) HAVCO Community Portal (data accessed 12/8/14)</p>														

Ethnicity/race: Consider the impact on different ethnic groups and nationalities		
<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	It is not possible to fully assess the impact of the review on different ethnic groups as no recommendations have yet been made. However, at this moment in time there does not appear to be a disproportionate provision of VSC services targeted specifically at ethnic minorities.
Neutral	<input type="checkbox"/>	

Negative	<p>Given that Havering's Black and Minority Ethnic (BME) population has grown significantly and is expected to continue to grow during the next five years, this may be an area of growth for the voluntary sector in future.</p> <p>The provision of voluntary sector services for people of different ethnicities will be explored further as part of the consultation.</p>
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Evidence:

Havering's ethnicity profile is as follows:

2014 (projection)	Number	Percentage of population (%)
All ethnicities	246,269	100.00
White	211,126	85.7
Black Caribbean	3,335	1.4
Black African	9,485	3.9
Black Other	4,524	1.8
Indian	5,813	2.4
Pakistani	1,820	0.7
Bangladeshi	1,205	0.5
Chinese	1,662	0.7
Other Asian	4,467	1.8
Other	2,833	1.2
BAME ³	35,144	14.3

According to the HAVCO Portal, which is the only local data source we have on ethnicity, organisations working specifically with ethnic minorities are fairly well represented in Havering's voluntary sector. However, given that Havering's Black and Minority Ethnic (BME) population has grown by 20% since 2011, and is expected to grow further 25% by 2019, this may be an area of growth for the voluntary sector in future.

As the GLA projection data incorporates the White: Other groups (such as Eastern Europeans, Gypsies, Roma and Irish Travellers) within the wider 'White' category, it is difficult to analyse VCS services provision and take-up by White: Other groups. For example, according to 2011 Census at least 3% (or 7,580 people) of the population living in Havering belong to the White: Other category, and yet, only 2 organisations cater for Eastern European residents. It is therefore required to carry out specific focus groups with these communities and use School Census data to inform our proposals and ensure that their needs are met.

³ The GLA define BAME differently to the ONS. The GLA does not include a 'White Other' Group. Instead they have one category 'White' that includes 'White British' and 'White Other'.

Sources used:

2012 Round SHLAA ethnic group projection - final, Greater London Authority
 HAVCO Community Portal (data accessed 12/8/14)

Religion/faith: Consider people from different religions or beliefs including those with no religion or belief

Please tick (✓)
 the relevant box:

Overall impact:

Positive

At this moment in time it is not possible to fully assess the impact of the review on people with this protected characteristic as no recommendations have yet been made.

Neutral

Negative

The data available on beneficiaries by faith is very limited. However, based on the data currently available to us there does not appear to be any under-representation.

Evidence:

In the 2011 Census, Havering's religious profile was:

2011	Number	Percentage of population (%)
All religions	237,232	100.0
Christian	155,597	65.6
Muslim	4,829	2.0
Hindu	2,963	1.2
Sikh	1,928	0.8
Jewish	1,159	0.5
Buddhist	760	0.3
Other religion	648	0.3
No religion	53,549	22.6
Religion not stated	15,799	6.7

According to the 2010 NCSCE, 25% of respondents from Havering stated that their main purpose was religious / faith-based activity.

According to the HAVCO portal, the majority of organisations said they worked with 'all' faiths, with a small number (32) being Christian, 3 Jewish, 3 Muslim, and 2 Sikh.

This is unlikely to be a full and accurate picture of Havering's faith sector.

There does not appear to be any significant under-representation in terms of faith. However, we will further explore this during the consultation period.

Sources used:
 2011 Census, Office of National Statistics
 HAVCO Community Portal (data accessed 12/8/14)
 CET faith database

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual	
<i>Please tick (✓) the relevant box:</i>	
Positive	Overall impact: There is little information available at national and local levels to make an assessment on the impact of the review on this protected characteristic. This apparent gap will be explored further as part of consultation.
Neutral	
Negative	
Evidence: There is no sufficient information on sexual orientation or gender identity at national or local level. There is no local data on this protected characteristic, in terms of voluntary sector provision. There are no organisations listed on the HAVCO portal which specifically work with LGBT people living in Havering.	
Sources used:	

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth	
<i>Please tick (✓) the relevant box:</i>	
Positive	Overall impact: There is no information available to make an assessment on the impact of the review on this protected characteristic. This apparent gap will be explored further as part of consultation.
Neutral	
Negative	
Evidence: There is no local data on this protected characteristic, in terms of voluntary sector provision. There are no organisations listed on the HAVCO portal which specifically work with LGBT people living in Havering.	

Sources used:

Marriage/civil partnership: Consider people in a marriage or civil partnership

<i>Please tick (✓) the relevant box:</i>		Overall impact: There is no information available to make an assessment on the impact of the review on this protected characteristic.
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

Evidence:

According to the 2011 Census, Havering's profile at a Borough level is:

2011	Number	Percentage of population (%)
All persons	192,844	100.0
Single (never married or never registered a same-sex civil partnership)	63,549	33.0
Married	93,587	48.5
In a registered same-sex civil partnership	196	0.1
Separated (but still legally married or still legally in a same-sex civil partnership)	4,699	2.4
Divorced or formerly in a same-sex civil partnership which is now legally dissolved	15,492	8.0
Widowed or surviving partner from a same-sex civil partnership	15,321	7.9

There is no information available to make an assessment on impact against this group.

Sources used:

2011 Census

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave

<i>Please tick (✓) the relevant box:</i>		Overall impact: There is no information available to make an assessment on the impact of the review on this protected characteristic. This will be explored further as part of the consultation.
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

Evidence:

There is very little evidence available on the number of organisations falling under this category. An internet search unveils community support groups around breastfeeding e.g. <http://www.latchon.org.uk/about-us/> . The Community Centre-based Breastfeeding Café's are run by Children's Services.

[Home-Start Havering](#) caters for children under five and their families. Home-Start recruits and trains volunteers from the London Borough of Havering, then carefully matches the volunteer with an appropriate family. All of the families they support must have at least one child under five. The volunteer visits the family in their own home once a week. They run groups in conjunction with children centres; including messy play and music and movement and multicultural sessions.

There may be other groups without an online presence, however this is unknown at this time. This area should therefore be further explored during consultation.

Sources used:

LatchOn

Netmums.org

Home-Start Havering

Socio-economic status: Consider those who are from low income or financially excluded backgrounds

<i>Please tick (✓) the relevant box:</i>		Overall impact: There is no information available to make an assessment on the impact of the review on people from low income or financially excluded backgrounds.
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

Evidence:

Multiple disadvantage was a new 2011 Census measure defined as the proportion of households who have one or more of the following deprivation characteristics (dimensions):

- No qualifications
- A long-term illness
- Unemployment
- Overcrowded housing

2011	Number	Percentage of population (%)
1 Dimension	33,711	34.68
2 Dimensions	20,248	20.83
3 Dimensions	4,272	4.4
4 Dimensions	401	0.41

Havering has relatively low levels of deprivation. Havering is ranked 177th out of 326 local authorities (1st being most deprived, 326th being least deprived)

However there are pockets of deprivation - two small areas of Havering falling into the 10% most deprived areas in England (an area in Gooshays and an area in South Hornchurch)

Overall, **Gooshays remains the most deprived** ward in Havering, with **Hylands ward being the least** deprived.

An analysis of the map of organisations listed on the HAVCO Community Portal suggests that both areas are covered by voluntary and community sector organisations.

In addition to the HAVCO portal, other local intelligence shows that there are groups who specifically work with people living in poverty, such as the three Food Banks.

The consultation will ensure that these groups are represented and involved.

Sources used:

HAVCO Community Portal (data accessed 12/8/14)

Index of Multiple Deprivation, Communities and Local Government, released 2011

Local knowledge

Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
All	The data we hold is patchy so doesn't allow us to fully assess the impact on people with protected characteristics	Address the gaps in service user data Use consultation feedback to inform final budget saving proposals	Final budget saving proposals are informed by service users' diversity profile data and feedback	Consultation runs 24 th September – 24 th December 2014	Claire Thompson / Anita McDade

Equality Impact Assessment (EIA)

Document control

Title of activity:	Younger adults - minimum statutory levels of service for younger adults (18-64)
Type of activity:	Statutory review of current service provision for younger adults (18-64)
Lead officer:	Barbara Nicholls, Head of Service, Children, Adults and Housing
Approved by:	Joy Hollister, Group Director, Children, Adults and Housing
Date completed:	18 th August 2014
Scheduled date for review:	January 2016

Did you seek advice from the Corporate Policy & Diversity team?	Yes
Does the EIA contain any confidential or exempt information that would prevent you publishing it on the Council's website?	No

17. Equality Impact Assessment Checklist

The Equality Impact Assessment (EIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service. It also helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#).

Please complete the following checklist to determine whether or not you will need to complete an EIA. Please ensure you keep this section for your audit trail. If you have any questions, please contact the Corporate Policy and Diversity Team at diversity@havering.gov.uk

About your activity

1	Title of activity	Younger adults - minimum statutory levels of service for younger adults (18-64)
2	Type of activity	Statutory review of current service provision for younger adults (18-64)
3	Scope of activity	<p>We will review services for younger adults, with a view to shaping more cost effective services and/or meeting statutory requirements through personalised services.</p> <p>Services for younger adults (between the ages of 18 and 64) are very expensive and do not offer the personalised provision required. We will review all areas of spend (e.g. residential care, care packages, respite and day care) to ensure that we are receiving maximum value for money and that services are person centred and outcomes-focussed.</p> <p>We will re-commission where necessary to meet statutory requirements through personalised services, and will look to apply the minimum statutory levels of service using the new national eligibility criteria within the Care Act.</p> <p>As we complete person centred plans, move to personal budgets and strictly apply eligibility criteria it is likely that we will not require some of the current provision. We will ensure any changes to how services are offered will include full consultation and impact assessment prior to any recommendations being finalised, and ensure viable alternatives are available.</p> <p>Havering spends relatively more on services for younger adults compared to other local authorities. The review will particularly focus on high cost placements and services, as well as services where unit costs are much higher than average.</p>

4a	Is the activity new or changing?	Yes -changing
4b	Is the activity likely to have an impact on individuals or groups?	Yes
5	If you answered yes:	<i>Please complete the EIA on the next page.</i>
6	If you answered no:	N/A

Completed by:	Barbara Nicholls, Head of Service, Children, Adults and Housing
Date:	18 th August 2014

DRAFT

18. Equality Impact Assessment

Background/context:	
<p>Despite the national drive towards personalisation since the turn of the century (starting with Valuing People in 2001, Putting People First in 2007, and now the Care Act in 2014 - due to be implemented in April 2015), services in Havering for younger adults (between the ages of 18 and 64) are very traditional, expensive and do not offer the personalised provision required.</p> <p>As a result Havering spends relatively more on services for younger adults (particularly people with a learning disability) compared to other local authorities. Yet comparative benchmarking data shows that service users and carers are relatively unhappy with the services they receive. Some of this can be explained by the relatively low numbers of people who receive self-directed support, and those who are receiving direct payments.</p> <p>Our role is to focus on the person and their needs, their choices and what they want to achieve. We must improve the uptake and quality of personalised services by providing service users and their families with personal budgets, direct payments, outcomes-based and needs-led assessment, self-directed support, health and well-being, family and community support, and care and support plans, in-line with the national agenda.</p> <p>Within the Care Act, carers will (for the first time) be recognised in the law in the same way as those they care for, including carers' rights to assessments and support. Currently, carers do not have a right to receive support, although local authorities can provide support (e.g. respite care) at their discretion. This means that access to assessment and the range of support on offer can vary considerably.</p> <p>The Care Act will, for the first time, establish national eligibility criteria. The Guidance is currently in draft, and sets out the national minimum threshold for eligibility, which will be consistent across England. At the moment, each local authority sets its own eligibility threshold based on guidance. This means that the amount, and type, of care that is provided by a local authority can vary depending on where a person lives. While assessments tend to focus on what service should be provided, rather than on what the person actually needs or wants.</p> <p>Havering is committed to applying the minimum statutory levels of service using the new national eligibility criteria within the Care Act. This will both help to improve the personalisation of services, and to tackle our high spend areas during a time of increasing demographic demand and unprecedented financial austerity across local government.</p> <p>We will review this Equality Impact Assessment in January 2016, by which time the Care Act will be implemented or in its implementation phase, and we will start to see evidence and the impact of these changes.</p>	
Age: Consider the full range of age groups	
<i>Please tick (✓) the relevant box:</i>	Overall impact:
Positive	The age groups that are most likely to be affected by this statutory review are younger adults (between the ages of 18 and 64) who

Neutral		receive adult social care services. The carers of these service users, many of whom are older people will also be impacted.
Negative	✓	<p>For some service users and carers the application of the new national eligibility criteria within the Care Act will either result in no service, or a reduced service compared to what they have been used to.</p> <p>It is expected that personalised services (such as personal budgets) will have a positive impact and will provide service users and their carers with choice and control over their services. However, for some people such a change is likely to be seen as a negative impact and/or a significant reduction in service, as they have become accustomed to receiving more traditional services from the Council over the years.</p>

Evidence:

Havering spends relatively more on services for younger adults (particularly people with a learning disability) compared to other local authorities. Yet the comparative benchmarking data shows that service users and carers are relatively unhappy with the services they receive.

Relevant benchmarking data shows that Havering is in the:

- Lowest quartile in England for ‘overall satisfaction of people who use services with their care and support.’
- Lowest quartile in England for ‘social care-related quality of life.’
- Lowest quartile in England for ‘proportion of people who use services who have control over their daily life.’
- Lowest quartile in England for ‘proportion of people using social care who receive self-directed support, and those receiving direct payments.’

Havering has the highest proportion of older people (18%) in London, and as such providing support for carers is critical to the successful delivery of this project. Currently, a very small proportion of carers in Havering receive support compared to the average nationally. Support given to carers includes advice services or receiving a carer’s break.

- 11% (or 25,214 people) of Havering’s residents provide unpaid care. 7% (or 16,094 people) of those people provide care of between 1-19 hours of unpaid care per week and further 3% (5,835 people) provide 50 hours and over of unpaid care per week. Both categories are higher than England and London averages.

The aim of this project is to support people to live as independently as possible in the community and help them to maintain/improve their health and wellbeing.

The negative impact of applying the minimum statutory levels of service will be mitigated by ensuring that:

- We focus on strengthening communities;
- We provide services for our most vulnerable younger adults and those who have an assessed need, as well as supporting carers who meet the criteria for respite services to have a break from their caring role (improving support for carers is an important theme throughout the Care Act);
- We focus on maximising the quality of our personalised services; and
- We ensure that assessments and care and support plans (support plan in the case of carers) are person-centred, outcomes-focused, and completed using an asset-based approach, where the needs and wellbeing of the individual are paramount.

It is also worth noting that other concurrent projects are looking at how we can support and enable communities to become more resilient and self-sufficient, while other projects that are focusing on early help, intervention and prevention initiatives. This is an acknowledgement that it is normally far better for the wellbeing of people to avoid entering the social care system in the first place.

Sources used:

- 2011 Census, Office of National Statistics
- 2013 Mid-year population estimates, Office of National Statistics
- Adult Social Care Outcomes Framework (ASCOF) 2012/13

There is a great deal of evidence and research nationally around the positive impacts of the personalisation agenda in social care (and why traditional services often hinder people’s ability to improve their outcomes and wellbeing), and we have used this to inform this project. There are too many examples of evidence to list here, but the ‘[Care and Support Statutory Guidance](#)’, issued under the [Care Act](#) 2014, provides a comprehensive evidence base and case studies.

Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions

Please tick (✓) the relevant box:

Positive	
Neutral	
Negative	✓

Overall impact:

This project will have a negative impact on people with disabilities. Many of the services we currently provide to this group are very traditional and are not personalised, and therefore it is expected that this group will be the most impacted.

We recognise, however, that service users with a learning disability will be disproportionately affected compared to other disabled service users, as the majority of Adult Social Care expenditure on younger adults is spent on people with a learning disability.

By moving to more personalised services it is anticipated that the performance in these relevant indicators will improve over time. Having said that, some younger adults with a mild or moderate learning disability could end up with no statutory services as a result of the national eligibility criteria introduced by the care Act. We therefore must ensure that we support those people to find suitable alternatives locally and within the community. This is where our strengthening communities, and early help, intervention and prevention initiatives will be key in enabling younger adults to be as independent as possible.

Evidence:

- It is estimated that more than 31,400 (21%) working age (16-64) people living in Havering have a disability or long term illness/health condition.
- More than 1,100 residents are registered as being blind or partially sighted in Havering.
- It is estimated that more than 14,000 adults (aged 18 - 64) in Havering have a

moderate or severe disability, with the number of adults with learning disabilities increasing by roughly the same amount. The number of adults (aged 18 – 64) with moderate or severe disabilities will rise by around 7% in the next ten years, with more than 15,000 adults in Havering having a physical disability by 2021.

- The most common categories of learning disability are Moderate Learning Disability (30%), Behaviour, Emotional and Social Difficulties (19%), and Speech, Language and Communication Needs (17%).
- There are approximately 20,000 adults in Havering who have a common mental health issue. It is estimated that there are more than 600 adults in Havering with a Borderline Personality Disorder, nearly 600 people with Psychotic Disorder and around 500 people with Antisocial Personality Disorder. Predicted future population growth means that the number of adults (aged 18-64) experiencing each of these mental illnesses is expected to increase by 6% in the next ten years (by 2021) in Havering.
- Adults in Havering that are receiving treatment for severe mental health problems are less likely to be in employment or in stable accommodation: less than 4% are in employment and less than 50% are in stable accommodation. These percentages are below the average in England and London.

Currently, there are 723 service users with a physical disability, 304 service users with mental health problems and 591 services users with a learning disability. It is therefore estimated that Adult Social Care provide a service to 1 in 20 younger adults with a disability or long term illness/health condition.

Havering spends relatively more on services for younger adults (particularly people with a learning disability) compared to other local authorities. Yet the comparative benchmarking data shows that service users and carers are relatively unhappy with the services they receive.

Although the proportion of service users with a learning disability is lower than the proportion of services users with a physical disability or mental health problem, the majority of spend on younger adults in Havering is on learning disability services (£16m net for 2014/15). Average gross weekly cost (2012/13) on supporting adults with a learning disability in residential and nursing care (incl. full cost paying and preserved rights residents) is £1,489 per adult in Havering, which is slightly higher than the London average of £1,439 and the England average of £1,341.

The proportion of adults with a learning disability in paid employment is 8% in Havering, compared to 9.3% across London and 7.1% across England.

The aim of this project is to support people to live as independently as possible in the community and help them to maintain/improve their health and wellbeing. For example, we will encourage and support younger adults to gain employment, and to take full advantage of opportunities so as to be able to fully participate in their communities.

The negative impact of applying the minimum statutory levels of service will be mitigated by ensuring that:

- We focus on strengthening communities;
- We provide services for our most vulnerable younger adults and those who have an assessed need, as well as supporting carers who meet the criteria for respite services to have a break from their caring role (improving support for carers is an important theme throughout the Care Act);

- We focus on maximising the quality of our personalised services; and
- We ensure that assessments and care and support plans (support plan in the case of carers) are person-centred, outcomes-focused, and completed using an asset-based approach, where the needs and wellbeing of the individual are paramount.

Sources used:

- 2012/13 Annual Population Survey, Office of National Statistics
- Current list of younger adult service users from Swift
- 2014/15 Budgets Social Care PPSEX1 2012/13 Benchmarking Tool
- Adult Social Care Outcomes Framework (ASCOF) 2012/13
- 2011/12 Joint Strategic Needs Assessment data

Sex/gender: Consider both men and women

Please tick (✓) the relevant box:

Positive

Neutral

Negative

Overall impact:

Overall, there is an even 50-50 split of male and female younger adult service users.

The majority of current service users with a physical disability are women (60%), while the majority of current service users with a learning disability (60%) or mental health problem (57%) are men.

Also, due to the new national eligibility criteria adults with mild or moderate learning disabilities could end up with no statutory services. This will have an impact on their carers, the majority of whom are women (76%), particularly older women.

As stated previously, however, improving support for carers is an important theme throughout the Care Act. For the first time, carers will be recognised in the law in the same way as those they care for, including carers' rights to assessments and support.

Evidence:

52% of Havering's current population (125,848 people) are girls and women, while 48% of Havering's current population (116,232 people) are boys and men.

The larger percentage of females in Havering may in part be explained by the longer female life expectancy: 84.1 years for women compared to 79.1 years for men.

50% of younger adults who receive a service are female; 50% are male. 76% of carers of these service users are female.

A significant number of people living in Havering provide unpaid care (25,214 people), and as such providing support for carers is critical to the successful delivery of this project.

<p>Sources used:</p> <ul style="list-style-type: none"> • 2011 Census • 2013 Mid-year population estimates, Office of National Statistics • Current list of younger adult service users from Swift
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Ethnicity/race: Consider the impact on different ethnic groups and nationalities

<p><i>Please tick (✓) the relevant box:</i></p>		<p>Overall impact:</p> <p>While the comparative statistics (below) suggests that White British service users are likely to be disproportionately affected by the proposed changes, their proportion is comparable to the ethnic profile of the Borough.</p>
<p>Positive</p>	<input type="checkbox"/>	
<p>Neutral</p>	<input type="checkbox"/>	
<p>Negative</p>	<input checked="" type="checkbox"/>	

Evidence:

86.4% of service users are White British which is comparable to the ethnic profile of the Borough (85.7%).

13.6% of current service users are from Black and Minority Ethnic (BME) backgrounds, including White Other which is slightly lower than the proportion of BME communities in the Borough (14.3%). However, in light of the projected increase in ethnic diversity in the Borough, BME groups are also likely to be affected by the new national eligibility criteria.

<p>Sources used:</p> <ul style="list-style-type: none"> • 2012 Round SHLAA ethnic group projection - final, Greater London Authority • Current list of younger adult service users from Swift
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Religion/faith: Consider people from different religions or beliefs including those with no religion or belief

<p><i>Please tick (✓) the relevant box:</i></p>		<p>Overall impact:</p> <p>Not known</p>
<p>Positive</p>	<input type="checkbox"/>	
<p>Neutral</p>	<input type="checkbox"/>	
<p>Negative</p>	<input type="checkbox"/>	

Evidence:

According to the 2011 Census, 66% of Havering’s population has stated that they are Christian, followed by 23% who declared that they have no religion and just below 7% who preferred not to state their religion. Other religions in the borough are Muslim (2%), Hindu (1.2%), Sikh (0.8%), Jewish (0.5%) and Buddhist (0.3%).

Due to lack of service level data we cannot fully assess the impact on this protected

characteristic. However, it is not expected that service users with this protected characteristic will be negatively affected.
Sources used: <ul style="list-style-type: none"> • 2011 Census

Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual	
<i>Please tick (✓) the relevant box:</i>	
Positive	Overall impact: Not known
Neutral	
Negative	
Evidence: There is no sufficient information on sexual orientation at national or local level. We cannot fully assess the impact on this protected characteristic due to the lack of data. However, it is not expected that service users with this protected characteristic will be negatively affected.	
Sources used: • There is no sufficient information on sexual orientation at national or local level.	

Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth	
<i>Please tick (✓) the relevant box:</i>	
Positive	Overall impact: Not known
Neutral	
Negative	
Evidence: There is no sufficient information on gender identity at national or local level. We cannot fully assess the impact on this protected characteristic due to the lack of data. However, it is not expected that service users with this protected characteristic will be negatively affected.	
Sources used: • There is no sufficient information on gender reassignment at national or local level.	

Marriage/civil partnership: Consider people in a marriage or civil partnership		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Not known
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence:		
<p>According to the 2011 Census, 49% of Havering residents are married while 33% are single (never married or never registered a same-sex civil partnership), 8% are divorced or formerly in a same-sex civil partnership which is now legally dissolved, 8% are widowed or a surviving partner from a same-sex civil partnership, 2% are separated (but still legally married or still legally in a same-sex civil partnership) and 0.1% in a registered same-sex civil partnership.</p> <p>Due to the lack of service level data we cannot fully assess the impact on this protected characteristic. However, we recognise married people, civil partners and couples are more likely to be affected by the statutory review as carers.</p>		
Sources used:		
<ul style="list-style-type: none"> • 2011 Census 		

Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Not known
Positive	<input type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
Evidence:		
<p>Due to the lack of service level data we cannot fully assess the impact on this protected characteristic. However, we recognise that parents, particularly mothers and lone parents are more likely to be affected by the statutory review as carers.</p>		
Sources used:		
<ul style="list-style-type: none"> • There is no sufficient information on gender reassignment at national or local level. 		

Socio-economic status: Consider those who are from low income or financially excluded backgrounds
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<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive		Not known.
Neutral		Multiple disadvantage is a new measure in the Census and there is not sufficient information on socio-economic status at a service level. However, there may be a disproportionately negative impact on socio-economic status from this project. For instance, only 8% of people with a learning disability who receive a service are in paid employment, and many of our service users will receive some form of benefits.
Negative		Also, due to the new national eligibility criteria adults with mild or moderate learning disabilities could end up with no statutory services. This will again have an impact on their carers, the majority of whom are women, particularly older women. As stated previously, however, improving support for carers is an important theme throughout the Care Act. For the first time, carers will be recognised in the law in the same way as those they care for, including carers' rights to assessments and support.
Evidence:		
<p>There is not sufficient information on socio-economic status at a national or service level.</p> <p>Multiple disadvantage was a new 2011 Census measure defined as the proportion of households who have one or more of the following deprivation characteristics (dimensions): no qualifications, a long-term illness, unemployment, overcrowded housing.</p> <ul style="list-style-type: none"> • 35% of the population in Havering were recorded as having 1 dimension, 21% with 2 dimensions, 4% with 3 dimensions and 0.4% with 4 dimensions. • Proportion of adults with a learning disability in paid employment is 8% in Havering, 9.3% across London and 7.1% across England. • A significant number of people living in Havering provide unpaid care (25,214 people). • 4% (or 9,855 people) of Havering's population claim Disability Living Allowance in 2013. • 2% (or 2,825 people) of Havering's population claim Incapacity Benefits in 2013. 		
Sources used:		
<ul style="list-style-type: none"> • 2011 Census • Adult Social Care Outcomes Framework (ASCOF) 2012/13 • DWP data, Q02 2013 		

Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
All	The data we hold is patchy so doesn't allow us to fully assess the impact on service users with protected characteristics	Address the gaps in service user data Use consultation feedback to inform final budget saving proposals	Final budget saving proposals are informed by service users' diversity profile and feedback EIA will be reviewed in Jan 16 and finalised action plan agreed Additional service-specific EIAs will be produced as necessary as future plans are further developed	Consultation Jan 15 EIA review Jan 16 As required	Barbara Nicholls Barbara Nicholls Barbara Nicholls

DRAFT PARKING STRATEGY

SUMMARY

This draft strategy sets out proposed arrangements for the future management of the Council's Parking Services and associated operations. The Parking Strategy is initiated in recognition of the importance of parking in Havering as reflected in increasing levels of car ownership and high usage and the nature of public transport provision in the borough.

The Council adopted a Parking Strategy in 2007. This document builds on that and considers the Council's general approach to available parking, through both its own parking stock and other privately owned car parks and the broad principles of how Council operated parking is delivered on the ground. It concentrates on key themes that have emerged out of recent consultations, recent initiatives from regional and central government and other research, and describes a series of actions that the Council can deliver mainly through its roles as a highway authority and parking provider.

This consultation focuses on ensuring that the Council's parking strategy is based on the following principles:

Parking will be a positive tool to support the Council's wider economic, social and environmental objectives for the borough;

As far as possible, the needs of local residents and businesses will be prioritised over other parking requirements;

As far as possible, the right parking will be provided in the right place, at the right time, at the right price and of the right quality for our customers;

Value for money will be obtained for Council Tax payers;

The borough's parking will be managed in the most effective way;

Council car parks will be provided only where they are the only practical way of effectively meeting the parking demand in the area and the available land is used in the most efficient way;

Local residents and businesses will be informed about and, as much as possible, be encouraged to support the Council's approach to parking.

It then moves on to considering how best to put these into practice in terms of a range of measures that would support the achievement of these objectives.

Summary of key issues for consultation

As part of this consultation Residents and Businesses are asked for: their views on the proposed parking tariffs for parking on street, in car parks and in parks; their views on proposed changes to parking permits; their opinion on parking restrictions and enforcement around schools; suggestions for new parking schemes or amendments to existing schemes and their general comments on the parking proposals and strategy.

It is noted that there areas of on-going work in this strategy:

A review of the permit system will be carried out to reduce the overall number of types of permits and to explore the introduction of “virtual” permits.

The provision of parking for disabled persons to be reviewed to ensure space is optimised and to reduce fraud.

Negotiations with the town centre partners in Romford about appropriate charging regime

Investment in technology and hardware to support the proposed changes.

REPORT DETAIL

Background

Parking Law and Regulations

There are two main areas of legislation that are relevant to parking and which Havering must comply with. They deal with what parking should aim to achieve, what form it takes and how it is operated. The Road Traffic Regulation Act (1984) places a duty on Local Authorities to secure the provision of suitable and adequate parking facilities on and off the highway and the Traffic Management Act (2004) which places a duty on Local Authorities to ensure the free flow of traffic on the roads they manage.

The 1984 Act also enables councils to impose controls on where and for how long vehicles may park, including through the provision of kerbside restrictions and car parks.

The setting of parking charges for all public roads and Council-owned car parks is the responsibility of the Council. These charges are not limited by law but they should be proportionate and based solely on the need to manage parking and traffic locally.

The private parking industry is not regulated in this manner however, Section 106 agreements forming part of development agreements may control the fees that must be charged in the Town Centre. Other planning restrictions may also be applied during the planning process to ensure adequate off street parking is provided where necessary or indeed where car ownership for some developments is positively discouraged.

Havering is responsible for parking enforcement on all adopted roads in the borough except the A127, A12 and parts of the A13 which are governed and controlled by Transport for London. Prior to July 1994, parking enforcement was the responsibility of the police and traffic warden service.

The level of fee for Penalty Charge Notices (PCNs) is set by London Councils, and is as approved by the Mayor of London.

The Council must report annually on on-street and off-street enforcement activities, including total on-street income from parking fees and parking fines, expenditure and the outcomes of policies. It should be noted that any additional income generated from parking fines can only be applied to transport related matters as set out in s55 Road Traffic Regulation Act and that such fines should not be income generating according to guidance. This is done through the Council's Annual Parking Services Performance Report which can be found at the following link:

www.havering.gov.uk/Pages/SearchResults.aspx?k=Parking [annual](#)

[performance report](#)

The Council is required by law to formally advertise any changes to parking restrictions. Where changes are proposed to either the location, hours of operation or general terms of use of parking bays, this involves publishing notices in certain newspapers and fixing notices on site, writing to certain statutory bodies and ensuring relevant documents are made available and publicised to persons likely to be affected.

The Department for Communities and Local Government (DCLG) launched a consultation in December 2013 which proposed a change in the general approach to the enforcement of parking with the aim of ensuring parking strategies complement and enhance efforts to improve high streets and town centres. The main proposed changes to legislation and guidance included:

- Restricting the use of CCTV for parking enforcement,
- A right for local communities to require councils to review aspects of their parking strategies,
- A statutory requirement for authorities to allow a grace period before issuing a penalty charge notice in some circumstances.
- The encouragement of a less heavy-handed approach to enforcement
- The consideration of changes to the payment regime after appeal

The remainder of this consultation report sets out the details of the Parking strategy and the specific issues being addressed during the forthcoming consultation.

National Guidance

Government guidance on how councils should deal with parking in new developments is provided in the National Planning Policy Framework. This states that, in setting local parking standards, councils should take into account accessibility, the type, mix and use of development, current and future public transport, local car ownership and the need to reduce emissions.

They should also seek to improve the quality of parking in town centres and set appropriate charges that do not undermine the health of town centres as well as ensuring enforcement is proportionate.

National guidance, provided primarily through the Department for Transport (DfT) also provides advice to councils on how they may best deliver their own parking. The guidance states that a good parking regime is one that uses quality-based standards that the public understands, which are enforced fairly, accurately and promptly, and which contribute to ensuring the free flow of traffic on the road network.

Regional and Local Parking Policies and Guidance

At the regional level the Mayor of London sets out his policies on parking, and what he expects local authorities to do in their policies, in his London Plan (July

2011) and Mayor's Transport Strategy (2010). The Mayor's strategic approach to parking in new development is that he wants to see an appropriate balance between encouraging developments and preventing excessive car parking which could undermine more sustainable ways to travel, the Council is working towards delivering these outcomes where appropriate.

Parking standards for various kinds of new development across the Capital are set out in the London Plan and it is expected that these should be used by boroughs to set their own standards, although the need for flexibility is recognised in some circumstances such as struggling town centres.

The Mayor also seeks to ensure fair and consistent enforcement of parking and loading restrictions across the capital and parking charges which encourage vehicles with lower emissions through partnership working with London Boroughs.

London Councils and other stakeholders.

The Council works with other London Councils to share practice and procedures. In terms of guidance there is a London-wide code of practice for enforcement that covers issues such as the training and equipping of CEOs to ensure they carry out their duties professionally and competently. There is also a code of practice for the use of CCTV enforcement. All of these documents are publicly available on London Councils website at:

www.londoncouncils.gov.uk/policylobbying/transport/parkinginlondon/default.htm

Havering Council - Policy Context, Estate and Management Arrangements

The backdrop for consideration of any parking strategy is the Council's Local Plan and approach to its Transport Infrastructure and network management. This plan is currently being revised and any implications for parking strategy from that review will be fed into this consultation

Havering is a large outer London Borough, with high levels of car ownership. It is the boundary of Zone 6 for those who wish to use the tube or train system and therefore attracts commuter parking from adjacent areas.

Parking needs to contribute to the competitiveness, regeneration and environmental quality of the borough through the right amount, location and design of parking facilities. This contributes to managing the road network and reflects land use and transportation planning policies.

The framework that the Council has adopted to enable it to manage parking in the Borough has a number of key elements:

These include:

- The design consultation and implementation of minor traffic and parking schemes

- A policy for the creation of new or extension of existing controlled parking zones (CPZs). The adopted approach is to introduce consistent controls where there is a shortage of kerb side parking for residents and businesses, defined traffic problems have been identified and there is local community support. The consideration of CPZs by the Council can be triggered through new development proposals or residents putting forward areas for change provided there is support for the development and implementation of such.
- A policy of introducing Pay and Display parking schemes in smaller shopping parades and high streets. This has improved turnover and there is a demand for the introduction of similar schemes.
- The management of car parking in Council owned car parks and in car parks in parks. The council manages 27 sites and 2800 paid for spaces, in addition the council has over 110 parks and green spaces, and whilst many are local amenity parks, in walking distance of many residents, other have sporting facilities, or are near transport hubs and attract commuters as well as park users.
- Working in partnership with the private sector where there are privately owned car parks to ensure adequate provision and consistent charging. There are 4509 private parking spaces in the Borough, mainly in Romford
- Maintain the provision of an enforcement service and back office processing of permits, season tickets and appeals. The Council has consistently been ranked in the bottom 3 in London for PCN ticket issue and income generation, reinforcing the approach to strategic Traffic and Parking control.
- The adoption of a charging and permit regime for parking that balances the needs of local economy and residents with practical traffic management and cost recovery issues.
- The provision of a large number of free bays including on and off street spaces which are free of charge to disabled blue badge holders and on-street bays which have short stay for general use.

The Council's Annual Parking Services Performance Report sets out a number of operational policy aims for its parking service. These can be summarised as :

- to ensure that the public highway can be used by all and that parking space is shared between competing demands through regulation and pricing
- maintain safety on the public highway and in the borough's car parks;
- ensure that traffic is able to flow through the borough freely

- provide accessible parking for the disabled and elderly;
- monitor parking demand and provide adequate parking facilities for all;
- maintain access to services and amenities; and provide a fair and consistent enforcement service

Consultation on a new Parking Strategy

The strategic aim of parking is to improve all aspects of the quality of life of residents while helping local businesses flourish.

The following section sets out the proposed objectives which will achieve this aim. Some of the previous objectives of the Parking Strategy 2007 have been modified to reflect the findings of the in house review and these changes are referenced where relevant.

The key objectives are;

Objective 1: Meet statutory requirements

Objective 2: Prioritise local residents and businesses and provide the right parking

Objective 3: Provide effective management and value for money

Objective 4: Monitor and improve traffic Management Operations

Objective 5: Deliver effective customer service, information, compliance and support

Objective 1: Meet statutory requirements

In undertaking all its parking functions, the Council will ensure that it meets its statutory requirements in the most efficient and effective way and contribute positively to all the Council's identified objectives. The latter will be an iterative process including considering the consequences of changes in the operation of parking on the Council's statutory duties and identified corporate objectives and vice versa.

Objective 2: Prioritise local residents and businesses and provide the right parking

The Council will seek to prioritise the parking needs of local residents and businesses through:

- **The nature and operation of its parking charges and service**

The Council has carefully considered how best changes to its charging regime can meet the respective needs of residents and businesses. It is therefore proposing to **consult on a new charging regime for Pay and Display and Outlying car parks based on a premise of 30 minutes free**

(made up of 20 mins free parking, and a 10 minute grace period) – then a charging regime of £1 for 1 hour, £1.5 for 2 hours and £2 for 3 hours as set out in “The Councils Financial Strategy” Cabinet report.

This regime is designed to benefit both residents and businesses, encouraging the use of town centres and differentiating between charging for very quick visits whilst remaining affordable. The borough is still comparatively low cost against all of its neighbours.

Charging has been introduced in 3 car parks in parks. The regime of outlying car parks has been applied with modification recognising that whilst many parks are primarily local amenities some are subject to commuter parking and contain a range of sporting facilities. For the majority of local residents their local park is an amenity that they walk to and car parking is a peripheral issue.

The Council is proposing to **consult on introducing charging into all Parks car parks with a similar principle of 30 minutes free (20 mins free parking, plus a 10 minutes grace period) , followed by a charge of £1 for up to 3 hours.**

- **The approach it takes to the allocation of parking facilities and the creation of new or modification of existing parking restrictions;**

The current arrangements for the design and implementation of parking schemes are that they are driven either by residents or the Council initiating a scheme design process and this being subsequently consulted on and considered by the Highways Advisory Committee before being determined by the Cabinet Member. A series of powers are delegated to the Head of Streetcare to implement minor changes.

An informal review of traffic measures in a geographic area was undertaken last year and it identified that the consequences of dealing with issues piecemeal was that parking management in areas could be improved by adopting a more consistent approach to traffic restrictions and ensuring there were no unintended consequences of measures.

The DCLG is also currently consulting on proposals for residents to challenge Charges and regulation if they think it is inappropriate.

The proposal here is that as part of this consultation **residents and businesses are asked to identify areas for schemes and changes to traffic regulation so that the Council can develop a plan of works for the next 4 years to improve parking measures. It should be noted that the Council is already progressing works to extend some CPZ's and to**

introduce more Pay and Display Parking these are set out in appendices A & B below.

Clearly the Council has limited resources and this will need to be implemented over a period of time but strategically it enables all the measures for a particular area to be considered together so the parking and traffic impacts can be assessed.

Another key issue that forms a fundamental part of this process is **parking and traffic congestion around schools**. This is a key priority, particularly in the context of population growth and increasing school rolls and the Council has to act positively to ensure these issues are effectively dealt with. This will be a priority for the parking service both in terms of scheme design and ensuring that an appropriate enforcement regime is in place. That process needs to be as effective as possible. **This issue will be addressed within the consultation.**

The final key issue is the relationship with other car park operators, the private operators in Romford town centre car parks are obliged to charge customers at not less than the rates set by the Council. This condition is included within legal section 106 agreements signed as part of planning permissions.

It is noted a number of private operators are not compliant with the existing agreements and it is proposed that the Council enter into a discussion with those operators with a view to re-establishing an agreed approach to charging for car parking in Romford Town Centre.

- **Other Parking considerations**

The Council will use its powers to ensure the right type, quantity, cost and quality of parking is provided in its facilities, as resources allow, and as part of any new development by:

- taking into account Havering's current and future characteristics in terms of public transport accessibility, car usage and ownership, parking capacity,
- patterns of land uses and resulting travel behaviour
- Considering the realistic opportunities available to change travel behaviour within particular areas and individual developments in the context of local constraints;
- Having regard to other parking approaches within the borough and in neighbouring authorities to ensure that individual areas and the borough

as a whole remains competitive and imbalances or inconsistencies do not have harmful consequences;

- Requiring high standards of design to ensure parking is safe, convenient and accessible

Objective 3: Deliver effective management and value for Money

The Council will remain an owner and operator of public parking and will seek to maximise the effectiveness of the parking service while ensuring value for money for Council Tax payers by:

- Continuing to develop appropriate and cost effective ways of improving the parking service particularly through the utilisation of modern technology and more efficient processes. This will include introducing pay by phone service in some car parks.
- Changing the general parking charges to ensure the price of parking reflects the Council's overall parking priorities and the cost of parking provision, including improving efficiency, so that the parking function remains self-financing
- Reviewing the range of permits available and the charges for these. **Resident's views are sought on the proposed Permit charge changes in "The Councils Financial Strategy Report"**.
- Ensuring that any additional income generated from the Council's parking function continues to be used for the appropriate statutory purposes to secure the maximum benefit for Council Tax payers
- Ensuring that, where excess capacity is identified and/or acceptable development opportunities present themselves on Council car park sites a more efficient use of the land is pursued having regard to the car park's function in the local area.
- Ensuring that, where temporary spare capacity is identified within Council car parks at certain times, short term use of these facilities for other purposes is supported, provided the use results in a positive benefit to the wider area.

In addition to this the Council will continue to review the delegation on decision making on minor and non-controversial traffic management issues and amend the delegation to the Head of Streetcare where this facilitates more cost effective management of the process

Objective 4: Review and improve traffic management operations

The Council will seek the authority to enforce moving traffic contraventions to improve driver behaviours in the London Borough of Havering and to improve Road safety and overall traffic management.

The London Local Authorities and Transport for London Act 2003 gave the power to London authorities to take on the civil enforcement of certain moving traffic contraventions (MTCs) by decriminalising the offences, thereby transferring the enforcement responsibility from the Police to the Council. In 2007 the Traffic Management Act 2004 consolidated this legislation.

Objective 5; Deliver effective customer service, information, compliance and support

The Council will seek to maintain high levels of customer service and communicate effectively with the public regarding the parking function to maximise understanding compliance and support by:

- Developing and implementing a communications plan for parking
- Continuing to identify opportunities to improve customer service through improved systems and staff training
- Ensuring relevant information on the operation and performance of parking is made available in a clear and accessible way
- Ensuring that appropriate performance indicators, standards are in place to encourage continued improvement.

Consultation process

Following a period of consultation with local residents, businesses, and other key stakeholders the Council will consider any feedback to help further develop the Parking Strategy, this parking strategy will be underpinned by a detailed consultation plan. This consultation closes on 29th December 2014

Responses to the Parking Strategy consultation will be considered and appropriate amendments made to the document, amendments will be communicated back for final approval of the Parking Strategy and the Parking Strategy Action Plan as appropriate. Once finally agreed the Parking Strategy will then be formally adopted and published on the Councils website

The Road Traffic Regulation Act 1984 sets out the process that must be followed when making changes to parking fees and charges. There is no requirement for a formal consultation period and amendments are made by variation order which requires public notices to be displayed in the affected car parking locations and by public notices in the local press, however in light of the sensitivity around parking it is intended to consult on the total items contained within this parking strategy.

The DCLG is currently in consultation and propose to introduce a requirement that in response to a petition from local residents and/or businesses, the Council will review its specific parking policy in a specified location, and produce a report for consideration and decision by councillors in an appropriate public council meeting. These proposals have not yet come into law. Statutory

Guidance will direct the methodology to be adopted by the Council to consider petitions raised.

However it should be noted that petitions have a part to play in gauging the level of concern within the community as to whether parking strategy, restrictions or prices should be reviewed.

Changes to parking restrictions or the introduction of new parking/traffic schemes requires a formal process to be followed as set down in the Road Traffic Regulation Act 1984, this includes the advertisement in the proposed location/s and notices placed in the London Gazette and local press. The Councils process includes seeking approval from the Highways Advisory Committee (HAC) to proceed with the initial design and public consultation.

Any objections are reported back to the Committee prior to sign off by the Lead Cabinet Member. The Councils Highway Advisory Committee (HAC) and Officers consider the suitability of an area for the introduction of permitted parking or waiting restriction schemes and a process as required by the Road Traffic Regulation Act 1984 is then initiated including a full statutory consultation. This involves drafting the experimental Traffic Management Orders (TMOs) and the Statutory Notices which must be published in the London Gazette and local press.

Other organisations which the Council is required to consult with under the relevant legislation are groups including the Police, emergency services, road user groups and public transport operators. These groups are asked to submit their comments on the proposals and if there is no formal objection within the statutory time period the Traffic Management orders are made.

Draft Action Plan and Monitoring

To deliver the strategic aim of parking, its associated objectives and policies, a Draft Parking Action Plan will be developed which will be reviewed on an annual or as and when needed basis. It incorporates a range of proposed projects, initiatives or operational changes which the Council will seek to implement.

The Draft Action Plan is a working document and will change over time as actions are progressed, completed or revised. The Draft Action Plan will, therefore, be monitored regularly to ensure it remains relevant and up to date and that issues are identified and effectively dealt with. The outcome of this monitoring will be published in the Council's Annual Parking Services Performance Report. Specifically, the success of the Draft Action Plan will be measured against the objectives set out above.

Equalities Impact Assessments

Draft Equalities Impact Assessments have been produced for both this Parking Strategy and specifically for the extension of charging for car parking in Parks, these will be reviewed in light of comments made during the consultation.

Appendices

- Appendix A – Proposed Pay & Display schemes
- Appendix B – Proposed CPZ extensions and or New CPZs
- Appendix C – Proposed Permit Charges & Permit types
- Appendix D - Parking Charges extract from “The Councils Financial Strategy” Cabinet report dated 3rd September 2014.

Appendix A

Proposed Pay and Display Locations		
Road Name	Ward	Approx No of Bays
Marks Road	Brooklands	12
London Road	Brooklands	30
Norfolk Road	Brooklands	4
Knighton Road	Brooklands	4
Longsdale Road	Brooklands	4
Cromer Road	Brooklands	4
Kensington Road	Brooklands	4
Crowlands Road	Brooklands	4
Crow Lane	Brooklands	18
Front Lane/Moor Lane	Cranham	12
Avon Road	Cranham	23
Station Parade	Elm Park	60
Butts Green Road	Emerson Park	7
Petersfield Avenue opposite Hucknall Close	Gooshays	14
Maylands Avenue	Hacton	6
Tadworth Parade	Hacton	50
Whitchchurch Road	Harold Hill	15
The Drive	Harold Wood	4
Bryant Avenue and Local Area	Harold Wood	80
Bates Road	Harold Wood	29
Oak Road	Harold Wood	6
Hampden Road	Havering Park	9
Gobians Avenue	Havering Park	6
Wingletye Lane in service road in turning head	Hornchurch	4
Roneo Corner	Hylands	5

Carter Drive Mawneys & Havering Park	Mawneys	10
Rise Park Parade/Pettit's Boulevard	Pettit's	19
Oakland's Avenue	Romford Town	8
George Street/ Brentwood Road	Romford Town	4
Victoria Road	Romford Town	15
Kings Road O/s St Alban's Church	Romford Town	5
St Andrews Road	Romford Town	4
Cotleigh Road	Romford Town	6
Eastbury Road	Romford Town	6
Kyme Road	Romford Town	6
Craigdale Road	Romford Town	4
Douglas Road	Romford Town	4
Willow Street near Mawney Road	Romford Town	5
Church Lane off Park Lane	Romford Town	6
Southend Road opposite Ford Lane	South Hornchurch	5
Hubert Road off Rainham Road	South Hornchurch	5
Farnes Drive	Squirrels Heath	13
Upper Brentwood Road (near Farnes Drive)	Squirrels Heath	8
Brentwood Road (Tesco)	Squirrels Heath	5
Heath Park Road	Squirrels Heath	9
Manor Avenue	Squirrels Heath	5
Birch Crescent	Squirrels Heath	5
Harwood Avenue	Squirrels Heath	5
Kingsley Gardens - Squirrels Heath Lane end	Squirrels Heath	5
Warriner Avenue	ST.Andrews	6
St Nicholas Avenue	ST.Andrews	7
Diban Avenue	ST.Andrews	4
Mavis Grove	ST.Andrews	12
Highfield Crescent	ST.Andrews	6
Minster Way	ST.Andrews	5
Upminster Road	ST.Andrews	5
The Avenue	ST.Andrews	8
Sunnyside Gardens	Upminster	4
Branfill Road	Upminster	5
		643

Appendix B

ZONE	Area	Number of Roads in zone	Proposed Extension or Conversion of CPZ	
			No's Road	Comments
GP1	Gidea Park	4	1	Sq Heath
GP2		2		
GP3		1		
HWA	Harold Wood	12	41	Romleights including Hospital site s106 = 30 Court Avenue = 1 Extension to Harold Wood North of A12 = 10
HWB		10		
HWC		13		
HWD		19		
HWE		6		
HH1	Harold Hill	6	5	Newbury Gardens Newbury Road Chippenham Road Chippenham Walk Hilldene Avenue
HX1	HX Station	3	8	Appleton Way Victor Gardens Dorrington Gdns Bruce Avenue eastern end Abbs Cross Gardens Sandown Avenue The Avenue Woodfield Way
LCT	Lodge Court	1		
RO1	Romford	14		
RO2B		27		
RO3		37	6	South Street Melton Gardens Rossall Close George Street Corbridge Mews Park Lane
RO5A		4		
RO6		24		
ROR		4	7	Rosemary Avenue (all) Woodlands Road Lake Rise Wayside Close Sorrel Walk Sydenham Close Brockton Close

	RO7		8	5	Norwood Avenue Rom Crescent Hornford Way Rush Green Gardens Rush Green Road Dagenham Road East Road West Road Lillput Road Grosvenor Road Birbeck Road Wolsley Road
RO2A	ROB		4	17	Jubilee Avenue Jubilee Close Marina Gardens Spring Gardens Recreation Avenue Richards Avenue Lonsdale Avenue Derby Avenue Lessington Avenue Kimberley Avenue Ainsley Avenue Waterloo Estate Housing areas
	ROS		13		
	ROST		9		
	ROW		7		
PROPOSED NEW CONTROLLED PARKING ZONES					
	RA1	Rainham		17	Melville Road Cowper Road Ferro Road Wennington Road Anglesey Drive Ellis Avenue Findon Gardens Venette Close Wilfred Avenue Palliser Drive Ingrebourne Road East Close West Close Glenwood Avenue Upminster Road South St Helens Court Parkway
	UPM1			10	Branfil Road Gaynes Road Champion Road Highview Gardens Crambourne Gardens Carlton Close Howard Road St Lawrence Road Aylett Road Garbutt Road
			228	90	

Appendix C

Last Full Year Figures					Proposed
2013 - 2014					
Device Type		Total sold	Fee	Total	Fee
Resident (Permit)	1st	3,345	£20.00	£66,900	£25.00
	2nd	906	£25.00	£22,650	£50.00
	3rd	146	£60.00	£8,760	£75.00
	Total	4,397	Total	£98,310	
Visitor (Permit)		10,161	£10.00	£101,610	£12.50
			Total	£101,610	
Business (Permit)		178	£71.05	£12,647	£106.58
			Total	£12,647	
Amended (Permit)		460	£15.00	£6,900	£22.50
			Total	£6,900	
Health & HC (Permit)		709	£36.00	£25,524	£54.00
			Total	£25,524	
Home Care (Permit)		12	£36.00	£432	£36.00
			Total	£432	
Waiver		151.81	£12.70	£1,928	£20.00
			Total	£1,928	
Commuter (Voucher Bay)		5.05	£300.00	£1,515	£450.00
			Total	£1,515	

Appendix D

Service & Service Head	Description of Service Area
Streetcare - Robert Wenman	Parking

BUDGET SAVINGS: INITIATIVE TEMPLATE

Current Budget Information		
Activity	Subj Type	FY Revised Budget
Parking & Road Safety Services	Expenditure	2,619,995
	Income	(3,867,973)
	Non-Controllable	1,305,125
		Includes notional accounting entries
Parking Total		57,148
Grand Total		57,148

Savings last 4 Years			
11/12: 518K	12/13: 699K	13/14: 749K	14/15: 762K

Main Savings Items Description
<ul style="list-style-type: none"> Parking services – To review the fees, charges and operational model for parking services and bring charging and business operation into line with new legislative requirements and services elsewhere.

What is protected within service	<ul style="list-style-type: none"> The car parking service remains in place. No changes are proposed to the number of static car parks We have proposed changes in all areas up to and including the 3hr tariff. No changes proposed above 3hrs given the consistency of tariffs.
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Savings proposals				
Saving	Value of Saving and Year(s)			
Parking strategy The Council will consult on a new Parking Strategy in September 2014. It will address issues raised by the DCLG's legislative changes to the existing parking regime, other parking priorities and a revised set of charges for the main elements of the parking regime .	TOTAL:			
	15/16	16/17	17/18	18/19
	£1m			

The proposals include :

- Redesign of the enforcement service to meet new legislative requirements and enforce effectively .
- Revision to charges for permits to bring them into line with other charges in Outer East London

Resident permits increase:

- 1 car from £20 to £25
- 2 cars from £25 to £50 per car
- 3 cars from £60 to £75 per car

Other permits increase:

- Visitor permits from £10 to £12.50
- Business permit from £71.05 to £106.58
- Amended permit from £15 to £22.50
- Health & Home Care from (Business sector) £36 to £54
- Home Care (Non Business) stays same @ £36
- Waiver permit from £12.70 to £20
- Commuter from £300 to £450 per yr

Outlying car parks tariff

- A new charging regime for the first 3 hours
20 mins + 10mins grace free
30mins to 1hr = £1
1-2 hrs = £1.50
2-3 hrs = £2.00

On street Pay & Display

- A new charging regime for the first 3 hours:
20 mins + 10mins grace free
30mins to 1hr = £1
1-2 hrs = £1.50
2-3 hrs = £2.00

Romford town charging

- Proposals to follow

Adoption of the Moving Traffic Offences powers

- To enable the Borough to enforce for moving traffic offences

Additional schemes

- The development of 26 Pay and Display locations, 10 CPZ's and 5 Extensions

TOTAL SAVINGS BY YEAR	TOTAL: £1m			
	15/16	16/17	17/18	18/19
	£1m			

Reasons for recommending proposals	<p>Parking strategy</p> <ul style="list-style-type: none"> • Reviews of fees and charges demonstrate that charging in this area is substantially below that in adjacent boroughs • Latent demand exists for P and D schemes and CPZ extensions • Moving traffic offences powers not adopted at moment • Risk mitigation on potential DCLG changes is to remodel the CEO and challenge operation – work underway
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Identified Risks
<p>Parking strategy</p> <ol style="list-style-type: none"> 1. DCLG publish further requirements which make some current and proposed elements of this strategy untenable 2. Political risk – despite current low levels of charges increases may be deemed to be unacceptable 3. Utilisation risk- risk that customers will be deterred by an increase in charging 4. P and D and CPZ extensions all subject to consultation and then consideration by HAC and Cabinet member agreement – risk of non- agreement 5. Revised business model for enforcement - cost comparison underway but not complete yet .

Number of FTE in area	Parking strategy N/A
Anticipated reduction in FTE as a result of proposals	Parking strategy N/A

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Draft Library Strategy, 2015-17 Appendix to Cabinet Report

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CHAPTER 1: Introduction

1.1 Foreword by the Lead Member for Culture and Community Engagement

We have to make some difficult decisions over the next few months, decisions that will impact on the services that we run and offer. But one thing that will not be lost is the importance that our libraries have in our communities. They allow teenagers extra space to study for their GCSEs and A-Levels, our elderly community a place to learn new skills such as IT, or just give people a quiet space to read. This is why in Havering, unlike many other places across the country, we don't want to shut any of our libraries. Once they are closed they will be lost forever.

Our proposals outline what we are calling, 'partnership' libraries, and mean that we will protect all 10 of our library buildings. They will remain libraries, to have the same amount of books and the same amount of computers that we all enjoy right now. However, to sustain this, in light of the considerable savings we must make, we need to make some changes. So to keep our libraries as they are, we will need to make reductions in the opening hours and ask members of the community to help support our libraries through volunteering. And we will support all of our volunteers with training and resources. Our commitment to libraries is outlined in the following document and I look forward to receiving views and ideas throughout this consultation on this strategy.

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Councillor Melvin Wallace

1.2 A changing context:

Havering has a strong and highly successful library service. It offers value for money, is popular with residents and engages effectively with the community and a large number of volunteers. Over the last few years it has built a virtual presence and has a large following through its popular website and Twitter accounts.

The existing library strategy is now being refreshed in the light of the Council's financial position. Like many councils, Havering is facing significant budget reductions. The budget will need to reduce by £60m over the next four years. This comes on top of a reduction of £40m in the Council's budget between 2010 and 2014. Together this represents approximately one third of the Council's controllable expenditure. Under these circumstances the Council needs to review all of its expenditure, prioritise and review the method and level of service delivery.

The libraries service is a statutory service in that councils have a legal duty to provide a "comprehensive and efficient" service under section 7 of the Public Libraries and Museums Act 1964; but there is no definition as to what this means in practice. What is clear, though, is a reduction in existing services does not necessarily mean that a council is no longer providing a comprehensive and efficient service, as the outcome of various challenges to service reductions across the country has shown.

The scale of the budget reductions that are required in Havering makes it inevitable that the library service's budget will become smaller, but this does not mean that the services enjoyed by users will inevitably reduce, albeit that libraries may be open for less hours than at present and we hope services beyond a "core offer" will be supported by trained volunteers. There are examples across the country where councils have used alternative delivery methods to reduce the impact of budget reductions and ensure that a comprehensive and efficient library service continues to be provided. This is the challenge for Havering Council: how can significant savings be achieved and the service offered to users be reduced as little as possible.

Chapter 2 of this Strategy (section 2.4) sets out how this challenge can be addressed, by proposing a new delivery model for the Library Service in Havering.

Chapter 3 sets out and reinforces the Council's belief in the intrinsic value of libraries and in particular their contribution to the health and wellbeing of the community. Despite the changes set out in Chapter 2, the Council will continue to operate its library service the context of an understanding of the unique importance of the libraries in the life of our community.

1.3 About the Library Strategy

The new Library Strategy 2015-17 has the same purpose, objectives and principles as the previous Library Strategy 2013-15.

Reflecting the current Culture Strategy, our Library Strategy for 2015-17 remains driven by the very simple **ambition**:

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

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

‘Provide focus and added value to the efforts of everyone involved in the planning and provision of library services, linked to a very clear view of what will be achieved by 2017’.

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

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OBJECTIVE 1: Health and Wellbeing

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

OBJECTIVE 2: Learning and Development

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

OBJECTIVE 3: Towns and Communities

Enriching our local towns and communities by increasing engagement in libraries, as focal points for our communities. Reinforcing the role of libraries as community hubs for learning, social activity and enjoyment.

PRINCIPLE 1: Community Empowerment

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

PRINCIPLE 3: Inclusion & Cohesion

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

PRINCIPLE 2: Work in Partnership

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

PRINCIPLE 4: Good Value Services

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

CHAPTER 2: Where are we now and how can we respond to the challenges?

2.1 What services do we currently provide?

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

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

In addition, we are:

- Well underway in our programme of building refurbishments, with nine buildings already completed, and a new library in Harold Hill shortly to go into construction.
- Involved in partnerships with several visiting services, i.e. Age Concern, Arthritis Care, CAB, JobNet, Community Police events, local sports groups and support groups.
- Providing support to the Havering Museum.
- Running a very well supported volunteer programme.

2.2 Achievements since the last strategy

Just a few of our achievements in Libraries since our last strategy (2013-15) include:

- Work about to start to construct the new Harold Hill library
- The new library in Rainham opened (July 2014)
- The Library Service was shortlisted in the Local Government Chronicle awards for its Volunteers programme;
- Expanded our volunteering opportunities;
- Assisted in expanding the London Libraries Consortium to 17 members
- Delivered a series of events associated with the Olympic and Paralympic Games
- Delivered a series of events associated with the commemoration of the centenary of WW1
- Produced a Literacy Strategy
- Digitised the Local Studies and Family History collections
- Achieved the Customer Service Excellence award



2.3 SWOT analysis

In preparing this new strategy we have prepared a SWOT analysis of our current position and the potential implications of reducing budgets over the next four years.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Location and condition of our buildings • Providing an inclusive service • We have 24/7 access to a large range of services including reference, training and educational support • Support of our Council and recognition of the intrinsic importance of and community value of our libraries • Strong leadership from Members and officers of the Council • Well trained and committed workforce • High customer satisfaction with our services • Delivering an extensive, popular and well attended event programme • Strong community engagement and volunteer support • Strong partnerships with internal services and external organisations using our buildings • An innovative and forward thinking service 	<ul style="list-style-type: none"> • Some of the income targets for room letting are challenging • Committed staff may feel demotivated by service changes • Anxiety from the community about the changes
Opportunities	Threats
<ul style="list-style-type: none"> • Use of new technologies to attract new borrowers and expand our reach in the community • Our trained staff will improve the customer experience • How libraries respond to the 'Digital Age' • Opportunities to generate new income through new charging arrangements, donations, philanthropy etc • Ability to build on our strong volunteering base • Ability to develop our good quality library buildings into community hubs • Opportunity to work more closely with communities around branch libraries in each local area • Benefit of experience of learning from co-operative library services delivered elsewhere 	<ul style="list-style-type: none"> • Requirements to make budget savings in an increasingly difficult economic climate • Maintaining the relevance of libraries to the local community, including through new technologies • Maintaining the current range of services, including events, in the context of the proposed reduced opening hours • Reduced ability to generate income as a result of the proposed reduced opening hours • Future of the housebound service pending a change in delivery model • Future of the local studies and family history service pending a change in delivery model

2.4 Responding to a changing context – developing a “Partnership” library service

Significant reductions to the library service budget are required as the Council faces up to the challenge of finding savings. This means that the service will be working in an entirely new context in the next three years. In considering how to face the future the Council has considered changes made in other parts of the country and the latest advice from the Arts Council.

The Arts Council, in their report: “Community Libraries: Learning from Experience: Summary Briefing for Local Authorities” (January 2013), have identified two main types of “community libraries” that have emerged across the country in the last few years:

1. “Independent community libraries”, where there is no public sector involvement;
2. “Co-produced Libraries”, where there is both public sector and community involvement.

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Having Council propose to adopt the “co-produced libraries” model, believing it important that a core team of professional library staff are retained to provide a bed rock for the service. Their experience and skills are considered vital to underpinning the library service offer and to motivate, train and develop the increased number of volunteers who will be required to help run the service. In fact there are three types of “co-produced library” sub models identified in the Arts Council report: Havering Council proposes to adopt the “community supported” sub model, where the service is council led and funded, with professional staff employed, but with significant support from volunteers.

In Havering we propose to call the library service the “Partnership Library Service”, so that the vital role that is to be played by both volunteers and council employed staff is recognised.

Havering Council believes the current significant involvement of volunteers, the quality of that involvement and their commitment provides strong evidence that the “Partnership Library Service” model can work. The input of volunteers, however, cannot be assumed and the council will have to work hard to both retain the existing volunteers and encourage involvement from new volunteers. To ensure the new delivery model is a success and to ensure that this strategy is achieved, the council estimates that the number of volunteers will need to double in the next two years. A separate volunteer strategy for the library service will be written to ensure that this target is reached. The role of the partners will be set out in this strategy.

The Volunteer Strategy will set out how the Council intends to:

1. Learn from and apply best practice from around the country;
2. Retain the existing volunteers working with the library service (there are currently approx. 380 volunteers);
3. Work with the voluntary and community sector to encourage new volunteers to join the service;
4. Market and communicate the volunteering opportunities that will become available;

5. Train and develop the volunteers so that they are able to help manage the library buildings;
6. How the volunteers will be motivated to continue with their volunteering over an extended period of time;
7. How the deployment of volunteers will be organised and managed across the service.

The new delivery model proposes that the current library building managers are retained to provide leadership and management expertise in each library building (as they currently do) and that they are supported by a small team of staff, to ensure that there are always two library staff on duty at any one time, during the “core opening hours” (the core opening hours are highlighted below). It is proposed that a small central team of peripatetic staff are also employed to provide cover for annual leave, sickness etc. It is further proposed that trained volunteers work alongside paid staff during the “core opening hours” and, where they are willing to do so, they work by themselves to extend the opening hours beyond the core offer.

The day to day management of the volunteers working in libraries will be the responsibility of the relevant library manager, but the overall responsibility for co-ordinating and developing the volunteer programme will be led by a retained post in the reader development team

Havering Council has decided to avoid building closures and prioritise the continued opening of the existing 10 library buildings, for the following reasons:

- The importance of retaining libraries buildings in the town centres and communities in which they are based;
- The importance of ensuring that the current accessibility of the libraries is maintained, particularly for disabled people, for those people who have mobility problems and for those people who do not have access to a car;
- Avoiding building closures (which could result in the disposal of those buildings) means that future investment in those services remains possible, assuming greater levels of funding become available at some point in the future. Closing library buildings means that they will almost certainly be lost forever.

If all of the buildings are to be retained, which is proposed, the only realistic way of making significant budget savings is to reduce the opening hours, which in turn means reducing the number of staff employed by the library service and reducing the number of staff on duty at any one time. At first glance this sounds as if the service to users will significantly reduce, but this need not be the case: in fact, it is the council’s intention to retain as much of the existing service as possible through a new delivery model (or business model) for the library service. Increasing the number and involvement of volunteers, working alongside professional staff, is at the heart of the new delivery model.

2.5 What will happen to each of our libraries?

The new delivery model proposes four of our libraries, Romford, Hornchurch, Harold Hill and Rainham open at least 6 days and 50 hours a week. These 4 libraries have been chosen to provide a good geographical spread across the borough, so that wherever people live, there will be a library open within a reasonable distance each day (Monday – Saturday).

The remaining six libraries (Upminster, Elm Park, South Hornchurch, Collier Row, Harold Wood and Gidea Park) will open at least 25 hours a week. This will include evening periods and Saturday opening. As set out above, these hours would be the “core opening hours” (i.e. the minimum opening hours); but the intention would be to increase those opening hours, with the help of trained volunteers. It would also be the intention to further engage with the community to see what use they would like to make of the buildings.

It is intended that the “Partnership Library Service” model will be extended to include the delivery of the Local Studies and Family History Service, the Housebound Service and the work of the Reader Development team with volunteers and local communities increasingly leading the development of these services with the support of professional staff.

Page 238 Under this model, the library service retains the existing book stock and computer resources, so library users will have access to the same range of book stock and computer services as now and users will be able to access the same level of service through the London Library Consortium (LLC). The Council’s leading role within the LCC will need to be reviewed in the light of reduced management resources.

The new delivery model also includes users paying a small sum to use computers, to help achieve the required budget savings and to help manage usage at busy times. A charge of 50p per hour is proposed.

The new delivery model envisages the Library Service developing new ways to generate income through new membership arrangements, philanthropy, donations and sponsorship, using the experience of library authorities, such as Northamptonshire, as a base to work from. A change of emphasis in the Culture and Leisure Marketing team will result in one post spending a significant amount of time on income generation in the library service.

The library service will experience significant change in the next two years as it moves to a different delivery model. This transformation will have a significant impact on staff, as well as the services that can be provided to the public, during a period of transition. The Action Plan for the next three years, included as Chapter 4 of this strategy, therefore focuses on retaining as much of the current service offer as possible; albeit the service will take advantage of new opportunities to develop and transform where resources allow.....and the service can look forward to both the development of services at the new Rainham and Harold Hill Libraries in the next two years.

The new model in retaining all library buildings, allows the continuation and development of the use of these buildings by the community, for the activities to promote the health and wellbeing of the local community.

2.6 Demographic Changes

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

- **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 numbers of 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).

Page 239 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 2021ⁱ.

- **Disability**

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

2.7 How does the partnership model measure up to our community's needs?

How does the new partnership model deliver against the needs of our communities, our demographics and the SWOT analysis of current library services?

The SWOT analysis establishes our major strengths as the current popularity of the service, its strong partnership culture and strong existing volunteer support, strong core staff values, diverse range of community support and wellbeing activities and its inclusive nature in that it provides safe and inclusive spaces for a range of different ages.

These strengths provide the opportunities to build on the current strong partnership and values of the library service.

Demographics show our population is ageing and therefore it is important to ensure locally accessible rather than just digital resources for this group (though many older people are very computer literate).

Overall the population is growing and becoming more diverse, hence again, the need to ensure a ranges of facilities throughout the borough where a wide range of family and community groups can interact and gain access to learning, enjoyment and social interaction.

Given the threats of budget reductions, this strategy retains and develops the best of our library service in that it:

- Retains all buildings to be developed both as libraries and community hubs;
- Provides core library resources open 6 days a week, to cover the key geographical areas of the borough;
- Provide a minimum 3 day / professional services in all other libraries with the potential for additional opening hours if the community wish to partner with the Council;
- Retains professional staff to resource in each library to assist in the recruitment and development of volunteers;
- Builds on the existing strong partnership with volunteers and the local community;
- Allows extension of library building for additional uses if the local community want to take advantage of these excellent spaces;
- Retains access to the full range of excellent book stock and resources through the Council's inter-borough book stock arrangements.

CHAPTER 3: The value of libraries in Havering – why it is important to have thriving library services

3.1 The intrinsic and instrumental value of libraries

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

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

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

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

- Increased social interaction - Libraries offer excellent spaces for people to come together to attend groups, activities or talks. As well as improving personal emotional health, such activities aid social inclusion and community cohesion.
- Bridging the digital divide - the provision of PC access in our libraries ensures that people who do not have access to equipment / internet at home are not disadvantaged
- Improving literacy and pleasure in reading
- Improving knowledge, skills and qualifications
- Increased community involvement
- Increased self-confidence and self-esteem for individuals



- Improving health and wellbeing
- Widening access to cultural opportunities
- Providing information and promoting the borough
- Access to historical resources through the Local Studies and Family History Centre.
- Providing access to government benefits through the Peoples Network computers, ensuring people on low incomes with no access technology are not disadvantaged, though we are now proposing a 50p per hour charge for this service
- Providing a trusted first point of contact and access to information about Council services
- Helping to promote financial inclusion through the provision of information and IT support
- Supporting business development and helping to boost the economy in Havering.

3.2 The value of libraries to residents

- Our library buildings are important as local hubs, for local people to find out information, learn new skills or read for pleasure. The effective access to library services for local communities is of paramount importance, and the 11th 'virtual library' will continue to deliver to an even wider audience.
- Library buildings remain a key asset for the local community; they provide a welcoming space for local groups, schools, community organisations and individuals. Providing book stock will remain a key component of the service during the life of this strategy and this needs to be provided in buildings that are comfortable and welcoming. Our buildings need to provide access to people with disabilities and the service will need to provide well trained staff and volunteers to support customers who may not be IT literate, or be able to afford computer access at home. There is also a need for study space for people undertaking research and doing homework / course related studies across the borough. We will continue to run a reduced events programme from our buildings, that could be augmented through volunteer and community led programmes. With increasing pressure on budgets we will look at opportunities for co-location with other services to ensure we are able to maintain our current service. We will balance the opening hours of our libraries to reflect these important and different needs of our community.
- Although we already receive very high levels of satisfaction from our residents, we are always looking to improve on our services and actively seek feedback from users and non-users. One way we do this is through our Annual Market Research Survey.

3.3 How libraries contribute to hHealth and wellbeing

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

Positive behaviour and activity:	How Libraries provide opportunities for this:
<p>1. Connect... With the people around you. With family, friends, colleagues and neighbours. At home, work, school or in your local community.</p>	<p>Courses and events available to encourage residents to connect with fellow residents.</p> <ul style="list-style-type: none"> - Many of our customers are of an older generation who use the library as an opportunity to socialise. Libraries will continue to be available for use as community hubs. - There will also be opportunities for parents, children and whole families to bond through family activities. <p>New media options have meant that our Facebook and Twitter pages provide spaces where people can connect and share like minded discussions about books and culture in the borough.</p> <p>The libraries TV Network has provided people with access to what happens at our events and has given people the confidence to connect with local groups which helps to reduce social isolation and depression.</p>
<p>2. Be active... Discover a physical activity you enjoy and that suits your level of mobility and fitness.</p>	<p>The Library service and library buildings provide ideal local, community hubs for the development of exercise and fitness activities. We will promote health and fitness in a range of settings, with the assistance of public health and NHS colleagues.</p> <p>We hold an extensive range of book stock and online magazines on a wide variety of sporting activities and Health and Wellbeing</p> <p>Observations contained in written form and in a variety of genres and media, sharpens our perception of the world and our ability to take notice.</p>

<p>3. Take notice... Be curious. Catch sight of the beautiful. Remark on the unusual. Notice the changing seasons. Savour the moment, whether you are walking to work, eating lunch or talking to friends. Be aware of the world around you and what you are feeling.</p>	<p>Libraries are the perfect setting to instil and cultivate curiosity, through access to a range of resources in various forms.</p> <p>Libraries worked in partnership with the 'Year of Living Gratefully' project and Poetry and Creative Writing Groups and will continue to encourage young people to notice arts and culture in their day to day life.</p>
<p>4. Keep learning... Try something new. Rediscover an old interest. Sign up for that course. Take on a different responsibility at work. Fix a bike. Learn to play an instrument or how to cook your favourite food. Set a challenge you enjoy achieving. Learning new things will make you more confident.</p>	<p>Whether for pleasure or personal and professional development, libraries provide a valuable place for learning new skills and developing knowledge. Our libraries are available to hold temporary exhibitions and talks, offer a range of courses, and provide free and easy access to information.</p> <p>We run Reading Groups which encourage people to be able to read and analyse books in a sociable group setting.</p> <p>Libraries offer a wide range of online resources which include access to dictionaries, art and music, encyclopaedias, study and homework, family and local history, legal and business support.</p> <p>Libraries also offer online access to a range of newspapers and magazines, and have recently launched 'Universal Class' an online learning resource with hundreds of self-paced, tutor-led courses.</p>
<p>5. Give... Do something nice for a friend, or a stranger. Thank someone. Smile. Volunteer your time. Join a community group. Seeing yourself, and your happiness, as linked to the wider community can be incredibly rewarding and creates connections with the people around you.</p>	<p>Our library service is supported by a very strong base of volunteers. We have in excess of 380 regular volunteers who support a wide range of activities. As part of this new strategy we want to build on this volunteer programme and also encourage local communities to engage fully in the use of library buildings.</p>

Libraries can, and do, make a significant contribution to the health and wellbeing agenda. The central role of libraries, reading and information sources and its contribution to health and well-being is recognised in the work of the Health and Wellbeing Board, in our Culture

Strategy, and by partners in the Health Service and other relevant bodies. This provides us with excellent grounds in Havering to ensure maximum levels of health and wellbeing among residents by using the work of the public library service in the borough.

Promoting Healthy Lifestyles

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

Supporting Early Years Development

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

Libraries are and will continue to be important partners in supporting early years development.

Libraries provide opportunities for play and all the benefits that come from this, i.e. cognitive, behavioural, physical and social development, stimulating enquiry and problem-solving, and developing emotional engagement between parents and children. Libraries provide opportunities for learning, particularly early communication and literacy, and also provide opportunities for parents to socialise and build support networks.



Combating social isolation and ensuring services are accessible to all

Libraries make a significant contribution to combating social isolation. We run our Housebound Service to support older people and people with particular disabilities which mean they cannot leave their homes. We currently support 95 clients through a specific service that costs approx. £15,000, including some management costs. We will continue to support these clients in ways that offer better value for council tax payers, such as using volunteers. Activities for young mums and families will also continue to provide a neutral space for mums to share experiences and build confidence. As community hubs we hope more local community members and groups will use the library for a wide range of activities to support socially isolated groups.

Libraries also work closely with Customers with Special Needs and Caring Organisations to make our services more accessible. The service will continue to train staff and volunteers to enable them to recognise and be aware of clients with autism and dementia.

3.4 How libraries contribute to learning and personal development

Literacy

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

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

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

Digital Access

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

Havering libraries will provide low cost access to the internet (50p per one hour is proposed).

Hosting training and development

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



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

Informal Learning

Libraries provide a safe and welcoming space for community groups or individuals to learn, explore, improve their skills and socialise. We want to work more closely with local communities around our libraries for them to become community hubs and so build on the wide range of opportunities currently available.



CHAPTER 4: Our Action Plan, 2015-17

Objective 1: Health and Wellbeing

Objective / Tasks	Base line position 2015	Target 2017	Culture Strategy Principle
Maintain and improve Health and Well being corners in all libraries	5 in place	Maintain the current provision	2,3,4
Maintain the Books on Prescription stock and promote to a wider audience	Stock currently at some branches but not well publicised	Add stock to the Health Corners in libraries where resources allow	4
Run events focused on food, exercise and healthy living	Each of our monthly themes will include one of these key areas	Each of our monthly themes will include one of these key areas.	2,3,4
Continue to promote joining the library from birth to encourage reading and rhyme for children and investigate option for re engaging at reception age	All children born in the borough to automatically have a library card	Maintain the current service	3
Work with the Health & Wellbeing Board to explore new ways for public libraries to contribute to the Borough's Health & Wellbeing priorities.	A number of existing initiatives are already underway or being established, including Healthy Living Corners in all libraries.	Implement new initiatives in libraries, in partnership with other services, which contribute to the health & wellbeing priorities.	1,2,3,4
Deliver the Literacy Strategy to improve opportunities for people in the borough	Literacy Strategy agreed.	Take forward literacy work where resources allow.	1,2,3,4

Objective 2: Learning and Personal Development

Objective / Tasks	Base line position 2015	Target 2017	Culture Strategy Principle
Engage with other partners and stakeholders to manage learning opportunities for the residents of Havering	Partners currently delivering learning opportunities in Romford Library	Maintain existing service and secure new partnerships in Rainham, Harold Hill and Hornchurch libraries.	2,3
Build on our Volunteer Strategy	A draft strategy has been written, but will now need to be rewritten in	New Strategy written and implemented	1

	the light of this strategy.		
Increase the number of volunteers working in the Library service	380 volunteers	760 volunteers	1
Continue to digitise the Local and Family History collections using volunteers, to create learning opportunities for the volunteer groups and the local community		Higher % of the collection digitised	1,4
On-going training for staff and volunteers to promote our on line reference resources to help customers get the most from the wide range of resources		All staff and volunteers trained	4
Promote basic IT skills training and run courses with our partners	Currently courses are run in Hornchurch and Upminster	Library to look at opportunities for running self help courses via on line resources to support partners. Courses run at Rainham and Harold Hill libraries.	2,4
Encourage children to start and finish the Summer Reading Scheme		Maintain as much of the current participation as possible taking account of reduced resources	1,2,3,4
Promote our new on line courses including on line languages to improve mental health and support learning		Increase hits by 10%	3

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Objective 3: Towns and Communities

Objective / Tasks	Base line position 2012	Target 2017	Culture Strategy Principle
Maintain high resident satisfaction levels with Libraries	81.5 % satisfaction	Retain high satisfaction levels	4
Use Community Profiles to maintain library membership, including a focus on increasing membership in our most deprived areas of the borough	Increase the % of the population currently has a library card.	Maintain the current % of the population who have a card	1,2,3,4
Increase usage of the new library at Rainham	New Library has recently opened	Increase in the number of activities, partnerships and bookings, in comparison to the "old" Library.	1,2,3,4

Deliver a new library at Harold Hill	Tenders have been returned to construct the new library.	New library opened	1,2,3,4
Continue to support the annual Culture & Leisure Disability Forum	Library presence and presentations given at forum	Continue to actively support	1,2,3,4
Actively work with local communities to develop libraries as community hubs	380 volunteers already in place	Branch libraries to be co-run with broad opening hours with help from the local community	

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- i Projected Ethnicity Growth in Havering, London & Outer London Boroughs 2011-2021. Round Population Group Projections, Greater London Authority, 2010 (14).
 - ii Working Age People with Disabilities, Annual Population Survey: Department for Work and Pensions, (2012).
 - iii Limiting Long Term Illness in Havering, Census: Office of National Statistics, (2001).
 - iv Residents Aged 65+, Living Alone with LTLI, POPPI, (2012). Available online at www.poppi.org.uk

- v National Literacy Trust (2011) Local authorities improving life chances

Summary of the proposed Council Tax Support Scheme for 2015

Introduction

Council Tax Benefit was abolished from 1 April 2013. In its place each local authority was required by Section 9 of the Local Government Finance Act 2012 to produce its own scheme to reduce the liability of working age applicants it considers to be in financial need.

This document summarises the proposed Council Tax Support Scheme from April 2015 which the Council has produced in accordance with of Schedule 4 of the Act.

The Council adopted its own local scheme from April 2013 which has due regard to the Department for Communities and Local Government's policy intentions and unequivocally protects pensioners.

Havering's Local Council Tax Support scheme has been interpreted and applied in accordance with the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 which set out what must be included in the scheme.

Summary of Council Tax Support Scheme changes from 2015

The 2015 scheme will adopt the existing scheme as summarised in this document and subject to the following amendments:

1. Reduce Council Tax Support for working age claimants by 15%. This means that every working age household would have to pay a minimum charge of 15% of their Council Tax Bill.
2. Reduce the amount of savings and investments people are allowed to have and still be entitled to claim from £16,000 to £6,000.
3. Abolish Second Adult Rebate. Second Adult Rebate supports working age tax payers whose income is too high in their own right for Council Tax Support but who have other adults living in the household whose income is low.

The above amendments will take effect from April 2015.

In this document 'the current scheme' means Havering's existing Local Council Tax Support scheme which was adopted in January 2013 and amended with effect from April 2014.

Unless expressly stated otherwise the provisions outlined below relate solely to working age applicants under the Council Tax Support scheme.

Havering's Local Council Tax Support Scheme

This document summarises the Council's proposed Scheme for eligible working age Council Tax payers to receive council tax support.

The scheme applicable to pensioners is defined in The Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012, Part 3, Schedules 1 to 6, which is adopted within this scheme.

The procedure for the operation of the Scheme summarised below is made in accordance with Schedules 7 and 8 of the Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012.

The principles of the Local Council Tax Support Scheme are:

- Local authorities will be expected to manage significant reductions in subsidised expenditure.
- Regulations have been set to protect claimants of state pension credit age.
- Local authorities will consult on their schemes with precepting authorities and the public.
- The Council will adopt the final scheme before 31 January 2013 or the default scheme will apply.
- Local authorities should aim to protect vulnerable groups.
- In developing schemes, local authorities should consider incentivising claimants into work.

The Local Council Tax Support Scheme includes the following:

- Introduction and definitions
- Prescribed of persons
- Provisions relating to entitlement under the scheme
- Applicable amounts
- Maximum Council Tax Reduction
- Alternative Maximum Council Tax Reduction
- Amount of reduction under the scheme
- Assessment of Income and Capital under the scheme
- Students
- Applications
- Extended reductions
- Period of entitlement and changes of circumstances
- Schedules

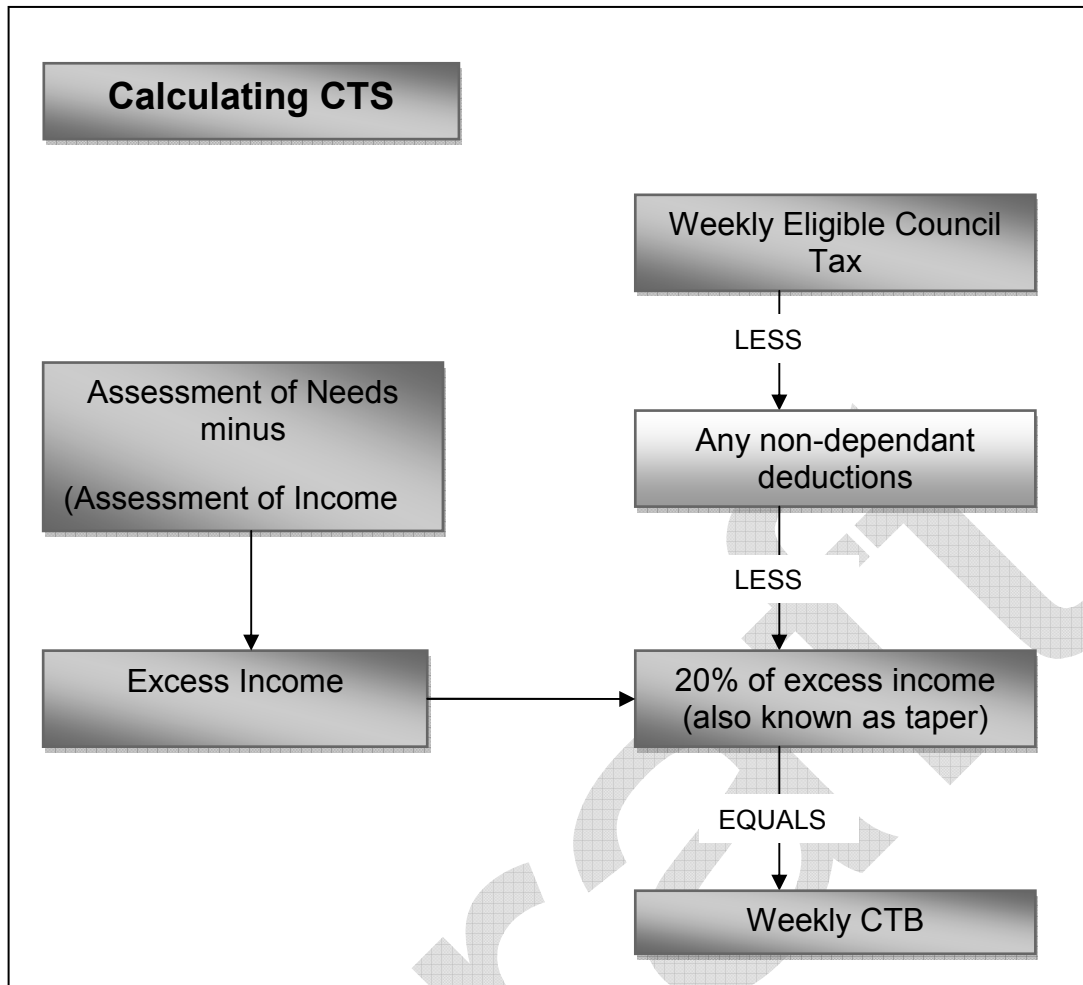
The Council Tax Support Calculation

The starting point for all calculations of Council Tax Support is the claimant's 'maximum benefit'. This is the claimant's weekly eligible Council Tax less any non-dependant deductions that apply.

Income and capital are compared to the claimant's applicable amount. Any income over the applicable amount is known as the Excess Income.

The claimant qualifies for maximum support less 20% of any excess income figure. The 20% reduction to the maximum benefit is known as a taper.

Claimants in receipt of Job Seeker's Allowance and Income Support have already been assessed by the Department for Work and Pensions (DWP) as having income lower than their applicable amount and so will receive maximum council tax support less any non-dependant deductions.



Non-dependant deductions from April 2013

Paragraph 58 in Part 6 of the Council Tax Benefit Regulations 2006 shall be taken to read as follows:

“58.

- (1) Subject to the following provisions of this regulation, the non-dependant deductions in respect of a day referred to in regulation 57 (maximum council tax benefit) shall be—
 - (a) in respect of a non-dependant aged 18 or over in remunerative work, $\text{£}20.00 \times \frac{1}{7}$;
 - (b) in respect of a non-dependant aged 18 or over to whom sub-paragraph (a) does not apply, $\text{£}6.00 \times \frac{1}{7}$.
- (2) In the case of a non-dependant aged 18 or over to whom paragraph (1)(a) applies, where it is shown to the appropriate authority that his normal gross weekly income is—

- (a) less than £183.00, the deduction to be made under this regulation shall be that specified in paragraph (1)(b);
- (b) not less than £183.00 but less than £316.00, the deduction to be made under this regulation shall be £9.00;
- (c) not less than £316.00 but less than £394.00, the deduction to be made under this regulation shall be £15.00.

From April 2014 onwards, restrict the maximum council tax support award to the top of Council Tax band D

That Paragraph 57 in Part 6 of the Council Tax Benefit Regulations 2006 shall be taken to read as follows:

“57.

- (1) Subject to paragraphs (2) to (5), the amount of a person’s maximum council tax benefit in respect of a day for which he is liable to pay council tax, shall be 100 per cent of the amount A/B where—
 - (a) A is the amount set by the appropriate authority as the council tax for the relevant financial year in respect of the dwelling in which he is a resident and for which he is liable, subject to any discount which may be appropriate to that dwelling under the 1992 Act; and
 - (b) B is the number of days in that financial year, less any deductions in respect of non-dependants which fall to be made under regulation 58 (non-dependant deductions).
- (2) In calculating a person’s maximum council tax benefit any reduction in the amount that person is liable to pay in respect of council tax, which is made in consequence of any enactment in, or made under, the 1992 Act, shall be taken into account.
- (3) The level of any Council Tax Support awarded shall be restricted to the level of band D
- (4) Subject to paragraph (5), where a claimant is jointly and severally liable for council tax in respect of a dwelling in which he is resident with one or more other persons but excepting any person so residing with the claimant who is a student to whom regulation 45(2) (students who are excluded from entitlement to council tax benefit) applies, in determining the maximum council tax benefit in his case in accordance with paragraph (1), the amount A shall be divided by the number of persons who are jointly and severally liable for that tax.
- (5) Where a claimant is jointly and severally liable for council tax in respect of a dwelling with only his partner, paragraph (4) shall not apply in his case.

Applications for Council Tax Support

This part applies to both pensioners and working-age applicants

The following procedure is in accordance with the Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012, referred to as 'the Regulations' below and shall be implemented in accordance with those Regulations.

Entitlement to CTS is dependent on an application being made in the following way:

An application may be made:

- (a) In writing
- (b) By means of an electronic communication or
- (c) By telephone following publication by the Council of a number for this purpose.

The form provided by the Council for this purpose must be properly completed, and the Council may require the applicant to complete the form in the proper manner, and may further require that further information and evidence is provided by the applicant.

An application will be defective if the applicant does not provide all of the information the Council requires.

Applications made by telephone will only be valid if the applicant provides a written statement of their circumstances in the format required by the Council.

The Council will provide applicants making their applications with an opportunity to correct any defects in their application.

Applications may be made by those persons set out in paragraph 6 of Schedule 8 of the Regulations.

The Government has indicated that they intend to introduce legislation to the effect that people entitled to Council Tax Benefit on 31 March 2013 will be deemed to have made an application under the new scheme.

Evidence and information

Any person who makes an application or any person to whom a reduction under the Council's scheme has been awarded shall furnish such certificates, documents, information and evidence in connection with the application or award, or question arising out of it as may reasonably be required by the Council in order to determine the person's entitlement. Where the Council requests information it shall inform the applicant or person of their duty to notify the Council of any change of circumstances and shall indicate the kind of changes of circumstances which are to be notified.

Matters related to the electronic communication of information, proof of delivery and content of information will be determined in accordance with Part 4 of Schedule 7 of the Regulations.

Where the person is a pensioner paragraph 7(4) (5) (6) and (7) of Schedule 8 of the Regulations apply which specify matters relevant to evidence and information related to pensioners.

Amendment and withdrawal of applications

Any person who has made an application may amend it at any time before a decision had been made by serving a notice in writing to the Council in accordance with paragraph 8 of Schedule 8 of the Regulations.

Decisions by the Council

The Council will make a decision in respect of any application for a reduction under this scheme in accordance with the criteria set out within the Council Tax Benefit Regulations 2006 (subject to the amendments made to paragraphs 57 and 58 and Schedule 2 referred to above), and in accordance with Schedules 7 and 8 of the Regulations.

The decision will be made within 14 days of the Council receiving at its designated office the properly completed application or the information requested to complete it or the evidence required. The date upon which the Council is deemed to have received the properly completed application shall be determined in accordance with paragraphs 6 of Schedule 1, paragraph 7 and Part 1 of Schedule 7 of the Regulations being satisfied, or as soon as reasonably practicable thereafter.

The Council will notify the applicant or any person affected by its decision under the scheme in writing forthwith, or as soon as reasonably practicable.

Any person affected to whom the Council sends or delivers a notification of a decision to may, within one month of the notification of the decision, request in writing from the Council a statement setting out the reasons for its decision on any matter set out in the notice.

Following receipt of a request for a written statement the Council will provide this within 14 days or as soon as reasonably practicable thereafter.

Where an award or payment of reduction is made the time and manner of granting the reduction under the scheme will be in accordance with Part 5 of Schedule 8 of the Regulations.

Change of circumstances

For persons who are not pensioners the date on which changes of circumstances are to take effect will be determined in accordance with paragraph 4 of Part 2 of Schedule 8 of the Regulations.

Procedure for making an appeal

Any applicant who is not in agreement with the decision of the Council taken under this scheme may service a notice in writing on the Council setting out their reasons and grounds upon which they believe the Council has made the wrong decision.

Following receipt of an appeal in writing the Council will:

- (1) Consider the appeal
- (2) Notify the applicant in writing of the following:
 - (i) Any decision not to uphold the appeal and the reasons for that; or
 - (ii) That steps are being taken to proceed with the appeal and set out what steps.

Where an applicant remains dissatisfied following receipt of any written notice sent by the Council in response to their appeal, they may within two months of the service of that notice, appeal to the valuation tribunal.

Applications for further discretionary reductions

Under Section 13A(1)(c) of the Local Government Finance Act 1992 and The Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012, the Authority will consider applications for a further reduction in Council Tax.

There will be financial implications in that the cost of any reduction will be a direct cost to the Council. The cost of any discretionary reduction will, therefore, have to be met by the rest of the council taxpayers.

Applications must be made in writing or by prescribed electronic communications.

The Council will, in making decisions for further discretionary reductions, have due regard to its duties under The Child Poverty Act 2010, The Housing Act 1996, and The Equality Act 2010.

The Council will review all relevant matters when deciding whether to award a reduction including, but not limited to:

- The circumstances of any other person with whom the applicant is jointly and severally liable for Council Tax.
- The overall financial situation of the applicant and the applicant's family.
- The effect the council believes making an award will have on the applicant and any members of the applicant's family.
- Protecting the public purse and maintaining financial budgets.

A person who applies for a discretionary reduction may request that the Council review its decision. Any such request must be made in writing and be received within one month of the date the notification of the decision.

If practicable, another more senior officer, will reconsider the decision in light of all available evidence and, if appropriate amend it. Any change may lead to either a reduction or an increase in any award.

A further right of review will be available against the decision as reviewed which will be considered by a manager but only against the legality of the decision and not the actual outcome.

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OUTTURN 2013/14 12th JUNE 2014

1. SUMMARY

- 1.1 This report presents CMT with the outturn position for 2013/14. Once approved revenue will show a balanced position.

2. RECOMMENDATIONS

CMT is asked:-

- 2.1 to note the outturn position for 2013/14 at **Appendix A**;
2.2 to note the utilisation of the earmarked reserves.

3. REVENUE OUTTURN

- 3.1 The 2013/2014 revenue outturn before the carry forwards of grants and the allocation to the Strategic Reserve is £17.5m. After the transfers are approved the revenue outturn will be balanced.
- 3.2 The carry forwards amount to £10.3m whilst the level of underspend for allocating to the Strategic Reserve is £7.2m. This position is detailed at **Appendix A** and summarised in the table below, alongside a comparison to the period 11 forecast:

Directorate	Revised Budget £'000	Outturn £'000	Outturn Variance £'000	Previous Forecast Outturn Variance £'000	Change in Outturn Variance £'000
Culture, Community & Economic Development	46,470	46,167	(303)	287	(590)
Public Health	200	200	0	0	0
Childrens, Adults & Housing	188,975	189,538	563	558	5
Resources	(64,307)	(70,346)	(6,039)	(8,328)	2,289
Sub total	171,338	165,559	(5,779)	(7,483)	1,704
Contingency	1,446	0	(1,446)	0	(1,446)
Revenue Total	172,784	165,559	(7,225)	(7,483)	258
Dedicated Schools Budget	0	0	0	0	0
Grand Total	172,784	165,559	(7,225)	(7,483)	258

Collection Fund	0	175	175	450	(275)
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Housing Revenue Account	0	(1,310)	(1,310)	(776)	(534)
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- 3.3 Detailed information on the major variances, in excess of £25k, as reported at Service level can be found at **Appendix B**. Once approved the revenue outturn will be balanced.
- 3.4 The HRA outturn is £1.31m underspend with HRA balances at £6.9m.
- 3.5 The year end of the Havering element of the Collection Fund is a £175k deficit.

4. CORPORATE CONTINGENCY

- 4.1 Given the overall corporate underspend, and as previously agreed, the unallocated contingency balance of £1.45m is earmarked for transformation use.

5. TREATMENT OF YEAR END BALANCES

- 5.1 Services have requested the “transfer to” or “creation of” earmarked reserves for use in this financial year at £10.3m, summarised below:

	Outturn
- One Source Reserve	750,000
- Public Health Reserve	1,059,294
- NHS Support for Social Care Reserve	3,929,510
- Miscellaneous Reserves	1,964,930
- Rolled Forward Specific Projects	1,078,570
- Transformation	1,506,885
Total	10,289,189

- 5.2 It was agreed the remaining overall corporate underspend £7.2m would be allocated to the Strategic Reserve to fund future transformation streams.

6. EARMARKED RESERVES

- 6.1 The year end update on the use of the earmarked reserves is summarised in the table below and includes the transfer of the year end surplus of £7.2m.

Area	Balance 1st April 2013 £000	Balance 31st March 2014 £000
Transformation (Strategic & Plusage)	(21,313)	(15,927)
Corporate Items	(13,223)	(12,137)
Service Items	(14,154)	(17,005)
Total	(48,690)	(45,069)

Alison Umoh
Corporate Support Manager

OUTTURN REPORT 2013-14

Revenue Closedown

For Period ADJ1-14

Time run: 02/06/2014 08:41:24

Service	FY Revised Budget	Actual YTD	Final Variance	Period 11	Change since Period 11	Carry Forwards	Variance before C/fwds
AB1000 Culture & Leisure Total	14,542,955	14,272,448.46	-270,507	-59,836	-210,672	-99,500	-370,007
AB2000 Corporate & Customer Transformation Total	3,706,354	3,921,444.60	215,091	214,341	750		215,091
AB4000 Directorate Support Service Total	-358,809	-379,316.73	-20,508	-15,741	-4,767		-20,508
AB5000 Streetcare Total	19,798,879	19,642,564.94	-156,314	-318	-155,996	-154,070	-310,384
AB6000 Communications Total	213,422	155,605.93	-57,816	-34,911	-22,905		-57,816
AB7000 Economic Development Total	3,181,270	3,192,288.97	11,019	1,617	9,402	-522,240	-511,221
AB9000 Policy & Community Manager Total	1,793,880	1,557,033.13	-236,847	-241,569	4,722	-23,510	-260,357
AF9000 Regulatory Services Total	3,592,015	3,804,965.42	212,950	423,059	-210,109	-212,000	950
AB0000 Culture, Community & Economic Development Total	46,469,966	46,167,034.72	-302,932	286,643	-589,575	-1,011,320	-1,314,252
AC1000 Public Health Total	200,540	200,540.00	0	0	0	-1,059,294	-1,059,294
AC0000 Public Health Total	200,540	200,540.00	0	0	0	-1,059,294	-1,059,294
AB3000 Homes & Housing Total	2,447,657	2,486,452.37	38,795	-3,957	42,752	-165,000	-126,205
AB8000 Housing (HRA) Total	0	0	0	0	0		0
AD9000 Mental Health Total	3,223,670	3,153,822.23	-69,848	51,474	-121,322		-69,848
AE2000 Learning & Achievement Total	90,540,967	90,510,350.91	-30,616	-22,922	-7,694	-75,000	-105,616
AE3000 Childrens Services Total	28,539,805	28,724,976.92	185,172	298,657	-113,485	-867,000	-681,828
AE4000 Business & Performance Total	2,099,510	2,033,549.80	-65,960	-63,853	-2,107	-49,000	-114,960
AE6000 Adult Services Total	62,119,626	62,624,715.72	505,090	299,054	206,036	-3,929,510	-3,424,420
AF2000 Housing Finance & Support Services Total	3,960	3,960.00	0	0	0		0
AD0000 Children, Adults & Housing Total	188,975,195	189,537,827.95	562,633	558,453	4,180	-5,085,510	-4,522,877
AF1000 Finance & Procurement Total	486,360	519,457.00	33,097	-66,894	99,991		33,097
AF3000 Internal Shared Services	-143,371	-37,539.00	105,832	-200,000	305,832		105,832
AF4000 Corporate Financial Matters Total	-66,587,574	-71,794,214.96	-5,206,641	-6,922,234	1,715,593	-750,000	-5,956,641
AF5000 Contingency Total	1,446,318	0	-1,446,318	0	-1,446,318		-1,446,318
AF6000 Business Systems Total	-930,630	-901,333.00	29,297	727	28,570	-105,000	-75,703
AF7000 Asset Management Total	461,603	209,422.00	-252,181	-453,820	201,639	-150,000	-402,181
AF8000 Strategic HR & OD Total	-146,350	-60,621.00	85,729	46205	39,524	-2,500	83,229
AG2000 Exchequer Services Total	2,536,850	1,798,720.00	-738,130	-567,727	-170,403	-587,640	-1,325,770
AL1000 Legal & Democratic Svs Total	2,419,520	2,323,876.00	-95,644	-164,733	69,089	-31,040	-126,684
AL2000 Transformation Agenda Total	-2,404,130	-2,404,130.00	0	0	0	-1,506,885	-1,506,885
AF0000 Resources Total	-62,861,404	-70,346,362.96	-7,484,959	-8,328,476	843,517	-3,133,065	-10,618,024
Grand Total	172,784,297	165,559,039.71	-7,225,258	-7,483,380	258,122	-10,289,189	-17,514,447

Revenue Outturn Report 2013-14

		FINAL REVISED BUDGET	FINAL ACTUALS	FINAL VARIANCE	P11 OUTTURN VARIANCE	MOVEMENT FROM P11 TO FINAL VARIANCE	ON-GOING VARIANCE	REASON FOR FINAL VARIANCE	REASON FOR MOVEMENT BETWEEN P11 TO FINAL
A00000	Total		(7,225,257)	(7,225,257)	(7,483,944)	258,687	1,142,929		
AB0000	Culture, Community & Economic Development	46,589,582	46,286,650	(302,932)	278,689	(581,620)	270,142		
AB1000	Culture & Leisure	14,662,571	14,392,064	(270,507)	(67,790)	(202,717)		In addition to the prudent approach from C&L managers, one of the main reasons why there was an underspend was as a result of the late and significant change to the charging of grounds maintenance work to the Housing Revenue Account (HRA).	Late and significant charge of £215k to the HRA in respect of Grounds Maintenance costs.
AB1040	Indoor Sports & Recreation	2,497,940	2,540,500	42,560	76,374	(33,814)		Business rates transaction (23k) for Romford Ice Rink and electricity bills (17k) for Romford Ice Rink, with no original budget, accounted for the final variation	Business rates bill transaction in March 14 of £23k.
AB1050	Parks & Outdoor Sports	2,924,020	3,108,554	184,534	73,532	111,002		In summary, the main reasons why there was a budget overspend were pressures on income and salaries.	The reasons include the additional costs of one off parks protection work.
AB1070	Historic Buildings	94,260	128,553	34,293	28,321	5,972		Additional project works and other costs at both Bretons House and Coronation Gardens £31k.	
AB1080	Grounds Maintenance DSO	1,199,500	738,569	(460,931)	(161,444)	(299,487)		The main reason for variance is the late and significant charge to the HRA in respect of grounds maintenance work on Housing land.	The main reason for variance is the late and significant charge to the HRA in respect of grounds maintenance work on Housing land.
AB1090	Social Halls & Comm Ctrs	34,260	6,389	(27,871)	(20,658)	(7,213)		Increase in income above projected levels including additional income from Meals on Wheels, additional income from an insurance pay out and additional rental income negotiated by Strategic Property Services.	
AB1135	Policy, Marketing and Administration	374,660	345,575	(29,085)	(1,380)	(27,705)		The variance on this budget is due to an underspend in marketing for advertising and marketing costs and an Administration Team for salary costs due to the restructure at the start of the year and one member of staff leaving for secondment in January.	The variance on this budget is due to an underspend in Marketing for advertising and marketing costs and an underspend in the Administration Team for salary costs due to the restructure at the start of the year and one member of staff leaving for secondment in January. It was agreed that this will contribute towards supporting other areas of the service at year end.
AE2150	Music Services	274,800	222,835	(51,965)	(40,253)	(11,712)		Salary savings from restructure; reduction in hours sold to schools; carried forward £10k to fund software purchase in 14/15	
AB2000	Corporate & Customer Transformation	3,706,354	3,921,445	215,091	214,341	750		Deferred delivery of Customer Services Transformation savings	

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	FINAL REVISED BUDGET	FINAL ACTUALS	FINAL VARIANCE	P11 OUTTURN VARIANCE	MOVEMENT FROM P11 TO FINAL VARIANCE	ON-GOING VARIANCE	REASON FOR FINAL VARIANCE	REASON FOR MOVEMENT BETWEEN P11 TO FINAL
AB2330	4,041,866	3,918,987	(122,879)	(122,659)	(220)		Outturn 2013-14. This underspend is primarily associated with salary savings within the Contact Centre. Posts were left vacant pending restructure and agency backfill was only put in place as required.	
AB2360	(335,512)	2,458	337,970	337,000	970		Outturn 2013-14: CS deferring of savings from the transformation programme	
AB5000	19,798,879	19,642,565	(156,314)	(318)	(155,996)	72,663	Overall a very positive out turn position, reflecting underspends on Gritting due to the mild winter, overspends on drainage due to the wet winter, underspends on borough roads, and finally Highways reactive maintenance overspends due to wet weather adding to not hole problem.	Close control of costs to aid Directorate position, along with savings on gritting, due to winter weather.
AB5400	659,810	469,497	(190,313)	(119,925)	(70,388)		The main reasons for the final variance is the delays by external consultants to complete the programme of bridge inspections due to their staffing issues and the under spend on technical services recharges due to loss of staff over the year and the knock on effect of the limited input to the bridge inspection programme	The change in variance from period 11 is because we were still in discussion with the external consultant regarding the bridge inspection programme in the hope that they could recover some of the slippage after resolving their staff issues, but this did not prove possible.
AB5450	(29,635)	(55,051)	(25,416)	1,194	(26,610)		Favourable, small, late variance - high value account.	Favourable, small, late variance - high value account.
AB5690	(90,853)	(12,011)	78,842	67,336	11,506		Inability to fill vacancies meant lower than expected income/surplus.	
AB5700	8,507,737	8,366,846	(140,890)	(157,439)	16,549	38,500	As a result of the continued wet weather throughout the 13-14 winter period much less winter gritting has been required, this has generated a £108k benefit in this account.	
AB5730	(670,540)	(329,998)	340,542	368,247	(27,705)		The final variance is due to the increased workload and the necessary increase in externally provided sub contractors in an attempt to clear the demand of works orders	
AB5740	219,050	164,011	(55,039)	(60,445)	5,406		The final variance is the result of the one off electricity credit	
AB5760	4,836,552	4,758,460	(78,092)	(40,247)	(37,845)	33,460	Income increased by £23k along with salaries underspend of £28k - the main reasons for this underspend	Conservative forecasting on Borough Roads - Street cleansing
AB5770	1,416,739	1,478,766	62,028	20,215	41,813		Final variance is the result of emergency works following winter storms	variance from period 11 is due to increased workload following winter storms and the results of structural testing of an additional 1400 columns and subsequent removal and replacement of dangerous columns

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	FINAL REVISED BUDGET	FINAL ACTUALS	FINAL VARIANCE	P11 OUTTURN VARIANCE	MOVEMENT FROM P11 TO FINAL VARIANCE	ON-GOING VARIANCE	REASON FOR FINAL VARIANCE	REASON FOR MOVEMENT BETWEEN P11 TO FINAL
AB5780	539,931	362,182	(177,749)	(173,665)	(4,085)		Underspend due to recruitment freeze pending restructure, which has now been completed.	
AB6000	213,422	155,606	(57,816)	(34,911)	(22,906)		Variance due to overachievement of income	
AB6200	213,422	155,606	(57,816)	(34,911)	(22,906)		Variance due to overachievement of income	
AB9000	1,793,880	1,557,033	(236,847)	(241,569)	4,722		Underspend as a result of MTFs savings made early and holding a number of vacancies during the restructure process. Underspend to go towards wider directorate position.	
AB7140	1,042,300	878,981	(163,319)	(190,794)	27,475		Underspend as a result of early achievement of MTFs savings, holding vacancies and increased income.	Underspend reduced slightly in Energy Strategy Team as a result of project work being brought forward in March.
AB640	751,580	678,052	(73,528)	(50,775)	(22,753)		Underspend due to realising MTFs savings early through restructure, in addition to other subjective savings eg. marketing spend.	

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	FINAL REVISED BUDGET	FINAL ACTUALS	FINAL VARIANCE	P11 OUTTURN VARIANCE	MOVEMENT FROM P11 TO FINAL VARIANCE	ON-GOING VARIANCE	REASON FOR FINAL VARIANCE	REASON FOR MOVEMENT BETWEEN P11 TO FINAL
AF9000	3,592,015	3,804,965	212,950	423,059	(210,109)	197,479	Overall £212k Regulatory Services overspend comprises: 1) Building Control £130k overspend resulting from £212k underachieved income offset by £40k recharge saving on technical services and saving on salaries/ agency/overtime (£34k combined) plus £8k sundry other 2) Planning £95k overspend resulting from £155k over achievement income - mainly Majors - offset by £87k agency to respond to demand led performance improvements and £60k Efficiency Savings, £21k salaries, £20k Legal, £19k recharge postage, £15k advertising, £20k externally provided services and £8k other 3) Environmental Health £70k overall underspend resulting from introduction of scrap metal dealers licensing regime and over-achievement of other licensing income 4) Bereavement Services £26k overall underspend resulting from additional income achieved - demand led service 5) Development Planning – £45k overspend resulting from 1. Travel Plan and grant timing issues, and 2. net of income for TfL grant not recognised in 2013/14 but income received in 2014/15 Carry forward of £212k Planning Delivery	(£210K) reduction of overspend forecast at P11 (£135K) AB3420 Bereavement - Demand led service additional income achieved (£110K) AB9450 Development Control - Demand led service additional income achieved £80K - AB7660 Development Planning income accruals between 13/14 and 14/15 (£45k) - Other Items
AB3420	(688,840)	(715,312)	(26,472)	108,163	(134,635)		Demand led service - additional income achieved	£134k results from £143k Demand led service additional bereavement income achieved/ £9k other
AB3620	1,785,662	1,715,516	(70,146)	(61,754)	(8,392)	38,000	Introduction of scrap metal dealers licensing regime and over-achievement of other licensing income resulted in underspend overall	
AB7660	498,410	544,134	45,724	(35,114)	80,838		Final variance results from final Planning Delivery Grant and training fees, net of income accruals for TfL grant not raised in 13/14 - income received in 2014/15, so latter has no overall detrimental impact	Variance movement results from final Planning Delivery Grant and training fees, net of income accruals for TfL grant not raised in 13/14 - income received in 2014/15, so latter has no overall detrimental impact

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	FINAL REVISED BUDGET	FINAL ACTUALS	FINAL VARIANCE	P11 OUTTURN VARIANCE	MOVEMENT FROM P11 TO FINAL VARIANCE	ON-GOING VARIANCE	REASON FOR FINAL VARIANCE	REASON FOR MOVEMENT BETWEEN P11 TO FINAL
AF9450	721,020	946,604	225,584	335,384	(109,800)	127,000	£225K overspend results from: 1) Building Control £130K overspend made up of £212K underachieved income/ reduced by £40K recharge technical Services and saving on Salaries Agency/Overtime (£34k combined)/ -£8K other 2) Planning £95K overspend made up of £155K over achievement income, mainly Majors, offset by £87K Agency to sustain performance and £68K other pressures.	(£109K) reduced overspend resulted from : Building Control (£50K) = (£43K) additional income/ (£7K) other Planning (£60K) = (£58K) additional income/(£2K) other
AC1010	(6,651,460)	(6,318,832)	332,628	474,463	(141,835)		Final 13/14 PH grant underspend is £1,008,676 which has been transferred to the PH reserve. The 13/14 indicative budget allocations for all areas were based on estimates of spend, due to PH commissioning being a new area of responsibility to the Local Authority. 14/15 budgets will be set based on actual spend in 13/14.	Year end journal adjustments were made in relation to apportionment of staff costs to correct reporting lines as per the PH grant. agency staff pension fund contributions and corporate recharges.
AC1020	2,471,000	2,132,047	(338,953)	(368,349)	29,396		At the start of the financial year, the impact resulting from changes to arrangements for charging for sexual health services nationwide was unknown. The original budget included a contingency for demand-led provision out of Borough. The contingency for out of Borough activity has now been reduced based on charges to date (13/14 Year End). The year end outturn was higher than earlier estimates due to year end increased costs associated to GUM non contracted activity. We will develop our relationship with non-contracted providers to encourage them to invoice promptly to avoid a year end surge in 14/15.	Actual costs of non-contracted activity between period 11 and year end was higher than anticipated. A number of acute trusts that had not previously invoiced before, did so at year end.
AC1030	275,000	201,821	(73,179)	(65,000)	(8,179)		The offer and uptake of GP provided Health Checks has been slower than expected. Performance regarding the offer of NHS Checks has improved as a result of contractual changes made in year.	
AC1040		56,500	56,500		56,500		There was no initial budget allocation to Health Protection however an end of year charge was made based on an apportionment of Public Health staffing costs	Year end journal adjustments were made to reflect costs on the correct reporting lines as per the PH grant guidance.
AC1050	30,000	60,000	30,000	(30,000)	60,000		Costs of NCMP are paid as part of the school nursing programme invoice. An end of year recharge has been made that reflects the costs against the correct reporting line.	Year end journal adjustments were made to reflect NCMP service costs that are invoiced as part of the Childrens 5-19 block contract.

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	FINAL REVISED BUDGET	FINAL ACTUALS	FINAL VARIANCE	P11 OUTTURN VARIANCE	MOVEMENT FROM P11 TO FINAL VARIANCE	ON-GOING VARIANCE	REASON FOR FINAL VARIANCE	REASON FOR MOVEMENT BETWEEN P11 TO FINAL
AC1060		318,360	318,360		318,360		There was no initial budget allocation to Public Health Advice however an end of year charge was made based on an analysis of the PH team's contribution to CCG related workstreams such as the JSNA, falls prevention, etc	Year end journal adjustments were made to reflect costs on the correct reporting lines as per the PH grant guidance
AC1070	190,000	90,600	(99,400)	(78,000)	(21,400)		The focus of the 13/14 Obesity programme has been to deliver and maintain a weight management programme via GP referral and maintaining the MEND programme. Previously considered options such as fit for birth were not developed in favour of a wider more holistic approach to health improvement that will be implemented during 14/15.	
AC1080	100,000	66,557	(33,443)	11,000	(44,443)		An initial part of this allocation was funded in 12/13 by the PCT as part of the PH transition. The remaining commitment for PARS was funded from the 13/14 PH Grant hence a reduced 13/14 year end cost.	Part 13/14 PARS funding was allocated from the PH grant as the remainder had been funded from the PCT as part of the transition.
AC1090	2,394,000	1,722,469	(671,531)	(488,149)	(183,382)		Indicative budget was based on a proposed payment by results (PBR) model, which has not yet been implemented, and is under review. An independent review of the drugs and alcohol service is being undertaken to inform 14/15 commissioning. 14/15 budgets have been set based on 13/14 outturn.	Year end journal adjustments were made in respect of MOPAC funding (96K). Some tier 4 admissions that commenced during 13/14 will not conclude until 14/15. Refurbishment to CRI has not commenced
AC1120	138,000	604,156	466,156	7,032	459,124		Final year end costs includes an element of the 13/14 childrens services transfer. This was not reflected in the initial budget allocation or at P11 when it was anticipated that this would be charged to the children 5-19 budget line. Following a further review of the spending versus DH guidance a significant amount was wired to the misc. public health services.	Final year end costs includes an element of the 13/14 childrens services transfer. This was not reflected in the initial budget allocation or at P11 when it was anticipated that this would be charged to the children 5-19 budget line. Following a further review of the spending versus DH guidance a significant amount was wired to the misc. public health services.
AD0000	188,955,514	189,518,148	562,634	558,453	19,569	850,079		
AB3000	2,447,657	2,486,452	38,795	(3,957)	42,752		Net variance is due to costs in the Empty Homes team, which could not be charged to capital	Some recharges to capital could not be made in the empty homes team.
AB3860	514,880	376,199	(138,681)	(1,273)	(137,408)		Technical underspend only; Homeless Prevention Budget was posted here, but spent elsewhere	Technical underspend only; Homeless Prevention Budget was posted here, but spent elsewhere

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		FINAL REVISED BUDGET	FINAL ACTUALS	FINAL VARIANCE	P11 OUTTURN VARIANCE	MOVEMENT FROM P11 TO FINAL VARIANCE	ON-GOING VARIANCE	REASON FOR FINAL VARIANCE	REASON FOR MOVEMENT BETWEEN P11 TO FINAL
AB3880	Strategy	1,759,377	1,931,394	172,017	(2,684)	174,701		Net variance is due to costs in the Empty Homes team, which could not be charged to capital and grant income from Homeless Prevention Grant which has been posted elsewhere.	The change is due to costs in the Empty Homes team, which could not be charged to capital and grant income from Homeless Prevention Grant which has been posted elsewhere.
AD9000	Mental Health	3,223,670	3,153,822	(69,848)	51,474	(121,322)		Throughout the year, there was an over estimation on domiciliary care and nursing, however through reviewing and reconciling care packages, savings where identified, resulting in an end of year under spend. There is a further small overspend in residential, Section 75 and the group homes cost centres.	Throughout the year, there was an over estimation on domiciliary care and nursing, however through reviewing and reconciling care packages, savings where identified, resulting in an end of year under spend. There is a further small overspend in residential, Section 75 and the group homes cost centres.
AE2010	Mental Health Needs	3,223,670	3,153,822	(69,848)	51,474	(121,322)		Throughout the year, there was an over estimation on domiciliary care and nursing, however through reviewing and reconciling care packages, savings where identified, resulting in an end of year under spend. There is a further small overspend in residential, Section 75 and the group homes cost centres.	Throughout the year, there was an over estimation on domiciliary care and nursing, however through reviewing and reconciling care packages, savings where identified, resulting in an end of year under spend. There is a further small overspend in residential, Section 75 and the group homes cost centres.
AE2000	Learning & Achievement	90,767,182	90,736,566	(30,616)	(22,922)	7,694	561,960	Transport costs still remain an issue due to two main factors -increased demand and taxi costs but this over spend is being mitigated as much as possible through early MTFs and any underspends from vacancies. Forecast includes carry forwards into 2014-15 for SEN Reform grant of £75k and transformation funding of £161k.	
AE2070	Education Finance Support Quality and Assurance	1,616,208	1,306,959	(309,249)	(343,970)	(34,721)		Early MTFs from Catering and other services held to cover any additional pressures in 13/14. This is a one off saving for this financial year.	The forecast variance has decreased since period 11 due to the interim Quality and Assurance Manager workload fluctuating due to demand.
AE2090	Adult Education	142,396	181,693	39,297		39,297		The overspend is due to an under estimation of recharges that can be charged to the grant	The change in the forecast variance is due to an under estimation of recharges that can be charged to the grant

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	FINAL REVISED BUDGET	FINAL ACTUALS	FINAL VARIANCE	P11 OUTTURN VARIANCE	MOVEMENT FROM P11 TO FINAL VARIANCE	ON-GOING VARIANCE	REASON FOR FINAL VARIANCE	REASON FOR MOVEMENT BETWEEN P11 TO FINAL
AE2100	537,199	399,799	(137,400)	(137,169)	(231)		After further review, additional underspend has been identified through held vacancies. This is an in-year saving only and will be used to offset the budgetary pressure arising from Transport. SEND Reform Grant Funding of £75,000 will be retained and carried forward for use next year when additional support will be needed to develop new ways of working.	
AE2160	753,514	727,161	(26,353)	(18,333)	(8,020)		This underspend is due to a member of the team covering a post in a different team and this was part funded.	
AE2180	892,365	826,229	(66,136)	(40,436)	(25,700)		Underspend due to time lag in recruitment of a number of vacant posts	The forecast variance has changed from period 11 due to temporary staff working less than anticipated.
AE2190	812,290	703,305	(108,985)	(16,860)	(92,125)		Fewer requests for grants during this period for providers and settings in financial difficulties than in previous years. Early Years settings was also less than anticipated. As well as additional funding being given for pay protection which was not being forecast at period 11. The demand for financial support to Early Years settings was also less than anticipated.	The forecast variance has changed since period 11 due to additional funding being given for pay protection which was not being forecast at period 11. The demand for financial support to Early Years settings was also less than anticipated.
AE2560	832,544	904,286	71,742	60,136	11,606		overspend is a result of a redundancy payments for a primary and secondary school during the course of 2013/14	
AE3350	1,810,680	2,385,631	574,951	550,670	24,281	561,960	Due to an MFS saving this overall budget has been reduced. The number of SEN children is showing a small increase and this is likely to grow going forward. The overspend relates to PTS costs which remain the same as 12/13 and yet budget has been reduced leading to a shortfall. Work continues to review spend in this area, and reduce it where possible. Work has also started on the SEND element of the Children and Families Bill. Detailed work is ongoing to explore the main drivers for this budget overspend	
AE7660	389,460	357,628	(31,832)		(31,832)		Final Contract payments were less than anticipated	Final Contract payments were less than anticipated

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	FINAL REVISED BUDGET	FINAL ACTUALS	FINAL VARIANCE	P11 OUTTURN VARIANCE	MOVEMENT FROM P11 TO FINAL VARIANCE	ON-GOING VARIANCE	REASON FOR FINAL VARIANCE	REASON FOR MOVEMENT BETWEEN P11 TO FINAL
AE3000	28,310,189	28,495,361	185,172	298,657	(113,484)	300,000	The overspend mainly arises from Children's placements and the need to employ more expensive agency and interim staff because of recruitment difficulties.	The overall overspend for Children's Service is not as high as originally forecast at period 11 due to three main factors: the cost of legal expenses incurred during care proceedings was less than anticipated due to some cases being adjourned into 14/15 for final hearings, the Youth Offending Team management fees for the second half of the year were less than anticipated and building works for the Children's Centres were completed for less than the original quote.
AE3380	(152,530)	(119,616)	32,914	9,163	23,751		The overspend is due to final charges for old youth buildings which have now been closed following on from the restructure.	
AE3390	3,546,383	3,372,811	(173,572)	(161,494)	(12,078)		Underspend arising from reduction in projections on both staffing and placements. One young person subject to Care Order who was projected to need a high cost social care placement but remained in a mental health hospital much longer than planned for. Some families have not taken up overnight short breaks assessed as needed and offered.	
AE3830	6,410,410	6,666,709	256,299	269,178	(12,879)		The overspend is due to an increase in the number of Children's placements and due to high cost placements being required.	
AE3840	1,948,666	2,022,203	73,537	60,611	12,926		A number of young people, looked after due to homelessness did not return home as planned.	
AE3850	1,236,275	1,263,271	26,996	46,733	(19,737)		Overspend in this area due to increased fostering staffing costs due to long term sickness and performance issues and the need to employ agency staff to ensure statutory requirements are met, due to insufficient capacity in team to complete the work.	
AE3860	1,203,334	1,253,283	49,949	59,510	(9,561)	300,000	A detailed analysis has seen an increased number of children being adopted or are being made subject to a SGO. There is pressure to fund allowances in these cases and also where necessary in adoption cases to purchase external resources. On going pressure if no funding available to fund this.	

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	FINAL REVISED BUDGET	FINAL ACTUALS	FINAL VARIANCE	P11 OUTTURN VARIANCE	MOVEMENT FROM P11 TO FINAL VARIANCE	ON-GOING VARIANCE	REASON FOR FINAL VARIANCE	REASON FOR MOVEMENT BETWEEN P11 TO FINAL
AE3870	653,944	603,423	(50,521)	(21,621)	(28,900)		Underspend due to the management fee for the second half of the year being less than anticipated due to a reduced need for additional staffing.	The underspend is more than forecast at period 11 due to the management fee for the second half of the year being less than anticipated due to a reduced need for additional staffing.
AE3890	2,876,234	2,788,934	(87,300)	(54,845)	(32,455)		This underspend has arisen due to vacant posts being held as a restructure was being implemented.	The underspend is more than forecast at period 11 due to works that were completed close to the end of the financial year being less than the original quote.
AE3895	2,002,097	1,966,920	(35,177)	(20,153)	(15,024)		This underspend has arisen due to a vacant post being held as a restructure was being implemented.	
AE3900	925,308	985,007	59,699	57,012	2,687		Overspend occurring mainly due to pressures arising from increased activity and the need to employ agency staff to ensure statutory duties can be fulfilled. The LSCB underspend of £23k is a multi agency budget and has been rolled over to 2014-2015 as agreed by the LSCB.	
AE4000	2,083,230	2,017,270	(65,960)	(63,853)	(2,107)		Underspend caused predominantly by staffing vacancies throughout the year that have now either been filled or deleted by restructure implemented 28/04/2014, as well as systems development work either not being completed within the financial year and / or costs being lower than originally estimated. A Carry Forward Request has been made for £49k for Zero Based Review grant funding to implement National Adult Social Care Data collections.	
AE4490	288,900	249,930	(38,970)	(26,454)	(12,516)		Underspend due to HoS and PA vacancies throughout the year, which have now been recruited to.	

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AE6000	Adult Services	62,119,626	62,624,716	505,090	299,054	206,036	(11,881)	The MTFs pressures in Adult Social Care have been mitigated by one-off funding in 2013/14 such as £850k CCG contribution to Reablement and approximately £475k of prior year income identified during the ongoing income reconciliation work. There has also been a permanent budget transfer from DAAT of £200k. Dreywood Court will be an ongoing pressure - at present showing in Commissioning. This arises from a better understanding of the levels of dependency in the Extra Care Housing facility and will continue to be modelled each month. The difference between forecast as at P11 and year end outturn is predominantly due to an adjustment to the Bad Debt Provision.	The difference between forecast as at P11 and year end outturn has been due predominantly to an adjustment to the Bad Debt Provision.
AE61260	Commissioning	1,803,180	1,683,488	(119,692)	(100,600)	(19,092)		Underspend is mostly due to vacancies in Commissioning Development. The restructure, which is to be implemented in April 2014 will address this issue as there will be changes in roles and budget will be reallocated to the appropriate lines throughout the Commissioning cost centres.	
AE4400	Supporting People & Voluntary Sector	4,005,070	4,197,130	192,060	151,550	40,510		The overspend is made up of the Dreywood Court pressure, which will continue in to subsequent years.	The difference in forecast between P11 and year end is due to a recharge from safeguarding which had not been forecasted.
AE6170	Adult Community Team	24,235,908	24,548,078	312,170	132,109	180,061		The growth pressures in this activity in Residential and Nursing placements are offset by one-off income received this year from the CCG, and client contribution prior year income being identified. MTFs workstreams continue to closely monitor areas where pressures will be ongoing and where budget overspends as a result of savings targets are likely to occur. The difference in forecast between P11 and year end outturn is due in the most part to the adjustment for the Bad Debt Provision.	The difference in forecast between P11 and year end outturn has been due in the most part to the adjustment for the Bad Debt Provision.
AE6190	Prevention	6,113,165	6,026,462	(86,703)	(124,384)	37,682		The underspend is due to taxi cards, the costs for which cannot be controlled by the service and Winter Pressures funding received from Health.	The variance from P11 is due to the carry forward being less than forecast.

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	FINAL REVISED BUDGET	FINAL ACTUALS	FINAL VARIANCE	P11 OUTTURN VARIANCE	MOVEMENT FROM P11 TO FINAL VARIANCE	ON-GOING VARIANCE	REASON FOR FINAL VARIANCE	REASON FOR MOVEMENT BETWEEN P11 TO FINAL
AE6200	19,860,010	20,212,011	352,001	354,972	(2,971)		The forecast overspend is primarily due to: Unrealised Travel Training Project – (costs for Transport) which has been reported since May 2013. In addition the following contribute to the overspend (1) previously health funded client has become social care funded; (2) extra funding required for clients moving to alternative placements after closure of residential home in Havering 17 December 2013.	
AE6220	4,940,973	5,023,483	82,510	90,814	(8,304)		The overspend is due to Interim Head of Service arrangements to Dec 2013.	
AE6250	1,161,320	931,363	(229,957)	(205,408)	(24,549)	(11,881)	The underspend is in the most part due to Workforce Development. This budget is to be redistributed in 2014/15 to alleviate pressures elsewhere within the Directorate.	
AF0000	(240,546,730)	(247,588,347)	(7,041,617)	(7,601,111)	559,494	22,708	Release of budget provisions to be allocated for corporate priorities prior to year end has increased overall underspend by £7m	The movement from Period 11 to outturn is due to late releases of provisions to Services for example to Leisure for RLD; Public Health for recharges and also the shortfall on the corporate savings.
AF1000	486,360	519,457	33,097	(66,894)	99,991		Proceeds of Crime income held in holding account pending Court approval	POCA income transferred out and agency costs for corporate transformation projects
AF1100	486,360	519,457	33,097	(66,894)	99,991		Proceeds of Crime income held in holding account pending Court approval	POCA income transferred out and agency costs for corporate transformation projects
AF3000	(143,371)	(37,539)	105,832	(200,000)	305,832		Adjustment to the HRA recharge for the H R Business Partner and operational finance support due to increasing span of management control.Circular transfers from reserves for transformation not undertaken for Finance and One Oracle OBIEE support – this could be transferred from reserves but was not undertaken as any underspend would have gone to reserves. Pension Administration Service – employers function charge higher than anticipated including expert consultancy on new Pension Regulations	Adjustment to the HRA recharge for the H R Business Partner and operational finance support due to increasing span of management control.Circular transfers from reserves for transformation not undertaken for Finance and One Oracle OBIEE support – this could be transferred from reserves but was not undertaken as any underspend would have gone to reserves. Pension Administration Service – employers function charge higher than anticipated including expert consultancy on new Pension Regulations

Revenue Outturn Report 2013-14

	FINAL REVISED BUDGET	FINAL ACTUALS	FINAL VARIANCE	P11 OUTTURN VARIANCE	MOVEMENT FROM P11 TO FINAL VARIANCE	ON-GOING VARIANCE	REASON FOR FINAL VARIANCE	REASON FOR MOVEMENT BETWEEN P11 TO FINAL
AF3210	(228,865)	(91,907)	136,958	(200,000)	336,958		Adjustment to the HRA recharge for the H R Business Partner and operational finance support due to increasing span of management control.Circular transfers from reserves for transformation not undertaken for Finance and One Oracle OBIEE support – this could be transferred from reserves but was not undertaken as any underspend would have gone to reserves. Pension Administration Service – employers function charge higher than anticipated including expert consultancy on new Pension Regulations	Adjustment to the HRA recharge for the H R Business Partner and operational finance support due to increasing span of management control.Circular transfers from reserves for transformation not undertaken for Finance and One Oracle OBIEE support – this could be transferred from reserves but was not undertaken as any underspend would have gone to reserves. Pension Administration Service – employers function charge higher than anticipated including expert consultancy on new Pension Regulations
AF4700	85,494	54,368	(31,126)	0	(31,126)			
AF4900	(66,587,574)	(71,794,210)	(5,206,636)	(6,922,234)	1,715,598	0	Release of budget provisions to be allocated for other corporate priorities. Overall around £6.9m which will be allocated to the Pension Fund and the Strategic Reserve.	The movement from Period 11 to outturn is due to late releases of provisions to Services for example to Leisure for RLD; Public Health for recharges and also the shortfall on the corporate savings.
AF4110	81,100	(11)	(81,111)		(81,111)		Surplus on the fund available for release	Surplus on the fund available for release
AF4140	518,420	431,303	(87,117)	(72,810)	(14,307)		Currently forecasting an overall underspend of about £72k, mainly from salaries £51k	
AF4300	(93,818,060)	(94,096,331)	(278,271)		(278,271)		Interest received less the HRA appropriation deficit	Interest received less the HRA appropriation deficit
AF4310	26,422,675	26,387,301	(35,374)	76,000	(111,374)		Anticipated shortfall on procurement rebate contract.	Audit Fees underspend which has been reported to CMT as an expected surplus
AF4320	456,845	423,764	(33,081)		(33,081)		Mainly London Borough Grants Scheme	Mainly London Borough Grants Scheme
AF4340	(440,134)	(4,945,218)	(4,505,084)	(6,925,424)	2,420,340		A number of corporate provisions, now totalling around £6.9m, have now been declared as surplus and therefore available for other purposes. These funds will be transferred in the main into the Pension fund, through a formal executive decision, and the strategic reserve, for future use in delivering transformation etc	The movement from Period 11 to outturn is due to late releases of provisions to Services for example to Leisure for RLD; Public Health for recharges and also the shortfall on the corporate savings.
AF4350		(164,310)	(164,310)		(164,310)		Change in year on year Annual Leave adjustments	Change in year on year Annual Leave adjustments
AF5000	1,446,318		(1,446,318)		(1,446,318)		Surplus on the fund reported previously to CMT as a committed underspend	Surplus on the fund reported previously to CMT as a committed underspend

Revenue Outturn Report 2013-14

	FINAL REVISED BUDGET	FINAL ACTUALS	FINAL VARIANCE	P11 OUTTURN VARIANCE	MOVEMENT FROM P11 TO FINAL VARIANCE	ON-GOING VARIANCE	REASON FOR FINAL VARIANCE	REASON FOR MOVEMENT BETWEEN P11 TO FINAL
AF5400	1,446,318		(1,446,318)		(1,446,318)		Surplus on the fund reported previously to CMT as a committed underspend	Surplus on the fund reported previously to CMT as a committed underspend
AF6000	(930,600)	(901,333)	29,267	727	28,540		The forecast outturn is approximately on budget.	
AF6500	(762,140)	(725,005)	37,135	(115,861)	152,996		Budgets were moved around between P11 and final outturn which means over and underspends moved.	Budgets were moved around between P11 and final outturn which means over and underspends moved.
AF6520	(222,420)	(1)	222,419	202,124	20,295		This overspend is related to expenditure on the Xerox contract which was always forecast as an overspend, this was covered by underspends in other areas.	
AF6530	108,110	(98,319)	(206,429)	(217,536)	11,107		This is a salary underspend related to vacant posts and VR.	
AF6540	(2,880)	(36,093)	(33,213)	(32,991)	(222)		This cost centre is related to income and will always show an underspend.	
AF7000	461,603	209,422	(252,181)	(453,820)	201,640		Final variance is nominal at service level.	The movement is mainly due to the delay in surrender of the CEME lease as part of the Council's corporate support for the Elutech facility. Property and Land holdings increased the virement of their rental income surplus to fund future building maintenance and the Transport account moved by £43k due to further changes in the PTS and workshop accounts.
AE7590	683,355	633,305	(50,050)	6,220	(56,270)		Underspend of £50k mainly due to Project officer vacancy in Capital Programme team.	£47k for feasibilities should have been charged to Schools Organisation but deadline was missed. Underspend shows in Schools Organisation budget.
AF7650	(2,017,270)	(2,515,239)	(497,969)	(534,705)	36,736		The final variance is largely attributable to higher anticipated rental income from both general fund (£304k) and HRA commercial property (£409k) partly offset by an MTFs shortfall (-£309k) due to a delay in income receivable from the Ingrebourne Country Park scheme.	The final outturn has reduced by £37k since P11 as a result of an increased virement of 'surplus' rental income to the building maintenance budget

Revenue Outturn Report 2013-14

	FINAL REVISED BUDGET	FINAL ACTUALS	FINAL VARIANCE	P11 OUTTURN VARIANCE	MOVEMENT FROM P11 TO FINAL VARIANCE	ON-GOING VARIANCE	REASON FOR FINAL VARIANCE	REASON FOR MOVEMENT BETWEEN P11 TO FINAL
AF7750	809,309	1,196,411	387,102	344,076	43,026		Final variance of £387k is largely due to the Fleet Holding Account (£180k) which is due to be adjusted from 14/15 onwards and under-recovery within PTS of £148k following £113k refund to Social Care following route adjustments. The workshop also recorded a deficit of £45k resulting from a combination of fuel cost increases, end of year stock write offs, and a reduction in unscheduled vehicle repair (accident damage)	Mainly due to 10k late charges for vehicle lease costs, 8k end of year stock write offs, 4k fuel costs, £5k reduction in internal income, £5k repairs to workshop equipment
AL1400	166,650	133,409	(33,241)	(145,150)	111,909		Positive variance arises from over-recovery of print/copy charges which offsets the income under-recovery by the Asbestos team.	To cover the cost of the legal invoice relating to the closure of CEME, which was not apparent in the Period 11 Forecast
AF8000	(121,390)	(60,620)	60,770	20,623	40,147	22,708	Salaries overspend due mainly to reduced income from HRA as a result of changes in staff workload	Salaries overspend due mainly to reduced income from HRA as a result of changes in staff workload
AF8070	(121,390)	(60,620)	60,770	20,623	40,147	22,708	Salaries overspend due mainly to reduced income from HRA as a result of changes in staff workload	Salaries overspend due mainly to reduced income from HRA as a result of changes in staff workload
AG2000	2,536,850	1,798,720	(738,130)	(567,727)	(170,404)		IMAN overpayment recovery, decrease in bad debt provision; increase in court cost income and other underspends	Exchequer services - £170k underspend – due to decrease in bad debt provision due to a review of debt profile and increase in court cost income
AB2380	2,388,560	2,035,131	(353,429)	(67,692)	(285,738)		IMAN overpayment recovery, decrease in bad debt provision; increase in court cost income and other underspends	Exchequer services - £170k underspend – due to decrease in bad debt provision due to a review of debt profile and increase in court cost
AB2370	(6,740)	(382,951)	(376,211)	(500,000)	123,789		Primarily additional local land charges income due to buoyant housing market plus small underspends on other cost centres	
AL1000	2,419,520	2,323,876	(95,644)	(164,733)	69,089		Primarily additional local land charges income due to buoyant housing market plus small underspends on other cost centres	
AL1330	(35,370)	(114,443)	(79,073)	(148,155)	69,082		Additional legal costs on Romford Leisure and unexpected partial settlement of long running local land charges litigation	Additional legal costs on Romford Leisure and unexpected partial settlement of long running local land charges litigation

BUDGET MONITORING REPORT 2014/15 PERIOD 03 (JUNE)

1. SUMMARY

- 1.1 The 2014/15 period 3 revenue monitor reports that:
- The forecast revenue outturn is currently projected at an overspend balance of £2.0m for the General Fund and a breakeven position for the oneSource directorate.
 - Risk assessed budgets are based on last year's assessment and those considered high risk will be reported on in for future months. As with this report, a full review of all budgets will be undertaken on a quarterly basis.
 - The Dedicated Schools Budget (DSB); Public Health; the Collection Fund and the Housing Revenue Account are ringfenced and any year end variance will remain with them.

2. RECOMMENDATIONS

CMT are asked:

- 2.1 To note the proposed outturn position at **Appendix A** and are reminded to brief their lead members on said position for their area.
- 2.2 To note the use of the Corporate Contingency.
- 2.3 To note the approval of allocating the majority of the unused Corporate Provisions and the Corporate Contingency into the Strategic Reserve to fund future potential redundancies.

3. MONITORING APPROACH

- 3.1. Detailed monitoring reports to CMT will be on a quarterly basis, with exceptions in the intervening periods.
- 3.2. Online Forecasting (CP) is embedded now and will operate very much as last year.
- 3.3. The time allocated to budget holders and senior managers to finalise their forecast is unchanged at 3 weeks, with the forecast being available to view within 4 weeks of the end of each period.
- 3.4. All high risk budgets will be continued to be reviewed on a monthly basis by Operational Finance staff (June to February). Medium risk budgets will be reviewed on a rolling quarterly basis and low risk budgets will not be reviewed.

4. ANALYSIS OF MAJOR VARIANCES BY SERVICE

- 4.1 Forecast variances reported by Heads of Services are identified in the Summary attached at **Appendix A**.
- 4.2 The 2014/15 forecast outturn as at period 3 is set out in the table overleaf.

Directorate	Revised Budget £'000	Forecast Outturn £'000	Forecast Outturn Variance £'000
Culture, Community & Economic Development	43,794	43,797	3
Public Health	0	0	0
Childrens, Adults & Housing	104,150	106,087	1,937
Resources	13,593	13,664	71
Sub total	161,537	163,548	2,011
Contingency	2,000	2,000	0
Revenue Total	163,537	165,548	2,011
Dedicated Schools Budget	0	0	0
oneSource	7,245	7,248	3
Grand Total	170,782	172,796	2,014
Collection Fund	0	(3,750)	(3,750)
Housing Revenue Account	0	(137)	(137)

- 4.3 Further information on the reasons for the major variances in excess of 25k can be found at **Appendix B**. This includes the explanations provided by budget holders on any variances.
- 4.4 The oneSource directorate is reporting a breakeven position at this period. Information on the major Service variances is presented at **Appendix C**. Any year end variance will be shared with its partner, the London Borough of Newham, as per the business case.
- 4.5 The Collection Fund is reporting a £3.75m surplus and as a ringfenced area any variance, surplus or otherwise, will be returned to the fund.
- 4.6 The overall forecast takes no account of any potential surplus to be realised from corporate provisions. However as we proceed into the financial year the level of “uncommitted” provisions and other corporate items such as excess interest will be presented to CMT.
- 4.7 CMT has agreed that any year end unused amounts mentioned in section 4.6 will be allocated to the Strategic Reserve to contribute to the funding of the ongoing Transformation and Redundancy Programme.

5. HOUSING REVENUE ACCOUNT

- 5.1 The overall underspend of £137k forecast is primarily due to
- a) new starters coming into post later than budgeted for, and
 - b) rent and service charge income rates remaining steady despite welfare reforms.

However, some cost centres have not been updated following the Homes and Housing restructure so there is some uncertainty that could lead to movement in the forecasts until mid-year.

6. PUBLIC HEALTH

- 6.1 A review exercise has been undertaken to align 14/15 revised budgets at cost centre level as per expected year end spend. Therefore, at the end of quarter one, a nil year end balance is expected.

6.2 Any underspend identified at 14/15 year end can be carried forward into 15/16 via the public health reserve in line with PH grant guidance.

7. CORPORATE CONTINGENCY

7.1 The opening balance of the Corporate Contingency fund is £2m and as anticipated at this stage of the year no allocations have been processed to date.

7.2 However, there are known committed allocations (approx. £0.5m) that, once approved and or realised, will be processed.

7.3 As stated at a previous CMT meeting, it is also anticipated that any year end surplus will be needed to fund the potential transformation reserve shortfall.

8. THE TRANSFORMATION RESERVE AND FUNDING REDUNDANCIES

8.1 The latest position on the transformation reserve and the funding of redundancies was reported to CMT on 17th July 2014 and the key elements were:

- £15.7m has been set aside in the Strategic Reserve this year to fund the transformation and other general specific projects.
- £8.4m of the above is available to fund future redundancies (including oneSource).
- The total future exit costs are estimated at approx. £2.5m for the current year and £13m for the next round of MTFS (4 years).
- £7.1m is the potential shortfall in redundancy funding

8.2 The above assessment was based on current available information and could change significantly as the budget strategy is formalised.

8.3 However in order to plan to fund the potential shortfall CMT are asked to consider allocating the majority of the unused Corporate Provisions and the Corporate Contingency into the Strategic Reserve.

9. EARMARKED RESERVES

9.1 The quarterly update on the proposed use of the earmarked reserves is available at **Appendix D**. The setting up of the earmarked reserves is undertaken to provide specific resources for key priority improvement areas.

10. ANALYSIS OF SHORT TERM DEBTORS

10.1 The table below shows the level of outstanding debt as represented in the 2013/14 statement of accounts. During the course of the financial year a comparison will be undertaken with the level debts presented to the Debt Management Board:

Short term Debtors 14/15

	Gross	BDP	Net
		(set 31/03/14)	(set 31/03/14)
	£m	£m	£m
Council Tax	12.9	-8.2	4.7
Business Rates	1.9	-1.1	0.8
Government Departments	6.2	0.0	6.2
Capital	10.5	0.0	10.5
Housing Benefits Overpayments	8.4	-5.2	3.2
Parking	1.9	-1.4	0.5
Housing	4.7	-3.7	1.0
Social Services	5.2	-1.4	3.8
Other Local Authorities	0.7	0.0	0.7
Health Authorities	0.9	0.0	0.9
Other Sundry Debtors	11.4	-2.1	9.3
Total	64.7	-23.1	41.6

10.2 Housing includes the following:

- Housing Rents;
- Private Sector Leasing;
- Leaseholders
- Helpline; Garages; and Former Tenant Arrears.

10.3 Some elements of the above only become debtors at the year end, and are therefore not reported on in-year by the Debt Management Board.

STAFF CONTACTS

Overview, Corporate Finance and Resources	Andrew Blake-Herbert Group Director	01708 432201
Culture, Community and Economic Development	Cynthia Griffin Group Director	01708 432260
Children, Adults and Housing	Joy Hollister Group Director	01708 433804
Public Health	Cynthia Griffin Group Director	01708 432260

Appendix A

Summary Revenue Budget Monitoring Period 3 2014-15

		FULL YEAR REVISED BUDGET	TOTAL ACTUALS AND ENCUMB RANCES	FULL YEAR PROJECTED OUTTURN VARIANCE PERIOD 3
A00000	Total	(7,245,109)	(2,709,096)	2,010,838
AB0000	Culture, Community & Economic Development	43,794,214	9,685,843	2,804
AB1000	Culture & Leisure	13,422,821	4,023,444	17
AB2000	Corporate & Customer Transformation	3,642,274	1,620,716	76,420
AB4000	Directorate Support Service	76,041	(602,616)	0
AB5000	Streetcare	19,039,843	3,177,355	20,704
AB6000	Communications	179,600	(313,313)	0
AB7000	Economic Development	2,665,770	(178,838)	120
AB9000	Policy & Community Manager	1,679,630	218,614	(46,390)
AF9000	Regulatory Services	3,088,235	1,740,481	(48,067)
AC0000	Public Health	0	(760,714)	0
AC1000	Public Health	0	(760,714)	0
AD0000	Children, Adults & Housing	104,149,454	27,904,688	1,936,904
AB3000	Homes & Housing	730,677	1,639,010	(13,285)
AD9000	Mental Health	3,141,990	898,646	45,840
AE2000	Learning & Achievement	12,027,238	1,535,609	638,466
AE3000	Childrens Services	26,852,535	7,319,954	829,094
AE4000	Business & Performance	1,818,280	767,182	(41,019)
AE6000	Adult Services	59,578,734	15,744,288	477,808
AF0000	Resources	(155,188,777)	(39,538,913)	71,130
AF1000	Finance & Procurement	(49,280)	18,767	0
AF4000	Corporate Financial Matters	13,416,511	758,288	0
AF5000	Contingency	2,000,000	0	0
AF6000	Business Systems	0	0	0
AF7000	Asset Management	531,160	(2,049,422)	(14,421)
AF8000	Strategic HR & OD	116,820	(245,957)	19,850
AG1000	External Finance	(170,782,288)	(31,910,739)	0
AG2000	Exchequer Services	(1,391,990)	(6,319,173)	2,290
AL1000	Legal & Democratic Svs	970,290	667,377	63,411
AL2000	Transformation Agenda	0	(458,053)	0
AA0000	Collection Fund Directorate	0	(35,266,022)	(3,750,000)
AA1000	Collection Fund Srvc	0	(35,266,022)	(3,750,000)

Revenue Budget Monitoring Period 3 2014-15

		FULL YEAR REVISED BUDGET	TOTAL ACTUALS AND ENCUMBRANCES	FULL YEAR PROJECTED OVERTURN VARIANCE PERIOD 3	REASON FOR FULL YEAR PROJECTED OVERTURN VARIANCE
A00000	Total	(7,245,109)	(37,975,118)	(1,739,162)	
AA1000	Collection Fund Srvce	0	(35,266,022)	(3,750,000)	Overall underspend expected on NNDR, CT support o be carried forward
AA1010	Collection Fund Act	0	(35,266,022)	(3,750,000)	Period 3 £3.75mil. £3mil due to NNDR unsuccessful appeals and increase in NNDR Rateable Value. Remaining £750k mil due to CTS underspend.
AB0000	Culture, Community & Economic De	43,794,214	9,685,843	2,804	
AB1000	Culture & Leisure	13,422,821	4,023,444	17	
AB1020	Arts Services	410,840	225,273	28,525	Underlying pressure on Fairkytes Arts centre budget including payment on £30k in grant monies to Queens theatre and studio three. Service area working on a management plan to address this projected overspend
AB1080	Grounds Maintenance DSO	895,750	1,374,409	(77,746)	Projected surplus is as a result of improved income performance.
AB1160	Countryside Services	196,450	77,748	(25,087)	vacant post pending approval to recruit.
AB1300	Library Service	3,170,139	850,050	47,623	Increase in National Non Domestic Rates (Business Rates) of £45k per annum, associated with the new Rainham Library building, is the main reason for the projected overspend of £47k which will need to be contained and addressed within the Service.
AB2000	Corporate & Customer Transformat	3,642,274	1,620,716	76,420	£76k is the net position after operational underspends.
AB2330	CRM	3,834,566	1,620,716	(115,872)	The underspend is due to delays in recruitment to vacancies which is an ongoing process
AB2360	Customer Serv Transform	(192,292)	0	192,292	£192k is the outstanding target for 2014-15. There will be a £34k slippage of this in 2014-15 with full delivery next year.
AB5000	Streetcare	19,039,843	3,177,355	20,704	Overall stable position although known pressures expected in Parking & highways, ongoing management action being taken to reflect budget movements and relainments
AB5400	Borough Roads B & TS	658,530	(603,584)	(159,100)	Forecast based on last years out turn and stable workload to match last year outturn this financial year
AB5460	Parking Facilities	(152,790)	261,460	177,995	mainly a reduction in CEO income reflecting the trend of last year
AB5700	Borough Roads	8,393,490	655,534	167,282	There are a number of planned actions during the later half of 2014 that will contribute towards reducing this overspend

Revenue Budget Monitoring Period 3 2014-15

		FULL YEAR REVISED BUDGET	TOTAL ACTUALS AND ENCUMBRANCES	FULL YEAR PROJECTED OVERTURN VARIANCE PERIOD 3	REASON FOR FULL YEAR PROJECTED OVERTURN VARIANCE
AB5750	Refuse Coll & Waste Dis	3,696,960	(1,020,369)	(115,304)	There are a number of budget realignments due to take place in the coming months that will reflect the new waste contract rates, in addition we are projecting greater income on green waste service, and reduce cost in other waste disposal charges
AB5760	Street Cleansing	4,663,870	1,410,437	78,059	Some small scale staffing pressure due to Maternity leave and other secondment cover in yr, HOS seeking to recover as much of this as possible in yr
AB5780	Streetcare Management	253,231	957,162	(149,300)	Salaries underspends arising from delayed recruitment, anticipate recruitment being completed by October.
AL1360	Safety On The Road	310,470	147,650	(39,532)	Salary underspend arising from recent retirement, HOS considering options to net off other pressures within streetcare
AB9000	Policy & Community Manager	1,679,630	218,614	(46,390)	ACE Service has now closed, HAVCO's core grant has been reduced to reflect this.
AB7140	Corporate Policy and Community	903,870	59,693	(46,390)	ACE Service has now closed, HAVCO's core grant has been reduced to reflect this.
AF9000	Regulatory Services	3,088,235	1,740,481	(48,067)	Underspend primarily reflects income achievement in Planning, Building Control and Crematorium plus activity/ salary underspends set against reduction in burials/ ancillary income plus agency cost in planning to sustain performance in response to Government requirements
AB2320	Births Deaths & Mrgs	302,000	399,532	75,837	£75K overspend due to under achievement in income
AB3420	Crematorium & Cems	(929,210)	(14,000)	(109,934)	Underspend comprises of over achievement on crematorium income, reduced burials, reduced utility costs.
AF9450	Development Control Svs	785,720	(19,297)	(29,509)	The £29k underspend is the net result of £122k underspend in Building Control, net of other pressures in Planning.
AD0000	Children, Adults & Housing	104,149,454	27,904,688	1,936,904	
AD9000	Mental Health	3,141,990	898,646	45,840	The budgets managed by NELET are projecting a slight overspend due to placement and support package activity, and these are reviewed on ongoing basis to ensure value for money in commissioning activity.

Revenue Budget Monitoring Period 3 2014-15

		FULL YEAR REVISED BUDGET	TOTAL ACTUALS AND ENCUMBRANCES	FULL YEAR PROJECTED OVERTURN VARIANCE PERIOD 3	REASON FOR FULL YEAR PROJECTED OVERTURN VARIANCE
AE6210	Mental Health Needs	3,141,990	898,646	45,840	The budgets managed by NELET are projecting a slight overspend due to placement and support package activity, and these are reviewed on ongoing basis to ensure value for money in commissioning activity.
AE2000	Learning & Achievement	12,027,238	1,535,609	638,466	Overspend due to SEN transport costs. Number of children and the complexity of cases is likely to lead to an increase in wheelchairs and escorts and possibly the numbers of routes.
AE3350	SEN	1,795,420	516,435	644,630	The number of children and the complexity of cases is likely to lead to an increase in wheel chairs, escorts and possibly routes. This pressure on spending is in an area already looking at further savings proposals. Both of these cost pressures and further savings proposals will be considered together as will be developing personalised pathways for children and young people which may include transport. This may then lead to a wider review of the councils transport service.
AE3000	Childrens Services	26,852,535	7,319,954	829,094	A number of issues are contributing to projected overspend . Main areas are increasing numbers of looked after children and placements costs. Also there is a reduced level of Adoption Reform Grant this year.
AE3830	Existing Placements	6,956,670	1,726,587	433,733	There has been an increase in the numbers of children being looked after including some large sibling groups. This has also led to an increase in more expensive Independent Fostering placements.
AE3840	Leaving Care Service	1,662,366	633,646	280,382	The projected overspend is made up mainly from placement costs. There has been an increase in looked after children including some with very high need and risk factors who have come into care at 16/17 years. Also there have been delays in young people moving into independent accommodation resulting in the need to continue semi-independent accommodation beyond 18 years.
AE3860	Fostering, Adoption & Other Costs	894,286	358,972	114,226	Adoption reform grant lower than previous year plus increased demand on prescriptions

Revenue Budget Monitoring Period 3 2014-15

		FULL YEAR REVISED BUDGET	TOTAL ACTUALS AND ENCUMBRANCES	FULL YEAR PROJECTED OVERTURN VARIANCE PERIOD 3	REASON FOR FULL YEAR PROJECTED OVERTURN VARIANCE
AE4000	Business & Performance	1,818,280	767,182	(41,019)	Forecasting underspend due to residual vacancies arising from the recent staffing restructure (all due to be occupied by September) as well as other vacancies for part of the year; generation of income, and some staff voluntarily reducing their hours. The residual underspend has been earmarked to fund the future Principal Social Worker role(s)
AE4290	Adult Stroke Service	2,230	41,002	51,710	Budget to be realigned to clear this overspend
AE4600	Performance and Policy	1,128,260	442,131	(70,746)	Budget to be realigned and partly due to vacancies from restructure
AE6000	Adult Services	59,578,734	15,744,288	477,808	The predicted overspend is due to: (a) placement activity in Learning Disabilities which will need to be closely monitored over the subsequent months; (b) Dreywood Court; and (c) pressures in the Preventative Service (rents and council tax in ASC run schemes). Transport remains a pressure especially in Learning Disabilities and Yew Tree for £196k. Budgets throughout the Service are in the process of being realigned following the Primary Support Reason recoding and staffing restructures
AE4400	Strategy & Commissioning	3,709,250	1,062,282	208,680	The overspend is due to Dreywood Court cost pressure
AE6170	Adult Community Team	23,019,878	6,638,695	(126,278)	Underspend currently projected on staffing budgets. To note income budgets are to be realigned due to PSR recoding and expenditure budgets are to be closely monitored as more information on actual spend becomes available.
AE6190	Prevention	5,694,023	1,644,962	145,738	The overspend is due to the pressure of rents and council tax in RJC, St Ethelberga and Painsbrook. Pressure in Transport for Yew Tree of £63k

Revenue Budget Monitoring Period 3 2014-15

		FULL YEAR REVISED BUDGET	TOTAL ACTUALS AND ENCUMBRANCES	FULL YEAR PROJECTED OVERTURN VARIANCE PERIOD 3	REASON FOR FULL YEAR PROJECTED OVERTURN VARIANCE
AE6200	Learning Disabilities	19,290,060	4,774,606	271,026	Three high cost Transition cases expected in year and Ordinary Residence import and export pressures have resulted in projected overspend position. CLDT has a dedicated resource to work on CHCF and OR, to reduce overspend position. Transport forecast is significantly above budget as in 2013-14 as the pressure remains at £133k overspent. As the service carries out a review to increase the level of personalised support, linked to proposed savings plans, this may lead to a review of the use of transport for this client group. This may then lead to a wider review of the councils transport service.
AF0000	Resources	(155,188,777)	(39,538,913)	71,130	
AF7650	Prop & Land Hldgs	(1,886,930)	(761,570)	(104,570)	Whilst some projected rental income is below target or part of schemes that have been delayed, the overall performance of the commercial rent portfolio has more than counter-balanced both this effect and any impact of other operational budget variations - thereby giving rise to a positive projected budget variation at P3.
AF7750	Transport Accounts	769,530	457,368	90,149	Mainly due to Passenger Travel service additional pressure of 22% pension on additional hours & overtime.
AL1000	Legal & Democratic Svs	970,290	667,377	63,411	the projected overspend is as a result of the £68k efficiency through reduction in mayoral activity which requires further detailed exploration. If any of the proposals relate to reduced staffing then these will have to be redirected as a onesource efficiency rather than LBH efficiency. more detail will be available by end of Period 4 once a more detailed analysis has been conducted
AL1320	Democratic Services	950,000	403,517	63,411	the projected overspend is as a result of the £68k efficiency through reduction in mayoral activity which requires further detailed exploration. If any of the proposals relate to reduced staffing then these will have to be redirected as a onesource efficiency rather than LBH efficiency. more detail will be available by end of Period 4 once a more detailed analysis has been conducted

OneSource Financial Position

Period 3 2014/15

Appendix C

SERVICE	REVISED BUDGET	YTD ACTUALS	YTD ENCUMBRANCES	ACTUALS + ENCUMBRANCES	YTD REMAINING BUDGET	FY PROJECTED OUTTURN	FY PROJECTED OUTTURN VARIANCE	REASON FOR FY PROJECTED OUTTURN VARIANCE
Finance oneSource	309,730	(769,928)	352,171	(417,757)	877,487	124,300	(185,430)	Staffing vacancies.
Business Services	1,283,110	193,682	6,503	200,185	1,082,925	983,110	(300,000)	Reduced requirement for investment in systems.
Exchequer & Transactional Services	18,563,750	248,317	952,228	1,200,545	17,413,205	18,563,750	0	
Legal & Governance	2,621,040	334,292	148,740	483,032	2,138,008	2,604,131	(16,909)	
ICT Services	(77,900)	(2,492,545)	3,550,278	1,057,733	(1,335,633)	(77,900)	0	
Asset Management Services	400,479	1,058,267	113,200	1,171,467	(770,988)	861,061	460,582	The service has a challenging Year 1 efficiency target approaching £1m, but transformation reviews to realise the majority of this saving won't be complete until October at the earliest. The savings shortfall will be mitigated in part by deferred recruitment, virements from other budgets and a part-year realisation of the efficiency savings. The service will realise the full year savings from 2015/16.
Strategic & Operational HR	14,200	(35,766)	128,849	93,083	(78,863)	65,200	51,000	This is a oneSource saving for 2014/15 and as the department is fully staffed this cannot be achieved without a restructure or vacancy arising. One officer's maternity will save some if not backfilled but this will have a service delivery impact.
TOTAL	23,114,409	(1,463,681)	5,251,969	3,788,288	19,326,121	23,123,652	9,243	

Variance Apportionment

Newham	61%	5,638
Havering	39%	3,605

Appendix D

EARMARKED RESERVES

DESCRIPTION	BALANCE 31 ST MARCH 2014	CURRENT BALANCE 30 ST JUNE 2014	PROPOSED BALANCE 31 ST MARCH 2015	REASON FOR / PURPOSE	HOW / WHEN USED	HOW MANAGED AND CONTROLLED	PROCESS AND TIMESCALE FOR REVIEW OF RELEVANCE AND ADEQUACY
School Meals Service	36,702	36,702	0	To support development within the school meals service.	Upon agreeing with Members.	Group Director Childrens Service.	Reviewed as part of monitoring
Crematorium & Cemetery Funds				These funds have existed for many years to maintain cemeteries and to help finance improvements at the crematorium. This covers:	Report to Governance Committee 15/10/03 approved Head of Service authorising schemes.	By the relevant Head of Service and Cemeteries and Crematoria Manager.	Annual Report to Council as part of Budget.
Approach was reviewed by Governance Cttee	326,557	326,557	226,557	(a) fund created by fees			
	5,913	5,913	5,913	(b) Cemetery Memorial fund			
	332,470	332,470	232,470	(c) Memorial Garden Fund			
Training Reserve	57,464	57,464	0	Used to support training and development in ASS.	As needed and discussed at ASS Board.	By Group Director Finance & Commerce	As part of normal monitoring.
Climate Change agreed via Cabinet Report	17,289	17,289	10,000	To provide on Invest to Save pot specifically for climate change initiatives.	When allocated by the Climate Change Group.	Via Climate Change Group	Part of Climate Change Group agenda.
Section 106 Interest Reserve *See note 1 This is reviewed under Code/Regulation. See Note 1	827,079	827,079	827,079	The accumulated interest on Section 106 deposits to be applied to relevant capital schemes	Report regularly prepared for Lead Member Resources.	Report shared with Lead Member Resources regularly.	Report shared with Lead Member Resources regularly.
TOTAL	1,271,004	1,271,004	1,069,549				

EARMARKED AND GENERAL RESERVES AS AT 31 MARCH 2014

8. Transfers to/from Earmarked Reserves

This note sets out the amounts set aside from the General Fund balance as earmarked reserves to provide financing for future expenditure plans and the amounts posted back from earmarked reserves to meet General Fund expenditure in 2013/14.

	Balance as at 31 3 2012	Transfers to/(from) Revenue	Transfers between reserves	Balance as at 31 3 2013	Transfers (from)/to Revenue	Transfers between reserves	Balance as at 31 3 2014
	£000	£000	£000	£000	£000	£000	£000
Corporate Transformation (incl. Plusage) Reserve	16,780	4,622	1,564	22,966	(7,317)	277	15,926
oneSource	-	-	-	-	750	-	750
Insurance Reserve	4,196	187	-	4,383	-	-	4,383
Reserves for future Capital Schemes	5,987	2,859	(131)	8,715	(134)	-	8,581
Schools Reserves	-	(481)	1,853	1,372		(1,258)	114
Legal Reserve	349	(47)	(197)	105	(107)	2	-
Crematorium and Cemetery Funds	537	95	-	632	(300)	-	332
Streetcare Initiative	-	-	-	-	(1,000)	1,000	-
Social Care Funding	3,004	3,459	233	6,696	1,974	-	8,670
Public Health Reserve	-	241	-	241	1,061		1,302
Library Book Fund	-	(160)	800	640	(160)	-	480
Whole Life Costing Transport Fleet Reserve	-	189	-	189	63	189	441
Capital Bridge Funding	1,000	-	(1,000)	-	-	-	-
Primary School Bridge Funding	1,360	-	(1,360)	-	-	-	-
Property Strategy Review	85	-	(85)	-	-	-	-
Standards Fund LEA Contribution	332	-	(332)	-	-	-	-
Property Management	-	-	-	-	-	-	-
Other Reserves	5,059	(963)	(1,345)	2,751	1,549	(210)	4,090
Totals	38,689	10,001	-	48,690	(3,621)	-	45,069

Cabinet, 24 September 2014

The General Fund balance can be further analysed as follows:

31st March 2013 £000		31st March 2014 £000
11,768	General Fund	11,766
2,728	General Reserves	2,847
14,496	Sub Total	14,613
8,716	Schools Balances	8,739
2,914	Centrally held Schools balances (see Note 35)	1,689
26,126	Total General Fund balance	25,041

JOINT MEETING OF OVERVIEW AND SCRUTINY COMMITTEES, 8 SEPTEMBER
2014, ANSWERS TO MEMBER QUESTIONS ON THE COUNCIL'S FINANCIAL
STRATEGY

Questions were asked by Members on the areas shown below and answers were given by officers or Cabinet Members as follows:

1. Consultation on 2% Council Tax increase – It was not feasible to consult on this as the final decision on the level of Council Tax would not be taken until February 2015. A referendum would be required if a higher increase was wanted and there would not be the time to organise this which would also be a costly exercise. A question relating to the Council Tax increase may be able to be included in the consultation.
2. Transformation Costs – These costs were built in for the first two years only and there were no budgeted transformation costs by the end of year 4.
3. Pensions – It was not the case that an additional £40m had been paid into the Council pension scheme although there had been a large increase. This had been stipulated by the Council's actuary in order to balance the pension fund, given that both assets and liabilities had increased substantially. A one-off contribution of £10m had been made last year in order to reduce annual extra contributions and to allow the pension fund to invest in local infrastructure. The Council had to keep to its legal requirements on this issue.
4. Funding for maintained schools – It was the case that academies currently received slightly more funding than maintained schools but this gap had now almost closed. Schools were generally funded equally per pupil although there were different weightings given for each borough. Further information on the variation in schools funding between boroughs could be provided by officers.
5. Impact of change in national Government policy – The proposed cuts were for a period of two years and it was possible that the position may change after this. The Shadow Minister for Local Government had however recently indicated in a letter to the Leader that there would not be any increase in funding for Local Authorities and that money may also be transferred to more 'needy' Councils.
6. Use of reserves – Reserves had been used to for example fund the £10m contribution to the pension fund and would also be used to meet redundancy costs. Strategic reserves were earmarked for specific purposes and verified by an auditor. The in-year contingency had been lowered from £2m to £1m and Members regularly took advice on how to best use the reserves. The

current General Fund balance of £11m was not earmarked but it was felt that at least £10m of this would be needed to fund changes required under the Care Act. The Group Director was happy to discuss the use of reserves with Members further.

7. Proposed Development Company – The Council was currently working with Capita to assess the viability of this proposal. The final cost would be known in approximately two months. The cash amounts held by the Council could be used for this sort of scheme. Risks would be factored in and a report on the Development Company would be brought to Cabinet.
8. Other savings from Economic Development – The Council was supporting businesses to come into Romford. The proposed saving was a stretch target based on economic conditions and the amount of vacant office space. Members could be briefed separately on this.
9. Interest shortfall – There was not an interest shortfall of £5m as this was mixing up General Fund borrowing with Housing borrowing. Housing borrowing had increased to £250m two year ago when the Government changed the housing finance system. The Housing Revenue Account had nothing to do with the General Fund Account.
10. Streetcare – Non-contractable items related to recharges for support services. A full survey of lamp columns was needed to check they were suitable for LED lighting. A further risk was a change in energy prices although this could be mitigated. The current energy budget was £650k.
11. Communications – The annual cost of producing Living Magazine was £60k although not all of this could be delivered as a saving. A list of events run by the Council and their cost could be provided as well as information on twinning activities. There was no set twinning budget but funding was made available for specific campaigns and activities. Funding was also sometimes available from twinning partners. Reputation management referred to dealing with the press, social media and managing emerging issues related to the Council. It was planned to reduce the budget for the Havering Show by £17k through attracting more sponsorship.
12. Customer Transformation and Channel Shift – While more people were using on-line Council services, it was still proposed to retain a face to face service.
13. Culture and Leisure – The proposed Music School saving was considered robust given the successful new model operating in the Music School. MyPlace savings could be found via increasing income and efficiencies from integrating management between MyPlace and the neighbouring sports centre. The Stubbers Centre had been leased to a charity for a peppercorn

rent. Both the lease and rent level expired in two years and this would need to be renegotiated and hence produce more income.

14. CCTV – The two CCTV systems would be moved onto one site at Waterloo Road. There was however no reduction proposed in the CCTV service. Officers would provide details of the numbers of prosecutions brought about the use of CCTV. Number plate recognition software was being introduced with the Police although the Police would not be making any financial contribution to this.
15. Supporting People Review – It was proposed that support and housing management tasks could be combined in one role however some Members felt this was a high risk strategy. Consultation would be carried out with tenants on this proposal. It would not be possible to run a pilot scheme as the saving needed to be made next year.
16. Private Sector Leasing – There were around 1,000 properties managed in this sector. Complaints received were responded to in the same way as for a council tenant. The proposed £500k saving was based on increasing the number of units let although the market was changing. The rent paid by landlords was based on levels at the lower end of the market as seen in areas such as Harold Hill and Rainham. Several Members felt that many landlords in Harold Hill were sub-dividing properties excessively. Officers accepted this but it was noted that, for some people, a single room in a shared house was their only affordable option. A vetting system for landlords was in place for larger HMOs but this could not be used as an income generator. Some Members felt there was a danger of ghettoisation in Harold Hill with too many people being put in the area but officers responded that they did not control the market.
17. Meals on Wheels – The current provision of Meals on Wheels would be reviewed. A new staffing model would be considered in order to generate savings.
18. Care Act and Better Care Fund – More successful reablement was now seen in people's homes than at Royal Jubilee Court although Royal Jubilee Court continued to very effective as a step-down facility following hospital care. Community Treatment Teams had demonstrated an impact and this had led to the use of pooled funding opportunities from the Better Care Fund. The performance element of the Better Care Fund would be decided later that week at the Health and Wellbeing Board. This was a new and complex area and work was progressing with the Clinical Commissioning Group (CCG) on e.g. undertaking joint assessments at Queen's Hospital. Commissioning work such as this would be taken through the Health and Wellbeing Board and Individuals Overview and Scrutiny Committee for monitoring. The proposed cap would apply to existing people on benefits.

19. Social Care Agency Staff – Officers were looking to retrain permanent staff to take on new roles and make processes more effective. Eight new children’s social workers had started work that week. The allocation of admin work would be looked at as part of the review but it was also important that social workers took ownership of their assessments. Modelling of the impact of the Care Act was continuing but this had been factored into the proposals as far as possible. Officers would confirm the proportion of savings related to young people with disabilities. It was important to get the balance right in the use of agency staff.
20. Social Care Staffing – It was not possible to guarantee that serious incidents seen in areas such as Rotherham would not occur. The implications of the Rotherham inquiry for Havering would be looked at shortly by the Crime & Disorder Committee. Services were however scrutinised by Members. Social worker pay was benchmarked and a recruitment & retention strategy was in place. Havering social workers were more interested in support, career progression and a manageable caseload than they were in money.
21. Younger Adults – While current users would be affected, the assessment criteria for younger adults was not going to be altered. It was aimed to deliver services in the most appropriate way and appeal procedures would be in place.
22. OneSource – It was planned to change the Council’s job evaluation scheme and avoid any negative impact on lower paid staff. A new pay line for lower paid staff would be introduced if necessary. A new job evaluation scheme for the highest paid staff was also likely to be introduced. There were approximately 2,500 staff that may be affected but the proposed saving was only £500k from a £95, total wage bill. It was hoped to introduce a consistent set of practices and to agree these with the unions.
23. Council Tax Support – The GLA precept made up 20% of Council Tax bills and it was also necessary to consult with the GLA on changes to the Havering scheme. The second person rebate normally applied to households that were not eligible for other Council Tax support and the Council’s preferred option proposed therefore to abolish this. It was emphasised that the proposal only applied to working age applicants, not retired people.
24. Parking – The proposals had been amended but it was wished to allow a period of free parking for everybody. A breakdown of expenditure on parking could be supplied to Members. It was not possible to be certain of the impact of the proposed new tariffs. The additional schemes referred to related to the introduction of a broader parking strategy. Officers would look at the impact of a 40p rather than £1 charge after the free first 30 minutes in order to assess whether this would reduce parking in side streets. It was proposed to

introduce charges for car parking in parks but a free period for the first 30 minutes was under consideration. The 10 minute grace period applied to any duration of parking ticket. It was noted that revenue gathering was not the purpose of parking enforcement. It was planned to introduce parking at football pitches and some Members felt this could result in people parking in nearby streets. Officers agreed to consider this.

25. Moving Traffic Offences Powers – These had now been adopted by all but six London Boroughs. Once adopted, decisions would be made on how these powers would be applied. Details could be provided to Members on the advantages of using these powers. A report on adopting the powers would also be brought to full Council. Some Members felt that taking on these powers could make the Council unpopular with local residents.
26. Trading Standards – Savings could be made via a restructure and no longer undertaking some of the non-statutory functions carried out by Trading Standards. While enforcement of underage alcohol sales would continue it was felt that e.g. the training of shop staff did not need to be carried out by Trading Standards officers. The banking protocol also no longer needed to be led by Trading Standards. Enforcement work would not be affected and there was not felt to be a risk to revenue generation from the proposals. Officers wished to move the service to a more intelligence-led way of working. Officers would supply details of the income recovered from proceeds of crime.
27. Voluntary Sector Review – The reduction of the grant to HAVCO was due to the closure of their Community Accountancy Service. Rate relief for charities would be unaffected by any of the proposals. It was clarified that Council grants were often given to not for profit organisations in order to employ people so it was not simply a matter of increasing volunteer numbers. Other Members felt that most volunteers in Council services did come from charities. It was also possible that some extra work could be commissioned from charities in connection with the requirements of the Care Act.
28. Libraries – Opening hours of the four larger libraries would be unchanged. The smaller libraries would be open for three and a half days per week and longer if sufficient volunteers could be found. There was no suggestion that any libraries would close. Officers had thought seriously about the viability of the proposals which were based on library service models that ran successfully elsewhere. The local studies library was a valuable service and efforts would be made to recruit more volunteers to help operate it. Officers would supply details of library footfall. The new Rainham and Harold Hill libraries would continue to operate. There were a total of 93 people currently employed in Council libraries although as many of these were part-time staff, this equated to 53.1 FTE posts.

29. Health and Wellbeing – This category related to leisure centres and ‘Policy, Marketing and Administration’ referred to expenditure on support services.
30. Queen’s Theatre – Officers met on a quarterly basis with the Queen’s Theatre and had discussed the budget options. Full details of options would be shared with theatre management once the consultation had started. The actual level of grant to the theatre was not £400,000 as for example, rent was not charged on the building.
31. Youth Service – It was proposed to no longer provide discretionary services. All youth services provided by the Council would be mapped by officers. Work with vulnerable young people such as dealing with any gangs in Romford town centre would be protected. It would also be possible to signpost to other youth provision. Some Members felt that Overview and Scrutiny should look at this area. An initial proposition had been received from staff to form an employee led mutual to take on aspects of the service and this would need to be worked through. Some staff would transfer to the over 12 service which would be combined with Early Help & Troubled Families. The Youth Service had direct contact with more than 200 young people but did a lot of other work with young people in addition.
32. Troubled Families – Savings in this area, after the first year, would be challenging and officers accepted there was a lot of work to do.
33. Children’s Centres – There would be more reliance on volunteers to run Children’s Centres but there were no current plans to involve the private sector. It was hoped to retain five or six of the current Children’s Centres but this could not be guaranteed at this stage.
34. Equalities Impact Assessments – All compulsory assessments had been completed and the complete set would be appended to the next Cabinet report on the budget. These would remain in draft as final decisions would not be taken until February 2015.

Public Consultation on the Council's Budget 2014-18

The Cabinet has set out its initial proposals to address a £60 million budget gap over the next four years.

Following a special Overview & Scrutiny meeting on Monday 8th September and having deliberated alternative budget proposals put forward by councillors, the Cabinet will agree proposals for public consultation at its meeting on 24th September.

This paper sets out the strategy and action plan that will govern that public consultation.

Strategic objectives

The objectives of the consultation are:

- To promote a wider and deeper understanding of the Council's general budget proposals
- To gather the views of Havering residents, businesses and other stakeholders on the general budget strategy
- To undertake specific and robust consultation on those proposals that affect statutory services
- To provide the public and other stakeholders with the chance to put forward alternative proposals that could achieve the same level of budget savings

Approach

The consultation will take a two-tiered approach.

Tier 1: Public consultation on the entirety of the Council's budget strategy and proposals will be undertaken for three months

Tier 2: Specific statutory consultation will be undertaken where required to address proposals affecting statutory services. These will also last for three months each.

Tier 2 consultations will run concurrently, overlap with, or run later than the tier 1 consultation, depending on the timescales required for specific savings to be delivered. Plans are set out in separate appendices.

A budget consultation hub will be created on the Council's website, setting out the main proposals and any counter proposals, alongside more detailed documentation. The public will be asked to complete a questionnaire in response to the proposals.

This online channel will be supported with the use of traditional and social media and public meetings. Hard copies of the budget questionnaire will be distributed with a

special budget issue of *Living in Havering* and at public meetings - for return to a Freepost address.

Action Plan

Channel	Audience	Details	Timescale
Havering.gov.uk	All audiences	<p><u>Consultation hub:</u></p> <ul style="list-style-type: none"> • Summary of proposals • Detailed Cabinet report • Links to statutory consultations • Feedback forms 	Sept 29 th – Dec 29 th
Local media	All residents	Supporting communication to explain proposals and promote consultation mechanisms	Sept 29 th – Dec 29 th
Social media	All residents	Promotion of consultation mechanisms	Sept 29 th – Dec 29 th
<i>Living in Havering</i>	All residents	<ul style="list-style-type: none"> • Summary of proposals • Description of stat. consultations • Localised summaries of impact by constituency • Promotion of mechanisms for feedback • Hard copy of questionnaire 	October
E-bulletins	Various audiences	The Council's e-bulletins will provide both general and targeted information and promotion of consultation activity. Audiences include local businesses	Sept - Dec
Public meetings	Attendees	<p>Three public meetings – by constituency:</p> <ul style="list-style-type: none"> • Romford • Rainham & Dagenham • Hornchurch & Upminster <p>Attendance at various existing meetings:</p> <ul style="list-style-type: none"> • Over 50s Forum • Business Networks • Meetings by invitation 	<p>TBC during October & November</p> <p>TBC</p>

Questions

After setting out the Council's proposals, the consultation will ask the following questions on the budget strategy:

1. Do you agree with the choice of priority services to be protected? [yes/no]
2. To clarify this, please tick your top three priority services? [list]
3. These proposals are based on annual council tax increases of not more than two per cent. Would you be willing to pay higher increases in council tax to protect more services from cuts? [yes/no]
4. Do you have any other general comments on the budget strategy as a whole?
[text box]

As part of the questionnaire, respondents will be asked monitoring information, including postcode, age, gender, disability and ethnicity. This will help us ensure that the responses from the survey reflect the community at large and are not confined to certain geographical areas, age bands, or ethnicities. It will also allow us to ensure we have taken the views of people with disabilities into account.

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Public Consultation on the proposed library strategy and budget

The Council intends to consult with Havering residents on proposed changes to the library service, to achieve savings of £1.138m.

The consultation will be with borough residents (as well as some non-borough residents who use Havering's libraries). Staff will be formally consulted on the proposals once the final decisions have been made by Cabinet in February 2015.

The consultation will focus on the draft Library Strategy, including measures to achieve the proposed budget reductions.

Strategic objectives

The objectives of the public consultation are:

- To promote a wider and deeper understanding of the budget proposals for the library service and the proposed strategy to deliver necessary savings.
- To undertake robust consultation – seeking the views of library users and the general public on the strategy and specific measures proposed.
- To provide residents and other stakeholders with an opportunity to suggest alternative proposals to achieve the necessary savings

Approach

All relevant information pertaining to the Library consultation will be provided through the havering.gov.uk website – in line with the general budget consultation and other statutory consultations.

Hard copies of questions and the strategy will also be circulated through Libraries and at public meetings. The consultation will be well publicised through a range of communications channels.

Action Plan

Channel	Audience	Details	Timescale
Havering.gov.uk	All audiences	<ul style="list-style-type: none"> • Summary of proposals • Cabinet report • Feedback forms 	Sept 29th – Dec 29th
Library buildings	Library users	Posters, leaflets and feedback forms	Sept - Dec
<i>Living in Havering</i>	All residents	Summary of the library proposals, set within the context of all budget proposals. Dates for meetings and promotion of feedback mechanisms.	October
Media / social media	All residents	Promotion of consultation activity and links to relevant material	Sept-Dec
Libraries social media	Library users	Links to relevant material and promotion of consultation activity.	Sept-Dec
Local stakeholder meetings	By invitation: Partner orgs Key groups Volunteers	Meeting to discuss strategy and overall proposals to local volunteers and groups in Council Chamber or Romford Library. Also meeting by invitation with representatives of specific stakeholder groups.	October - December
Library users meetings	Local library users	Meetings to be arranged with groups of library users; including a meeting to reference the specific proposals for the Local Studies and Family History Centre proposals.	November
Letters	Users of housebound service	Letters enclosing feedback forms to the current users of the housebound service	October

Questions

The draft library strategy aims to save £1.14 million, whilst preserving access to all ten libraries in Havering and maintaining the role of libraries as cultural, social and learning hubs across the Borough:

1. Do you agree with the Council's proposals to reduce opening hours, rather than close library buildings? [yes/no]
2. Do you agree with proposals to open four libraries (Harold Hill, Romford, Hornchurch and Rainham) for 50 hours per week and the other six libraries for 25 hours per week? [yes/no]
3. Would you prefer that all libraries were open for a consistent (but lower) number of hours per week? [yes/no]
4. If you answered no to any of the questions above, what alternative opening arrangements do you suggest? [text box]
5. Do you agree with the proposal to involve more volunteers to support the management of libraries, in order to extend opening hours [yes/no]
6. The libraries' housebound service supports around 95 people at a cost of £15,000. Do you agree the Council should find more cost-effective ways to support this group of customers? [yes/no]
7. PC users in libraries will be charged 50p for an hours' usage under these proposals. Do you think this is a reasonable charge? [yes/no]
8. Do you have any other suggestions to save money in the library service, either by reducing costs or raising income – or other comments to make about these proposals? [text box]
9. Do you have any further comments to make about the Library Strategy? [text box]

As part of the questionnaire, respondents will be asked monitoring information, including postcode, age, gender, disability and ethnicity. This will help us ensure that the responses from the survey reflect the community at large and are not confined to certain geographical areas, age bands, or ethnicities. It will also allow us to ensure we have taken the views of people with disabilities into account.

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Public Consultation on the Council Tax Support Scheme

The Council intends to consult on proposed changes to its Council Tax Support scheme with the public and preceptors. Any new scheme must be in place by 31st January 2015.

The Consultation will last from September 29th until December 29th. The outcome of the consultation will be evaluated and fully considered prior to a final Cabinet decision on the changes being referred to full Council on 28th January 2015.

The consultation will be with Borough residents and the GLA.

Strategic objectives

The objectives of the public consultation are:

- To promote a wider and deeper understanding of proposed changes to the Council Tax Scheme which are aimed at delivering necessary savings.
- To undertake robust consultation, seeking the views of the general public and stakeholder on the proposed changes.

Approach

All relevant information pertaining to the Council Tax Support consultation will be provided through the havering.gov.uk website – in line with the general budget consultation and other statutory consultations. The consultation will be well publicised through a range of communications channels.

Channel	Audience	Details	Timescale
Formal consultation	Greater London Authority	One of the requirements placed on local authorities is that we include major preceptors in the consultation process. We have advised the GLA of the proposed changes to the scheme and, at their request, will consult them formally when the consultation period starts.	Ongoing
Havering.gov.uk	Residents	For residents, the consultation will run from September 2014 to December 2014. A description of the changes and a questionnaire will be available on line.	Sept - November
<i>Living in Havering</i>	All residents	Summary of the council tax support proposals within the context of all budget proposals.	October

		Promotion of feedback mechanisms.	
Community Group meetings	Meetings with range of partners and providers	During this period we will meet with representatives from Havering's community groups, social landlords, internal staff and voluntary organisations to separately canvas their views on the proposed changes.	Sept - Nov

Questions

The amount of funding for council tax support is being reduced and local authorities will be **expected to manage this reduction in subsidised expenditure.**

Every household will now be expected to pay something towards their council tax. The Council considered a range of schemes and liability reductions.

In line with a number of other councils, we believe introducing a 15% reduction for working age claimants will not cause undue financial hardship and could save up to £1.6 million.

1. Is it reasonable to introduce a 15% liability reduction for working age claimants? [yes/no and comments]

Currently working age claimants can have savings or investments of up to £16,000 before they are disqualified from receiving help with their Council Tax. From 2015/16 it is proposed that this limit is reduced to £6,000.

2. Should working age council tax payers have no more than £6,000 savings or investments before claiming Council Tax Support? [yes/no and comments]

Currently council tax payers whose incomes are too high to qualify for Council Tax Support can receive assistance if other adults living in the household are on a low income. This is called Second Adult Rebate. The Council proposes that Second Adult Rebate is removed from the scheme for working age claimants.

3. Should working age council tax payers, who do not qualify for Council Tax Support, receive a reduction in their Council Tax through Second Adult Rebate? [yes/no and comments]

People who own or rent an empty property are currently charged 100% of the Council Tax. The Council is considering increasing the council tax by 50% where the property has been empty for more than two years.

4. Should people who own or rent a property which has been empty for more than two years, be charged 150% council tax? [yes/no and comments]

Public Consultation on the Parking strategy and Budget

The Cabinet has set out its initial proposals to address a £60 million budget gap over the next four years.

One of the measures that affects a statutory service, are the proposals to amend the parking strategy and parking charges across the Borough.

Changes to parking regimes must be undertaken in consultation with a number of statutory bodies, including the GLA. This public consultation is in addition to those formal exchanges with public bodies.

Strategic objectives

The objectives of the consultation are:

- To promote a wider and deeper understanding of the budget proposals for parking and the impact on parking charges.
- To undertake robust consultation – seeking opinions from the general public on the new strategy and the specific parking charges that are proposed.
- To solicit opinion on increased parking restrictions and enforcement around schools – an area that gives rise to significant concerns.
- To seek nominations from the public of areas where works could be undertaken to provide more bays, introduce residents’ parking schemes, or alter existing parking regimes.

Action Plan

Channel	Audience	Details	Timescale
Havering.gov.uk	All audiences	<ul style="list-style-type: none"> • Summary of proposals • Cabinet report • Feedback forms 	Sept 29th – Dec 29th
<i>Living in Havering</i>	All residents	Summary of the parking proposals within the context of all budget proposals. Promotion of feedback mechanisms.	October
Media / social media / posters /e-bulletins	All residents	Promotion of consultation activity and links to relevant material	Sept-Dec
Public meetings	Attendees	Three meetings in constituencies Opportunity to question Cabinet Members on the full range of budget proposals. Feedback forms provided.	November
Letters to representative	Representative groups	Letters early in the process, asking for comment from representative groups for	October

groups		motorists, People with disabilities and businesses	
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Questions

The Council's role is to provide adequate parking provision and assist the free movement of traffic around the Borough through the enforcement of parking restrictions. Revenue raised through parking should cover the costs of providing this service, with any surplus spent only on transport and parking initiatives.

1. These proposals would allow for half an hour free parking (20 minutes free parking, plus 10 minutes 'grace' period) in on-street 'pay and display' bays and in car parks outside Romford. We believe this would support local businesses and shoppers. Do you agree with this proposal? [yes/no]
2. Would you prefer no free period, but lower charges for longer stays [yes/no]
3. Do you agree that parking tariffs should be set in a way that supports short term parking and deters long-stay commuters (higher charges for longer stays)? [yes/no]
4. Do you agree with the proposal that car parking in parks should cost less than it does in town centre car parks? [yes/no]
5. The 'school run' causes many issues for pedestrians, parents, children and motorists. Would you support more parking restrictions and enforcement around schools? [yes/no]
6. The proposals would amend the arrangements for a number of parking permits used by residents and businesses in certain circumstances. Do you have any comments on these proposals? [text box]
7. The Council wants to help local people park near their homes. If you have any requests for additional parking bays, residents' parking schemes or changes to parking restrictions in your local area, please list them here and we will consider them (subject to separate, local consultation). [text box]
8. Do you have any other comments on the parking proposals and strategy that you have not addressed in previous responses? [text box]

As part of the questionnaire, respondents will be asked monitoring information, including postcode, age, gender, disability and ethnicity. This will help us ensure that the responses from the survey reflect the community at large and are not confined to

certain geographical areas, age bands, or ethnicities. It will also allow us to ensure we have taken the views of people with disabilities into account.

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CABINET

24 September 2014

Subject Heading:

**IMPLEMENTATION OF THE PHASE 2
PRIMARY SCHOOL EXPANSION
PROPOSALS - RAINHAM**

Cabinet Member:

Councillor Meg Davis – Lead Member for Children and Learning

CMT Lead:

Joy Hollister - Group Director, Children Services, Housing and Adult Social Care

Report Author and contact details:

Mary Pattinson, Head of Learning and Achievement

mary.pattinson@havering.gov.uk

Tel. 01708 433808

Policy context:

The recommendations have implications in the Rainham area

Financial summary:

Estimated costs of £2m, funded from the Phase 2 of the Primary Expansion Programme re Parsonage Farm/Rainham Planning Area

Is this a Key Decision?

Yes as expenditure arising from implementation of the recommendations is likely to exceed £500,000

When should this matter be reviewed?

September 2015

Reviewing OSC:

Children's Services

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

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

SUMMARY

Cabinet decided on 20th November 2013 to initiate statutory processes to permanently expand the capacity of a number of primary schools from September 2014. Following the completion of the appropriate statutory processes, an Executive Decision was made by the Lead Member for Children and Learning and the Lead Member for Value on 15 May 2014. This recommended proceeding with the proposed school expansions. This was then “called in” under a requisition signed by two Members representing more than one Group on 21st May 2014.

The requisition was considered at a special meeting of the Children and Learning Overview & Scrutiny Committee on 24th June 2014. At this meeting the requisition was partially upheld for the Parsonage Farm, Scotts Primary and The RJ Mitchell schools. The expansions of the remaining schools were approved. These schools included Broadford Primary, Benhurst Primary, Newtons Primary, The Mawney, Suttons Primary and Hacton Primary schools.

The decision of the special meeting of the Children and Learning Overview & Scrutiny Committee on 24th June 2014 was considered at a Cabinet meeting on 30th July 2014. At this meeting Cabinet took the decision to approve the expansion proposals for the RJ Mitchell and Scotts primary schools. It also decided to defer the decision as to whether to agree proposals to expand Parsonage Farm. This was so that further work could be undertaken by officers to more fully explore expansion issues in the Rainham area.

Following the Cabinet meeting, officers across the Council have considered a range of issues related to the expansion of Parsonage Farm Primary.

RECOMMENDATIONS

That Cabinet uphold the decision of the Lead Member made on 15th May in respect of Parsonage Farm Primary School.

REPORT DETAIL

Introduction

1. On 20th November 2013, Cabinet decided to initiate the necessary steps needed to undertake the statutory processes necessary to permanently expand the capacity of a number of primary schools from September 2014. The decision about which particular schools was delegated to Lead Member for Children and Learning and Value. Following this Cabinet decision, and

in the light of projections of pupil numbers, school organisation officers considered a range of options for increasing primary phase school capacity. This included the expansion of existing community schools, the expansion of existing schools on 'split sites' where existing main sites are constrained, the establishment of primary phase provision on secondary school sites possibly as 'all through provision' and the encouragement of Free Schools to be established in areas of highest need. Subsequently, nine schools were identified for proposed expansion. These included Broadford Primary, Benhurst Primary, Newtons Primary, Parsonage Farm Primary, Scotts Primary, R J Mitchell Primary, The Mawney School, Suttons Primary and Hacton Primary.

Statutory Processes and Expansion Proposals

2. Following the identification of the proposed schools to be expanded, a statutory consultation process was undertaken in February and March 2014. A subsequent Non-Key Executive Decision was made by the Head of Learning and Achievement on 24th March 2014 to proceed to the representation stage. The representation stage, from 28th March to 25th April 2014, complied with statutory requirements and invited representations from all interested parties on these proposals to permanently expand nine primary phase schools.
3. The Statutory Notice, that included details of the expansion proposals for all nine schools, was published in the Romford Recorder on 28th March 2014; notices were also fixed to the entrance gates of each school and circulated to all interested parties, including all schools in Havering, neighbouring boroughs, the Diocese of Chelmsford and Diocese of Brentwood and the DfE, as required by legislation. A Notice was also published on the Council's website with a link to further information about the proposals and information sent to local MPs.
4. During the representation period, a total of 67 objection responses were received relating to 2 of the nine schools. 66 of these were received for Parsonage Farm Primary School of which included 2 petitions totalling 235 signatures from residents in the local area and 190 signatures from parents/carers. The objection comments raised specific concerns relating to;
 - Road and traffic congestion
 - Parking
 - Pedestrian issues
 - Loss of playground space and overcrowding of existing ancillary facilities
 - Potential rise in noise levels during school times
5. It was noted that the Headteacher and the Governing Body of the school fully support the proposal to permanently expand Parsonage Farm Primary School.
6. One objection response was received for Hacton Primary School.

7. It was noted that the Headteacher and the Governing Body of the school fully support the proposal to permanently expand Hacton Primary School.
8. Seven schools, namely Broadford Primary, Benhurst Primary, Newtons Primary, Scotts Primary, RJ Mitchell Primary, The Mawney and Suttons Primary schools received no representations.
9. Following the end of the representation period and after due consideration of all the responses, an Executive Decision to proceed with these schools was signed on 15th May 2014, by Lead Member for Children and Learning and Value. This Executive Decision recommended proceeding with all 9 proposed school expansions as detailed in the table below;

School	Current Capacity	Proposed Capacity as from	Number on roll as at Jan 2014	Current Published Admission Number	Proposed Admission Number
Broadford Primary	330	420 from 1 Sept 2014	360	45	60 from 1 Sept 2014
Benhurst Primary	315	420 from 1 Sept 2014	311	45	60 from 1 Sept 2014
Newtons Primary	315	420 from 1 Sept 2014	303	45	60 from 1 Sept 2014
Parsonage Farm Primary	486	840 from 1 Sept 2015	467	90	120 from 1 Sept 2015
Scotts Primary	210	420 from 1 Sept 2015	213	30	60 from 1 Sept 2015
The RJ Mitchell Primary	210	420 from 1 Sept 2015	217	30	60 from 1 Sept 2015
The Mawney School	296	630 from 1 Sept 2016	297	60	90 from 1 Sept 2016
Suttons Primary	262	420 from 1 Sept 2016	216	30	60 from 1 Sept 2016
Hacton Primary	378	546 from 1 Sept 2016	371	50	78 from 1 Sept 2016

10. On 21st May 2014 the Executive Decision was “called in”. The reasons for the requisition were detailed on the formal notification and were as follows:
 - To consider the financial implications of the decision including the wider financial implications for the Council and individual schools arising from increasing admissions.
 - To consider the risks associated with the primary schools expansion programme as identified in the Notice of Key Executive Decision.
 - To consider the implications of the proposal to double the size of Parsonage Farm Primary School particularly the concerns of the parents and local residents over disruption to children’s education and the impact of the expansion will have on the local environment.
 - To consider whether the schools identified for expansion will address particular local needs.

Cabinet, 24 September 2014

11. A special meeting of the Children and Learning Overview & Scrutiny Committee was therefore held on 24th June 2014. At this meeting the requisition was partially upheld for the Parsonage Farm, Scotts Primary and The RJ Mitchell Schools. The expansions of the remaining 6 schools, were approved. These schools include Broadford Primary, Benhurst Primary, Newtons Primary, The Mawney, Suttons Primary and Hacton Primary schools. The minutes of this special meeting are included at Appendix 1.
12. At the Cabinet meeting on 30th July 2014, the decision of the special meeting of the Children and Learning Overview & Scrutiny Committee on 24th June 2014 was considered. At this Cabinet meeting it was decided that the expansion proposals for the RJ Mitchell and Scotts Primary schools would go forward, but that the expansion proposals for Parsonage Farm Primary school would be deferred subject to further review of the issues Appendix 2.

Options for Rainham area:

13. The primary schools which are being considered for expansion within Havering have been identified because they match the following criteria:
 - They can be expanded as there is scope to create additional accommodation on site
 - They are located accessibly to where there is increased pressure on places
 - They are sufficiently educationally secure and resilient to have the capacity to manage a significant increase in size without adverse impacts on standards
 - There is clear aspiration on the part of the school to manage the expansion
 - The expansion should provide good value for money
14. These criteria were also applied when consideration was being made about options within the Rainham area.
15. The following table indicates the minimum additional permanent primary phase capacity, that school organisation officers forecast will be needed for the Rainham school planning area for September 2015 and then for the next five years;

July 2013 Forecast	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Reception Capacity	255	255	255	255	255	255	255	255
Projected Rolls	257	255	263	274	279	286	291	294
Projected Rolls with Housing	259	267	281	297	304	313	309	305
Surplus/Deficit	-4	-12	-26	-42	-49	-58	-54	-50

Additional places needed to maintain 5% surplus	-17	-25	-40	-57	-64	-74	-69	-65
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16. The table above shows that the Rainham school planning area will need an additional 1 Form of Entry (FE) by 2015/16 to meet the planned demand for school places, with a further 1 FE expansion required over the next five years. Schools in the Rainham school planning area includes Brady Primary, La Salette Catholic Primary, Parsonage Farm Primary and Rainham Village Primary schools.
17. Parsonage Farm was identified as being the preferred school; it was therefore this school that was consulted on within the Rainham area.
18. Following the decision of Cabinet on July 30th, officers from a range of council teams, including Learning & Achievement, Asset Management, Corporate Property Services and Planning & Regulatory Services have further reviewed all the options for school expansions in the Rainham School planning area against the criteria above.
19. The findings of the review by officers are:
 - The expansion of Parsonage Farm Primary school still represents the best option for the delivery of the required additional school capacity for September 2015.
 - Parsonage Farm Primary school is a good school and is popular with pupils and parents with strong leadership.
 - The school are confident that the benefits from having a larger school will enable them to provide an excellent education for all pupils and it can cater for all of the children living in Rainham & Wennington and South Hornchurch wards.
 - The expansion of Rainham Village Primary school is an option to meet the further future requirements for school places over the next 5 years in the Rainham School planning area, but is not viable for delivery by September 2015 due to the following reasons:
 - A statutory process would be needed to permanently expand the school and this would not be completed in the time required, therefore leaving families in Rainham and Wennington without sufficient local places for their children to attend in September 2015.
 - The statutory consultation process could raise a range of issues which are at the moment unknown.
 - The expansion would be complicated by the site constraints.
 - There are options to increase the site area to the necessary requirements, but this may require a land swap which would delay implementation.
 - Significant building work, and therefore increased costs, would be needed to deliver the expansion, including demolition of existing building(s).

- A proposal to re-build an annex of Rainham Village Primary school has been submitted as part of the Phase 2 Priority School Building Programme to address condition issues of the building. If the bid is successful the DfE would provide funding for this building works with the LA only having to fund part of the cost of any works that were needed to deliver the required additional capacity for 2017/18.
20. The decision making process for expanding schools is one of a number of responsibilities that sit under the Government's Office for School's Adjudicator (OSA). The OSA has oversight of, and responsibility for ensuring that the processes that all councils use in making their decisions are fair, equitable and timely. The OSA has, as expected, been monitoring the decision making processes in Havering.
 21. Following the decision of Cabinet on 30th July 2014, the OSA has informed the Council of what it considers are our next steps and has informed the Council that the Cabinet is required to make a final decision in relation to Parsonage Farm before the Council can reconsider any other options.
 22. Should Cabinet not be able to make a decision in relation to Parsonage Farm, the Council is then obliged either to refer the decision to the OSA who will make a determination or to revoke the original decision with the potential to start afresh if so minded. The decision making processes of the OSA are legally binding and based on the information presented to the decision maker, which in this case was the Lead Member. However, it is important to note that although the OSA should make decisions in a timely manner, in a number of other authorities this has taken a number of months.
 23. Cabinet is therefore asked to uphold the decision of the Lead Member on 15th May 2014 on the proposal to expand Parsonage Farm before further consideration can be given to the various alternatives available in the Rainham area to increase school capacity.
 24. It is to be noted that Cabinet are not being asked to retake the original decision which was made by the Lead Member following comprehensive consideration of all the relevant matters.

REASONS AND OPTIONS

Reasons for the decision

1. This decision is necessary to ensure the provision of sufficient primary school places to meet the forecast rise in primary pupil numbers. A summary of representations and petitions received, and officers' comments on them, is included in Appendices 3a and 3b. It was considered that these issues could be addressed by the implementation plans that have been made, especially related to the impact of the expansion on the local environment.

2. Whilst the Council appreciates the potential difficulties that may arise, the Council considers that these are overridden by the Council's statutory duties to provide sufficient places for the forecast long term increase in primary pupil numbers. If expansion plans are not progressed, then the probability is that there will be school age children within Havering without a secure a place in a local school.
3. We have looked at the possibility of expanding other local schools in the Rainham area and indeed may need to explore these options further in the future as demographic pressures continue to increase. However our initial investigations of the available opportunities have resulted in a proposal that the expansion of Parsonage Farm is the most appropriate option at this time. The reasons for this are the school's clean and simple single storey design, which allows us to achieve a modern, high quality and cost-effective building solution which would not be easily achieved elsewhere, the size of the site which allows the new build to occur without inappropriate loss of playing field space and the delivery of the build project in time for September 2015 when the additional places will be needed.

Other options considered

4. A number of options have been considered for each planning area against a clear set of criteria which included looking at site capacity, value for money and whether each school is educationally secure and resilient to have the capacity to manage an increase in size without adversely impacting on standards. Not providing any additional places is not an option as the Council would be failing to meet its statutory obligations.

IMPLICATIONS AND RISKS

Financial implications and risks

Capital

The 14/15 budget approved by Council in February 2014 included £29.3m for Phase 2 of the Primary Expansion Programme. However at that time only £21.2m of funding was identified although it was suggested that the gap of £8.1m could be reduced as costs of schemes become clearer and/or funded by s106 contributions, additional grant, tariff or capital receipts. As plans have been finalised a number of expansions have not progressed and costs of other schemes have become clearer. This has resulted in estimated costs reducing to £21.2m, in line with the funding currently available.

Both the original capital programme and the latest cost estimates include £2m for the provision of 1FE in Rainham/Parsonage Farm.

Revenue Implications for schools

The revenue implications for schools are that, in creating additional classes from September 2015 and in subsequent years as the cohort moves through the school, additional costs will be incurred particularly for teaching and support staff. From the financial year 2016/17 the schools will receive additional funding through their budget shares as the pupils will be on roll at the date of the pupil census that is used to calculate funding. For the period September 2015 to March 2016, however, additional resources will need to be provided. These will be met from a Pupil Growth Contingency held within the Schools Budget (funded by the Dedicated Schools Grant) as agreed by the Schools Funding Forum.

Revenue Implications for the Local Authority

It should be noted that an increase in school admissions across the Borough may also have a 'knock-on effect' on other LA budgets such as Special Educational Needs, home to school transport, etc. The details of this are currently being quantified and any pressures arising will be addressed through the appropriate channels. The DSG allocation to the LA is based on pupil numbers and will therefore increase each year as pupil numbers rise. The majority of this increase will be allocated to the schools with the additional pupils through the Schools Funding Formula although there may be some available to meet other school-related pressures.

Risks

There is a risk that pupil numbers continue to grow and that the places delivered as a result of phase 2 are insufficient, leading to the need for additional places and funding.

Further risks are that, as capital projects develop, costs increase over and above the funding available and/or that additional costs are incurred as a result of the short timescales available for the delivery of additional classrooms. In addition to the financial risks the timescale also puts the delivery of the programme at risk. Wherever possible, measures are being taken to minimise these risks.

Legal implications and risks

At present certain types of school organisational change (including change of age range, change of character and expansion through enlargement of premises) are subject to statutory processes of consultation and decision-making.

The LA is the decision-maker for expansion (enlargement of premises) proposals for community, foundation and voluntary schools. Decisions must be made within a period of two months of the end of the representation period or they must be referred to the Schools Adjudicator.

"Paragraph 5(4) of the Alterations Regulations (2013/3110) states that where the local authority does not make a determination within the period prescribed by subparagraph (3), the proposals must be referred to the adjudicator. In this case executive decisions were taken in respect of all the schools on 15th May 2014, which is within the two months prescribed period. The officer concerned had full delegated authority to take those decisions. As a result of local government

legislation those decisions were requisitioned by Councillors to be considered by the Scrutiny committee. That Committee then referred the decisions on to Cabinet as is their statutory power but Cabinet upheld the original decision in relation to two of the schools. Cabinet did not make any separate decision on the original proposals.

The only impact of the statutory scrutiny process is that the implementation had to be delayed pending the outcome of that process.

When issuing a decision, the decision-maker can:

- reject the proposal;
- approve the proposal without modification;
- approve the proposal with modifications, having consulted the LA and/or governing body (as appropriate); or
- approve the proposal – with or without modification – subject to certain prescribed events (such as the granting of planning permission) being met.

The decision-maker must have regard to the statutory 'Decision-makers Guidance' – Appendix 4.

Human Resources implications and risks

The human resources implications for the schools to be proposed for expansion will be managed by the schools themselves. There is likely to be a need to recruit additional teaching and support staff and the relevant schools will undertake the recruitment and selection process in accordance with the appropriate policies and procedures. It is not anticipated that the school will have any difficulties recruiting new teaching or support staff as long as appropriate planning is undertaken.

Equalities implications and risks

An Equality Impact Analysis has been undertaken for Phase 2 of the Expansion programme and is attached as Appendix 5.

BACKGROUND PAPERS

None

LONDON BOROUGH OF HAVERING EQUALITY ANALYSIS

PROPOSED ACTIVITY: Phase 2 expansion of nine community primary schools and one Foundation primary school from September 2014.

SCOPE OF PROPOSAL

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

A decision is required as to whether or not statutory proposals should be published in relation to a number of primary school expansion projects to enable the local authority to meet its statutory duty to provide sufficient school places. An increased demand for school places has been experienced due to increasing birth-rates, additional housing developments and inward population migration. This increased demand is expected to continue in future years to the anticipated growth in population. Projects for school expansion have taken place where birth rates are increasing and parental preferences for places are on the increase in order to better meet the choices made by families for school places.

A decision not to expand primary schools will lead to a lack of choice for parents in relation to school places, increased admissions appeals or increased travelling distances for pupils to attend schools and the Local Authority failing in meeting its statutory duty to provide sufficient school places.

Background

In the light of latest projections of pupil numbers, Havering's pupil forecasts are projecting a substantial growth in primary pupil numbers. The most significant growth is projected for Year R, the first year of entry to compulsory primary education. Numbers are forecast to rise from 2,906 in 2012/13 to some 3,523 in 2016/17 (18%), and to 3,681 (21%) by 2020/21. In November 2013, Havering's Cabinet approved an approach to manage this forecast increase beyond the current Phase 1 of the Council's Programme of Primary School Expansions. Officers were authorised to develop proposals for expanding existing primary schools to ensure that there are sufficient school places to meet the present and the best assessment of likely future demand as part of the second phase of the programme.

Table 1: Need for Primary School Places for 2014/15

Table 1 below shows the number of classes needed in each year group broken down by planning area for the academic year 2014/15:

Need for Primary Places for 14/15								
Planning Area	Year R	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Total
Collier Row	1	1						2
Harold Hill	1					1		2
Hornchurch	1.5							1.5
Rainham	1	1			1	1		4
Romford	3	1		1	1	1	1	8
S.Hornchurch and Elm Park	1							1
Upminster	1	1		0.5		1	1	4.5
Total	9.5	4		1.5	2	4	2	23

a) Organisation

An analysis of the capacity of primary schools in the borough following the first phase of the expansion programme has shown the need to provide additional primary places if the Council is to meet its legal obligation of ensuring sufficient school places.

Table 2: Need for Primary School Places by School Planning Area for 2015/16 and for next 5 years

Table 2 indicates the minimum additional permanent primary phase capacity, expressed as forms of entry (FE), that will be needed for each School Planning Area for September 2015 and then for the next five years.

School Planning Area	Phase 2 - Additional need for 2015/16	Phase 3 -Further additional need for next 5 years
Collier Row	2 FE	2 FE
Elm Park & South Hornchurch	1 FE	2 FE
Harold Hill	1 FE	2 FE
Hornchurch	2 FE	2 FE
Rainham	1 FE	2 FE
Romford	3 FE	3 FE
Upminster & Cranham	1 FE	1 FE

(b) Services to the Community

The proposal is to expand the capacity of **Broadford, Benhurst, Newtons and Crowlands community primary schools** from September 2014 to meet some of the demand as highlighted in table 1 above. From September 2015, **Parsonage Farm, Scotts and RJ Mitchell community primary schools** will also have their premises enlarged to meet the additional need for 2015/16 academic year.

Following the successful outcome of the Priority School Building Programme (PSBP), three Havering schools will be rebuilt and expanded from September 2016. **Hacton and Suttons** community Primary schools will help with the longer term provision of additional places in the Upminster & Cranham and South Hornchurch & Elm Park Planning Areas respectively. Similarly, the expansion of **The Mawney Foundation School** beyond 2 FE, also under the PSBP would contribute to the additional place requirements in the Romford School Planning Area.

The outlined proposals will ensure that no Havering child is left without a school place.

(c) Staffing

As a result of this phase 2 expansion programme, there will be a need to recruit additional teaching and support staff within these schools. The likely/potential impact on staff members within these schools is outside the scope of this EA as individual schools will directly manage their recruitment and selection process in accordance with the existing and relevant HR policies and procedures. However, the Council's Schools' HR team will provide appropriate relevant support in relation to these processes.

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

(a) Staff Individuals and Groups

The following staff groups are likely to be affected by the proposals:

- Staff members working in the above schools proposed for expansion

The likely/potential impact on staff members within these schools is outside the scope of this EA as individual schools will directly manage their recruitment and selection process in accordance with the existing and relevant HR policies and procedures. However, the Council's Schools' HR team will provide appropriate relevant support in relation to these processes.

- About 70% of LBH staff members live locally and as parents/carers/guardians and/or local residents living near the schools proposed for expansion.

The impact on these staff groups is considered under the community section of this EA.

(b) Community Individuals and Groups (including voluntary organisations)

- Children aged 0-11 who are or will be studying in the schools proposed for expansion and their families/carers/guardians
- Residents who live near the schools proposed for expansion

The potential/likely impact on affected individuals and groups is analysed in section 5 (b) below.

DATA AND INFORMATION

3. What data/information do you have about the people with 'protected characteristics' (age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sexual orientation) or other socio-economic disadvantage (e.g. disabled and part-time workers, low income and/or lone parents (mothers and fathers), looked-after children, other vulnerable children, families and adults) among these individuals and groups?

(a) Staff Individuals and Groups

Please refer to section 2 (a) above.

(b) Community Individuals and Groups (including voluntary organisations)

The Joint Strategic Needs Assessment (Demographics chapter) published in 2014 and can be assessed via this link; <http://www.haveringdata.net/research/jsna.htm> provides information on the demographics, diversity and socio-economic profile of Havering population and highlights that:

- Between 2001 and 2011 the Havering's population grew by 6% (12,984 people)
- Over the last ten years Havering has become more diverse with 17% of black and ethnic minority group accounting for 17% of the total population as of 2011.
- In 2001, pre-school age infants (aged 0-4 years) accounted for 5.52% (12,415) of the population. This has increased by 10% to make up 5.76% (13,661) of the population in 2011. This percentage is slightly below the average for London (24%) and average for England (13%)
- Projections predict a further 3.1% increase from 2016 to 2021. This represents an expected further increase of 18.8% from 2011 to 2021 with significant implication on education, social care and health services and additional need for primary school places

In addition to the above data, our proposal which has identified where additional school places will be needed across the borough has also been informed by both;

- **The Joint Strategic Needs Assessment** (Children and Young People Chapter 2013/14) available via this link; <http://www.haveringdata.net/research/jsna.htm> . It provides information on children aged 0-11 and their families/carers/guardians. It also details actual birth figures, projected pupil growth, pupil migration trends into and out of the borough and the likely pupil numbers generated from new housing developments.

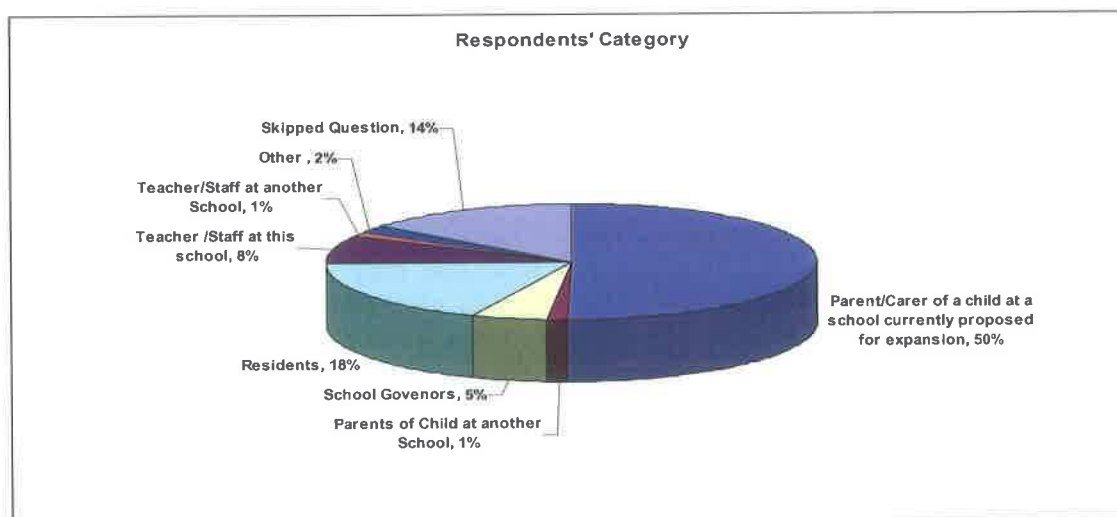
- **The Commissioning School Places Strategy (approved by Cabinet 11/7/12)** includes an analysis of the diversity of school places across the borough. <http://democracy.havering.gov.uk/ie/ListDocuments.aspx?Cid=153&Mid=2233&Ver=4>

What information do you have about how they will be affected by the activity? Will you be seeking further information in order to assess the equalities impact of the activity? How is this information being used to influence decisions on the activity?

As part of our approach in ensuring a best assessment of the impact of our proposed activity, a four weeks stakeholder consultation was undertaken. The objective was to inform and gather views from key stakeholders, particularly parents/carers/guardians of existing & potential pupils, school staff and local residents regarding our expansion proposals.

A breakdown of the various groups who responded to the consultation survey is highlighted and shown in the chart below;

- **169** were parents/carers/guardians of a children currently in one of the schools proposed for expansion;
- **26** were members of staff/teacher in one the schools proposed for expansion;
- **5** parent/carers/guardians of children at another school in the borough;
- **62** were local residents
- **4** were members of staff/teacher in another school in the borough
- **17** were members of a school governing body
- **6** indicated that their role was not in any of the category above and
- **48** skipped the question



Overall, 124 respondents representing (37%) of the total responses received supported the proposal and had positive comments regarding the expansion plans. They felt it would be a positive boost for most of the schools as it provides the opportunity to upgrade facilities and get rid of split age groups/mixed classes. They also highlighted that the plans would help address the lack of school places

currently being experienced in the borough and offer families their choice of local schools.

Respondents who did not support the proposals raised a number of concerns regarding the physical capacity of the existing schools being able to accommodate the expansion plan. Majority of the consultees' highlighted concerns over road congestion, increased traffic and parking problems around the schools being proposed for expansion.

These and other related comments have been addressed and covered in Section 4 of the detailed consultation feedback report.

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

CONSULTATION

Following Cabinet approval (20/11/2013) on an approach in managing the forecast increase in primary phase pupil numbers beyond the current Phase 1 of the Council's Programme of Primary School Expansions; details via this link;
<http://democracy.havering.gov.uk/ieDecisionDetails.aspx?ID=986>

A public consultation with stakeholders was undertaken between the period of 3/02/2014 – 3/03/2014. The consultation survey was carried out using questionnaire and officers from the Education Asset Management and School organisation teams attended governing bodies meetings of all the schools that were being proposed for expansion.

(a) Staff

School staff members in all the borough schools were consulted. Head teachers were sent electronic version of the consultation document to distribute to staff. An option of an online questionnaire was also made accessible to register any views.

Those staff members who are local residents and are (likely to be) affected by the proposed expansion of schools are covered in section (b) below.

(b) Community

Each primary school in the borough was sent an electronic version of the consultation document. Hard copies of the document and questionnaire with a freepost return address were also made available to headteachers to distribute to parents/carers/guardians who did not have an online access. The consultation document including supporting documents and the online survey response link was made available to the public via the Havering website. Consultees' were also made aware of the opportunity to register their views and direct enquiries via phone calls or emails.

All views and comments were carefully considered and informed the next stage of the proposed activity.

The detailed consultation feedback report which is available on request is included as a background paper in the Non-Key Decision report on the publication of statutory notices and proposals.

LIKELY IMPACT

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

As demand increases for primary school places, parental choice can be reduced, particularly for more popular schools. With the addition of places at expanded schools, pupil place allocations will be made in accordance with London Borough of Havering's Admissions arrangements which ensure a fair and transparent process for parents applying for school places, either as in-year transfers or for reception-age children. More information on the admission arrangements is available via this weblink; <http://www.havering.gov.uk/Pages/Services/Primary-admissions>

Age

Admission to primary school is age-specific. Proposals to expand primary schools will ensure that all children requiring a primary school place can be offered one.

Disability

School refurbishments and building expansions are undertaken with full accessibility compliance. Where specific individual needs are identified, these are addressed in consultation with the SEN team as required using capital funding. In addition, the placement of children with special educational needs means that revenue funding transfers to the school with the child, ensuring that necessary resources can be made available.

Gender

All schools proposed for expansion are co-educational therefore the gender of pupils is not considered to be a factor in determining proposals.

Race

National legislation determines that schools cannot discriminate on race in relation to admissions policies. Some of the children who are or will be studying in the schools proposed for expansion would be from ethnic minority backgrounds and may have English as a second language. We are also aware that a small proportion of parents/carers/guardians of current and potential pupils do not speak or read English. Our English Additional Language (EAL) team will work with schools to offer support as best as we can. We would also ensure that information is written in Plain English and is accessible via a wide range of communications channels, with translation and interpreting services made available upon request.

Through our Attendance, Behaviour and Traveller support service, we will support Gypsy, Roma and Travellers children and their families to ensure that GRT children are also provided with the opportunity to benefit from accessible and inclusive education.

Religion/belief

None of the schools proposed for expansion admit or exclude pupils on faith grounds therefore this is not considered to be a factor in determining proposals.

Sexual orientation

National legislation determines the admission policies that schools have to operate and they cannot discriminate on sexual orientation, therefore sexual orientation is not considered to be a factor in determining proposals.

Socio-Economic

Increasing the number of primary school places will ensure that every child requiring a school place can have one. This will mean that there is a reduced chance of children having to travel further to schools which may have a positive impact upon attendance. The Early Help & Troubled Families Team along with other partner agencies are actively working with children and families with multiple complex needs to ensure that socio-economic disadvantage is not a barrier to education and that every child has equal life chances, regardless of their socio-economic status.

It is not considered that the impact will be different for groups in relation to race, disability, gender, religion and belief, sexual orientation or age. However, any children admitted with learning difficulties or special educational needs, who is in receipt of free school meals, has English as an additional language etc will be assessed at the time of admission and any necessary support will be put in place.

London Borough of Havering's Admissions criteria already recognises the requirements of the Code in relation to Looked After Children, children with Special Educational Needs statements, Services families, siblings and also has a category for exceptional medical needs.

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

- (a) Vulnerable children**
Please refer to sections 5 above
- (b) Vulnerable adults**
Not applicable

PREVENTING DISCRIMINATION

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

The Council has a statutory duty to ensure that there are sufficient primary and secondary places available to meet the needs of the population of their area. The decision of which schools to expand is based on comprehensive needs assessment, in-depth analysis of demographic data and the consultation feedback.

- (a) Staff**

Those staff members who are local residents and are (likely to be) affected by the proposed expansion of schools are covered in section 7(b).

(b) Community

We have examined carefully the needs of children and their families/carers by carrying out comprehensive needs assessment to propose expansion of primary schools as close as possible to those areas pupil growth is projected

Furthermore, the approach in managing the forecast increase in primary pupil numbers and deciding which schools to propose for expansion has been guided by advice from our school improvement officers who work directly with schools to ensure that the quality of teaching is not compromised by our proposed activity. Wherever possible, successful schools that are popular with parents have been identified for expansion.

We recognise that some local residents who live near the schools proposed for expansion might be adversely affected and the Council is doing everything possible to minimise that impact by:

- Consulting with residents to understand and provide strategies and solutions for addressing the issues and concerns raised.
- Working with schools to improve their travel plans by encouraging safe and sustainable modes of travel, such as walking and cycling thereby reducing air pollution and traffic congestion.
- Putting plans and provisions in place to secure permanent and long lasting solutions.
- Continuous monitoring and review of our plans and provisions.

PROMOTING EQUALITY

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

The Council has a statutory duty to ensure that there are sufficient primary and secondary places available to meet the needs of the population in their area.

The Council commissioned a survey in 2012 to better understand Parents'/Carers'/Guardians' satisfaction levels, needs and preferences as a prerequisite of launching a major programme for expanding Primary schools. This second phase of the programme has taken these into account and in addition an extensive consultation have been carried out to ensure that the views and comments of all stakeholders and individuals in the community were given due consideration during the planning stages of these proposals.

There is an on-going engagement with stakeholders to ensure all views are heard and considered as this expansion programme progresses.

SPECIFIC NEEDS

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

There has been no evidence through the consultation exercise to suggest that specific groups have been disproportionately affected by the proposals for primary school expansions.

Projects for school expansion have taken place in areas where there is an acute need for additional places and where parental preferences for places are on the increase in order to better meet the choices made by families for school places.

Possible further travel would impact on families on lower income if they were allocated school places further afield and if they did not qualify for free school travel. This in turn could have a negative impact upon attendance if proposals were not approved.

The Council's Fair Access Protocol ensures that pupils, identified through the protocol as having additional needs, engage in that process for appropriate school placement. The PDF copy of the protocol can be viewed or downloaded from this weblink <http://www.havering.gov.uk/Pages/Services/In-year-transfers.aspx?I1=100005&I2=200308>. All primary and secondary schools in Havering participate in the protocol, which may in some cases result in schools admitting pupils above their various individual published admission numbers.

MONITORING AND REVIEW

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

The outcomes of the proposal, if implemented, would be monitored through the allocation of school places, a reduced number of admission appeals and other equalities & diversity related complaints/concerns raised. The increased flexibility of choice for parents will also be an indicator of measuring the impact of the proposal, if implemented.

SIGN OFF AND PUBLICATION

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

HEAD OF SERVICE

Name: *MARY CARTERSON*

Date: *26.3.14*

Signature: *M. Carterson*



CABINET

24 September 2014

Subject Heading:

APPROVAL TO CONVERT 10600 STREET LIGHTS IN ROADS ACROSS THE BOROUGH TO MORE ENERGY EFFICIENT LED LIGHTS.

Cabinet Member:

Councillor Roger Ramsey

CMT Lead:

Cynthia Griffin

Report Author and contact details:

Mark Lowers Energy Strategy Team Leader

Corporate Policy and Community

mark.lowers@havering.gov.uk

01708 432884

Policy context:

Improving the energy efficiency of council services is part of the Council's Climate Change Action Plan and one of the key objectives outlined in the Corporate Plan – 'Invest in our street lighting and install energy efficient schemes that reduce carbon emissions and save money'. This proposal will also assist the council in 'future proofing' the cost of running its street lighting provision against the background of increasing energy prices.

Financial summary:

The total investment required to convert up to 10,600 street lights across the borough is estimated at £2.7million. A funding plan is identified. The resultant annual financial savings are estimated at £280k pa energy, and later down the track, £83k of component savings - all at today's prices. The project is estimated to "payback" within 8 to 9 years.

Is this a Key Decision?

Yes as the total cost of project exceeds £500k

When should this matter be reviewed?

Annually

Reviewing OSC:

Environment

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

SUMMARY

This report sets out a proposal to commence a tendering process in order to convert a further 60% (10600) of the Council's sodium street lights to modern Light Emitting Diode (LED) technology, which will bring significant longer term savings in energy usage/costs, maintenance costs and reduction in carbon emissions.

In October 2013 the council agreed to convert 6000 street lights in residential roads to LED. This project is due to be completed by November 2014. This report seeks agreement to commence phase two of the LED rollout by converting a further 10600 street lights.

The estimated cost of the project is £2.7 million with a resultant annual energy cost saving of £280k, and a further anticipated (effective from 2017/18) component replacement cost saving of £83k at current prices, meaning a simple payback period of under 8 years, and 9 years measured on a net present value basis. An interest free loan should be available to the Council to fund 52% (£1.4 million) of the total capital cost with the remaining funding coming from resources to be identified at the appropriate time by the Director of Resources.

RECOMMENDATIONS

That Cabinet approves:

- a) That the Service proceeds to tender for the purchase of 10,600 LED lanterns and the conversion of 10,600 existing street lights, across the borough.
- b) In principle, to apply for the maximum interest free loan available under the Salix Energy Efficiency Loan Scheme (SEELS) of £1.4 million to part fund this project.
- c) The addition of a capital scheme to the value of £2.7m to the Council's Capital Budget for 2015/16, as detailed in the Financial Implications, para 7. and to refer this recommendation to full Council.
- d) To delegate award(s) of the contract(s) set out at (a) above to the Group

- Director of Culture, Community and Economic Development
- e) The undertaking of small scale trials of dimming street lights during hours of low movement on selected roads to assess the suitability and benefit of adopting a dimming regime.

REPORT DETAIL

- 1.1 The Council provides and maintains approximately 18,000 street lights across the borough. There is no statutory obligation for the Council to provide street lighting, but it does have a duty of care to road and footpath users and could face claims if it failed to provide adequate lighting which led to injuries and damage. Currently the council spends over £650k a year on electricity for street lighting, excluding the streetlights within the social housing estate which are paid from the Housing Revenue Allocation (HRA). In view of the need to make large efficiency savings and reduce the maintenance costs, of future streetlight budgets, the Energy Strategy Team have been working with the StreetCare Service to identify ways of reducing this sizeable annual electricity bill.
- 1.2 In the current financial climate, all local authorities with responsibility for highways have been looking at ways to reduce the substantial cost of lighting their roads, and have adopted a number of ways to do this. The conversion of existing light sources to modern Light Emitting Diode (LED) is becoming a popular choice amongst local authorities as a way to reduce long term energy costs, as the savings are substantial in both energy and maintenance costs.
- 1.3 In October 2013 the council agreed to convert 6000 street lights in residential roads to LED. This project is due to be completed by November 2014. This report seeks agreement to commence phase two of the LED rollout by converting a further 10600 street lights.
2. The benefits of LED lighting are:
- LEDs use around 60% less energy than current light sources.
 - The guaranteed lifetime of LED street lights is usually 10 to 15 years, three times the life of current technologies adopted. The much less frequent need to service or replace LEDs means a greatly reduced maintenance cost.
 - LEDs can easily be dimmed when less street lighting is needed, such as late at night, and at dusk or early dawn, again offering more savings opportunities.
 - LEDs provide a white light which is closer to daylight and allows colours to be seen easily. White light also offers further safety advantages in that pedestrians feel more secure in their environment and driver

- reaction time is improved due to improved vision in low lighting situations.
- LEDs switch on instantaneously, unlike other commonly used street lighting. LEDs do not have a problem restarting immediately following a brief power failure or if inadvertently turned off.
 - LEDs do not contain mercury or lead making disposal of 'blown' lamps less problematic.
3. Following a number of small trials of various types of LED lights in selected residential roads across the borough undertaken in 2013 the council agreed the implementation of Phase One of a roll out of LED street lights. There has so far been positive feedback from residents and StreetCare staff working in the areas which have LED lights installed. The trials and Phase One have confirmed that the use of LED lighting has the ability to reduce cost whilst maintaining (and in the majority of cases improving on) current lighting levels. Most available LED street lights come with a minimum ten year guarantee and an average life of 15-20 years.
 4. The Council currently spends an average of £53.49 per each of the orange sodium street lights on residential roads, replacing the lantern components every three years, which for 10600 street lights equates to an annual cost of £189k. Replacing these with LED lanterns will cost £100 per street light every **ten** years, which for 10600 street lights equates to an annual cost of £106k – a significant saving of £83k.
 5. The current proposal (Phase Two) focuses on those roads which currently have streetlights that are viable candidates for LED conversion. Given the speed with which LED street light technology is progressing, further investigations will be undertaken to find suitable LED lanterns for those street lights which are left, approximately 5% of our total streetlight stock.
 6. The proposed LED lights, and those installed in Phase 1 are capable of being dimmed or switched off from a central control, on an individual basis. There is a potential for a further £60k annual saving from implementing a dimming regime during hours of reduced vehicle or pedestrian movement, It is proposed to undertake small scale trials, on selected roads, to assess the viability and benefit, of dimming of selected lights.

REASONS AND OPTIONS

Reasons for the decision:

The change of 10.600 sodium street lights across the borough to LED lighting has a number of benefits including:

- Reduced annual energy costs
- Help future proof the street lighting electricity budget against inevitable future energy price increases

- The installation of the LED lanterns will enable the Head of StreetCare to achieve savings as part of the retendering of the street lighting maintenance contract (due Nov 2016) to reflect the lower requirement for maintenance of the new lanterns.
- Help residents feel safe and secure. Through superior colour rendering and a higher perceived brightness, the white light of LED lighting makes it easier to distinguish objects, colours, shapes and other details. In particular, facial recognition is easier. White light also gives the most even illumination with fewer areas of intimidating shadow.
- Ensure the light is directed downwards instead of upwards into the night sky. In contrast to the old orange/yellow lighting this will dramatically reduce light pollution in the sky.

Other options considered:

- Do nothing

Not implementing energy efficiency measures in the council's street lighting will leave the street lighting energy budget vulnerable to the inevitable future increases in UK electricity costs.

IMPLICATIONS AND RISKS

Financial implications and risks:

1. The estimated cost for the supply and installation of 10,600 LED fitting is £2.7 million. This would result in an annual saving at current energy prices of approximately **£280k**. These savings are guaranteed as long as the street lighting inventory records are completed promptly for the LED switch over. Savings will commence as the new lamps are phased in. In order to ensure savings are realised straight away, a bi-monthly update of the street lighting inventory will be submitted to the Network Administrator (UK Power Networks).
2. The £280k annual savings figure has been increased by 4% per annum to reflect Ofgem's current assessment that prices will rise by 4% year on year from 14/15 to 18/19, and then stabilise. Detailed figures in Appendix A reflect those increases - £278k at current prices has 4% added for both 2015/16 and 2016/17, and thus savings in 2016/17 are shown at an estimated £300,685.
3. The current street lighting component replacement contract expired in May 2014, and has been extended until November 2016. The figures in Appendix A very prudently only assume component replacement savings from 1st April 2017. However, clearly there will be an expectation that the

savings will be negotiated and delivered before then. Component replacement savings of **£83k**, at current prices, have been estimated.

4. The Department of Energy and Climate Change (DECC) currently provides a four year interest free loan to local authorities under the Salix Energy Efficiency Loan Scheme (SEELS). The amount of the loan available for any one project is up to a maximum of five years annual energy savings stemming from the project. Therefore in the case of this proposal a maximum of £1.4 million could be loaned interest free. Repayments must be made at six monthly intervals over a four year period from completion of the project, which is anticipated to be March 2016. Therefore the first repayment of £175k would be made in September 2016 with further payments of the same amount being made at six monthly intervals until March 2020.
5. Appendix A provides a detailed funding flow, and summary of funding. The proposal is deemed good value for money. The council will invest £2.7m, and will save an estimated £395k by 2017/18. (This overall figure is slightly higher than the figures in the financial summary, as energy inflation has been added).
6. A “net present value” calculation has also been shown in Appendix A to reflect the fact that upfront investment is needed, with the savings accruing over time. The Appendix shows that over a 13 year period, the proposal will produce a net saving of £1.335m.
7. The total cost of £2.7m will need to be added to the Council capital budget, and this is reflected in recommendation c. The Council capital investment of £2.65m will all – either immediately (£1.25m), or over time (the provisional Salix loan of £1.4m) – require funding, and decisions on that will be made at the appropriate time. Any decision to accept the Salix loan will be made in the context of treasury management assessment at that time.
8. The savings identified – energy and component replacement – will be removed from StreetCare budgets at the appropriate time, and will create a corporate revenue saving. Clearly the service will have had the benefit of the capital investment, and the savings generated.

Legal implications and risks:

The proposed decisions appear reasonable and there is minimal legal risk in making them. More detailed legal advice may be necessary for later stages in the process, particularly procurement.

Human Resources implications and risks:

Management of the project will be done within existing staff resources or included in external contract management arrangements. Support by Council staff to assist delivery of measures will also be done within existing staff resources.

Equalities implications and risks:

The new lighting will not reduce the current level of street lighting in the roads affected. Lighting levels will be maintained or improved and the use of white light will have positive effect on the visual impact of the street scene.

Improved road and community safety through improved visual definition from LED lighting will be especially relevant to elderly and visually impaired residents.

As the lighting levels will be maintained or improved it is deemed not necessary to undertake an additional Equalities Assessment.

BACKGROUND PAPERS

<http://democracy.havering.gov.uk/ieDecisionDetails.aspx?ID=942>

Approval to convert 6000 sodium street lights in residential roads across the borough to more energy efficient LED lights

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CABINET

24 September 2014

Subject Heading:

**RAINHAM AND BEAM PARK GARDEN
SUBURB HOUSING ZONE PROPOSAL**

Cabinet Member:

Cllr Damian White, Cabinet Member for
Housing

CMT Lead:

Joy Hollister, Group Director – Children,
Adults and Housing

Report Author and contact details:

Jonathan Geall
Housing Needs and Strategy Manager
tel: 01708 434606 e-mail:
jonathan.geall@havering.gov.uk

Policy context:

Housing Strategy, Regeneration Strategy,
Rainham Compass

Financial summary:

Submitting a Housing Zone bid on 30
September 2014 does *not*, at this stage, incur
any capital or revenue liabilities.

During subsequent negotiations with the
Greater London Authority, however, the
Council will need to make decisions on:

- the use of Housing Revenue Account, HRA, capital to support council housing new building the area; this could include taking on additional borrowing in the HRA
- the use of general fund reserves / borrowing and/or pension fund resources to fund building homes for private rent and/or sale
- the establish of a Council-owned company to develop private housing; this will incur start-up costs
- allocation of developer contributions to contribute to the infrastructure needed
- revenue costs for managing delivery of the Housing Zone, however, through the bid we will seek capital from which to capitalise and re-imburse these costs.

Subsequent decisions will all need to be subject to detailed financial scrutiny and member approval. Approval of the recommendations in this report will *not* fetter future decision-making on any of the above matters.

Is this a Key Decision?	Yes: There is a significant effect on two or more Wards
When should this matter be reviewed?	In six months
Reviewing OSC:	Towns and Communities

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

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

SUMMARY

This report seeks approval to submit a bid to the Mayor of London's Housing Zone Programme. Havering's bid will focus on Rainham, primarily the underused industrial land between the A1306 to the north and the railway line to the south referred to as Beam Park, and the surrounding areas of Rainham Village and South Hornchurch.

The Greater London Authority, GLA, acting on the Mayor's instructions, is seeking bids through a competitive process with a deadline of 30 September 2014. It is understood that the GLA will be conducting an initial assessment shortly after the closing date and that the Borough is likely to be asked to submit further information and/or refine its submission prior to a final decision expected around December 2014 to February 2015.

RECOMMENDATIONS

That Cabinet:

1. **Approves** the submission of a Rainham and Beam Park Housing Zone bid to the Greater London Authority no later than 30 September 2014.
2. **Delegates** to the Chief Executive, acting in consultation with the Leader of the Council, authority to finalise the bid document.

3. **Approves** Economic Development and Regulatory Services initiating work on a Planning Strategy Document to strengthen the Council's position on planning applications coming forward in the area.
4. **Approves** the commencement of work on the feasibility of establishing a Council-owned company to develop private housing for rent and sale with recommendations brought to a future Cabinet meeting for consideration.

REPORT DETAIL

Introduction

1. The Mayor of London has a responsibility for providing an overall strategic plan for housing in the capital. A key part of this is the development of new housing.
2. The Mayor's draft London Housing Strategy published in April 2014 identifies the housing pressures being faced in every part of London, including the outer boroughs such as Havering. The numbers are large:
 - in the last six years, London has grown by 600,000 people
 - by 2020, the total population is estimated to top 9 million
 - there is a need to build at least 42,000 homes a year in London.
3. The draft London Housing Strategy recognises that the London Boroughs have very legitimate concerns about the character and scale of local development. It is to be welcomed that the Mayor, in the draft London Housing Strategy, is clearly in tune with Havering Council's emphasis on high quality homes which add to the fabric of the borough and are in keeping with the locality. The Strategy states, *'We also have to ensure that the new homes we build are inspiring for current and future residents, that they are set in attractive neighbourhoods and vibrant town centres, and are well connected to jobs... [They should be] high quality homes that perform well for their occupants, that stand the test of time and that complement London's rich architectural history'*.
4. The Rainham and the Beam Park area – north of the rail line in south Havering and concentrated round the A1306 as described later in the report – has a significant number of largely empty brownfield sites. The Council expects these sites to come forward for development. One of these sites is owned by the property arm of the GLA. The GLA is proposing to sell on this site to a private sector developer in 2015.
5. Officers have significant concerns over an approach that does not have a holistic strategy to address the area as development comes forward, notably:

- housing design is likely to be poor as the financial viability of the sites are marginal and this means it will be very challenging to secure the step change uplift in the area that has been a long standing regeneration objective of the Council and other stakeholders
 - vital social infrastructure (such as schools) would be very unlikely to be brought forward in line with the development, again because of marginal viability on individual sites,
 - necessary transport improvements such as a new station at Beam Park and better bus routes are unlikely to be secured, and
 - housing design, tenures and types would not be explicitly linked to meeting local needs.
6. The Housing Zone programme now offers what is arguably the most significant opportunity in a generation for London Boroughs to pro-actively participate to such a large degree in the shaping and development of their neighbourhoods through the development of new housing. Designation of the area as a Housing Zone, incorporating the approaches being proposed – see below – will enhance the Council’s role in balancing the delivery of new housing with delivery of schools, parks, leisure facilities needed. In turn, the belief is that Housing Zone designation would support appropriate densities to maintain Havering’s greener environment and suburban character compared with much of the rest of London.

What are Housing Zones?

7. The Housing Zone Prospectus was launched on the 30 June 2014. Housing Zones are areas where home building is to be accelerated by close partnership working between boroughs, land owners, investors and builders. They should be a designated part of a borough in which investment could spur on the development of at least 1,000 new homes on brownfield land. The time taken to get new schemes going is recognised, but the GLA is clear that development in the Zone should commence within the 2015-18 period.
8. The Prospectus is unequivocal in its view that a Housing Zone can only proceed where the local borough is driving the programme and is putting in its own resources, in such forms as land holdings, capital investment and staff time. In return, the GLA will look to provide grant or repayable loans to support:
- infrastructure needs of the community such as schools, leisure and transport
 - affordable housing delivery – subsidising the building of new affordable homes, including Havering Council building and owning them as well as investing in shared ownership homes and other forms of low cost home ownership that enable local people to buy a home

- site preparation and land remediation – where, for example, providing upfront funding for decontaminating land would enable building to start far more quickly
 - infrastructure / gap funding – where, for example, providing new and/or improved transport or other infrastructure could unlock sites.
9. In addition, the GLA states it will assist in the speeding up of housing delivery by streamlining working between the different parts of the ‘GLA family’, for instance, GLA planners and Transport for London.
10. The primary aim of a Housing Zone must be the maximisation of new housing supply. Resources are not available for improvement of existing council housing stock.
11. The Prospectus recognises that Housing Zones should focus on place-shaping and creating a high quality environment for new residents, and so funding will in all probability be required for schools, community facilities, transport and energy infrastructure. Resources made available by the GLA through the Housing Zones programme *could* contribute towards these so long as the investment directly unlocks housing supply.

Investment available

12. In total, 20 Housing Zones will be selected across London. The Mayor and Department for Communities and Local Government are making £400m available across the 20 successful Housing Zones; this consists of £200m grant and loan funding to support the development and delivery of housing, and £200m repayable investment funding directed at funding for private sector investors.

Rainham and Beam Park Garden Suburb Housing Zone bid: outline

13. The focus for Havering’s bid would be the Beam Park to Dover’s Corner area of Rainham, with the overall ‘redline’ area including:
- the land immediately to the south of the A1306; a significant land holding in this area is under GLA’s ownership
 - the ‘Somerfield’ site; in private ownership although a housing association is working up proposals
 - Circle Housing Group’s Passivhaus development which is in development and has received the attention of Eric Pickles, MP, the Secretary of State for Communities and Local Government
 - Dover’s Corner
 - sites along the northern side of the A1306
 - small sites around the A1306 and Rainham in the Council’s ownership.
14. The vision is to develop a new garden suburb which would act as a high quality addition to historic Rainham and would become a destination neighbourhood for:

- Havering's working families looking for homes in which to settle and grow
 - young professionals in the Borough needing a starter home with rapid links to the City
 - Rainham and South Hornchurch residents needing affordable homes yet wishing to stay in the area.
15. A Housing Zone focused on Rainham and Beam Park would have significant and tangible benefits for the Borough and local people, notably:
- far greater control over what housing, urban fabric and infrastructure is developed in the area. The Council's participation in shaping the area through the early preparation of a planning strategy document (which will be subject of engagement with the community and businesses), and actively participating in land assembly and development will maximise the Borough's influence over the new suburb
 - high quality homes, including a significant proportion of houses, built along traditional street patterns and around attractive green and open spaces, including a wide variety of rented and home ownership homes for Havering's residents
 - access to grant for affordable housing, whether for new build directly by the Council or by housing associations and developers
 - vastly improved public transport links, including greater certainty over GLA/TfL funding for a new station at Beam Park roughly half way between Dagenham Dock and Rainham, better bus links to other parts of Havering, and a series of improved cycle routes
 - funding to improve roads and public realm in the area
 - investment in key infrastructure, notably leisure provision to replace Chaffords swimming pool, schools, health and transport improvements
 - an increase in housing numbers leading to increased council tax income and New Homes Bonus where available although this will need to be considered alongside the costs to the Council of additional services – the large proportion of family-sized owner-occupied properties, and private rented properties should act to minimise the impact
 - apprenticeships for local people
 - examples of low energy construction, building on the lessons learnt from the Circle Housing's current Passivhaus development in the area.
 - greater control for the Council, by including private rented housing developed by the Council, over who moves into these homes and the standard of housing management, and create a significant income stream for the Council to offset the need for revenue efficiencies elsewhere

- consultation mechanisms and forums with local people and elected members on key elements of the development, notably the 'look' of the new homes, infrastructure improvements required, and the policies for letting and selling of affordable housing
 - with greater certainty that housing sites will come forward in Rainham as a result of the Housing Zone, there should be less pressure to open up the green belt in other parts of the Borough to deliver new housing as the Council will be in a better position to argue there is an adequate housing supply without using green belt land in the west and north of the Borough.
16. Homes developed would consist of;
- 2, 3 and 4 bedroom houses
 - 1 and 2 bed starter homes, typically flats up to a maximum height of, say, five to eight storeys, around the new station and surrounding public spaces
 - a mix of affordable rent, low cost home ownership, private rent and market sale housing
 - top priority for the affordable rented and low cost home ownership homes for residents in the Rainham, Wennington and South Hornchurch areas enshrined in a local lettings plan consulted upon and agreed with local residents and elected members

How a Housing Zone in Rainham and Beam Park could progress

- 17 In broad terms, a Rainham and Beam Park Garden Suburb Housing Zone could progress using the following strategies, each ultimately ensuring the GLA's objective of speeding up housing delivery:
- a comprehensive 'masterplan' for the area will be developed and embedded within planning strategy documentation, which will include design guidance. This will help to ensure that individual sites come forward and support the quality aspirations of the Housing Zone. During its development, Members and residents/businesses will be consulted, allowing and encouraging community participation in the proposals
 - a social infrastructure plan for the area will form part of this bid. A key 'ask' to be included in the Housing Zone bid is for a mix of forward and grant funding for this infrastructure
 - establishment of a Housing Zone Board, led by the Council, to include the GLA and significant land owners in the area to monitor and progress delivery
 - the Council to bring forward a number of sites in ownership of the Housing Revenue Account, HRA, to provide affordable rent and low cost ownership housing for local people.

18. The different sites within the Housing Zones would in all likelihood require different approaches.

GLA-owned land at Beam Park

19. On land in the GLA's ownership, this report is seeking Cabinet's 'in principle' support to (a) invest HRA capital and right-to-buy receipts resources in the development of affordable rented and shared ownership homes, and (b) invest general fund and/or pension fund resources in the development of private rented and outright sale homes. In return for this investment, the Council would seek a financial package from the GLA including grant and/or a reduced/deferred land receipt. The exact form of the financial assistance how the Council participates in the development will subject to detailed negotiation with the GLA, which has already started, should the GLA wish to proceed once the bid has been submitted at the end of September. This could take the form of the Council purchasing part of the site, whether through a Council-owned development company or through a partnership deal with a future private sector developer.
20. Officers feel that through a Housing Zone, the Council could bring forward a planning application for part of the site to include the new station. This would necessitate compulsory purchasing any additional packages of land to deliver this site. This could accelerate housing delivery by at least two years.
21. The Council is arguably in a strong position to take a lead on assembling the funding package for a new Beam Park Station. The business case is strong but requires developer and land owner contributions, justified by the uplift in house and land values resulting from confirmation that the station will be built. The Council is well placed to secure those contributions and there will be scope, in due course, for the Council to consider using funds through its Community Infrastructure Levy (CIL) towards the cost of the station.
22. Overall, officers believe the proposed approach has the following benefits for the GLA:
 - bringing forward new build on a difficult site with the Council acting as the delivery partner
 - stretching GLA grant and/or investment by using HRA resources for new affordable housing
 - place-shaping to create a market for subsequent phases of development
 - a commitment from the Council as part of this bid to provide resources from tariff/CIL income and/or uplift in land values for a new station
 - increasing market confidence resulting in private developers bringing forward future phases of the Beam Park site.
23. It is very important to note that neither this Cabinet report, nor a subsequent submission, commits either the Council or the pension fund to this course of

action. Decisions on this will need to be subject to future Cabinet and Pension Fund Board approval.

Other development sites

24. The Council could utilise CPO powers to acquire / assemble sites for onward disposal and development, potentially in joint venture with the Council. GLA resources could fund the purchase alongside the Council. Part of the Housing Zone bid would include the recovery of the cost to the Council of *leading and managing* the CPO process by means of capitalisation of this outlay.
25. The inclusion of additional development sites, including any Council-owned sites, within the Housing Zone could enable the Council, housing association and/or other developer to access grant and/or investment funding to bring these sites forward more quickly than otherwise.
26. This approach would benefit the GLA in two important ways; (a) they would provide 'quick wins' in terms of early delivery, and (b) as the Council would commit to apply tariff income for the new station and other infrastructure improvements, the viability, and thus land value, of the later phases of GLA land disposal at Beam Park would be increased.

The 'offer' from the Council

27. The GLA's support is predicated on the principle of the bidding boroughs offering 'something-for-something'. The Council's offer would include:
 - organisational support for the Housing Zone
 - a willingness to invest HRA capital – surpluses, borrowing and/or right-to-buy resources, subject to future Cabinet approval
 - a willingness to consider the establishment of a Council-owned development company to develop private housing and therefore use general resources (prudential borrowing) and/or pension funds to lever in GLA investment funding which is only available to private companies, not local authorities. Proceeding with this would be subject to future approvals by Cabinet and the Pension Fund Board
 - commitment to apply CPO powers to assemble sites in multiple ownership, so long as this work is funded by the GLA through the Housing Zone
 - commitment to invest planning tariff resources into infrastructure improvements including the new station
 - streamlined planning and ensuring sufficient resources exist to progress planning applications in a timely fashion.

The 'ask' of the GLA

28. The Council's request from the GLA includes:
- grant and investment funding for housing
 - resources from which to capitalise the costs associated with CPO and other essential processes related to land assembly, development and regeneration
 - political/officer support to ensure delivery of a new station
 - grant and repayable investment in advance of tariff contributions to enable infrastructure ahead of tariff income
 - support for planning applications where referable to the Mayor of London
 - support for the case to the DCLG for greater flexibilities and freedoms in the use of Right to Buy receipts where it can benefit the Housing Zone programme
 - enhanced co-ordination throughout the GLA 'family' for agreed outcomes
 - a clear commitment from the GLA to quality of development embedded in the process, including new development to include significant numbers of houses as well as flats
 - inclusion of consultation with, and the involvement of, local people and elected members in delivery of the Housing Zone.

Consultation to date

29. Officers have consulted their counterparts at the GLA along with local land owners and housing associations active in the area. All are supportive of the proposals contained in this report.
30. A briefing on the Housing Zone programme and high-level outline of the proposals was presented to the Rainham & Wennington and South Hornchurch Working Party on 19 August 2014. There was broad support for the idea of establishing a Housing Zone in the area so long as investment in additional schools, transport and leisure is made at the same time as the new housing is developed, rather than later. As can be seen above, this forms a key element of the proposals.
31. Officers have committed to brief the Working Party again once the submission is firmer.

REASONS AND OPTIONS

Reasons for the decision:

The Housing Zone programme potentially gives access to significant investment in Havering. Not bidding for Housing Zone status would not prevent new housing development coming forward in the south of the borough - but it would significantly reduce the Council's ability to influence the type, amount and timing of this new provision. Therefore, this report recommends making a bid.

Other options considered:

No bid for Housing Zone status – REJECTED. From officer discussions with the GLA, housing associations and developers, it is clear that proposals for new housing already are coming forward for sites in the proposed Rainham and Beam Park Garden Suburb Housing Zone area, and also that additional sites will be marketed soon, including by the GLA itself. Without a co-ordinated approach that would result from being awarded Housing Zone status, these sites would come forward in a piecemeal fashion meaning (a) the Council's ability to influence the overall style and scale of development would be diminished, and (b) developers could argue against increased financial contributions to infrastructure and affordable housing on the grounds that their development in isolation has only a minimal impact on the area.

Bid for Housing Zone status for another part of the borough – REJECTED. The Housing Zone prospectus seeks bids relating to brownfield land capable of delivering upwards of 1,000 new homes. Perhaps the only other part of the borough that could fit this criterion is Romford town centre. Romford is already the subject of strategic market engagement by the Council which is increasing market interest. Rainham, however, requires more significant public sector investment; hence it is a better 'fit' for the Housing Zone programme.

IMPLICATIONS AND RISKS

Financial implications and risks:

Capital

Making a bid does not commit the Council to any capital outlay, although it does indicate the Council's wish to consider significant investment of HRA, general fund and pension fund resources. In addition, the Council would play an active role in collecting and repaying developer infrastructure contributions.

Specific investment decisions will be subject to subsequent decision-making. Approval to bid does not fetter the Council's decision-making on capital usage.

Revenue

Management of a Housing Zone programme would clearly require much officer time. The GLA has made it clear that resources available can only be treated as

capital, and not revenue, however, from officer discussions it is understood that the GLA is open to Housing Zone resources being used to fund the capitalisation of essential costs incurred in the assembly, preparation, development and regeneration of sites – all activities falling under the definition on asset purchase / value enhancement and thus capitalisable.

The Council will seek to use such funds to underpin existing staff costs where these are focused on delivery of the Housing Zone, hence supporting the Council's overall financial position.

Legal implications and risks:

The recommendation to approve a bid for Housing Zone status does not in itself pose any legal risks. However, it should be noted that the outcome of a successful bid is designation as a Housing Zone. Whilst that designation does not in itself impose any obligations to commit financial resources it would only be granted if the GLA were confident that the Council will take forward the proposals set out in its bid.

Furthermore if the bid and designation proceed there will be a number of aspects which will require significant legal scrutiny. Notably, should the Council wish to develop a Council-owned company to develop private housing and avoid any State Aid complications, detailed legal advice will be required.

Human Resources implications and risks:

None arising directly from this report.

Equalities implications and risks:

A bid for Housing Zone status for the Beam Park area could unlock significant investment for housing – both market and affordable – and key infrastructure.

The allocation of affordable housing would be subject to the Council's Allocation Scheme and any local lettings policies that would be drawn up to promote Rainham and South Hornchurch residents' interests. Thus, delivery of affordable housing would benefit some of the borough's most disadvantaged residents. The new homes built would include a proportion of homes built to lifetime homes and disabled living standards.

Investment in new transport, schools and leisure facilities would ensure that those living in the south of the borough benefit from improvements in amenities without needing to travel to other parts of the borough incurring costs and inconvenience for those residents and potentially resulting in congestion and adverse environmental impacts.

BACKGROUND PAPERS

Housing Zones Prospectus: GLA, June 2014

CABINET

24 September 2014

Subject Heading:

**THE FUTURE OF THE COUNCIL'S
COMMERCIAL WASTE COLLECTION
SERVICE**

Cabinet Member:

Councillor Robert Benham

CMT Lead:

Cynthia Griffin

Report Author and contact details:

Bob Wenman – Head of StreetCare
Ex 2898

Policy context:

Provision of a waste collection service to businesses

Financial summary:

This report proposes that the Council sells its commercial waste service in accordance with the offer set out in the exempt section of this report. The sale would protect against possible future losses and generate a one off receipt.

Is this a Key Decision?

Yes

Significant effect on two or more Wards

When should this matter be reviewed?

August 2016

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

This report details the commercial waste collection service which the Council currently provides to approximately five hundred and sixty businesses within the Borough and

explores the implications of changes in legislation which may require the Council to introduce a commercial waste recycling collection service.

It also sets out the results of an exercise to establish the market value of the service to the private sector if the Council were to sell it, the service enhancements such a sale would deliver and the financial implications.

The report proposes that the Council sells its commercial waste collection service.

RECOMMENDATIONS

Cabinet:

1. **Approve** the sale of the Council's commercial waste collection service to Supplier A as identified in Appendix A, the confidential section of this report and
2. **Authorises** the Group Director of Resources and the Head of StreetCare to negotiate with Supplier A to conclude the sales process, including the date of the transfer of the business, in the best interests of the Council.

REPORT DETAIL

1. Background

- 1.1. The Council provides a commercial waste collection service to approximately 560 businesses and 39 Council-managed establishments such as the Town Hall and Mercury House. The commercial waste service includes the hire and emptying of various sizes of waste containers at specified frequencies. Customers can also choose to purchase Council branded commercial waste sacks which are collected on a given day. This is a chargeable service with charges covering both collection and disposal.
- 1.2. With the exception of a limited cardboard collection service and recycling from some Council owned buildings no other recycling service is offered to businesses within the Borough. Whilst customers can arrange a collection of recyclables from a number of private waste collection contractors there is an expectation that the Council should also provide this service
- 1.3. A collection service is also provided to 53 schools and 17 charity shops, however in accordance with The Controlled Waste (England and Wales) Regulations 2012, a charge is only made for collection and not disposal of this waste.
- 1.4. Charges for the disposal of this classification of waste are currently met from within the levy payment to the East London Waste Authority (ELWA) and are not recovered

from the organisations themselves. Recycling is collected from schools free of charge as part of the ELWA /Shanks contract.

- 1.5. A disposal charge of £139 per tonne has been set by ELWA for 2014/15 and a reduced rate of £75 per tonne for separately delivered recyclable waste, however the net cost of introducing separate collections of recycling would off set any savings in disposal charges - under the ELWA / Shanks contract the Council does not receive any value from the sale of the recycling.
- 1.6. Disposal charges for commercial waste through the ELWA contract have increased by around 10% each year and coupled with rising collection contractor costs have resulted in the Council increasing its service charges year on year. The historic annual increase of around 10% in ELWA disposal costs is expected to reduce to 4% from 2015/16 following the freeze on increases in landfill tax, however disposal charges will continue to be significantly higher than those incurred by the private sector waste collection companies
- 1.7. These uncontrollable costs have resulted in the Councils charges being considerably higher than those offered by private waste collection companies, and there is risk of losing further customers as disposal costs continue to rise over the coming years.

2. Changes in Legislation

- 2.1. In 2012 the Government amended the Waste (England and Wales) Regulations 2011. This amendment places a duty on any establishment which collects waste paper, metal, plastic or glass to take all such measures to ensure separate collections of that waste, where such separate collection is technically, environmentally, and economically practicable (TEEP). This requirement becomes effective on 1 January 2015.
- 2.2. It may be that a case for not collecting the commercial recycling separately could be made on the grounds of the service not being economically practicable given the increased collection costs would not be recovered from the sale of the materials collected and only part off set by savings in disposal costs.
- 2.3. Clarification of what could constitute an exception to separate collections under the TEEP criteria is still being sought and it is currently felt that the situation will only be clarified if an authority is subjected to a legal challenge.

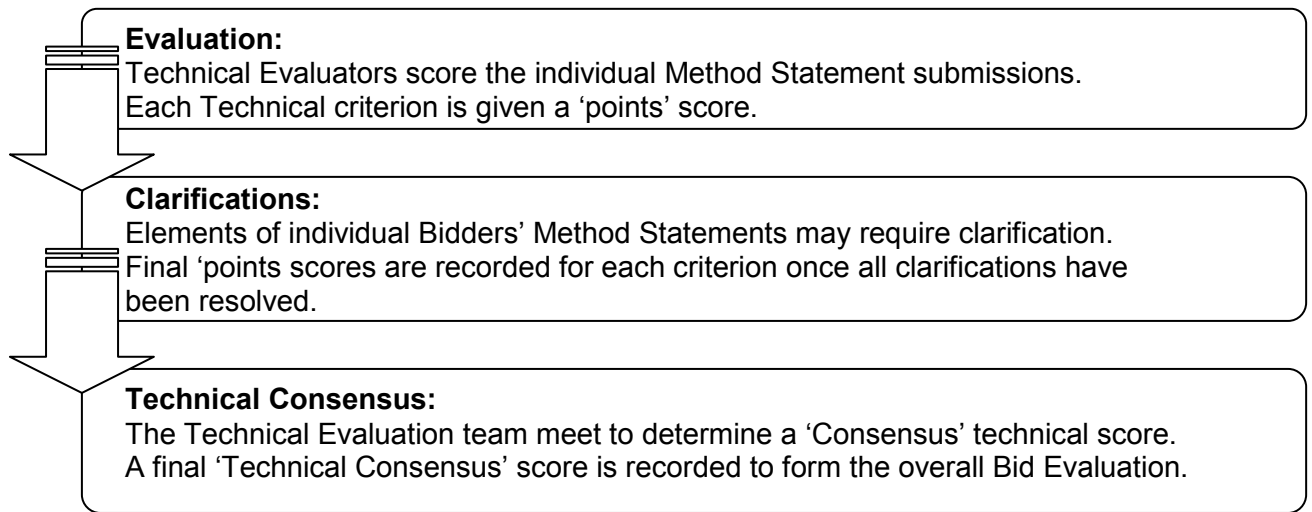
3. The Future of the Commercial Waste Collection Service

- 3.1. The annual increase in ELWA disposal costs, the need to offer competitive charges for the service, and the increased operational costs of introducing a commercial waste recycling collection to meet customer expectations and mitigate against any legal challenge all made it prudent to explore if continuing to operate the commercial waste service was the correct way forward.
- 3.2. In November 2013 (as part of the re-tendering of the waste contract) a market testing exercise was undertaken to establish the value of the service to private sector waste management companies.
- 3.3. Ten companies responded to the advert for sale and two companies submitted a one off price to purchase the service.

3.4. Both bids were evaluated against pre set criteria and the results of this evaluation are set out below. It should be noted that one contractor also offered a profit share arrangement where the Council would share profits above an agreed income level 50/50 with the contractor.

4. Evaluation Process

4.1. Completed bids were received on the agreed tender return date of 29 November 2013 from 2 companies. The table below illustrates the evaluation process undertaken by the Technical and Quality Evaluation Team.



4.2. Suppliers were asked to complete detailed method statements against a stated criteria setting out how they would deliver the services in all the areas. This is illustrated in the table below. All bids were then scored by the Technical Evaluation Team, to determine the best Technical submission.

	Category	(%)
Price	Financial Analysis	80.00
Quality	Proven Track Record	5.00
	Compliance with the specification	5.00
	Innovation and Technical solution	5.00
	Customer Service	2.50
	Pricing Options	2.50
Total		100.00

- 4.3. The financial bids were weighted at 80% overall, with the Method Statements accounting for 20% in total. This was then converted into points, with the maximum total being 1000 (800 on the Financial score and 200 on the Quality score).
- 4.4. The Evaluation Team followed the scoring and evaluation process set out in the sales document, which has been re-produced in the table below. Scores were awarded relative to the detail of information submitted by each bidder against each criterion. Any concerns were noted by the Team and where clarification was required, this was sought. At no stage were bidders allowed to change their submitted bids.

- 0 No method statement provided or the response is not relevant to the method statement requested, does not address criterion at all.
- 1 The response is substantially deficient, not meeting the required contract standards in a number of key areas or to a high degree.
- 2 The response is deficient, not meeting all the Council's requirements in key areas.
- 3 The response is acceptable, meeting the Council's requirements in all key areas.
- 4 The response is good, meeting the Council's requirements in all material respects.

- 4.5. Following analysis of the scores, Supplier A scored highest.

	Financial Evaluation	Technical Evaluation	Total Evaluated Scores
Supplier A	800	157.5	957.5
Supplier B	313	137.5	450.5

- 4.6. Conditions were placed within the sales documents which prevent the contractor increasing the prices currently charged by the Council for two years after the sale thus protecting our current customers from sudden hikes in service charges.
- 4.7. In reality all private sector commercial waste and recycling collection companies that have been researched charge less than the council currently charges so it is hoped that the sale could result in longer term savings for businesses and Council managed facilities. Other benefits to customers would include a broader range of containers, weekend collections and a full recycling collection service, something which the Council does not provide.
- 4.8. This sales exercise twin tracked the tendering process for the Waste and Recycling collection contract which was awarded at the Cabinet meeting on 22 January 2014.
- 4.9. The successful contractors tendered prices to operate a commercial waste collection and recycling service on the Councils behalf have been used to calculate future operational costs.

- 4.10. These operational costs including the costs of introducing a recycling service, the cost of purchasing new containers, the need to offer a competitively priced service, the ever increasing disposal charges including the disposal charges for schools waste currently funded from the levy, internal costs associated with administering the service and a significant one off investment in a suitable IT system to manage and administer the service have also been taken into consideration and used to calculate the cost of providing the service going forward.
- 4.11. These costs have been compared to the income the service could generate if priced competitively with service charges made by private sector commercial waste and recycling companies to determine the profitability of continuing to offer the service beyond 2014/15.
- 4.12. A summary of this information which shows that the service would begin to operate at a loss from 2015/16 is illustrated in Appendix B. It is therefore considered prudent to sell the service to Supplier A whilst it is still a going concern, before the need to invest in introducing a commercial waste recycling service and to deliver the service enhancements as set out in this report.

REASONS AND OPTIONS

Reasons for the decision

The decision to sell the commercial waste service to Supplier A delivers a one off payment as set out in the exempt section of this report and the opportunity to benefit from an ongoing profit share arrangement. The sale of the service will also protect against the prospect of longer term financial losses and deliver service enhancements.

Other options considered

The option to continue to operate the commercial waste service without rationalising charges with those made by the private sector and not introducing a recycling service has been considered but this could be subject to legal challenge and would not meet customer's expectations that the Council should offer a recycling service to its business community.

The option to develop and operate a commercial waste and recycling collection service has also been considered but this has been found to be financially unsustainable, if offered at competitive market rates in the longer term.

Both these options were rejected.

IMPLICATIONS AND RISKS

Financial implications and risks

The proposal in this report is to approve the sale of the Council's Commercial Waste Collection service,

In 2014/15, there is a currently a projected surplus of £156k in respect of this service, a surplus which has been broadly stable since 2011/12. However, disposal costs of c£108k are also incurred, and staff time of c£30k are also incurred, meaning the real surplus is closer to £18k, a negligible sum. (It is not currently clear that savings of £30k will be generated, should the sale take place, but that is a matter for the service).

The following issues will impact on the profitability of the service :-

Waste Disposal Costs

The 2014/15 ELWA charge of £139 per tonne is in excess of actual cost, and is a burden to the business. Moreover, it has historically risen by 10% pa. ELWA have indicated that this increase is likely to be in the region of 4% in 2015/16 as a consequence of the Government's freeze on increases in the landfill tax but disposal costs would still remain significantly higher than those available to the private sector.

Possible need to introduce recycling

It may be possible to argue that the introduction of separate recycling collections of commercial waste is not economically viable. Introducing recycling collections would reduce disposal charges (£139 per tonne to £75 per tonne), but would mean increased operational costs, which would need to be passed onto customers. Moreover, under the ELWA/Shanks contract, the Council does not receive any value from the sale of recycling, which would have enabled the Council to have mitigated increases to customers, and would be an option available to private sector waste collection companies.

These threats mean that Havering's charges become increasingly uncompetitive within the market, and it is for that reason that sale is being considered. A purchaser would be able to operate without paying the inflated ELWA disposal charges, and would be able to receive value from the sale of recycling.

Appendix B shows a forecast position for the service, if retained. It assumes prices are reduced to the competitive levels needed to retain the current level of business, includes the hidden disposal costs and administrative charges, assumes £150k IT investment needed in 2015/16, and shows the service going into significant deficit in 2015/16 as a result of one off pressures then the deficit reducing before continuing to increase year on year, The ICT investment is a one-off sum, but is an exceptionally high figure.

The detail of the proposals submitted by the two suppliers are shown in Appendix A of this report and it can be seen that the offer made by Supplier A would generate significantly more income than that proposed by Supplier B. Supplier A has also included a profit share

The commercial waste service is currently provided by Serco under contract to the Council.
No Havering employees will be affected by the sale of the service.

Equalities implications and risks

The sale of the commercial waste collection service will not have any equalities implications as the business community will continue to receive a high quality of service but provided by a different provider at the same, if not lower cost to the customer.

BACKGROUND PAPERS

The sale documents for the Commercial Waste Service.

The waste collection contract specification

DEFRA classification and reporting of waste letter

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

Document is Restricted

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CABINET

24 September 2014

Subject Heading:

COUNCIL HOUSING NEW BUILD PROGRAMME

Cabinet Member:

Councillor Damian White, Cabinet Member for Housing

CMT Lead:

Joy Hollister, Group Director – Children, Adults and Housing

Report Author and contact details:

Mike Gappy
 Affordable Housing Development Team
 Manager for Housing Development
 Email: mike.gappy@havering.gov.uk
 Tel: 01708 434100

Policy context:

The Council's Housing Strategy 2014-2017 demonstrates a need for additional affordable housing in the borough.

Financial summary:

A total of £3,192,000 grant from the Greater London Authority has been secured. Approval is now sought for the allocation of the funding identified at the bid stage, together with two additional schemes Dewsbury & Kilmartin, at a cost of £1.768m. These 8 no. schemes require £19,069,000 of HRA capital resources available within the HRA Business Plan.

Is this a Key Decision?

Yes

Is this a Strategic Decision?

Yes

When should this matter be reviewed?

Not Applicable

Reviewing OSC:

Value

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

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

SUMMARY

1. In line with the Council's commitment to address the local need for good quality affordable homes, approval was given by the Leader of the Council on 4th March 2014 to submit bids to the Greater London Authority (GLA) to attract inward funding for new build housing schemes. Although the bidding round was extremely competitive, the Council was successful in securing £3,192,000 inward investment from the GLA to fund development in the borough. This funding covers six schemes consisting of 117 new homes and a shop unit integrated into one of the housing schemes.
2. This report seeks authority to allocate the required complementary funding from unallocated Housing Revenue Account (HRA) capital sources.
3. The report also seeks authority to allocate Right-to-Buy receipts and the required complementary funding from unallocated HRA capital resources for two additional schemes at Kilmartin Way and Dewsbury Road. GLA funding has not been sought for these as the combined use of right-to-buy and other HRA resources is sufficient. These schemes will deliver 10 new homes, making a total of 127 new homes for which approval is now sought.
4. As part of the enabling programme this report seeks permission to proceed with the making of a compulsory purchase order (CPO) generally under the Acquisition of Land Act 1981 and specifically under Section 17 of the Housing Act 1985 to compulsorily acquire the leasehold interests within the block 9-35 Briar Road, Harold Hill, RM3 8AH located on the Briar Road Estate, Harold Hill, in the event of acquisition by agreement proving to be unsuccessful.

RECOMMENDATIONS

Cabinet

Authorises:

1. The making of the London Borough of Havering (Briar Road) Compulsory Purchase Order 2014 under Section 17 and Part XVII of the Housing Act 1985, and the Acquisition of Land Act 1981 to acquire all leasehold interests with the block 9-35 Briar Road, Harold Hill to develop new residential flats and houses. The premises detailed for acquisition are shown on the plan in Appendix 2.
2. The Director of Legal and Governance to alter the Compulsory Purchase Order boundary as shown on the plan in Appendix 2 so as to exclude any land/interests acquired prior to the sealing of the Order.
3. The Director of Legal and Governance to seal the Order and take all necessary steps, including the publication of all statutory notices, to secure confirmation of the Order (with or without modifications).
4. The Director of Legal and Governance (in the event that the Secretary of State notifies the Council that it has been given the power to confirm the Compulsory

Purchase Order to confirm the Order and take all steps necessary to secure possession of the property, including the making of a General Vesting Declaration if he or she is satisfied that it is appropriate to do so.

5. The Head of Homes and Housing and/or the Property Services Manager both in advance of and after the making and confirmation of the CPO, to arrange for negotiations to proceed with the owners of leaseholders interests and rights in the land with a view to acquiring those interests and rights by agreement if possible but thereafter by determination, and to pay such compensation for the acquisition of the interests and rights as may be proper and reasonable

Approves:

6. An allocation of £495,000 from Right-to-Buy receipts should be agreed for this new build programme.
7. The entering into a funding agreement with the GLA to enable the Council to receive grant.
8. The commencement of the process of procuring the main contractor/s to deliver the schemes.
9. The appropriation of the proposed development site at Ongar way into the HRA should this be necessary.

Notes:

10. That the specific financial allocations from all sources are applied to the constituent schemes as detailed in Appendix 3 to this report and **notes** that the requested increase to the capital budget is £22,756,000 inclusive of the externally funded grant from the GLA of £3,192,000 and that this increase be **agreed** and is to be **referred to council** for final approval.
11. That the Cabinet resolves to spend the proceeds of the shared ownership home sales, on housing and/or regeneration projects.
12. That properties at Diana Princess of Wales House, Ongar Way, Kilmartin Way and Dewsbury Road previously agreed by Cabinet for disposal in the open market are now being retained for direct housing development and that earlier Cabinet decisions regarding these sales are superseded by this report.
13. **Agrees** that an allocation of £19,069,000 resources from the HRA Business Plan should be agreed across the whole of new build programme (whether in addition to GLA or RTB funds), for expenditure across 2015/16 to 2017/18.
14. **Delegates authority** to the Lead Member for Housing to make variations to any of the schemes covered in this report, including virement between schemes, deemed desirable following scheme review, resident consultation and/or identified as a planning requirement unless the variations would incur additional capital investment by the Council in which case the approval of Cabinet and Council would be sought.

REPORT DETAIL

This report covers a number of affordable housing schemes, funded in a range of different ways. These are discussed in detail below.

Council funded schemes with Greater London Authority grant support

1. As a registered Investment Partner with the Greater London Authority (GLA), the Council submitted bids for housing development funding under the Mayor of London’s ‘2015-18 Housing Covenant’. The bids consisted of a number of affordable housing schemes to be built on Council-owned land, held within the Housing Revenue Account (HRA).
2. One site at Ongar Way had previously been declared surplus to requirement within the HRA. An opportunity, however, arose to bid for GLA funding to support a development of shared ownership properties on the site. This was in addition to the Housing Covenant Programme. It may prove necessary to appropriate this site between the general fund and the HRA; this is currently being investigated and approval is sought in this report should this prove necessary.
3. In all cases, capital funding from the HRA Business Plan is also required as the GLA places a cap on the amount of grant it makes available to individual schemes.
4. The schemes allocated funding by the GLA are set out in summary in the table below with full details in **Appendix 1**. The full financial detail is set out in exempt **Appendix 3**.

Scheme	Number of new homes	Type and tenure mix/Comment
Briar Road Harold Hill	46	<ul style="list-style-type: none"> • 15 no 1 bed flats for rent, • 21 no. 2 bed flats for rent, • 4 no. 2 bed houses for shared ownership, • 6 no 3 bed houses for shared ownership, and • one no. shop unit <p>Note: This scheme requires the demolition of 7 shops with residential maisonettes above, some of which are leased and will need to be repurchased, block 1-7 Briar Road and the Betty Whiting Centre , and 10 no. garages.</p>
Former Princess Diana of Wales Hostel site Harold Hill	6	<ul style="list-style-type: none"> • 5 no. 3 bed houses for shared ownership, and • 1 no. 2 bed wheelchair bungalow for rent

Lexington Way Cranham	12	<ul style="list-style-type: none"> • 7 no.3 bed houses for shared ownership, • 3 no. 2 bed houses for shared ownership, and • 2 no. 2 bed flats for rent
New Plymouth & Napier House (infill site) South Hornchurch	14	<ul style="list-style-type: none"> • 7 no. 2 bed houses for rent, and • 7 no 3 bed houses for shared ownership
Block Extensions (sites to be identified)	27	<ul style="list-style-type: none"> • 27 no 2 bed flats for rent
Ongar Way South Hornchurch	12	<ul style="list-style-type: none"> • 2 no. 1 bed bungalows, • 4 no 2 bed bungalows, • 2 no 3 bed houses, and • 4 no. 4 bed houses all for shared ownership
TOTAL	117	

Council funded schemes

- The Council has entered into an agreement with Communities and Local Government under Section 11(6) of the Local Government Act 2003 to use Capital Receipts from the sale of dwellings under the Right to Buy. The agreement allows the Council to retain use of the receipts for the provision of affordable rented housing provided the monies are expended within three years of receipt. This report includes two proposed schemes funded using right-to-buy and additional HRA capital funding.
- The schemes funded using only Council resources are set out in summary in the table below with full detail in **Appendix 1**. The full financial detail is set out in exempt **Appendix 3**.

Scheme	Number of new homes	Type and tenure mix
Kilmartin Way	5	<ul style="list-style-type: none"> • 5 no. 3 bed houses for rent
Dewsbury Rd	5	<ul style="list-style-type: none"> • 5 no. 3 bed houses for rent
TOTAL	10	

Development Programme Principles

- The proposals contained in this report produce a mix of accommodation which reflects the broad range of housing need in the Borough set out in the Council's Housing Strategy and will deliver both homes for rent and low cost home ownership opportunities for local people looking to take a first step on the home ownership ladder.
- Rental levels for the rented units are set at 'Discounted Rent' levels agreed within the Borough Framework, which is a local agreement with the GLA guiding rental levels and shared ownership affordability. These rents are capped at 80% of the market rent for equivalent one and two bedroom properties and 67% of market rent for three

bedroom properties. However, there is one wheelchair unit that has been set at the lower 'Capped Rent' level of 50% of market rent.

8. The low cost home ownership units are planned to be sold on a shared ownership basis, with an average initial sales tranche of 50%. The Homes and Housing Service's research indicates these will be affordable for local people.
9. For all these new council housing developments:
 - the new homes will be developed on land held within the HRA,
 - the Council will retain a freehold interest, albeit on a shared ownership basis where applicable
 - the rented properties will be held and managed within the HRA
 - development using the Council's own land and capital resources will remove, or at most reduce to an absolute minimum, any requirement to offer nominations to other boroughs.
10. The proposed use of HRA land is in keeping with the Council's Asset Management Plan which states that land and property assets should only remain in Council ownership if they:
 - need to be retained in Council control for the provision of services
 - are of great value to the Council, community and other stakeholders and are in need of the degree of protection from development or other uses afforded only by ownership
 - are investment properties providing a financial return that can fully satisfy relevant investment criteria.
11. All schemes will meet London Housing Design Guide standards including the current Lifetime Homes standards and Level 4 of the Code for Sustainable Homes which, among many design improvements, aims to reduce fuel bills for the occupants.

REASONS AND OPTIONS

Reasons for the decision:

Development of the proposed schemes will meet well-documented housing need, and is fully in line with the Council's Housing Strategy 2014-17. The schemes will provide a range of rented and shared ownership homes for local people. The new homes will remain a Council asset and a significant element of the overall programme attracts GLA subsidy.

The programme will ensure the final phase of the Briar Road Estate Regeneration scheme can be completed while the selection of other small sites makes good use of existing underused assets to deliver new homes.

Developing on Council-owned land and retaining control over the new dwellings would strengthen the Council's housing portfolio and future revenue sources.

Other options considered:

Disposal of the land for development by a housing association or private developer – REJECTED. The proposals to expand its existing development programme rather than to dispose of the sites ensures the Council has full control over the type, number and quality of homes developed and retains control over allocation through existing Housing policy.

It is also important to note that should the Council not be able to spend its right-to-buy receipts within three years of their generation, they will need to be returned to the HCA/GLA with interest. These proposals will obviate the risk of this.

IMPLICATIONS AND RISKS

Financial implications and risks:

Right to buy receipts

The Council holds £2,340,389 in unallocated right-to-buy receipts. Under the agreement made between the Council and the Department for Communities and Local Government, DCLG, in June 2012, the Council can retain the proceeds of right-to-buy sales (net of receipts already assumed within the HRA Business Plan) for the sole purpose of delivering new housing for 'low cost rent', whether at Discounted or Capped Rent levels. These receipts can fund development directly by the Council or be converted to grant to subsidise a housing association's or other developer's social or affordable rented scheme in the borough. Under the terms of the agreement, the right-to-buy receipts cannot be used to fund the development of shared ownership homes.

Under the agreement to use right-to-buy receipts on new affordable housing, the Council must spend the resources within three years of their generation. Failure to do so would render the Council liable to repay the receipts to the DCLG, for onward transmission to the GLA, with interest. The proposals in this report will utilise in part the unallocated right-to-buy receipts currently received and further schemes will need to be brought forward in a timely fashion and thus obviate this risk of repayment.

HRA Business Plan resources

The schemes require £19,069,000 of HRA resources from the HRA Business Plan.

Completion of all the GLA funded schemes is required by March 2018. The initial funding profile will see c£3.8m spent in 2015/16, c£7.6m in 2016/17 and c£7.6m in 2017/18. This profile, alongside previous commitments on HRA resources, will see annual investment in excess of £10m across these years in the Council's existing stock to enable the Decent Homes standard to be maintained and further improvement beyond this standard to be made.

It should also be noted that under the GLA grant funding agreement, when any further tranches of the shared ownership properties are sold, an element of the receipt proportion to the original GLA grant funding must be set aside by the Council in a Recycled Capital Grant Fund" (RCGF) for investment in future affordable housing development.

Mitigating development risk

Any large-scale construction programme will carry some degree of development risk. That said, the Homes and Housing Service is doing much to mitigate these risks. It is noted that the build costs estimated by cost consultants could vary from actual tenders from main contractors. A contingency of 2.5% of total scheme costs has been built into the budgets as standard practice, and there is some flexibility within the HRA should any major financial implications arise (in which case a subsequent report to Members would be required) – there would be no liability falling to the general fund. The Council aims to enter into appropriate contracts with main contractors to protect its interests after a competitive procurement process. All schemes would have the necessary professionals involved including Employer's Agents, Clerks of Works and CDM Co-ordinators.

Costs have been incurred at risk to date within the HRA in preparing the schemes in advance of planning consent. Any abortive costs could be absorbed within the HRA although pre-planning consultation with planners is keeping this risk to an absolute minimum.

Whilst GLA funding has been secured in principle, the actual draw down of all the grant funds will only be possible upon completion of the developments. The schemes will need to be completed in accordance with the completion deadline agreed with the GLA of March 2018, and therefore has the inherent risks associated with this which the Council will need to manage. Should financial risk arise as a result of timing or other issues, this will be negotiated with GLA as part of the programme monitoring process. There is some contingency built into the timeline in case of slippage.

It is not possible to estimate at this stage the likely costs the Council will have to incur for the CPO at Briar Road and acquisition as it is not clear whether or not an inquiry will be required, nor how many of the properties within the block will be subject to compulsory purchase. These costs will be met by the HRA.

Revenue

Financial analysis indicates that the properties to be developed net of repurchase costs would make a positive revenue contribution to the HRA Business Plan over a 30 year lifecycle. The first development scheme will start to make a positive contribution to the HRA from year 13, will be Lexington Way.

Legal implications and risks:

There are no direct legal implications in the development proposals themselves except the potential existence of third party rights over the land or other restrictions. Initial investigations have been undertaken which appear to indicate there are no legal impediments to the works being undertaken, however, more detailed investigations will be undertaken and legal advice provided as appropriate.

Acceptance of grant funding from the GLA will be subject to a number of conditions including timescales and the design standards for the proposed units. The Council will need to ensure that it complies with these, failing which funding may be withdrawn or clawed back if additional time cannot be negotiated.

Section 17(3) of the Housing Act 1985 allows local authorities to acquire land and property by Compulsory Purchase Order for housing purposes

The Compulsory Purchase Orders will be subject to confirmation by the Secretary of State.

Office of Deputy Prime Minister Circular 06/2004 provides that there must be a compelling case in the public interest for the Compulsory Purchase Orders given the interference with the property rights of those affected. This Report sets out that out the reasons for the CPO which is the development of flats and houses.

Human Resources implications and risks:

The report deals with the development of affordable homes and therefore has no direct Human Resources implications or risks

Equalities implications and risks:

The report deals with the development of affordable homes. This will benefit those in lower incomes within the community to buy or rent affordable accommodation.

BACKGROUND PAPERS

The Mayor's Housing Covenant - 2015-18 Programme – GLA
Affordable Housing Capital Funding Guide 2014-15 - HCA
Havering Housing Strategy 2014-2017

APPENDIX 1

PROPOSED DEVELOPMENT SITES

Scheme 1

Briar Road site

Harold Hill

Redevelopment of the shopping precinct and associated space at Briar Road

- The site is located at Briar Road, Harold Hill

The site currently accommodates 7 no shop units and 7 no residential.

3 no shops are currently vacant as are 5 residential units. The remaining two residential units have been sold on a leasehold basis and will need to be repurchased. The existing shop leases will need to be brought to an end through use of Compulsory Purchase Powers if it is not possible to achieve vacant possession through negotiation.

The site has been earmarked for development for some time under the Briar Road Development Programme

Demolition of the existing units will enable provision of 46 units for rent and shared ownership together with a single shop unit suitable for a general store serving the estate.

- This scheme will provide

15 no 1 bedroom 2 person flats for discounted rent
10 no 2 bedroom 3 person flats for discounted rent
11 no 2 bedroom 4 person flats for discounted rent
4 no 2 bedroom houses for shared ownership
6 no 3 bedroom houses for shared ownership
1 no shop unit

Scheme 2

Former Princess Diana of Wales Hostel

Harold Hill

- This is the site of the dis used homeless hostel at Harold Hill
- The site will be developed to provide

5 no 3 bedroom houses for shared ownership and
1 no 2 bedroom wheelchair adapted bungalow for social rent

Scheme 3
Lexington Way Upminster
<ul style="list-style-type: none">• The site is located in Upminster between Lexington Way, and Roseberry Gardens.• It is split into two areas. Roseberry Gardens (south) and the main site area towards the north. It consists of a large grassed area with 10 garages.• The scheme will provide 7 no 3 bedroom houses for low cost home ownership 3 no 2 bedroom houses for low cost home ownership 2 no 2 bedroom flats for affordable rent
Scheme 4
New Plymouth & Napier House (infill) Rainham
<ul style="list-style-type: none">• New Plymouth House infill sites scheme will provide 7 no 2 bedroom house for affordable rent 7 no 3 bedroom houses for shared ownership
Scheme 5
Block Extensions
<ul style="list-style-type: none">• Block extensions (Sites yet to be identified)• This scheme will see the provision of 27 units for rent
Scheme 6
Ongar Way
<ul style="list-style-type: none">• An opportunity arose to develop this site for shared ownership sale under the continuous market engagement arrangements• This scheme will deliver 2 no 1 bedroom bungalows for shared ownership 4 no 2 bedroom bungalows for shared ownership

2 no 3 bedroom houses for shared ownership
4 no 4 bedroom houses for shared ownership

Scheme 7

Kilmartin Way

- Located in Elm Park, this site offers a viable and deliverable solution to spending our RTB receipts relatively quickly
- The scheme will provide
5 no 3 bedroom houses for affordable rent

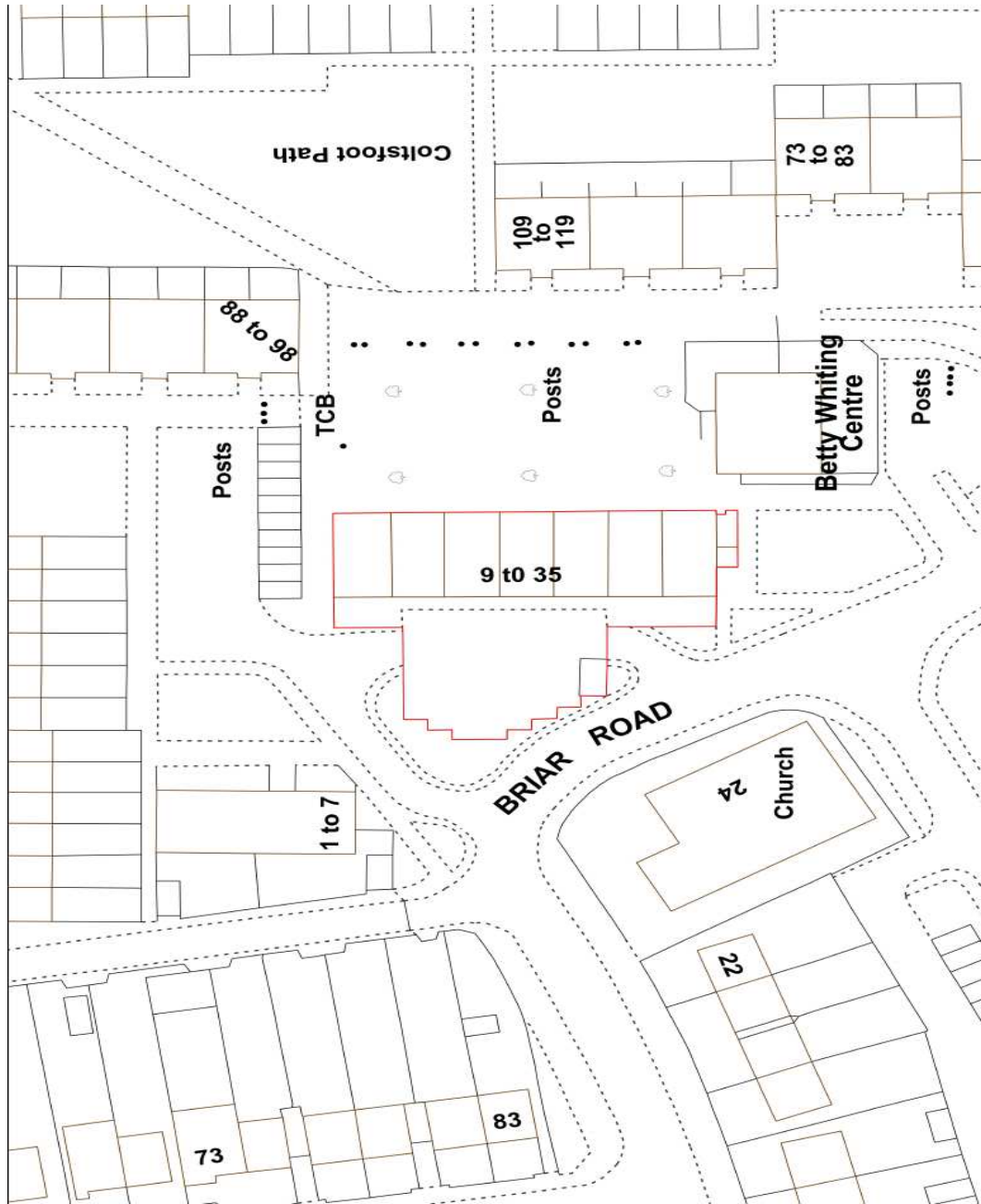
Scheme 8

Dewsbury Road

- Located in Harold Hill, this site is split into two areas. The east of the site currently has 26 lockup garages. The north west of the site is an unused allotment
- Utilising RTB receipts, this scheme will provide
5 no 3 bedroom houses for affordable rent

APPENDIX 2

Briar Road CPO Boundary (Outlined in red)



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

Document is Restricted

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