



CABINET

7.30 pm	Wednesday 25 July 2018	Council Chamber - Town Hall
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Members 9: Quorum 3

Councillor Damian White (Leader of the Council), Chairman

Cabinet Member responsibility:

Councillor Robert Benham

Cabinet Member for Education, Children & Families

Councillor Osman Dervish

Cabinet Member for Environment

Councillor Joshua Chapman

Cabinet Member for Housing

Councillor Jason Frost

Cabinet Member for Health & Adult Care Services

Councillor Roger Ramsey

Cabinet Member for Finance & Property

Councillor Viddy Persaud

Cabinet Member for Public Protection and Safety

Andrew Beesley
Head of Democratic Services

**For information about the meeting please contact:
Debra Marlow tel: 01708 433091
e-mail: debra.marlow@onesource.co.uk**



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- 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.

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DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



AGENDA

1 ANNOUNCEMENTS

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

2 APOLOGIES FOR ABSENCE

(if any) - receive

3 DISCLOSURES OF INTEREST

Members are invited to disclose any interests in any of the items on the agenda at this point of the meeting. Members may still disclose an 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 13 June, 2018, and to authorise the Chairman to sign them.

5 CONTRACT AWARD FOR THE PROVISION OF THE INTEGRATED SEXUAL HEALTH SERVICE (Pages 7 - 20)

6 FUNDING APPLICATIONS TO VEOLIA HAVERING RIVERSIDE MAINTENANCE TRUST (Pages 21 - 30)

7 COMMISSIONING PLAN FOR EDUCATION PROVISION 2019-2023 (Pages 31 - 124)

8 THE DEVELOPMENT OF A SEMI-INDEPENDENT PROVISION AND RESIDENTIAL UNITS IN BOROUGH (Pages 125 - 140)

9 UPDATE OF THE COUNCIL'S MEDIUM TERM FINANCIAL STRATEGY (MTFS) AND BUDGET FOR 2019/20 (Pages 141 - 218)



MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 13 June 2018
(7.30 pm)

Present:

Councillor Damian White (Leader of the Council), Chairman

	Cabinet Member responsibility:
Councillor Robert Benham	Cabinet Member for Education, Children & Families
Councillor Osman Dervish	Cabinet Member for Environment
Councillor Joshua Chapman	Cabinet Member for Housing
Councillor Jason Frost	Cabinet Member for Health & Adult Care Services
Councillor Roger Ramsey	Cabinet Member for Finance & Property
Councillor Viddy Persaud	Cabinet Member for Public Protection and Safety

There were no apologies.

1 DISCLOSURES OF INTEREST

There were no declarations of interest.

2 MINUTES

The minutes of the meeting of Cabinet held on 11 April, 2018 were agreed and signed by the Chair as a correct record.

3 PUBLICATION AND ADOPTION OF THE LONDON BOROUGH OF HAVERING'S AIR QUALITY ACTION PLAN

Councillor Viddy Persaud, Cabinet Member for Public Protection and Safety, presented the Air Quality Action Plan (AQAP) report to Cabinet. This detailed the final Air Quality Action Plan for Havering, 2018-2023.

The Cabinet Member stated that the key pollutants to be reduced are nitrogen dioxide and particulate matter which are primarily produced by road

traffic in highly congested areas. Greater London is currently failing to meet the required standards for these pollutants and compliance is not expected until 2025.

The AQAP is a key Council document setting out what the Council is going to do to improve local air quality. The Action Plan will ensure that:

- There is focus on the “hotspots” in the Borough, i.e. Roneo Corner, Romford Ring Road.
- Havering continues to be a greener Borough
- There is focus on reduction of regional pollution sources which will include a reduction in polluting buses
- Havering Council leads by example exploring the use of our parks and public spaces as alternative safe routes for walking and cycling
- Strategic ambitions for better transport links across the Borough including lobbying to improve the North to South connectivity; and
- Residents are empowered to take action and protect themselves on high pollution days.

A ten week consultation had been held following Cabinet’s approval to the AQAP in December, 2017. 94 responses were received. 84 of these were from members of the public showing a strong awareness of air pollution within the local community.

The GLA who must approve the AQAP also submitted comments which have been incorporated into the final AQAP. The majority of these were minor.

The actions set out within the AQAP are grouped into four action policies:

1. Air Quality Monitoring and Modelling
2. Public Health and Awareness Raising to encourage Smarter Travel
3. Reducing Emissions from Buildings and Developments; and
4. Reducing Emissions from Transport

Cllr V Persaud recommended the AQAP to Cabinet.

Cabinet:

APPROVED and adopted the final Air Quality Action Plan as detailed in Appendix 1 of the report.

4 **ANNUAL CORPORATE PERFORMANCE REPORT (2017/18) - QUARTER 4**

Councillor Roger Ramsey, Cabinet Member for Finance and Property detailed the Annual Corporate Performance report to Cabinet. The Annual Summary of Corporate Performance Indicators (PIs) and

Perception/Engagement Indicators was set out in the report demonstrating that of those PIs classified as either on track or off track, 28 (68%) of the CPIs had a green, on track status and 14 (33%) had a red, off track status. This represented a slight improvement in performance compared with the position at the end of Q3, 2017/18.

6 (75%) of the reported perception/engagement indicators had a green, on track status and 2 (25%) had a red, off track status. In respect of these indicators there is a slight decline in performance against Q3, 2017/18.

Current levels of performance had to be interpreted in the context of increased demand on services across the Authority. This is shown in Appendix 2 of the report which sets out the Demand Pressure Dashboard, indicating the demands on Council services and the context of performance levels.

Performance is split across the four Havering Priorities with both highlights and improvements required, set out throughout.

Communities Making Havering had seen a mixed performance with 56% of indicators rated green, on track. There was an improvement in the proportion of people aged 65 or more who were still at home 91 days after discharge from hospital. This is significant given the demographic of the Borough. In addition, the number of Looked After Children who cease to be looked after following permanency (Adoption/ Special Guardianship Order) was above target for 2017/18 and significantly higher than the previous year. In 2017/18, 31 children ceased to be looked after in these circumstances.

The number of volunteers supporting Council services had also increased; had been exceeded by the end of Q2; and continued to improve thereafter. There was also a significant reduction of permanent admissions to nursing care which in number terms shows that 81 fewer admissions had been made.

Improvements are required in the number of care leavers in education, employment or training which remains below target. This is against a deliberately stretching local target. However, it was noted that Havering performs well in this area against the national average and other London Boroughs. The impact of the Cocoon facility is starting to bear fruit.

Connections Making Havering- this theme of the Corporate Plan has seen strong performance with 67% of indicators rated green and on track. There has been a reduction in avoidable customer contact meaning that the outturn for that indicator was considerably better than target. This means fewer customers are seeking clarification in correspondence and applications.

The design stage for Beam Park Station has now been completed and circulated to stakeholders and is progressing. Improvements are needed in the works at Harold Wood Station where the works have slipped. This is

outside the direct control of the Council and it has been agreed with TfL that the funding will be carried over to facilitate the full spend and complete delivery of the full improvement works.

Opportunities Making Havering- progress for this theme of the Corporate Plan has been positive. There had been an exceptional number of investment enquiries to the Borough resulting in new business or expansion which was well above target at 96 against 50.

The numbers of learners at risk of being NEET (not in education, employment or training) was well below target (where lower is better). The Planning application for Hornchurch Sports Centre has now been approved. The new Sapphire Ice and Leisure Centre opened in February, 2018 and was a great success in the opening month welcoming over 60,000 visits.

Improvements required were highlighted and include the requirement for improvement in approved planning applications providing at least 100 sq. ft. of new or extended commercial floor space. This was well below target at 12 against a target of 75. It was noted that this is a new PI and trends will continue to be monitored. In addition the number of businesses expressing interest in relocating to the Borough, with a turnover of £10 million plus or with international recognition was well below target. The Economic Development Strategy and Master Planning for Romford Town Centre will seek to address this.

The final priority, **Places Making Havering** showed a very strong performance for Q4 with 90% of indicators being green, on track. There has been a reduction in non-domestic violence and Anti-Social Behaviour offences.

The Local plan has now been submitted to the Planning Inspectorate and advice regarding Examination is awaited.

In addition, the proportion of Council homes meeting the decent homes standard has increased during Q4 correlating with the completion of the Capital Investment Programme for the Year.

However, the number of burglary offences committed has significantly increased. This remains above target and is higher than last year. Residential burglary has increased by 37%. It is hoped that operation "Mexico" will have an impact. There will be a detailed report in respect of this going to the Crime and Disorder Scrutiny Sub Committee in the near future.

Cabinet:

1. **REVIEWED** the performance set out in **Appendix 1** of the report and the corrective action that is being taken.
2. **NOTED** the content of the Demand Pressures Dashboard attached as **Appendix 2** of the report.

5 **EXCLUSION OF THE PRESS AND PUBLIC**

It was not necessary to exclude the press or public and no resolution was made.

6 **MAIN INSURANCE CONTRACT AWARD**

Councillor Roger Ramsey presented the report detailing the retender of the Council's Main Insurance contract to Cabinet.

A joint exercise was carried out with Bexley Council and was split into four lots. Bids were assessed on price and quality. One tender was successful in respect of three of the four lots and a separate tender for the final lot. In addition there was a separate tender for terrorism cover.

The contract price represents some enhanced cover provision as well as reductions in deductible levels which will reduce the amount the Council pays towards claims. The contract is for a 6 year period with an option to renew (to a maximum 9 year period), this represents a reduction over the full possible cover term of £1.4 million in premium spend.

Cabinet:

1. **AGREED** the award of Lot 1) Property (excluding terrorism), Lot 2) Casualty & FG and Lot 3) Motor, to Bidder B on the basis set out in the report detail.
2. **AGREED** the award of Lot 4) PA Group Travel to Bidder A on the basis set out in the report detail
3. **AGREED** the award of the terrorism element of Lot 1 Property to the supplier providing the alternative Quote 1, as set out in the detail of the report. This exercises the right reserved in the Invitation to Tender not to award to the successful bidder under Lot 1.
4. **NOTED** the contract award Notices will need to be issued and the Insurance Team will need to mobilise to ensure a smooth transition where the award of a Lot is to a new insurer. New insurance schedules and certificates will need to be received and notification sent to relevant parties, including schools.

Chairman

CABINET

Subject Heading:

Delegation of award of Contract of the Provision of an Integrated Sexual Health Service (ISHS) in Havering, Barking & Dagenham and Redbridge (BHR)

Cabinet Member:

Councillor Jason Frost, Lead Member for Adult Services and Health

SLT Lead:

Mark Ansell, Acting Director of Public Health

Report Author and contact details:

Daren Mulley, Senior Commissioning Manager, Joint Commissioning Unit
Tel: 433982

Policy context:

Under the Health and Social Care Act 2012, local authorities have a duty to provide open access services for contraception and for testing and treatment of sexually transmitted infections (STIs) for their residents. This is mandatory and entails the key principles of providing services that are free, confidential, open access and not restricted by age.

Financial summary:

Estimated contract value for LBH is £12,000,000 for 8 years. The service is activity based and the provider will be paid for activities undertaken using the London Sexual Health Tariff plus Geographical Weighting capped at 10%.

The estimated cost is based on the borough spend in the past 3 years. Adoption of the new tariff and channel shift to the more cost effective home sampling e-service (subject of a previous London wide procurement) will reduce activity and costs to the Council going forward. However, in the longer term, any saving is likely to be eroded as activity and costs rise as a result of population growth and

increasing complexity of needs.

Is this a Key Decision?

This is a key decision under the grounds of expenditure in excess of £500,000

When should this matter be reviewed?

Not applicable

Reviewing OSC:

Health

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

Communities making Havering
Places making Havering
Opportunities making Havering
Connections making Havering

SUMMARY

The Council has a statutory duty to ensure that residents have open access to services for the purposes of screening and treatment of Sexually Transmitted Infections (STI) and contraception.

Currently, Barking Havering and Redbridge University Hospitals NHS Trust (BHRUT) are commissioned to provide an Integrated Sexual Health Service (ISHS). That contract is due to expire on 30th September 2018.

London Borough Havering (LBH) in partnership with the London Boroughs of Barking and Dagenham (LBBD) and Redbridge (LBR) has undertaken a three-borough procurement of the ISHS with LBBD leading the procurement exercise on behalf of the other two boroughs.

RECOMMENDATIONS

That Cabinet:

Delegates the power to the Director of Public Health acting in consultation with the Director of Legal and Governance and the Director of Finance to make the decision to award a contract for the provision of the Barking & Dagenham, Havering and Redbridge (BHR) Integrated Sexual Health Service (ISHS) to Barking Havering and Redbridge University Hospitals NHS Trust (BHRUT) for a period of 5 years from 1st October 2018 to 30th September 2023 with the option to extend for a further three-year period on an annual basis at the sole discretion of the Councils.

REPORT DETAIL

1. Background

- 1.1. Under the Health and Social Care Act 2012 local authorities have a duty to secure the provision of open access services for contraception and for testing and treatment of sexually transmitted infections (STIs) for their residents. This is mandatory and entails the key principles of providing services that are free, confidential, open access and not restricted by age.
- 1.2. The term 'open access' refers to the fact that such services are available to anyone requiring testing for sexually transmitted infections and subsequent treatment (not including HIV treatment) , irrespective of their personal characteristics, place of residence or GP registration, without referral. This accessibility requirement impacts on the ability of all Councils to predict service demand and manage the budget effectively. This therefore results in financial

uncertainty for Local Authorities as the level of activity is unpredictable.

- 1.3. Sexual ill health is not equally distributed within the population. Strong links exist between deprivation and STIs, teenage conceptions and abortions, with the highest burden borne by women, men who have sex with men (MSM), teenagers, young adults and black and minority ethnic groups. Similarly, HIV infection in the UK disproportionately affects MSM and Black Africans. Some groups at higher risk of poor sexual health face stigma and discrimination, which can influence their ability to access services
- 1.4. A three-borough (Barking & Dagenham, Havering and Redbridge) competitive procurement exercise undertaken for the service in January 2014 and subsequent negotiated procedure to obtain fresh tenders in early 2015 were both unsuccessful. The existing provider, Barking Havering and Redbridge University Hospitals NHS Trust (BHRUT) agreed an interim contract ending September 2018 to allow for a further procurement.
- 1.5. The service currently provided by BHRUT delivers an integrated service which brings together all sexual and reproductive services, GUM and HIV. NB. Services relating to HIV treatment are separately commissioned and paid for by NHS England.
- 1.6. The service provided by BHRUT consists of:-
 - One Level 3 (specialist) hub at Barking Hospital providing a comprehensive range of GUM and family planning services.
 - Level 2 spokes providing testing and 'uncomplicated '(low risk, but including the fitting and removal of long acting removable contraception (LARC))) contraception services at Loxford and Hainault Health Centres and Queens Hospital.

The Sexual Health Governance programme

- 1.7. The Sexual Health Governance Programme (SHGP) superseded the London Sexual Health Transformation Programme (LSHTP) when it ended in March 2017. The LSHTP was designed to foster partnerships between local authorities across London to deliver a new commissioning model for open access sexual health services. The original aims and objectives of the group remain steadfast and continue in the more recently developed Sexual Health Governance programme.
- 1.8. The aim of the programme continues to be to design, agree and procure a system that will deliver measurably improved public health outcomes, meet increasing demand and deliver better value. There are three main strands to the programme:
 - Integrated sexual health tariff and pricing strategy
 - E-services including home sampling
 - Sub-regional re-procurement of face-to-face/clinic provision

- 1.9. The programme was set up with the specific aim of reducing the costs of sexual health care across the capital, specifically STI testing and treatment through innovation, service redesign, demand management and pricing strategy. The continued growth of activities has led to further collaboration amongst London commissioners to manage growth and contain escalating costs. To this end, LSHTP has been exploring alternatives to traditional service models, directing asymptomatic patients away from the costly clinical environment to lower cost service options.
- 1.10. The SHGP has been working on a new set of prices for London known as the London Integrated Sexual Health Tariffs (ISHT) that more accurately reflect the cost of care provided. A rigorous due diligence process confirmed that significant savings can be achieved across London through implementation of ISHT. Further audit has been carried out to ensure that the financial risk to commissioners is minimal. There is now broad agreement across London that ISHT will be the payment mechanism for sexual health services from 1 April 2018 (or when local procurement allows its introduction).
- 1.11. In addition to the ISHT, a business case for developing an on-line sexual health service that supports signposting and self-sampling for STIs was agreed by participating boroughs including LB Havering and a London wide procurement was undertaken by SHGP to identify the best provider.. Roll out of the service is now underway and will deliver cost savings through channel shift to the cheaper, more convenient home sampling option for eligible patients.
- 1.12. The procurement and commissioning of sexual health services is led on a sub-regional basis allowing Councils to determine the most appropriate procurement process. All participating local authorities have identified the need to develop models that will allow them to meet increasing demand within decreasing resources.
- 1.13. This is a key driver for BHR boroughs to come together to jointly commission a more joined up and seamless service to residents, while achieving potential savings, economies of scale and enhancing quality. The proposed approach for the three boroughs is to commission a three-borough ISHS commencing on 1st October 2018.

Three-borough Integrated Sexual Health Service

- 1.14. Historically the ISHS has been commissioned as a three-borough Barking, Havering and Redbridge service (although based on individual borough contracts that mirrored each other).
- 1.15. There is evidence from sexual health commissioning across the country and from previous arrangements that a jointly commissioned service, albeit with local variation to meet specific local priorities, gives greater scope for cost efficiencies in relation to provider overheads e.g. the provision of senior clinical leadership of the

service. The financial viability of a single borough service is less certain and therefore less likely to attract market interest if put out to procurement in this form.

1.16. As a result, the Directors of Public Health for the three Boroughs, together with relevant commissioners agreed that the three boroughs would jointly procure a three-borough ISHS with LBBB leading the procurement on behalf of the other two boroughs. This arrangement was formally agreed in a Memorandum of Understanding (MoU) between all three Boroughs which was drawn up by LBBB and duly signed by all. The MoU described the arrangement including the re-charge mechanism setting out clear roles and responsibilities of each party along with their obligations.

1.17. It was agreed by the Councils that the service would be delivered on a multilateral contract developed by LBBB legal team. The contract would have a stipulated notice period and also include a clause to enable variations to be made if the financial position changes prior to the contract end. LBBB legal services and Corporate procurement have been closely involved in the work and have provided support and advice throughout.

The service specification is consistent with the London service specification for integrated sexual health services that aims to improve sexual health by providing easy access to services where the majority of sexual health and contraceptive needs can be met on one site. This includes working with the London sexual health e-service and ensuring online triage and self-sampling kits are available. This will allow consultant time to be carefully managed and targeted to focus on more complex care with dual trained nurses (trained to deliver both contraception services and genito-urinary medicine) providing a significant element of the general care. This move to a more modern and efficient model of service delivery is in line with changes being made nationally by other local authorities and will enable the Council to continue to deliver services in a cost effective way.

1.18. The new ISHS operating across BHR commencing 1st October 2018 will deliver evidence based integrated sexual health care that meets national guidance and fulfils the Council's statutory duties. It is anticipated that the new service will: -

- Improve the Havering's sexual health outcomes in relation to the incidence of sexually transmitted infections.
- Reduce the incidence of late diagnosis of HIV.
- Improve access and availability of contraception and reducing unwanted pregnancies.
- Provide stronger leadership in relation to reducing teenage conceptions
- Improve links between sexual health services and other commissioned services working with young people and adults at particular risk of poor outcomes e.g. substance misuse, mental health and public health nursing services
- Improve sexual health and related outcomes for vulnerable groups through effective partnerships with schools, colleges, health, police and other

statutory early help and children and family services.

- Protect the vulnerable from risk of infection, unwanted pregnancy, sexual exploitation, abuse, inappropriate relationships and female genital mutilation.
- Improve engagement of communities at increased risk of HIV infection in effective screening programmes that will protect them and others from the poor outcomes associated with late diagnosis of HIV

1.19. Having delivered a successful procurement and secured approval for award of the contract, LBB, LBR and LBH will enter into a collaborative agreement with London Borough of Havering leading on the contract management of the new service for the duration of the contract.

Tender Criteria and Evaluation

1.20. The procurement was undertaken using the open competitive tender procedure with negotiation under the Public Contract Regulations 2015. The service falls within the description of services covered by the Light Touch Regime under the Public Contracts Regulations 2015. The value of the contract is above the threshold; therefore, the tender opportunity was advertised in the Official Journal of the European Union (OJEU) as required by the Regulations, Contracts Finder, the Barking and Dagenham’s Council’s procurement portal (Bravo) and the Council’s website. Bidders were required to respond to technical method statement questions to assess Quality (80% weighting) and to submit pricing requirements in a pricing schedule (20% weighting). Only one bidder (BHRUT) responded to the Invitation to Tender and this was evaluated in line with the tender evaluation criteria.

Technical Evaluation

Responses to each technical question were assessed and scored on the 0 – 10 range marking schemes shown in the table below:

Scoring evaluation	Score
Unacceptable: No response given, or response is unacceptable	0
Poor: very limited response provided or a response that is inadequate or substantially irrelevant	1-2
Below expectations: The response only partially addresses the question. A below expectation response.	3-4
Satisfactory: An adequate response in most areas but less detail provided which reduces the extent to which the response merits a good score	5-6
Good: A good response submitted in terms of detail and relevance which meets the requirements in most areas/all areas	7-8

Superior: An excellent and comprehensive response submitted in terms of detail and relevance which clearly meets or exceeds the requirements in all areas.	9-10
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Table: Breakdown of Quality 80% score

Method Statement

The Tenderer's scores for individual method statement were calculated by dividing the Tenderer's actual score by the maximum obtainable score per section and then multiplying this by the % weighting allocated for each quality element. The key areas and issues addressed by the questions were broadly:

- a) How the service will enable transformation as outlined in the Barking, Havering and Redbridge Integrated Sexual Health Service (ISHS) service specification
- b) System wide transformation of Long Acting Reversible Contraception (LARC) provision through innovative solutions, clinical leadership and partnerships
- c) How the service will improve service delivery to users and encourage those who are currently accessing services outside of the three boroughs to use the local service.
- d) How the proposed service will engage in research (e.g. trials, pilots) that will add value to the local population and inform future strategic improvements of service
- e) How the service model will generate additional social value across the three boroughs.
- f) How the service will facilitate and improve partnership working between agencies contributing to good sex health outcomes e.g. GPs, pharmacies, abortion providers and the voluntary sector across the three boroughs.
- g) Arrangements to ensure business continuity
- h) Safeguarding procedures
- i) Effective service mobilisation

The tender submission was evaluated independently by a panel consisting of:

- 1. Mark Ansell; Interim Director of Public Health, London Borough of Havering
- 2. Deborah Redknapp; Public Health Principal, London Borough of Havering
- 3. Rebecca Nunn; Consultant in Public Health, London Borough of Redbridge
- 4. Martin Murchie; President of the Society of Sexual Health Advisers and Clinical Adviser for Nursing and Sexual Health Advising in Specialist Integrated Sexual and Reproductive Health Services/Trainer/Clinical Supervisor
- 5. Dr Jan Clarke FRCP; Consultant Physician in Genitourinary Medicine Leeds Teaching Hospitals Trust

Final scores for each bid were agreed by all evaluators in a moderated meeting facilitated by the Lead Officer for the Procurement, Adebimpe Winjobi, Senior Procurement and Contracts Manager, London Borough of Barking and Dagenham

Provider	Score
BHRUT	43.9%

Breakdown of Price (20%) score

The price element of the Tender submissions was evaluated on the basis of the lowest Tender within the price ceiling being awarded the full percentage score 20%. Scores were allocated based on the following formula: -

Lowest price Tender divided by the next Tenderer's bid and then multiplied by the 40% weighting for price to give an overall score.

See example below:

$$\frac{\text{Lowest Price Bid}}{\text{Next Tenderer's Bid}} \times 20$$

Provider	% score
BHRUT	20%

The service is activity based, the provider will be paid for activities using the London Sexual Health Tariff plus Geographical Weighting capped at 10%.

Final Breakdown of scores- Quality and Price Score

The Final Combined Evaluation Scores are detailed in the table below:

Provider	Method Statement	Price	Total
BHRUT	43.9%	20.0%	63.9%

Two further negotiation meetings were held with BHRUT on 15th March and 7th June 2018 respectively to discuss and agree the following areas for mobilising the new contract:

- Service Model
- Hub/ Spoke
- Staffing/ Access to Senior/ Medical Opinion
- Location/ Hours
- IT (Electronic Patient Record, patient interface; primary care), Pathology; microscopy, medicines etc

- Governance of relationships with sub-contractors
 - Clinical leadership
 - Repatriation Plan
 - KPIs
 - Finance
 - Relationship with commissioners
 - Service Mobilisation
- Training to deliver new service model
- Identified management resources
- Risks and their Mitigation including subcontractors and IT

REASONS AND OPTIONS

Reasons for the decision:

The procurement exercise ensured compliance with the Council's Contract Rules and EU Legislation and (subject to contract) the award of contract will ensure the Council fulfils its statutory duty to provide sexual health services to local residents.

Other options considered:

Option 1: Do Nothing

This option is not viable because the Council is mandated to provide open-access, accessible and confidential contraceptive and sexually transmitted infections (STIs) testing & treatment services for all age groups in the borough. Withdrawing services to support residents at this preventative and health protection level will result in further investment being required in relation to health and social care costs associated with unplanned pregnancies and the more expensive provision of care for those with long term health conditions such as HIV.

It is important that appropriate contractual arrangements are put in place locally to cover such services, to ensure compliance with national clinical guidance, minimise risk and ensure value for money. The nature of sexual health services is such that, should appropriate services not be available in Havering, a larger number of residents will access services in neighbouring authority areas and the Council will still be required to pay for the provision of these services but will have limited influence on the quality or cost.

Option 2: Procure as a single Borough Service

Going out to market just for a Havering only service was considered but rejected on the basis that it would not offer the same opportunities for economies of scale (thereby maximising value for money) that a Three-borough tender across BHR would offer. There would also be the risk that the market would focus on the larger procurement and that there would be little interest in a Havering only procurement. As most BHR residents currently access service from the same provider, there would be the added risk of a Havering only procurement de-stabilising BHR provision if it were not part of the same procurement.

Option 3: Undertake a competitive process for a three-borough service (preferred option).

The procurement of a three-borough service was the preferred option. There was evidence from sexual health commissioning across the country and from previous arrangements that a jointly commissioned service, albeit with local variation to meet specific local priorities, gives greater scope for cost efficiencies in relation to provider overheads, particularly in relation to some of the more complex clinical leadership. This was a key driver for BHR boroughs to come together to jointly commission a more joined up and seamless service to residents, while achieving potential savings, economies of scale and enhancing quality

The procurement exercise ensured compliance with the Council's Contract Rules and EU Legislation and ensure continued provision of sexual health services to local residents beyond the contract end date of 30th September 2018. The Council is therefore able to fulfil its legal obligation to its residents by having an open access sexual health service. As a result, they will have no need to go elsewhere for treatment which is expected to lead to a reduction in the Council's non-contracted spend.

IMPLICATIONS AND RISKS

Financial implications and risks:

The cost of sexual health services is significant and the tri-borough contract was deemed to be the most appropriate option in getting the appropriate interest that could also offer the greatest opportunity for efficiencies. However, given the requirement to provide the service and despite there being only one interested bid, it would be reasonable to award the contract to the winning bid.

Prior year actuals suggest the current 2018/19 annual budget provision of £2,104m will be sufficient to cover the £1.500m annual contract value however, there is a need for sufficient provision in respect of the demand led aspect of the contract, which should be adequate, as illustrated in the following table.

	Cost Centre	2015/16 £'000s	2016/17 £'000s	2017/18 £'000s
<u>Annual Expenditure</u>				
STI Testing and Treatment	A48001	1,617	1,472	1,302
Contraception	A48002	501	445	448
Advice, Prevention and Promotion	A48003	161	51	52
Total Annual Expenditure		2,278	1,968	1,802
<u>Grant funding (Income)</u>				
STI Testing and Treatment	A48001	1,649	1,438	1,484
Contraception	A48002	540	543	569
Advice, Prevention and Promotion	A48003	159	72	51
Total PH Grant (share)		2,348	2,053	2,104
Deficit / (Surplus)		(70)	(85)	(301)

3 Year Actual spend on Sexual Health relative to the Grant funding

Should the award progress as recommended, it is anticipated that up to £4.828m savings will be generated however, this is subject to demand led activities being within prior year levels. One of the main conditions of the grant is that all the Public expenditure must be used in delivering PH outcomes, with any underspends being transferred into the Public Health Reserve. As a consequence, any underspends will either be redirected to other Public health areas or transferred to the Reserves, which has current balance of approx. £1,178,299 as at the end of 2017/18.

		8 Year Term		
	Cost Centre	5 Year Estimated Value £'000s	3 Year Contract Extension £'000s	Total £'000s
Proposed Contract Award		7,500	4,500	12,000
Contract Total		7,500	4,500	12,000
Annual Grant Income				
STI Testing and Treatment	A48001	7,419	4,451	11,870
Contraception	A48002	2,844	1,706	4,550
Advice, Prevention and Promotion	A48003	255	153	409
Grant / Budget Total		10,518	6,311	16,828
Net Funding position - Shortfall/(Savings)		(3,018)	(1,811)	(4,828)

The greatest risk to the Authority is the expected cessation of the Public Health Grant at the end of the 2020/21 financial year. The expectation is that suitable replacement funding will be made available however; there is a risk around the size of whichever replacement funding is announced. Given the expected change in funding arrangements, suitable provision should be made within the contract allowing for early termination or reduction in contract value to reflect the financial position.

Legal implications and risks:

- 1.1. This report seeks Cabinet approval to delegate the power to make the decision to the award a contract relating to the Integrated Sexual Health Service (ISHS) (the “Services”) to the Director of Public Health acting in consultation with the Director of Legal and Governance and the Director of Finance.
- 1.2. Under rule 2 of Part 3 [Responsibility for Functions] of the Council’s Constitution (the “Constitution”) the Leader of the Council is responsible for arranging for the exercise of all executive functions and may by way of written notice delegate executive functions to, inter alia, staff.
- 1.3. The proposed contract award is to Barking Havering and Redbridge University Hospitals NHS Trust (BHRUT), for a period of five years from 1 October 2018 up to 30 September 2023, with an option to extend for a further three years.
- 1.4. This is a key decision, subject to the requisite (call-in) procedure under rule 17 of Part 4 [Rules of Procedure] Overview & Scrutiny Committee Procedure Rules) of the Constitution.
- 1.5. The Council is a local authority as defined by section 270 of the Local Government Act 1972 and has a general duty under Section 1 of the Care Act 2014 to promote the well-being of individuals. “Well-being” in relation to an individual is defined within the 2014 Act as including physical and mental health and emotional well-being.
- 1.6. The Council also has a duty under the Health and Social Care Act 2012, to provide its residents with open access services for contraception and for the testing and treatment of sexually transmitted infections (STIs).
- 1.7. The Council partnered with the London Boroughs of Barking and Dagenham (LBB) and Redbridge (LBR), with LBB acting as the lead on behalf of the other two boroughs, to procure the Services. The estimated total value of the Services attributable to the Council is £12,000,000, over the full eight years.
- 1.8. In accordance with paragraphs 16.5 and 16.6 of Part 4 [Rules of Procedure] Contract Procedure Rules) of the Constitution contracts with a value of more than £10,000,000 must be reported to the Leader or Cabinet for

approval and award of contract, setting out the details of all stages of the tender evaluation process.

- 1.9. The procurement exercise appears to have been conducted in compliance with CPR 12 which requires the Council to conduct all tender processes in accordance with the CPR requirements, the Financial Procedure Rules, the European procurement rules, and the Procurement Strategy.
- 1.10. There are no implications for the Council under the Transfer of Undertakings (Protection of Employment) Regulations 2006.

Human Resources implications and risks:

The recommendations made in this report do not give rise to any identifiable HR risks or implications that would directly or indirectly affect either the Council or its workforce.

Equalities implications and risks:

An Equalities Impact Analysis (EIA) has been completed (see background papers) and approved by the Corporate Equalities Officer. The analysis has found that awarding the contract will have no negative impact on the nine protected characteristics as set out in the Equality Act 2010.

BACKGROUND PAPERS

Equalities Impact Analysis Report

CABINET

Subject Heading:

To seek authority to submit funding applications to Veolia Havering Riverside Maintenance Trust

Cabinet Member:

Councillor Osman Dervish

SLT Lead:

Steve Moore, Director of Neighbourhoods

Report Author and contact details:

Lauren Gee, 01708 431784
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Policy context:

London Plan
Havering Local Development Framework
All London Green Grid Supplementary Planning Document 2012
Wildspace Business Plan Study May 2011
Havering Green Infrastructure Strategy 2016
Havering Local Plan

Financial summary:

Funding applications that meet the objectives of the Veolia Havering Riverside Maintenance Trust (the "Trust"), and the objectives of the Council will be submitted for various individual capital projects. These projects will either already be in the Council's capital programme, or will be developed and proposed for inclusion in the 2019/20 capital programme.

Is this a Key Decision?

Indicate grounds for decision being Key:
(a) Expenditure or saving (including anticipated income) of £500,000 or more
(c) Significant effect on two or more Wards

When should this matter be reviewed? August 2019

Reviewing OSC: Towns and Communities OSC

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

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

SUMMARY

- 1.1 The purpose of this report is to amend prior resolutions agreed by Cabinet dated 10th May 2017 in respect of funding arrangements from the Veolia Havering Riverside Maintenance Trust (a local Landfill Communities Fund Trust) (the “Trust”) that previously resulted from the regeneration programme (Rainham Wildspace) of which the Veolia landfill site, operated by Veolia UK, forms part.
- 1.2 The 10th May 2017 cabinet resolutions are set out fully below at paragraph 3.2 of this report and in summary Members resolved that;
- i) Council prepares and submits funding applications to the Veolia Havering Riverside Maintenance Trust (the “Trust”) ; and
 - ii) Consider the various options, to facilitate funding for the annual maintenance of and public access to the restored landfill site; and
 - iii) Delegate authority to develop options and implement a solution to secure the management and maintenance of the completed landfill site including the facilitation of required funding streams.
- 1.3 Previously, the Veolia Havering Riverside Maintenance Trust (a local Landfill Communities Fund Trust) (the “Trust”) had been seeking to secure sufficient funding from the Landfill Communities Fund as an endowment to enable management and maintenance of the restored Veolia landfill in perpetuity. The Trust had approximately £5million of funds set aside to assist with this purpose. Due to legislative changes, it was identified that this money should be spent much earlier than planned, with a deadline of the end of 2020. This does not result in the Council having any liability for future maintenance and management of the site.
- 1.4 The option to facilitate funding for the annual maintenance of and public access to the restored landfill site (resolution 2 noted above) is no longer required in order for the Council to apply to the Trust for the funding.
- 1.5 In the 2018/19 financial year, Trustees of the Veolia Havering Riverside Maintenance Trust have approached the Council inviting it to apply to use Trust funds to deliver projects that meet the objects of the Trust, and have also opened up applications to relevant capital projects based in Havering generally.
- 1.6 It is noted that, in the majority of circumstances, The Trust will require a percentage of funding from the Council in order for a bid to be successful. The amount of Council funding will vary according to each project, and the total funding requested from the Trust. Any project requiring match funding

will need to have this amount identified and secured prior to application to the Trust.

RECOMMENDATIONS

That Members:

- 2.1 Agree that the Council prepare and submit funding applications to the Veolia Havering Riverside Maintenance Trust (the "Trust") that meet the objectives of the Trust and the Council.
- 2.2 Delegate authority to the Director of Neighbourhoods, after consultation with the Leader, to identify projects which meet the required objectives and authorise submission of applications.

REPORT DETAIL

- 3.1 The purpose of this report is to review the previous recommendations from the original cabinet report of 10th May 17 due to the fact that the facilitation of funding for future maintenance and management is now no longer necessary, and to agree new resolutions which allow for the continued use of funding from The Trust.
- 3.2 The 10th May 2017 cabinet resolutions are;

That Members:

- 1 Agree that the Council prepares and submits funding applications to the Veolia Havering Riverside Maintenance Trust (the "Trust") that meet the Trust objects and that the Chief Executive after consultation with the Leader shall have delegated authority to identify those projects and make the applications.
- 2 Agree that the Council consider the various options, to facilitate funding for the annual maintenance of and public access to the restored landfill site. Options to consider include the provision of financial support directly, via a trust or through a third party.
- 3 Delegate authority to the Chief Executive after consultation with Director of Legal and Governance and the section 151 officer, to develop options and implement a solution to secure the management and maintenance of the completed landfill site including the facilitation of required funding streams. These options may include the Council taking responsibility for its management

and upkeep and/or making financial provision with a third party (e.g. RSPB or Land Trust).

Veolia Havering Riverside Maintenance Trust Background

- 3.1 The Trust was originally established in 2003 as the Cleanaway Havering Riverside Maintenance Trust, and was then renamed. The Trust has a number of objectives specified in the articles of association, centred around the protection and preservation of the environment for the public benefit.
- 3.2 In 10 May 2017 Cabinet resolved the recommendations set out above which in summary meant that officers prepare and submit funding applications to the Trust, delegate authority to approve these applications to the Chief Executive, and consider options to facilitate funding for the annual maintenance and public access to the restored landfill site.
- 3.3 Following discussion, it was agreed that the preferred option to facilitate future funding would be a Charitable Incorporated Organisation (CIO), and such an approach was agreed with the Trust. However the CIO is no longer required, the recommendations must therefore be separated from the creation of a CIO and solely reference an approval to submit applications for funding to the Trust. It is also noted that these applications in no way render the Council liable for the future maintenance and management of the site.

Landfill Communities Fund Trust

- 3.4 **Veolia Havering Riverside Maintenance Trust (“the Trust”)** was established to provide an endowment to enable long term funding to ensure aftercare of the restored Rainham landfill as public open space, as part of Rainham Wildspace. Unfortunately, changes by central government within Department of Communities and Local Government and ENTRUST (the regulatory body for the two Trusts) and plans to abolish the Landfill Communities Fund by the end of 2020, mean that future funding will not be available from the two Trusts for the long term care of the restored landfill.
- 3.5 With effect from April 2015, there have been changes to the Landfill Tax of significance for the operation of the Trusts; there are amendments to the conditions by which the Trusts obtain approval for the purposes of Landfill Tax credits by the regulatory body, ENTRUST. The amendments require the funding from contributions to be applied for approved purposes within the context of specific identified projects themselves approved in advance by ENTRUST. Those approved projects are to have a relatively short anticipated end-date, typically, no more than two to three years from the date of the contribution. Accordingly there is no scope for funding to be applied for an initial project with a further sum set aside for onward maintenance of the project, such as anticipated with the landfill site.

- 3.6 Consequently, the Trust approached the Council requesting that it consider applying to the Trust for funds currently held by the Trust, c£5m, to spend on Council projects to deliver environmental regeneration that meet the objects of the Trust.
- 3.7 The objects for which the Trust is established are for the benefit of the public in the area of benefit within the minimum prescribed timetable (being the two to three year time period referred to above in paragraph 3.8) through:
- *The protection or conservation of the natural environment by restoring or reclaiming land which cannot otherwise be used for economic, social or environmental purposes by reason of pollution damage caused by an activity previously carried out on the land.*
 - *The protection and preservation of the environment for the public benefit by:*
 - *preventing or reducing any potential causes of pollution in relation to any land which has suffered or may suffer pollution as a result of an activity previously carried out on the land; and*
 - *remedying or mitigating the effects of any pollution in relation to land which has suffered or may suffer pollution as a result of an activity previously carried out on the land.*
 - *The protection and preservation of the environment for the public benefit by:*
 - *educating the public in the benefits to the environment of sustainable waste management practices; and*
 - *conducting research into sustainable waste management and disseminating the useful results of that research (in this Article, “sustainable waste management practices” shall mean waste minimisation, minimisation of pollution and harmful waste, re-use of waste, waste recovery activities and clearance of pollutants from contaminated land).*
 - *The protection and preservation of the environment for the public benefit by:*
 - *the provision, maintenance or improvement of a public park, recreation ground or open space; or*
 - *the provision of some other public amenity in the vicinity of a landfill site PROVIDED THAT any public park, recreation ground, open space or public amenity provided, maintained, or improved by virtue of this Article shall not be operated for profit.”*
- 3.8 The final decision as to whether each application fulfils these objects will be for the Trust to determine, however it is important that the Council recognises these limitations on the Trust and considers each application accordingly prior to submission to ensure that any proposed scheme fulfils the objects in addition to the objectives of the Council.

3.9 Further the Trust must satisfy central government's Landfill Tax Credit scheme and to do so such funding must satisfy Object D – Provision, Maintenance of a Public Park or other Public Amenity of ENTRUST objectives. Public amenity is a very wide object and could include facilities such as libraries and sports facilities. However, the Trust must spend or distribute the funds in accordance with their own objects. In this case the objects of the Trust appear to be somewhat narrower than central government's Object D, being restricted to more environmental benefits. Consequently, it needs to be recognised that funding from the Trust for any proposed project will need to be consistent with the Trust objects outlined above.

3.10 Since applications for funding were requested in 2017/18 the following capital projects have been funded:

Upminster Windmill – decontamination of land
Langtons House and Orangery
Hornchurch Country Park Overflow Carpark
Friends of Cottons Park – improvements
Friends of Harold Wood Park – improvements
Friends of Bedfords Park – improvements
Friends of King George's playing fields – improvements
Hylands Park Action Group – play and recreational improvements
Friends of Upminster Park – play and recreation improvements
Improvement works to Lawns Park
Infrastructure works to Lodge Farm Park
Infrastructure works to Central Park
Infrastructure improvements to Harold Wood Park
Improvements to park changing rooms
Improvement works to Harrow Lodge Park
Langtons Gardens – fencing
Bretons Tudor Barn – installation of fire and security alarm
Bretons House – replacement of windows
Rainham Creek Public Realm
Rainham to the River – Rainham Marshes works
Coronation Gardens Improvements
Rainham Churchyard Wall Improvements
Thomas England Walk
Upminster Hall playing field
War memorial improvements
Hornchurch Sports Centre support

3.11 In addition, the following projects have been submitted for funding for the 2018-19 financial year:

Flood alleviation – Collier Row
Swimming pool facilities refurbishment
All weather MUGA
Demountable building refurbishment

Playground development
MUGA and hard play areas
Sports participation change areas
MUGA
Highfields Estate Woodland Park
QNew – learning space

- 3.12 It is recommended that the Council continue to apply to the Trust for funds to support a number of existing or future capital projects that meet the objects of the Trust, and have the required match funding identified and secured where required.

REASONS AND OPTIONS

Reasons for the decision:

- 4.1 This decision is required for the Council to apply for funds held by the Trust for the purposes of Council projects which fall within the Trust's objects. The funds were held by the Trust to fund the future management and maintenance of the Rainham landfill site, but are now available to fund existing capital projects which fulfil the objects of the trust, with no liability for the Council in respect of the future management and maintenance of the site. The availability of these funds is threatened by a Government decision to abolish the Landfill Communities Fund and a DCLG and ENTRUST decision that compels the Trust to spend the funding within a two to three year period, rather than at the closure of the fully restored landfill by 2031 which was the previous arrangement.

Other options considered:

Alternative options considered include:

No application for trust funding be made and the Council funds relevant environmental capital projects from its own resources.

IMPLICATIONS AND RISKS

Financial implications and risks:

- 6.1 Funding applications to the Trust will be made in respect of either projects that are currently included within the approved capital programme or are in

development to be proposed for inclusion in the 2018-2019 capital programme. All projects will be subject to the production of a robust Business Case.

- 6.2 In developing options to secure the future maintenance of the closed landfill site the Council's financial commitments will be subject to compliance with the governance and approval procedures within the Havering Constitution.
- 6.3 Where match funding is required, this must be identified and secured prior to submitting a funding application.

Legal implications and risks:

- 7.1 This report recommends that the Council submit funding applications to the Trust, for various capital Council projects
- 7.2 It is open to the Council to apply for funding from the Trust for projects, which fall within the Trusts objects and which are pre-approved by the Regulator ENTRUST.
- 7.3 Approval for grant applications of over 0.5 million is a function of cabinet under the Council Constitution. Members are recommended to delegate the authority to decide the projects to be the subject of the applications, and approval to make those applications to the Director of Neighbourhoods, after consultation with the Leader.
- 7.4 The Council has legal powers to apply for such funds under s111 of the Local Government Act 1972, namely powers incidental to any primary powers or duties concerning particular projects.

Human Resources implications and risks:

- 8.1 There are no current human resource implications identified as arising from the recommendations of this report

Equalities implications and risks:

- 9.1 Equality Impact Assessments will be undertaken for each of the projects submitted to the Trust for funding.
- 9.2 All identified projects put forward for funding will be expected to confirm to the objects of the Trust, and as such will provide social and environmental benefits for the local community and visitors to the area which should impact positively on all protected characteristics.
- 9.3 Anticipated outcomes include improvement in public health, reduction in crime and antisocial behaviour, support for the community to adapt to climate change, and increased quality of life across a wide area within the

Borough. Overall, it is envisaged that all projects will deliver opportunities for elevated social inclusion and enhanced community cohesion.

BACKGROUND PAPERS

None

CABINET

Subject Heading:

Commissioning Plan for Education Provision 2019-2023

Cabinet Member:

Councillor Robert Benham - Deputy Leader of the Council, Cabinet Member for Education, Children & Families

SLT Lead:

Tim Aldridge, Director of Children's Services

Report Author and contact details:

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Policy context:

The Strategy has implications for all wards in the borough.

No financial implications from approving the strategy, however, there will be significant financial implications arising from its delivery.

Financial summary:

Is this a Key Decision?

Yes

When should this matter be reviewed?

December 2018

Reviewing OSC:

Children's Services

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

Communities making Havering
Places making Havering
Opportunities making Havering
Connections making Havering

[X]
[]
[]
[]

SUMMARY

Births in Havering rose significantly from 2,257 in 2002 to 3,423 in 2016 and this has been reflected in higher primary school intakes in recent years. To meet the increased demand, an additional 5,360 primary school places have been created across the borough in the last seven years. Secondary school intakes are starting to rise as a result of larger cohorts transferring to primary schools and to meet the increased demand an additional 1,075 secondary school places have been created over the last three years. During the period to 2022/23 we expect a further 318 primary school reception places to be needed in the borough.

Alongside this, the Council since August 2017 till date, has worked with providers to create an additional 422 (0-5 years) early years places to support the early years education and childcare entitlement in day nurseries, preschools, maintained nurseries and childminder settings. In addition, we have provided a further 108 full-time equivalent early years places in Spring 2018 in recognition of the roll out of the 30 hour offer for working parents/carers of three and four year olds from September 2017.

The Council is also working with its partners and has created 121 special school places through expansion of its special schools and creation of Additional Resourced Provision (ARP) in schools to serve the growing demand for specialist provision in the borough.

This plan is intended to update the Cabinet on the latest school places data and set out the proposed approach to meet that growing demand for the next five years, in the context of new national expectations about this changing role. The plan is also intended to:

- help the school community understand the longer term population trends and the implications for their schools;
- let parents and the wider community of Havering know what changes are planned and how their views and preferences have contributed to key planning decisions;
- outline to potential sponsors of new schools, such as Academies and Free schools, contextual information about Havering's changing school population.

RECOMMENDATIONS

That Cabinet:

1. Approve the draft Commissioning Plan for Education Provision (CPEP) in Havering 2019-2023;

2. Approve the circulation of the draft CPEP for consultation to all stake holders in early years and school place planning;
3. Delegate the determination of the final CPEP, to the Cabinet Member for Children & Learning in consultation with the Director of Children's services;
4. Approve for the LA to work with Havering sponsors to submit an application in Wave 13 for a new 3 FE mainstream primary free school in Romford.
5. Approve for the LA to submit an Expression of Interest (EOI) for a new special free school and an AP free school
6. To note that a further report will be going to Cabinet, that will set out the details of each expansion scheme, the consultation process and indicative costs and funding for each scheme.

REPORT DETAIL

1. Introduction

- 1.1 In Havering we have seen an increase of 52% in the number of births between calendar years 2002 to 2016. This includes a 19% increase in the birth rate from 2012 to 2016. Havering saw the highest birth rate increase over this period for a London Local Authority. The next highest birth rate increase for a London Authority over this period was less than 5%, with the majority of boroughs seeing a decrease in their birth rate.
- 1.2 Havering was the only London borough to have a year on year increase in the birth rate since 2013. This shows that although the majority of London boroughs have experienced a reduction in the birth rate, Havering is still experiencing an increasing birth rate that will lead to larger reception cohorts each year.
- 1.3 The number of Primary age pupils (Years R -6) in Havering schools is expected to rise significantly from 21,962 in 2017/18 to 25,375 in 2022/23. Beyond this point the pupil population continues to increase year on year. Across Havering, by 2027/28, pupil numbers are forecast to be 27,027.
- 1.4 The number of Secondary age pupils (Years 7-11) in Havering schools is expected to rise significantly from 14,338 in 2017/18 to over 16,600 in 2024/25 (the end of the standard forecasting period). Beyond this point, the longer term strategic forecasts indicate that pupil numbers will continue to rise, although this estimate is heavily influenced by projections of new

housing development beyond 2025, the principal driver for Havering's long term strategic forecasts. Any further major housing developments in any of the secondary planning areas may require new school sites and school provision in order to accommodate the school place demand.

- 1.5 This substantial change in primary and secondary population requires an agreed plan to enable the Council to continue to meet its responsibility for ensuring there are sufficient school places in the area.

2. Early Years Education and Childcare

- 2.1 We are aware that assessing the childcare market and ensuring a sufficiency of provision is both a complex and a constantly moving challenge. Analysis of childcare places for 0-4 year olds shows that across the borough there is a surplus of places.

Forecasts for 2018/19 indicates a potential shortfall of places in in the Elm Park, Gooshays, Harold Wood, Mawney, Rainham & Wennington and Squirrels Heath wards in 2018-19. This is the position based on existing capacity as of summer 2017, however, this situation may change as new providers open and existing providers may close. We will continue to work with providers, schools and potential providers to encourage the establishment of additional provision where this is required. When a new school is delivered according to the ESFA baseline design a nursery space will be included.

- 2.2 The Government Policy to offer 30 hours free early education and childcare went live in September 2017. Havering put in an additional 108 places for the 30 hour offer. Demand for 30 hour places is currently estimated and is constantly under review to ensure that there is sufficient number of places to meet demand

3. Primary Places

- 3.1 The factors that have contributed to the rise in primary pupil numbers have been identified as the:
- substantial increase in the number of births within the borough;
 - increase in the cohort growth between those born in Havering and those entering Reception as a result of pupils moving into the borough;
 - increase in the cohort growth across all primary year groups as a result of pupils moving into the borough.
- 3.2 The number of Reception pupils in Havering schools has increased from 2,607 in 2008/09 to 3,298 in 2017/18. This is an increase of 27%. The

number of Primary pupils in Havering schools is forecast to rise from 18,297 in 2008/09 to 25,375 in 2022/23.

3.3 Future reception places needed by FE by planning area over time

Planning Area	Reception places needed by FE				
	By 2018-19	By 2019-20	By 2020-21	By 2021-22	By 2022-23
Collier Row	0	0	0	0	0
Elm Park	0	0	1	1	1
Harold Hill	0	0	4	3	3
Hornchurch	0	0	2	1	1
Rainham and South Hornchurch	0	0	1	2	3
Romford	0	0	1	3	3
Upminster and Cranham	0	0	1	0	0

3.4 Options to meet the projected future demand for places by planning area:

- **Collier Row**- no additional reception places needed in this planning area over the plan period.
- **Elm Park**- 1FE permanent expansion needed from 2020/21.
- **Harold Hill**- 1/2 FE permanent expansion needed from 2020/21, consider whether remaining need can be met by bulge classes (the above table includes permanent expansion of Mead from 2019-20).
- **Hornchurch**- 1FE permanent expansion needed from 2020/21, remaining need to be met by bulge classes.
- **Rainham and South Hornchurch**- pre-statutory consultation has been conducted regarding a 1FE expansion of Brady Primary School. If the statutory proposal for this school is approved this will be implemented from 2020-21. As part of the Beam Park development in this area a new 3FE primary school is needed by 2021-22 (although this will be closely linked to the housing delivery). The new school should meet the remaining need within the plan period.
- **Romford**- due to the housing growth planned in the area over the next five years, a new 3FE primary school will be needed by 2021-22 (although this will be closely linked to the housing delivery). The 1FE need in 2020-21 will be met by a bulge class.
- **Upminster and Cranham**- the 1FE need in 2020/21 will be met by a bulge class.

4. Secondary Places

4.1 The number of Year 7-11 pupils in Havering Secondary schools has been declining in recent years from 15,422 in 2008/09 to 14,338 in 2017/18. Thereafter it is forecast to increase to 16,677 through the period to 2024/25, an increase of 16% on current roll numbers.

4.2 The number of Year 7 pupils in Havering schools has fallen in recent years from 3,125 in 2008/09 to a low point of 2,829 in 2013/14. Thereafter, Year 7 rolls are forecast to rise to almost 3,511 through the period to 2024/25, an increase of 23% on current roll numbers.

4.3 The current surplus capacity for Year 7 is 14% across Havering, however this varies across planning areas. By the end of the forecasting period (2024/25) there will be a deficit of around -1% deficit capacity in Year 7 across the borough (based on current capacity data and known future expansions) so plans to commission additional secondary school places will need to be brought forward in the coming years to address this situation.

4.4 Future year 7 places needed by FE by planning area over time

Planning Area	Year 7 places needed by FE						
	By 2018-19	By 2019-20	By 2020-21	By 2021-22	By 2022-23	By 2023-24	By 2024-25
North East	0	1	0	0	1	1	1
North West	0	0	0	0	0	0	0
Central	0	0	0	0	0	1	1
East	0	0	0	0	0	0	0
South	0	0	0	0	0	0	1

4.5 Options to meet the projected future demand for places by planning area:

- **North East-** need in this area up until 2022/23 to be met by surplus places in neighbouring Central planning area. From 2022/23 the need will have to be met through permanent expansion in either the neighbouring Central or North West planning areas.
- **North West-** no need projected over the plan period, although permanent expansion could be considered to help meet the need from neighbouring planning areas.

- **Central-** 1FE permanent expansion to be considered from 2023/24 (the above table includes 1FE permanent expansion of Redden Court and permanent PAN rationalisation of 12 places at Abbs Cross).
- **East-** no need projected over the plan period (the above table includes a permanent PAN rationalisation of 18 places at Hall Mead).
- **South-** 1FE permanent expansion needed from 2024/25 (the above table includes Harris Academy Rainham increasing its PAN by 1FE from 2020-21).

5 Post-16 Provision

- 5.1 Demographic forecasts from the GLA show that the 16-19 cohort in Havering is projected to decrease over the next few years, before increasing year on year from 2020.
- 5.2 The projections show that the number of students expected to study at Havering sixth form college and FE college is projected to increase from 2019/20 onwards in line with the projected population increase.
- 5.3 The projections show that the number of students expected to study at a Havering school sixth forms is projected to remain fairly static over the next five years.
- 5.4 Future priorities over the plan period - Post 16;
- To secure sufficient resources for world class learning so that all young Havering residents are able to access such opportunities, particularly for learners with support needs
 - Ensuring that the technical education reforms and the introduction of the Technical study programmes help address Havering's need for a highly skilled workforce.
 - Improving the availability of high quality careers guidance throughout Havering raising aspirations amongst local young people.
 - Continuing to promote and develop the Apprenticeship offer in Havering the short-term there is the potential for there to be a decline in demand for post-16 provision due to lower numbers of 16-19 year olds resident within the borough. However, by 2021 the size of the cohort will expand significantly.
- 5.5 There is sufficient capacity available at Havering Sixth Form College and FE College to meet the projected demand for post 16 over the period of the plan.

5.6 There are sufficient sixth form places available at Havering school sixth forms to meet the projected demand, with no need to increase the number of Havering school sixth form places available over the period of the plan.

5.7 The post-16 provision within the borough provides a sufficient breadth of opportunities at level 2 and Level 3 both vocational and academic. The offer within the school sixth forms and the sixth form college is predominantly academic at level 3 with some aspects of vocational provision. The local Further & Higher Education college offers vocational programmes from entry level to level 4.

5.8 To secure entry level pathways with flexible access to support the NEET/Not known cohort in particular to support the vulnerable cohort to ensure that there are sufficient pathways available at the right level to re-engage this cohort in participating

6. SEND and AP Places

6.1 The [Havering High Needs Strategy](#) has been developed and gives details of our local offer and the changes that will be implemented to ensure that the needs of children and young people with SEND are met.

6.2 Over the period of this plan we are projecting an increase of 9% in the number of Havering residents with an Education Health Care Plan or a statement attending primary, secondary, special school and post-16 provision in a Havering or in an out-borough SEND provision.

6.3 Borough wide projections for Havering residents with an Education Health Care Plan or a statement attending primary, secondary, special school and post 16 provision in a Havering or in out borough SEND provision.

Year	Cognition and learning needs	Communication and interaction needs	Social, Emotional and Mental Health	Sensory and/or physical needs	Total
2015/16	461	492	124	133	1210
2016/17	468	524	161	149	1302
2017/18	484	596	141	153	1374
2018/19	490	606	155	155	1406
2019/20	496	616	157	157	1426
2020/21	506	629	160	161	1455
2021/22	513	638	163	163	1477
2022/23	521	648	165	166	1500

6.4 The table above highlights that for:

- Cognition and Learning needs – historical trend shows a year on year increase and we expect this to continue going forward.
- Communication and Interaction needs- historical trend shows an increase in numbers from with the largest increase from 2016/17 to 2017/18. We expect this increase to continue but at a lower rate. This increase is mainly in Autistic Spectrum Disorder (ASD).
- Social, Emotional and Mental Health – historical trend shows an increase between 2015/16 and 2016/17 however there was a decrease in the numbers between 2016/17 and 2017/18 we expect numbers to increase in 2018/19 and from 2019/20 to increase at a lower rate.
- Sensory and/or physical needs – historical trend shows a year on year increase. We expect this increase to continue but at a lower rate.

6.5 Future priorities over the plan period- SEND;

- Delivering a new 60 place free school to meet the needs of children and young people aged 3-16 years who have complex or severe ASD or social, emotional and mental health difficulties by 2020/21.
- Delivering more Additionally Resourced Provisions (ARPs) in mainstream settings to create more places for pupils with moderate learning difficulties and communication and interaction needs (mainly for those with Autistic Spectrum Disorder) who can best be supported in mainstream provision or an ARP, where appropriate.
- Reviewing and re-designating special schools, as appropriate; reducing the number of pupils with moderate learning difficulties who attend special schools and enabling special schools to support the growing numbers of children with more complex needs.
- Establishing Routes 4 life to deliver places for 19 – 25 year olds with SEND.
- Commissioning a new special free school through the free school wave route (Wave 13) to cater for pupils with complex Autistic Spectrum Disorder needs that cannot be met within an ARP setting.

6.6 Over the last three years, Havering's exclusion figures remain static in comparison to a rise in permanent exclusion nationally:

- 2015/16 36
- 2016/17 37
- 2017/18 34

6.7 Over the last three years, the number of pupils requiring AP has fluctuated slightly with currently to date (September 2017 – June 2018) Havering having 251 pupils listed as in attendance.

6.8 Future priorities over the plan period- Alternative Provision

- To deliver an all through AP Free School which will provide a registered full time offer for a small number of Primary aged pupils who require development and support to be able to return to mainstream and maintain their placement.
- This would also enable secondary pupil's access to a registered full time AP offer so they can work towards Progress 8 that addresses their needs and supports their aspirations and progression into post 16 and adulthood

7. Next steps

7.1 We are asking the Cabinet to approve the draft CPEP. The CPEP would then be circulated for consultation to schools, parents, the Dioceses and all other school place planning stakeholders. Following the end of the consultation period the CPEP Strategy would be revised appropriately and then subject to approval by Lead Member be circulated as the approved CPEP for the next four years.

Key Milestones	Date
Cabinet decision on Draft CPEP	25 July 2018
Consultation Period	Sept – Nov 2018
Decision by Lead Member and Director of Children's Services on Final CPEP	December 2018
Circulation of approved strategy	January 2019

REASONS AND OPTIONS

Reasons for the decision:

This decision is necessary to progress the strategy for ensuring there are sufficient school places in Havering to meet the rising pupil population.

Other options considered:

It was considered that the Council could proceed with the expansion programme without an agreed CPEP in place. However as the Council is in the leadership role

for this major and long term expansion programme, it should be consulting with stake holders on its proposed strategy for meeting the challenge of the rising school population and in so doing reduce the risk of these plans being unsuccessful.

IMPLICATIONS AND RISKS

Financial implications and risks:

Approval of the strategy, which sets out the authority's aims and aspirations for education provision in the borough, does not give rise to any financial implications. However, implementation of the strategy will have significant financial implications. The most significant of these being capital costs arising from the delivery of additional school places and the associated revenue implication once these places are filled.

There are no costs associated with the submission of bids for free school as this will be completed by existing Council officers. A successful bid could attract millions of pounds of investment in providing a new school in the borough which otherwise would need to be funded by the Council. Before any successful bid is accepted the financial implications will be fully assessed.

CAPITAL

The bulk of Basic Need Grant funding allocated up to 2018/19 is fully committed in the Schools Expansion Programme, with only £2.8m unallocated. There was no allocation for Havering in 2019/20 and recently £21,953,472 of grant has been awarded for 2020/21.

Until detailed plans for the provision of additional school places are formulated, it is difficult to say whether this funding will be sufficient to meet the costs arising. However, given that there will be a need to provide both new schools and SEND/AP places, which are more costly than expansions previously delivered, it may well that further funding is required.

Potential options for bridging any funding gap are as follows:

- S106 contributions/Tariffs/CIL
- Contribution from the DSG as agreed by the Schools Forum
- Further grant allocations
- Council Receipts
- Successful bids to the DfE for funding Free Schools within the Borough
- Borrowing (although there would be associated revenue costs)

The financial implications of the whole school expansion programme will be kept under review as details plans for the delivery of additional places becomes clearer. This will consider the estimated capital cost and funding sources plus the revenue implications of schools and the local authority. Any significant issues will be reported through the appropriate channels as necessary. It is expected that an update will be provided to Cabinet in January 2019.

REVENUE

Revenue Implications for the Local Authority

An increase in school admissions across the Borough may also have a 'knock-on effect' on other budgets such as free school meals, home to school transport, pupil referral units. Any pressures arising will be addressed through the appropriate channels as the needs arise.

Revenue Implications for schools

The revenue implications for schools are that in creating additional classes, additional resources will be incurred particularly for teaching and support staff. The funding received by the LA for allocation to schools through a mainly pupil-led formula is based on the numbers on roll at Havering schools as at an October census date. Schools therefore receive funding for a financial year based on the preceding October pupil numbers (other data is also used to recognise deprivation and special educational needs). Any additional pupils who are placed in schools after the October census are not funded by the DfE formula even though schools will need to appoint additional staff. The DfE currently allocates a budget of £2.7m within the DSG (Dedicated Schools Grant) from which to fund schools for mid-year increases in pupil numbers where a new class is required. This is currently under review and it is the DfE's intention to allocate this funding on a formulaic basis rather than on historic spend.

This funding is also used to fund the growth already in the school system from previous years as the larger cohorts move through the school and to protect schools that have committed additional resources where the expected increase in pupil numbers is slower than expected.

Funding to LAs for pupils with behavioural or special educational needs is allocated to LAs through a High Needs Block. Each Special School place or Additional Resource Provision will require funding at £10,000 per place plus a needs-led top up. The Additional Resourced Provisions will help increase capacity and ultimately reduce the costs of expensive out of borough provision.

LAs receive funding for Early Years places on the basis of participation measured against numbers on roll at a January census point at early years settings. The LA funds provision on the basis of a Single Funding Formula consisting of an hourly rate and supplements for deprivation.

Schools will also be responsible for the ongoing running costs and revenue maintenance costs of any new buildings. Such costs will need to be contained within their overall revenue budgets.

Legal implications and risks:

The draft CPEP will be subject to consultation. It is critical to a sound consultation that it is meaningful, in other words the consultees must be given sufficient information and time to comment and their responses must be conscientiously taken into account by the decision maker before the decision is taken to finalise the CPEP.

The Council has a statutory duty to secure that efficient primary and secondary education are available to meet the needs of the population of their area. (Section 3 Education Act 1996). It is clear that without a strategy to increase the provision within the Borough over the next few years the Council may fall into breach of its statutory duty. Under Section 6A Education and Inspections Act 2006 if a local authority in England consider that a new school needs to be established in their area, they must seek proposals for the establishment of an Academy. The CPEP indicates that new schools are likely and as and when this arises officers will be provided with detailed legal advice.

Individual proposals will need to be submitted to Cabinet for all those schools requiring statutory approval to expand their accommodation to admit additional pupil numbers i.e. above 30 pupils or 25% of all school places. Detailed legal advice will be provided on individual cases as they arise.

Human Resources implications and risks:

The human resources implications will be managed by the school with Education HR support where appropriate. There is likely to be a need for both recruitment of new and reorganisation of current teaching and support staff. The school will undertake both the recruitment and selection and organisational change processes in accordance with the existing and relevant policies and procedures.

Equalities implications and risks:

An Equality Impact Assessment (EIA) was conducted for Phase 4 of the Expansion Programme and an EIA will be undertaken for this phase of the Expansion programme (Phase 5) as the proposals are developed to fully assess their impact on children with protected characteristics and their families.

The decision to initiate formal consultation will provide the opportunity to gather the views of all interested parties and may help to identify potential equality and social inclusion related impacts or risks at an early stage, prior to implementation. The consultation feedback will be used to inform the Equality Impact Assessment for this phase of the expansion programme to ensure all equality impacts are fully assessed and mitigating actions are identified.

BACKGROUND PAPERS

- Draft Commissioning Plan for Education Provision 2019-2023

Appendix 1-FORECASTING METHODOLOGY

The Local Authority uses data on births and early years population figures to inform the forecasting of early years and primary school pupil rolls. Secondary school and post-16 education needs are calculated from primary school rolls and transfer rates to secondary schools. SEND projections are based on population data and historic SEND numbers. Migration in and out of different parts of Havering and housing developments are taken into account.

Early Years Projections

The early years projections project the expected demand for funded two, three and four year old early years places in Havering. The two year old projections are produced separately, while the three and four year old projections are combined to reflect the different funded offers.

The early years projections are produced by calculating the historic number of Havering resident children on roll at Havering early years settings, as a proportion of the projected population. This is done for each ward in Havering separately. Once the past trend has been calculated, an average is established and applied to the Havering population projections for each ward to generate the expected take up of early years places at ward level for future years.

Children who live outside of Havering but access a funded early years place at a Havering setting are projected separately. The historic number of children living outside of Havering accessing a funded early years place in Havering is calculated as a proportion of the total number of children accessing a Havering funded early years place. This is done for each ward in Havering separately. Once the past trend has been calculated, an average is established and applied to the projected number of Havering residents expected to take up a funded early years place at a Havering setting, in order to project the number of children living outside of Havering expected to access a Havering funded early years place in each ward for future years.

The projected number of Havering residents and non-Havering residents expected to access a funded early years place is added together for each ward. The early years projection for each ward is aggregated to provide a borough total. Separately the expected demand for funded two, three and four year old early years places in Havering is projected at borough level- this provides a check to ensure that the aggregated ward projections total look realistic when compared to the borough projection.

Year Reception and primary

The following information is used to calculate school roll projections in Havering:

- Birth data received from the ONS.
- Population projections produced by the GLA
- Historic pupil data obtained from the school census
- Housing development data obtained from our planning department.

There are seven primary planning areas (see map at the end of this section), which were revised in 2014. The primary planning areas previously used were not made up of existing ward boundaries and many of the old planning areas only partially cover some wards. As birth and population data is often received at ward level, this then involves an assumption being made as to what proportion of the ward level birth/population data sits under which planning area.

The authority calculates independently a projection of pupil numbers for each of the seven primary planning areas. Once projections have been made at planning area level, individual school projections are made for all schools in that planning area. Data on parental preferences for schools is used when projecting numbers at school level. The accuracy of the individual planning area projections is the starting point when updating the projections.

The main method used to project school rolls in Havering is the cohort survival method. The base information used for forecasting the number of children entering Reception in each primary planning area in Havering is the number of births within each planning area and the number of children in Reception classes in each planning area (obtained from the school census and summer count for previous years).

The birth data is provided by the ONS at ward level. This birth data allows the historical uptake factor to be calculated between the number of births in a planning area and the number of children entering a reception class in the same planning area five years later. This represents the number of children born in the planning area that will go on to attend a primary school in the planning area five years later. The past trend of reception intake to total birth rate for the corresponding year is calculated, an average established and then applied to the birth rate for future years to calculate the projected reception intake for each of the seven planning areas.

When actual live birth data is not available from the ONS, projected birth data from the GLA is used. Havering is a net importer of pupils, that is more pupils are expected to attend primary school here than were actually born in Havering five years previously. This has been the trend for a number of years and is not expected to change.

Once the number for Reception has been projected for each planning area, the past trend of cohort movement through the primary phase year on year from reception to year 6 is calculated, an average established and applied to each age cohort as they move through the system.

The projections for each planning area are added together to produce a primary projection for the whole of Havering. The method of projecting each primary planning area individually is to make sure that the primary projections produced for Havering are more sensitive to localised changes in the population at planning area level, such as one-off dips in the birth rate within a particular planning area.

Under the new planning area projection method, any changes in the birth rate for that area would be picked up and incorporated into the projections; a sudden dip in the birth rate would result in a lower expected reception intake in the area five years later, the impact of which may well have been hidden under the previous method of projecting a reception intake for the whole borough which is then split across the planning areas.

Another change to the projection methodology is that we no longer incorporated an additional 5% factor on top of the projected rolls. Previously an additional 5% was added to the projected reception intake for the Harold Hill, Romford and Rainham and South Hornchurch primary planning areas.

The 5% element was initially introduced as these primary planning areas experienced high levels of new housing as well as high mobility, leading to school place applications being received from these areas throughout the year. The additional 5% was implemented in order to ensure that we have sufficient primary school places available to accommodate school place demand from families living in these areas throughout the year.

A comprehensive strategy of primary school expansion to meet school place demand and a reduction in the number of in-year primary applications has meant that we no longer need to factor in an additional 5% to the projections in these areas in order to ensure enough places are available.

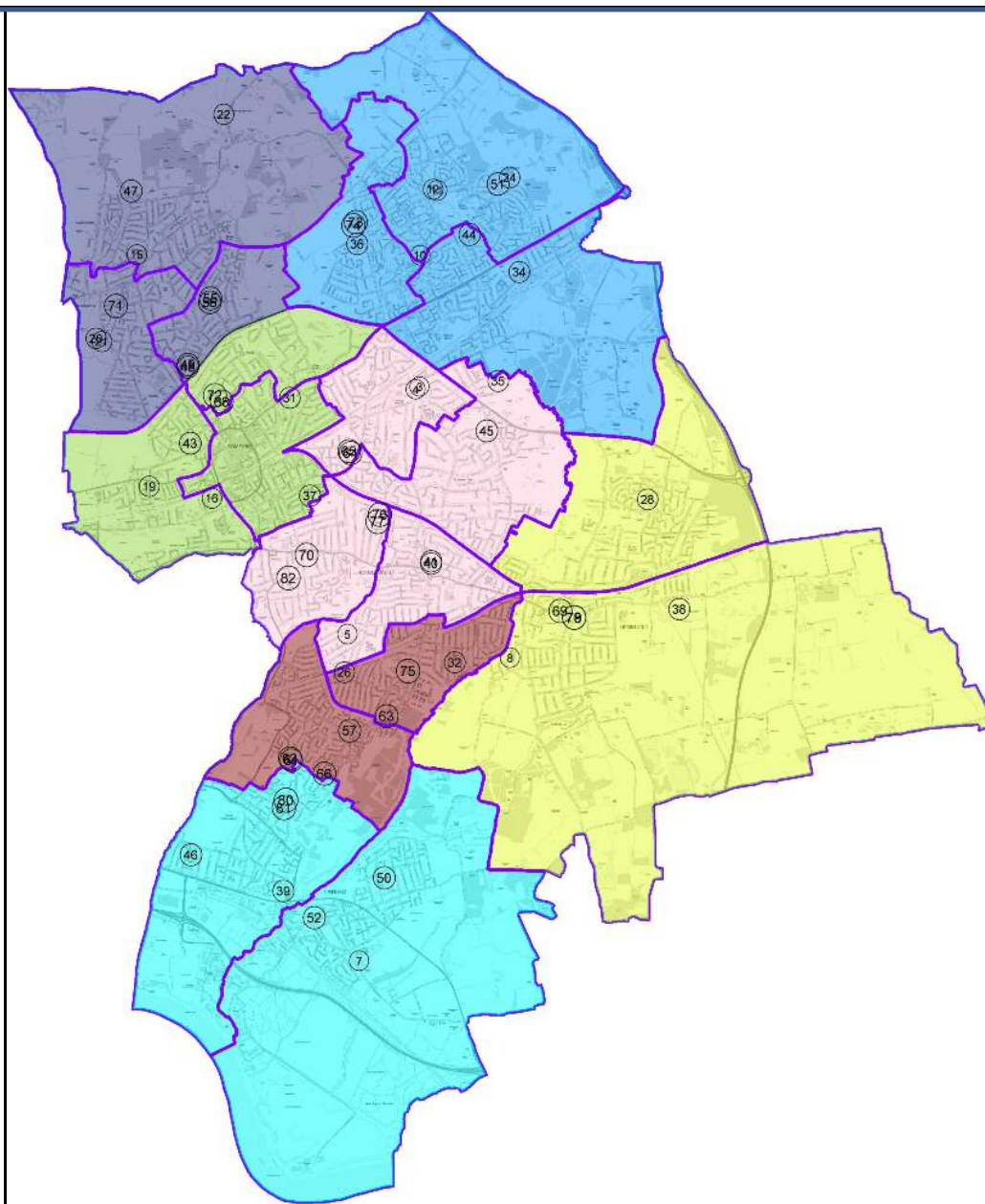
Primary Planning Areas Map

Havingd_All_Schools_Oct_2012

- 3 Ardleigh Green Infants
- 4 Ardleigh Green Juniors
- 5 Benhurst Primary
- 7 Brady Primary
- 8 Branfill
- 10 Broadford Primary
- 11 Drapers' Brookside Infants
- 12 Drapers' Brookside Juniors
- 15 Clockhouse Primary
- 16 Concordia Academy
- 19 Crowlands Primary
- 20 Crownfield Infants
- 21 Crownfield Juniors
- 22 Dame Tipping Primary
- 24 Drapers Maylands Primary
- 26 Elm Park Primary
- 28 Engayne Primary
- 31 Gidea Park Primary
- 32 Hadon Primary
- 34 Harold Court Primary
- 35 Harold Wood Primary
- 36 Hilldene Primary
- 37 Hylands Primary
- 38 James Oglethorpe Primary
- 39 La Salette Primary
- 40 Langtons Infants
- 41 Langtons Juniors
- 43 Mawney Foundation
- 44 Mead Primary
- 45 Nelmes Primary
- 46 Newtons Primary
- 47 Oasis Academy - Pinewood Primary
- 48 Parklands Infants
- 49 Parklands Juniors
- 50 Personage Farm Primary
- 51 Pyigo Priory Primary
- 52 Rainham Village Primary
- 55 Rise Park Infants
- 56 Rise Park Juniors
- 57 R. J Mitchell Primary
- 61 Soargill Infants
- 62 Scargill Juniors
- 63 Scotts Primary
- 64 Squirrels Heath Infants
- 65 Squirrels Heath Juniors
- 66 St Alban's Catholic Primary
- 68 St Edward's CE Primary
- 69 St Joseph's Catholic Primary
- 70 St Mary's Catholic Primary
- 71 St Patrick's Catholic Primary
- 72 St Peter's Catholic Primary
- 73 St Ursula's Catholic Infants
- 74 St Ursula's Catholic Juniors
- 75 Sullons Primary
- 76 Towers Infants
- 77 Towers Juniors
- 78 Uppminster Infants
- 79 Uppminster Juniors
- 80 Whybridge Infants
- 81 Whybridge Juniors
- 82 Harrow Lodge Primary

Revised_Planning_Areas_201314

- Harold Hill
- Collier Row
- Elm Park
- Hornchurch
- Rainham & South Hornchurch
- Romford
- Uppminster & Cranham



Key	Primary Planning Area
	COLLIER ROW
	ELM PARK
	HAROLD HILL
	HORNCHURCH
	RAINHAM & SOUTH HORNCHURCH
	ROMFORD
	UPPMINSTER & CRANHAM

Year 7 and secondary

Havering introduced secondary planning areas in 2014 in order to produce projections (see map at the end of this section). Projecting secondary demand through secondary planning areas allows localised trends and patterns of movement around secondary school attendance to be captured and reflected accurately in the projections. The introduction of secondary planning areas helps identify areas of need earlier, as a shortage of places in a particular area will be highlighted at planning area level that may well be hidden at borough level. There are five secondary planning areas that are made up by aggregating existing ward boundaries.

The authority calculates independently a projection of pupil numbers for each of the five secondary planning areas. Once projections have been made at planning area level, individual school projections are made for all schools in that planning area. Data on parental preferences for schools is used when projecting numbers at school level. The accuracy of the individual planning area projections is the starting point when updating the projections.

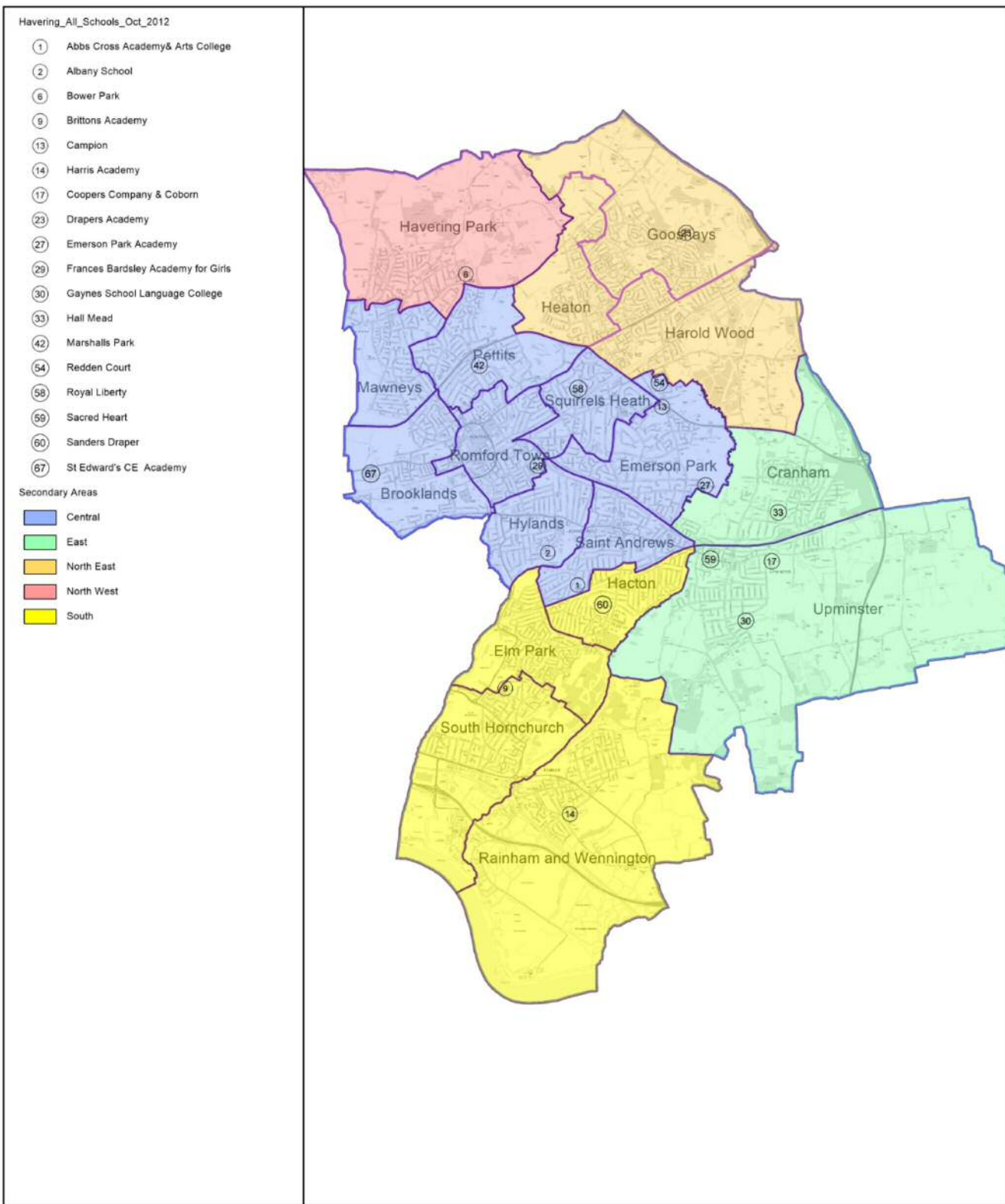
To generate the secondary projections, historical data is used to calculate the transfer rate from year 6 to year 7 for each secondary planning area. The year 6 roll data allows the historical uptake factor to be calculated between the year 6 roll in a primary planning area and the number of children entering a year 7 class in the corresponding secondary planning area the following year. This represents the number of children attending year 6 in the primary planning area that will go on to attend a secondary school in the corresponding secondary planning area the following year.

For those primary schools where the year 6 roll feeds into secondary schools in different planning areas, the year 6 roll is proportioned accordingly so that the year 6 roll feeds into the separate secondary planning areas.

Once the number for year 7 has been projected for each planning area, the past trend of cohort movement through the secondary phase year on year from year 7 to year 11 is calculated, an average established and applied to each age cohort as they move through the system.

The projections for each planning area are added together to produce a secondary projection for the whole of Havering. The method of projecting each secondary planning area individually is to make sure that the secondary projections produced for Havering are more sensitive to localised changes in the population at planning area level, such as one-off dips in the year 6 roll within a particular planning area.

Secondary Planning Areas Map



Havering Secondary Schools N
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	Scale: 1:65000 Date: 12 July 2018	
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Housing

We receive data from the planning team detailing housing completions in Havering. This allows us to calculate the child yield expected as a result of these housing completions.

In addition we also factor into the projections the child yield from future major housing developments as detailed in the housing trajectory that forms part of the Local Plan evidence base and as set out by regeneration colleagues.

The child yield from each housing scheme is staggered over a five or three-year period to reflect the fact that housing developments are not all occupied immediately, nor generate child yield immediately. All the planning areas have the child yield weighted. For the primary phase an assumption is made that the child yield is highest in the first year of occupancy. A 40% weighting has been used to calculate child yield for the first year, followed by 30% each in the second and third year. For the secondary phase the child yield is phased evenly over a five-year period, with 20% added each year.

The child yield is aggregated from ward level to planning area level and then split out by year group. In primary the child yield is split out by weighting the yield at 30% in reception, 15% each in years 1 and 2 and then 10% each across years 3-6. The effect of splitting out the child yield this way instead of evenly splitting across all year groups (as with secondary) is subtle, but weights the child yield slightly in the earlier year groups, thus ensuring that additional capacity required to meet the demand arising from new housing is implemented in time.

Currently an average of 0.2 is used as the child yield multiplier for secondary (including post 16) and an average of 0.3 used as the child yield multiplier for primary. These have been calculated by assessing the average child yield produced by 1/2/3/4 bed units.

Child yield from housing developments is factored into the primary, secondary and Havering school sixth form projections.

Additional factors

The accuracy of previous projections is reviewed as a starting point for the production of a new series of projections. In this way inconsistencies or problems with the previous projections can be identified and corrected before the new set of projections is produced. Significant school organisation changes planned have been taken into consideration in working out projections.

Cohort survival rates are reviewed each year. They are used to determine whether changes are occurring in pupil flows and methodology for borough and planning area

level and school -level projections, with the projections adapted accordingly. Parental preferences for schools are used when projecting numbers at school level.

We consult schools regarding the individual school roll projections for their school and a projection for the planning area they are in. All the adjustments raised by schools on their individual projections will be considered and revised in the projections where appropriate.

Accuracy of Forecasts

Havering like every Local Authority, submits updated projections to the ESFA on an annual basis. The ESFA closely monitors the projections submitted each year and will query with the Local Authority any aspect of the projections that it feels warrant further attention. We also maintain a close relationship with our neighbouring boroughs in order to monitor issues that may impact cross border movement of students. Our projections are reviewed on an annual basis and adjustments are made to reflect the most recent trends regarding school attendance.

Information regarding the accuracy of the Havering forecasts can be accessed via the [Local Authority school place scorecards 2017](#) excel tool published by the ESFA.

GLA School roll projections

In addition to the in-house school roll projection model that we run in order to inform us of future school place demand in Havering, we also buy into the GLA School Roll Projection service that also provides us with school roll projections for Havering. Although we receive school roll projections from the GLA, we still use our in-house projections as our definitive set of roll projections. The reason for this is because we are able to make adjustments to our in-house projections that reflect local trends and patterns of movement that may not be captured by the GLA. By being able to incorporate our local knowledge of demographic changes in Havering in our school roll projections; we are able to produce a more robust set of projections that better reflect what is happening on the ground.

Post 16 Projections

Havering School Sixth Forms

Projections for Havering school sixth form are made by using staying on rates calculated by comparing historic year 12 numbers with the year 11 numbers the previous year. Similarly, the historic trend of year 13 numbers compared to year 12 pupil numbers the previous year is calculated. Once the past trend of cohort movement year on year from year 11 to year 12 and year 12 to year 13 has been calculated, an average is established and applied to the year 11 projection to provide Havering school sixth form projections for future years.

Full time and part time education provision

Projections for Havering 16-19 year olds in full time or part time education are produced by calculating the past trend of Havering 16-19 year olds in full time or part time education as a proportion of the projected population for 16-19 year olds in Havering. An average is then established which is then used to project forward the number of Havering 16-19 year olds expected to participate in full time or part time education for future years. This projection is produced for those expected to participate in education in Havering and non-Havering provision.

A separate projection also calculates the number of non-Havering residents expected to study at Havering Sixth Form College and Havering FE College for future years. This is produced by looking at the historical number of non-Havering residents studying at these colleges as a proportion of the total number at the colleges. This proportion is then used to project ahead the number of non-Havering residents expected to study at the colleges in future.

SEND

The SEND projections project the number of Havering residents with an Education Health Care plan or statement of SEND by the four main categories of need. The following data is used to produce the SEND projections:

- Population projections produced by the GLA:
 - Primary age 3 -10
 - Secondary age 11 -15
 - Special school age 3 -15
 - Post 16 age 16 – 25

- Historic actual pupil numbers on roll regarding Havering residents with an Education Health Care plan or statement, attending Havering primary and secondary schools (including pupils on roll at alternate resource provision), Havering special schools and Havering residents attending out borough provision.

The past trend of actual numbers of Havering residents with an Education Health Care plan or statement of SEND is calculated as a proportion of the population projection over several years- this is done independently for each of the four main SEND need types.

Once the past trend as a proportion of the population has been calculated, an average is established for each of the four main SEND need types which is then applied to the population projection to produce the projected demand expected for each of the SEND types.

The sum of the four separate projections for each of the four main SEND need types is the total projected number of Havering residents expected with an Education Health Care plan or statement of SEND.

DRAFT COMMISSIONING PLAN FOR EDUCATION PROVISION

2019 – 2023



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FOREWORD

Welcome to the Council's Commissioning Plan for Education Provision in Havering for the period 2019 to 2022. This is a four year rolling plan that is updated annually. It sets out how Havering Council seeks to ensure there is sufficient capacity to meet demand for early years, primary, secondary, post-16 and special school places across the borough.

The document contains information on:

- The current pattern of early years, primary, secondary, post-16 and special school provision across the borough
- Forecasts of future early years, primary, secondary, post-16 and special school numbers
- Our plans to meet the need for additional places in areas of growth
- The Council's policy for school organisation and expansion in the borough

Births in Havering rose significantly from 2257 in 2002 to 3423 in 2016 and this has been reflected in higher primary school intakes in recent years. To meet the increased demand, an additional 5360 primary school places (reception-year 6) have been created across the borough in the last seven years. Secondary school intakes are starting to rise as a result of larger cohorts transferring to primary schools and to meet the increased demand an additional 1075 secondary school places (years 7-11) have been created over the last three years. During the period to 2022-23 we expect a further 318 primary school reception places to be needed in the borough.

Alongside this, the Council since August 2017 till date, has worked with providers to create an additional 422 (0-5) early years places to support the early years education and childcare entitlement in day nurseries, preschools, maintained nurseries and childminder settings. In addition, we have provided a further 108 full-time equivalent early years places in spring 2018. This is in recognition of the roll out of the 30 hour offer for working parents/carers of three and four year olds from September 2017.

The Council is also working with its partners and has created 121 special school places (reception-year 14) through expansion of its special schools and creation of Additional Resourced Provision (ARP) in schools to serve the growing demand for specialist provision in the borough.

We would like to thank all the early years providers, schools, governors, academy trusts and dioceses who work with us to ensure there is sufficient capacity to meet the demand for places. The next few years will be an exciting and challenging time as we continue a programme of delivering additional places. At the heart of this programme is our commitment to ensure that we continue to meet local needs and secure high quality education for all Havering children and young people.

Councillor Robert Benham
Cabinet Member for Children and Learning

Trevor Cook
Assistant Director Education

SECTION 1: EXECUTIVE SUMMARY

1.1 Purpose

The Council is the strategic Commissioner of Education Provision in Havering. This Commissioning Plan sets out how we will carry out our statutory duty to ensure there are sufficient places of high quality, in the right places for all learners, while at the same time fulfilling our other responsibilities to raise education standards and be the champion of children and their families in securing good quality education, childcare and other provision including training and apprenticeships. The plan details our future need for education provision, thereby enabling parents and education providers to put forward proposals as to how these needs might best be met.

This Plan is a 'live' document which underpins the dynamic process of ensuring there are sufficient places for Havering children in schools, and other provisions.

1.2 Havering context

Much of the London Borough of Havering is part of the Metropolitan Green Belt and protected by development, and as a result over 50% of Havering is parkland – making it one of the capital's greenest boroughs. Family-friendly Havering offers parents an appealing choice of schools, particularly for primary-aged children with the borough's primary schools ranked some of the best in country. Early years education and childcare are predominantly provided by the private and voluntary sectors. Primary and secondary education are provided through different types of schools, infant, junior, primary, secondary, academies, single sex and faith schools. Post 16 opportunities are available through schools and colleges.

1.3 What we are seeking to achieve

Our vision is that every child and young person should go to a good or outstanding early years setting and school, have access to the best teaching, and benefit from schools and other providers working in partnership with each other to share the best practice as they continue to improve. Our overarching priorities for Education in Havering are set out in our Children's Services.

We believe that parents and communities should have a strong voice in proposals in future school development. We also recognise that popular schools may wish to expand, or be under pressure from the local community to do so. Such expansions are welcome to help meet both the need for extra places and our objective of providing access to a good local school for every Havering child. We therefore continue to welcome proposals from existing schools, Trusts, the Dioceses and new providers that address the needs set out in this plan.

1.4 Principles and Guidelines

The role of the Local Authority is set within a legal framework of statutory duties which are set out in the relevant sections of the Plan. We also have a set of principles and planning guidelines to help us in our role as Commissioner of Education Provision (Section 4). It is important that the Local Authority is transparent when making commissioning decisions or assessing the relative merits of any proposals it might receive.

1.5 Capital Funding

The Local Authority has a key role in securing funding to provide sufficient numbers of pupil places in order to meet its statutory duty. The cost is currently met from Basic Need Grant from the Government, Section 106 property developer contributions and future Community Infrastructure Levy monies (CIL). Another funding option is the Free Schools Programme.

1.6 Havering's school age demographic trends

In Havering, we have seen an increase of 52% in the number of births between calendar years 2002 to 2016. This includes a 19% increase in the birth rate from 2012 to 2016. Havering saw the highest birth rate increase over this period for a London Local Authority. The next highest birth rate increase for a London Authority over this period was less than 5%, with the majority of boroughs seeing a decrease in their birth rate.

The number of primary age pupils (reception-year 6) is expected to continue to rise from 22,619 to 25,375 over the next five years. Beyond this point strategic forecasts show that the number of pupils will continue to rise until 2026-27.

The number of secondary age pupils (years 7-11) in Havering schools is expected to rise significantly from 14,599 in 2018-19 to 15,975 in 2022-23. Beyond this point the longer term strategic forecasts indicate a further increase in pupil numbers.

However these long term strategic forecasts are heavily influenced by new housing development. Further information on our forecasting methodology can be found in **Appendix 1**.

1.7 Early Education and Childcare

We are aware that assessing the childcare market and ensuring a sufficiency of provision is both a complex and a constantly moving challenge. Analysis of childcare places for 0-4 year olds shows that across the borough there is a surplus of places.

However, a number of wards namely; Elm Park, Gooshays, Harold Wood, Mawney, Rainham & Wennington and Squirrels Heath have a deficit of places. We will continue to work with providers, schools and potential providers to encourage the establishment of additional provision where this is required. When a new school is delivered according to the ESFA baseline design a nursery space will be included.

The Government Policy to offer 30 hours free early education and childcare to eligible working parents went live in September 2017. Havering put in an additional 108 places for the 30 hour offer. Demand for 30 hour places is currently estimated and is constantly under review to ensure that there is sufficient number of places to meet demand

1.8 Havering's Primary and Secondary School Forward Plan – by planning area

Detailed analysis, at planning area level, of the future need for primary and secondary school places is contained in Section 8 of this Plan. This clearly sets out what provision needs to be commissioned, where, and when. We will consult on the proposals in line with statutory responsibilities and agreed procedures.

Planning Area	Reception places needed by FE*				
	By 2018-19	By 2019-20	By 2020-21	By 2021-22	By 2022-23
Collier Row	0	0	0	0	0
Elm Park	0	0	1	1	1
Harold Hill	0	0	4	3	3
Hornchurch	0	0	2	1	1
Rainham and S Hornchurch	0	0	1	2	3
Romford	0	0	1	3	3
Upminster and Cranham	0	0	1	0	0

*FE = Form of entry, or 30 children.

Planning Area	Year 7 places needed by FE						
	By 2018-19	By 2019-20	By 2020-21	By 2021-22	By 2022-23	By 2023-24	By 2024-25
North East	0	1	0	0	1	1	1
North West	0	0	0	0	0	0	0
Central	0	0	0	0	0	1	1
East	0	0	0	0	0	0	0
South	0	0	0	0	0	0	1

1.9 Post-16 Education and Training

We work closely with schools, colleges, training providers and workplaces offering apprenticeships to ensure that sufficient provision exists to enable all young people aged 16-19 years (up to 25 years for some pupils with Special Educational Needs and Disability – SEND) to engage in education and training. The Education and Skills Funding Agency (ESFA) provides funding for the provision of education and training for 16-19 year olds and those aged 19-25 with an Education Health Care Plan (EHCP). With all secondary schools offering post-16 education within Havering having academy status, this means all funding for mainstream post-16 provision goes directly to the Schools, Colleges and Training Providers. We are committed to working in partnership with the learning community to ensure the needs of our young people are met through the development of clear progression pathways at all levels.

1.10 Special Educational Needs and Alternative Provision

As at January 2018, there were approximately 1370 children and young people resident in Havering with an EHCP or Statement. In 2017, 2.4% of the Havering

school population had a statement of SEND or EHCP, this compares to 2.8% nationally.

The number of EHCPs is forecast to increase for all four main SEND types with Communication and Interaction Needs and Social Emotional and Mental Health due to see the highest growth, with the growth in Communication and Interaction needs mainly due to an increase in Autistic Spectrum Disorder.

An increase on Havering school age population has also led to an increase in the number of pupils subject to EHCPs. We anticipate that the demand for specialist places will continue to increase with the overall population growth. Forecasts would suggest that by 2022-23 the number of children and young people with an EHCP in Havering would increase by over 100 on current numbers to 1500.

Over the last three years the number of pupils requiring alternative provision in Havering has fluctuated slightly with current figures from September 2017 to date of 251 pupils listed as in attendance.

Havering has a need for an all-through AP free school to provide a registered full time offer for a small number of primary aged pupils who require development and support to be able to return to mainstream and maintain their placement.

SECTION 2: HAVERING CONTEXT

The education and learning vision of **ensuring a good start for every child to reach their potential contributes** to the delivery of this dynamic vision focused around four cross cutting priorities; **communities, places, opportunities and connections** that will enable the borough play an active role in the success of the whole of London.

2.1 A place of change (population, demography and changes)

Havering is the third largest London borough, covering some 43 square miles. It is located on the northeast boundary of Greater London. To the north and east the Borough is bordered by the Essex countryside, to the south by a three mile River Thames frontage, and to the west by the neighbouring boroughs of Redbridge and Barking & Dagenham.

According to the 2016 Mid-Year Estimates of Population, published by the Office for National Statistics (ONS) on 22 June 2017, the population of Havering is 252,783.

The Borough experienced a net population loss of 6.3% from 1983 to 2002 but the population has increased year on year from 2002, with a 12.3% increase from 2002 to 2016.

As well as increases in the number of births in Havering, there has been an increase in the general fertility rate from 58 (per 1,000 women aged 15-44) in 2004 to 70 in 2016. This equates to an additional 12 births per 1,000 women aged 15-44 within the period.

Havering is one of the most ethnically homogenous places in London, with 83% of its residents recorded as White British, higher than both London and England. However, an increase in the black African population is projected to increase from 4.0% in 2016 to 5.2% of the Havering population in 2031.

According to the Greater London Authority (GLA), Local authority population projections Housing-led Model, the population of Havering is projected to increase from 257,514 in 2018 to 276,645 in 2023 and 294,665 in 2028; an increase of 7% and 14% respectively from 2018.

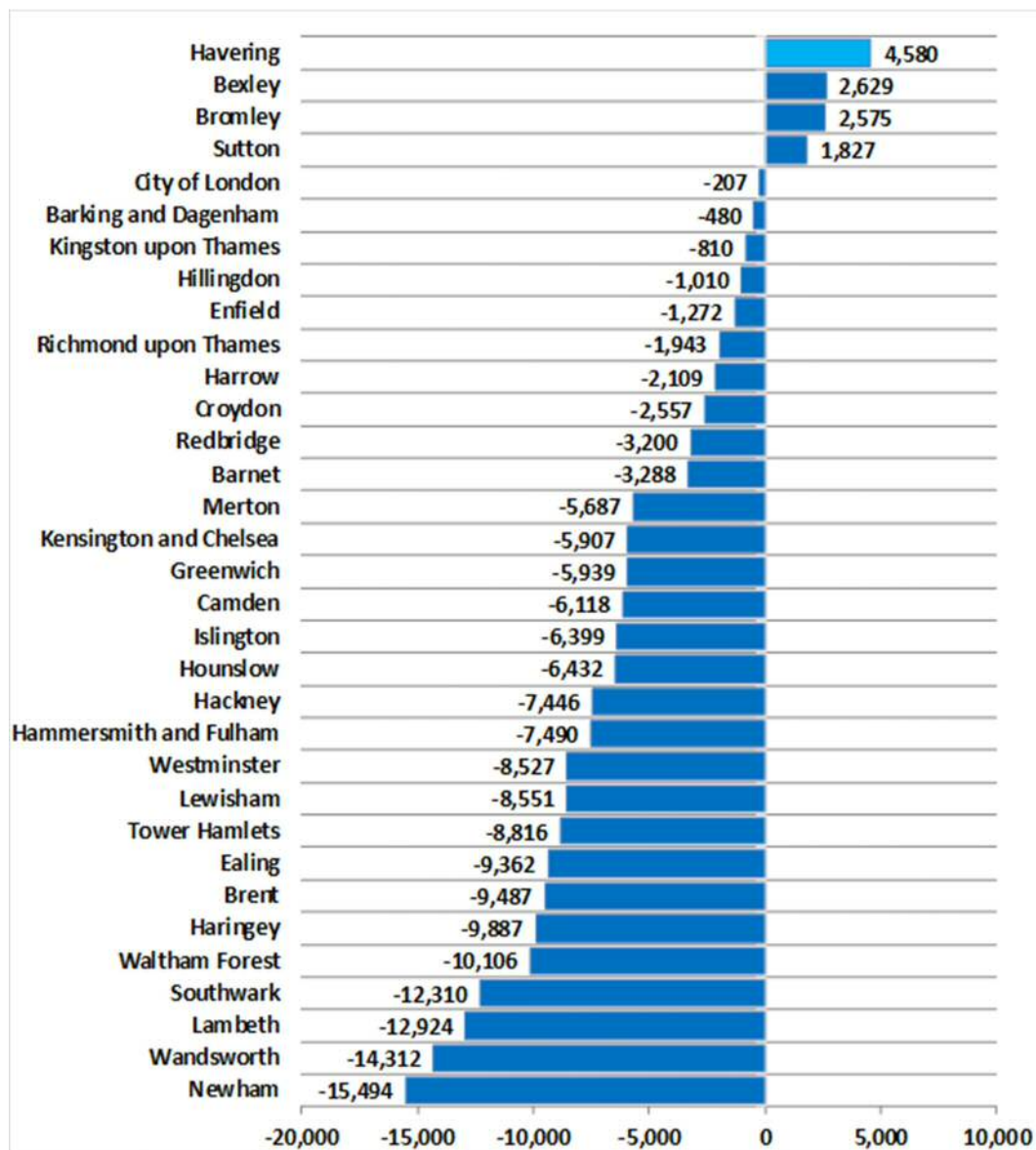
The populations in Romford Town, Brooklands and South Hornchurch wards are expected to increase the most over the next fifteen years. The projected increase in population in Romford Town is mainly due to its rapidly growing economy and new housing developments; whereas inflow migration from neighbouring boroughs mainly account for the projected population increase in Brooklands and South Hornchurch.

In addition, Havering has experienced the largest net inflow of children across all London boroughs in recent years. In a six year period (from 2011 to 2016), 4,580 children have settled in the borough from another part of the United Kingdom (see Figure 1).

Figure 1 also illustrates that there is migration of children out of Inner London Boroughs, which have experienced a negative net flow, into Outer London Boroughs. However, the

biggest inflows of children into Havering in 2016 came from neighbouring Outer London Boroughs, Redbridge (407 children) and Barking & Dagenham (342 children).

Figure 1 – Migration of children



Data source: Internal Migration Flows 2011-2016; Greater London Authority (GLA); Produced by Public Health Intelligence

It is projected that the largest increases in population will occur in children (0-17 years) and older people age groups (65 years and above) up to 2033.

The changes seen in Havering’s population, influenced by increased births, housing developments and economic migration, mean that the Council’s provision of school places must also respond to meet the changing needs of residents.

2.2 A place of diversity and choice (current school provision)

Schools in the borough are grouped into planning areas which are configured based on existing ward boundaries. There are seven primary and five secondary planning areas respectively, set up for the purpose of projecting school places. The diversity across

Havering is further demonstrated by the varying school sizes, governance arrangements and the number of voluntary aided schools.

There have been recent changes with regards to school provision, which have led to the introduction of both academies and free schools.

Academy is the legal term that includes both sponsored and converter academies, free schools, university technical colleges (UTC's) and most studio schools. These new forms of state maintained school are independent from the local authority, and report directly to the Secretary of State.

Further information about academies can be found [here](#)

Of the 82 schools in the borough, 43% are community schools, 11% are voluntary aided, 1% is voluntary controlled, 41% are academies (converters, sponsor-led and free school), and 4% are foundation schools.

16 of our secondary schools are academies and the remaining 2 are likely to become academies by the beginning of the 2018-19 academic year.

A full breakdown of the types of schools is provided in the table below:

School Category	Primary	Secondary	Special	Total
Academy-Sponsor Led	5	7	2	14
Academy-Converters	9	9		18
Community (LA Maintained)	34	1		35
Free School	2			2
Foundation	1	1	1	3
Voluntary Aided- Catholic	8			8
Voluntary Aided-Church of England	1			1
Voluntary Controlled	1			1
Total	61	18	3	82

The count of primary schools includes 12 pairs of separate infant and junior schools. Primary schools currently range in size from under 20 to 120 pupils per year group.

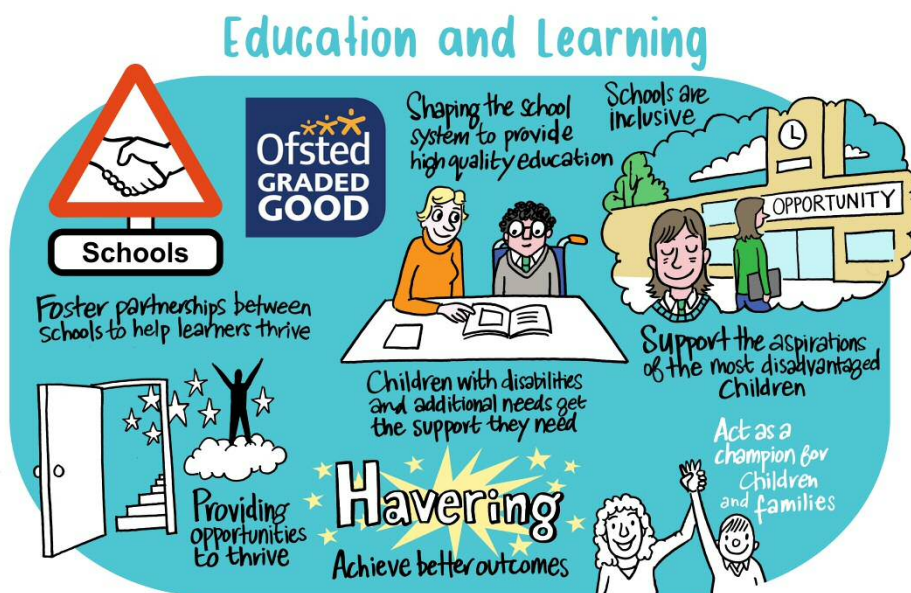
Our secondary schools range in size from 150 to 240 per year group. Four secondary schools are single sex, (two boys and two girls). Six secondaries, in addition to the Havering College of Further & Higher Education and the Havering Sixth Form College currently offer Post-16 education.

As at summer 2018, 398 active providers in Havering were offering 6,766 0-5 year Ofsted registered childcare places. Of these, 1,305 are nursery places within maintained schools and academies.

SECTION 3: WHAT WE ARE SEEKING TO ACHIEVE

3.1 Vision and priorities

The Havering's Children and Families vision is for every child in the borough to "have the best possible start in life with families and communities looking after themselves and each other enabling all to lead happy and healthy lives"



Our vision for Education and Learning is to ensure that every child will go to a school rated as 'Good' or better, and provide an opportunity for every young person in the borough to thrive, thereby securing outcomes that are above the national average.

We want to ensure our schools are inclusive and support our most vulnerable young people to be aspirational.

We would also ensure that our children with disabilities and additional needs get the full support they require by fostering and encouraging deep partnerships between schools within which learners thrive.

The commissioning plan for education provision contributes to this vision by setting out how we will carry out our responsibility for ensuring there are sufficient places of high quality, in the right places, for all learners. At the same time fulfilling our other responsibilities to raise education standards and be the champion of children and their families in securing good quality education, childcare and other provision including training and apprenticeships.

We believe that parents and communities should have a strong voice in proposals on the future school development and so in our carrying out our statutory duties, we will continuously work with all our stakeholders to meet our objective of providing access to a good local school for every Havering child.

We also recognise that popular schools may wish to expand, or be under pressure from the local community to do so. Such expansions are welcome to help meet both the need for extra places and, would therefore, welcome proposals from existing schools, Trusts and the Dioceses.

To ensure that every child has access to a great education, we will support our primary and secondary schools to develop a strong strategy to achieve the best outcomes for Havering's children by;

- **Creating more school places to meet demand, in the right places throughout the borough, over the next decade.**
- **Establishing a Secondary Schools Improvement Board and plan of action; working in partnership with Head Teachers, governing bodies of secondary schools and the Regional Schools Commissioner, to secure rapid improvement in outcomes for secondary pupils.**
- **Improve the smooth transition of pupils from primary to secondary schools to ensure that the rates of progress achieved in years 5 and 6 are maintained and accelerated in year 7.**

We will measure our success by;

- **Increased % of parents receiving an offer of their first choice school.**
- **The percentage of the borough children in good or outstanding schools.**
- **The number children achieving a good or better level of development at age 5.**
- **Pupil progress in 8 subjects, from the end of primary school to the end of secondary school (Progress 8).**

SECTION 4: PRINCIPLES AND GUIDELINES

It is important that the Local Authority is open and transparent in its role as the Strategic Commissioner of Education Provision in Havering. To help guide us in this role we abide by clear principles, and consider school organisation proposals against our planning guidelines. We stress that planning guidelines are not absolutes, but a starting point for the consideration of proposals.

These are our Over-Arching Principles:

- To ensure that all schools are well placed to deliver high quality education that meets the needs of their local community and makes best use of public funding.
- Where there is sustained evidence that a school is failing to meet the needs of the local community and/or to deliver improved outcomes and/or is not financially viable to explore the options of a range of partnership solutions where appropriate e.g. collaborations, federations, Multi-Academy Trust (MATs).
- To address the relative underperformance at Key Stage 2 of junior schools compared with all-through primary schools by supporting infant and junior schools to form a federation or to amalgamate.
- To ensure any changes to school organisation impacts positively on school performance and life chances of children, to support governing boards to review their organisational and leadership arrangements and to plan for building leadership capacity.
- Where there is need to create additional school provision, a range of options for expansion will be considered-including the expansion of existing school to whatever size is feasible on the site, expanding on split sites using playing fields or Green Belt sites
- To develop an approach to school organisation review that enables stakeholders to engage fully and effectively in the process.
- Organisational changes should promote greater diversity of provision in a locality.
- The needs of Children in Care and those with SEND will be given priority in any commissioning decision.
- We will give priority to organisational changes that create environments better able to meet the needs of vulnerable children, including those who have SEN and disabilities, those from minority ethnic communities and / or are from low income families.
- We will make the most efficient use of resources.
- In areas of high housing growth we will actively seek developer contributions to fund or part fund new and additional provision.
- In areas of high surplus capacity we will take action to reduce such surplus¹.

¹ Actions might include re-classifying accommodation, removing temporary or unsuitable accommodation, leasing spaces to other users, promoting closures or amalgamations. We recognise that, increasingly, providers will be responsible for making such decisions about the use of their buildings, but we believe we all recognise the economic imperatives for such actions.

4.1 Planning Guidelines – Early Years

Increasing the number of Early Education and Childcare Places;

- Support the set-up of new businesses, particularly in areas of place pressure.
- All early education and childcare providers whether you are school nursery or a private, voluntary and independent provider are required to have the Early Education and Childcare Directory and Funding Agreement in place to provide high quality childcare
- Engaging with maintained schools, academies and free schools to support the establishment of nursery provision to deliver the early education and childcare (EE&C) as part of the whole school especially where these are in areas of place pressure.
- Encouraging and supporting schools to offer full time education and childcare (this may include Breakfast and After School Clubs) from 7am to 7pm, enabling school nurseries to deliver a more flexible offer including blocks of hours, rather than just morning or afternoon.
- Engagement with PVI settings to develop or expand more of these, to deliver the 2 year old entitlement.
- Encourage Childminders to deliver the EE&C for 2, 3 and 4 year olds.



Increasing the Take-up of the Early Education Entitlement;

- Identification of take-up of the eligible 2 year olds, universal and extended entitlement of 3 and 4 year olds at wards level throughout the Borough.
- Publicity of the EE&C and to specifically target those areas with lower take-up.
- Partnership working with relevant partners to identify barriers to childcare for parents/carers returning to or remaining in work or in undertaking training to support obtaining work.

4.2 Planning Guidelines – Primary

- Where possible, planned Published Admission Numbers (PANs) will be multiples of 30 but where this is not possible, multiples of 15 are used.
- We believe all-through primary schools (infant and junior school aged children in one primary school), deliver better continuity of learning as the model for primary phase education in Havering. When the opportunity arises we will either amalgamate separate infant and junior schools into a single primary school or federate the schools. However, we will have regard to existing local arrangements and seek to avoid leaving existing schools without links on which they have previously depended.



- At present primary school provision is co-educational, and we anticipate that future arrangements will conform to this pattern.

4.3 Planning Guidelines – Secondary

- All schools must be able to offer a broad and balanced curriculum and progression pathways for 14-19 year olds either alone or via robust partnership arrangements.
- PANs for secondary schools will not normally be less than 120. PANs for secondary schools will normally be multiples of 30.
- All our secondary schools admit pupils at age 11. Any new secondary provision would be expected to follow this model, except where it is proposed to be all-aged (primary and secondary).
- Proposals for additional secondary places need to demonstrate a balance between selective and non-selective school places.
- Proposals for new secondary schools to include grammar schools



4.4 Planning Guidelines – Primary and Secondary

The following points apply to both primary and secondary provision and reflect recent recommendations by Lord Agnew, Parliamentary Under-Secretary of State for the School System;

- To create new places in schools or academies that have an overall Ofsted rating of 'good' or 'outstanding,'
- To consider a range of performance indicators and financial data before deciding which school to expand.
- Not to expand a school or academy that is underperforming, unless there is a very strong rationale to do so (and if the school or academy is eligible for intervention, the Local Authority should discuss this with the relevant RSC first)
- We will encourage the formation of all-aged schools where this is in the interests of the local community.
- To take action where school places are not needed to meet forecast demand - the ESFA do not expect local areas to be carrying excessive levels of spare capacity.
- As part of fulfilling our sufficiency duty we need to manage the local school estate efficiently and reduce or find alternative uses for high levels of spare capacity, in order to avoid detriment to the educational offer or financial position of schools in the area. As part of this LAs expected to consider a range of options for the reuse of space including:

- Increasing early education and childcare provision
- Exploring options for reconfiguration, including via remodelling, amalgamations, mergers and closures where this is the best course of action.
- Consider the costs and benefits of keeping or removing spare capacity along with considering the quality and diversity of provision, taking into account local factors, to determine the most appropriate approach for Havering.
- Aim to maintain a surplus of 2% in some schools within each planning area for primary and secondary in order to accommodate in-year applications. However if the surplus places within a planning area are concentrated in one or two schools then this will be reviewed and addressed in line with the recommendations previously set out.

4.5 Planning Guidelines – Post-16 Provision

In fulfilling their statutory duties, the local authority champion the education and training needs of young people in Havering by:

- informing local provision which meets the needs of young people and employers;
- influencing and shaping the provision on offer and helping to develop and improve the education and training market;
- identifying those most in need of additional support to participate;
- supporting the improvement of the quality of the education and training of young people aged 16-19 (aged 20-24 with a Learning Difficulty Assessment (or Education, Health and Care Plan)); and
- Supporting employer needs, economic growth and community development.
- Continue to support the growth in participation of 16 year olds staying in education, monitoring participation rates and trends.
- Increase the number of 17 year olds participating in education and training, making a positive transition from year 12 to 13.
- Increase the availability, range and quality of Traineeships and Apprenticeships opportunities available across all levels.
- Promote participation of all 14-19 year olds particularly those most vulnerable and ensure that appropriate mix and balance of provision is available for all Havering residents.



4.6 Planning Guidelines- Special Educational Needs and Alternative Provision

- We would ensure that children, young people and their families have the right support at the right time by delivering an ongoing programme to create more additionally resourced provisions (ARPs) in mainstream settings and develop a new Social Emotional and Mental Health (SEMH)/Autistic Spectrum Disorder (ASD) free school

- Support the growing numbers of children with more complex needs by increasing the funding to special schools via a revised funding matrix and re-designating special schools, as appropriate; to support more children with severe needs whilst reducing the number of pupils with moderate learning difficulties who can best be supported in mainstream provision or an ARP
- We aim to review the provision of health therapies across the borough to provide sufficient services to meet needs
- Improve our offer of pathways to adulthood for young people so that they can move towards a productive and enjoyable adult life and ensuring social care support provides appropriate care in a timely way.
- To improve training for staff working with children and young people with high needs by improving the confidence of all staff in working with children with high needs, support staff retention through gaining appropriate qualifications and enabling peer-to-peer learning.
- Develop a small capital grants programme to allow providers and schools to make their buildings more inclusive and increasing hourly rate for top up payments to schools & the hourly funding rate from the Special Educational Needs Inclusion Fund for early years.
- To continue to make improvements in how services are delivered via the Children and Adults with Disabilities Service (CAD), the Admissions and Inclusion Service, and the Early Help service. This includes making improvements to how we gather and use data to plan future services and provision.
- We would assess the impact of alternative provision and how it is provided for families by increasing the allocation to the Social Inclusion Fund to support placements in alternative provision.
- To support our primary and secondary pupils who require development to be able to return and maintain their placement in mainstreams schools by providing an all-through alternative provision free school that will address their needs enabling them achieve good educational attainment.



4.7 Planning Guidelines – Free Schools

The Education Act 2011 changed the arrangements for establishing new schools and introduced section 6A (the free school presumption) to the Education and Inspections Act 2006. Where a LA thinks there is a need for a new school in its area it must seek proposals to establish an academy/free school.

The presumption process requires LAs to seek proposals to establish a free school where they have identified the need for a new school in their area. Under the presumption route the local authority is responsible for providing the site for the new school. It is the department's expectation that the site be made available free or on a peppercorn basis by the local authority to the trust. The local authority is also responsible for meeting the associated capital and pre/post-opening revenue costs. Basic need capital funding is provided on a non-ring-fenced basis; so that local authorities can provide the places that they need, including through new presumption schools. The decision on all new free school proposals lies with the Secretary of State.

- We support diversity in the range of education provision available to our children and young people. We recognise that new providers are entering the market, and that parents and communities are able to make free school applications.
- We also recognise that popular schools may wish to expand, or be under pressure from the local community to do so.
- As the Strategic Commissioner of Education Provision, we welcome proposals from existing schools and new providers that address the needs identified in this Plan, which include new provision to meet increased demand, and new provision to address concerns about quality.
- Any new primary free school proposal will also include proposals to include an ARP and nursery as part of the specification.

Havering has had two primary free schools opened in 2016-17 – Drapers' Maylands Primary School, and Concordia Academy.

Free school applications- Wave 13

Wave 13 has now opened to proposer groups seeking to open mainstream primary, secondary, all-through and 16-to-19 free schools. The DfE has stated its intention to run a separate process for special and alternative provision (AP) applicants in the summer.

The criteria stipulate that the focus of the free school programme will now be on the following:

- Specific areas identified by the DfE as having the lowest educational performance and the lowest capacity to improve.
- Areas with both a basic need for new places and low standards.
- Areas as yet untouched by the free school programme.

In practical terms, this means that in order to make a compelling need case for a new school, applicants need to show that:

- a high proportion of the places being proposed are required to meet basic need; and
- the proposed school will serve one of the third of local authority (LA) districts identified by the DfE as having the lowest standards and capacity to improve; or
- the proposed school is in a pocket of low standards where there is a very strong case that a new free school will address the standards issue.

Havering is not identified by the ESFA as being one of the targeted districts for [Wave 13](#).

- The secondary map only highlights a deficit of places in the North East planning area.
- The primary map highlights a deficit of places in the Romford, Hornchurch, Elm Park and Upminster planning area.

Due to the housing growth planned in the Romford area over the next five years, a new 3FE primary school will be needed. Havering welcome sponsors to put in applications to establish this new 3 FE primary school in Romford.

Special and Alternative Provision (AP) free schools

Local authorities will be invited to submit an expression of interest (EOI) for a new special free school and or AP free school where it would benefit their area in summer 2018. Havering will submit EOIs for a new special free school and an AP free school.

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SECTION 5: FUNDING

The Schools Expansion Programme is broadly funded from the Department for Education (DfE) Basic Need Grant. All the Basic Need allocation received up to 2018-19 is committed. There was no Basic Need Grant for Havering for 2019-20, and an allocation of £21,953m has recently been announced for 2020-21. With free schools and academisation most of the capital funding is going direct to academies, this puts more pressure on Havering to ensure sufficient school places are provided. Havering may have to commit to borrowing to fund expansion programmes outside of any Central Government Funding. All existing funding is either spent or committed.

A capital allocation of £2.5m split evenly over three years from 2018-19 to 2020-21 has been granted for planning places for pupils with Special Educational Needs. A top up of £598,176 was recently announced. Havering is required to publish a concise plan to describe how they intend to use the funding; this can be used as investment in new places and improvements to facilities for pupils with Education Health and Care Plan (EHC) in mainstream and special schools.

For new pupil places required because of housing development, it is necessary to look to other funding, specifically developer contribution monies. In the past, developer contribution funding has been secured through the negotiation of S106 agreements. Whilst S106 remains for meeting specific requirements of individual developments, the arrangement is to be supplemented by the Community Infrastructure Levy (CIL). CIL is a local tariff on all developments to provide new service capacity to support development. It will not cover costs in full.

Future funding models could include working with free schools and academies to secure joint or full funding to meet the cost of expansion.

The revenue implications of schools expansion are met from the Dedicated Schools Grant (DSG). The schools' delegated budgets are based on the October pupil census and the additional costs in the current financial year will be met from the pupil growth contingency, which are set aside from the DSG as agreed by the Schools Funding Forum. The additional pupils will be automatically reflected in subsequent years DSG and corresponding school budget shares.

Existing Premises and sites

Where possible utilising or re-purposing existing space is investigated and has provided some cost effective extra places so far. In drawing up options and proposals around reshaping provision and/or providing additional places feasibility studies are commissioned to consider the condition and suitability of existing premises, the ability to expand or alter the premises, the works required and the associated costs, the size and topography of the site and road access to the site including road safety. Any expansion will be future proofed to ensure that any work is sustainable and fit for purpose over a reasonable period of time.

Value for money

The Government recently reviewed the cost of providing new school buildings and the financial process for allocating funding to local authorities to support the provision of extra school places. 'Baseline' designs guide local authorities towards standardisation in terms of

space and design of new schools. In meeting these guidelines, Havering is committed to securing value for money when providing additional school accommodation which is of a high quality.

Any decision to build new school provision will be based on the long term sustainability of school rolls. Modular buildings and modern methods of construction will be used to meet pressures on school places and to ensure best value for money. Full consideration will be given to which route provides the best value for money which can be achieved within the timeframe. The build method for new accommodation will be that which is most appropriate to meet either a bulge in school population or a permanent enlargement.

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SECTION 6: HAVERING DEMOGRAPHIC TRENDS

6.1 Havering Birth Rates and Long Term Forecasts

Figure 6.1 shows the changing birth rate in England and Wales over the past 23 years. Figure 6.2 shows the number of births in Havering over the past 16 years. These indicate that the upward trend we have seen in the number of reception pupils entering our schools is closely related to the increase in the birth rate in Havering. The pattern of declining numbers of year 7 pupils entering our secondary schools is projected to reverse from the forthcoming school year.

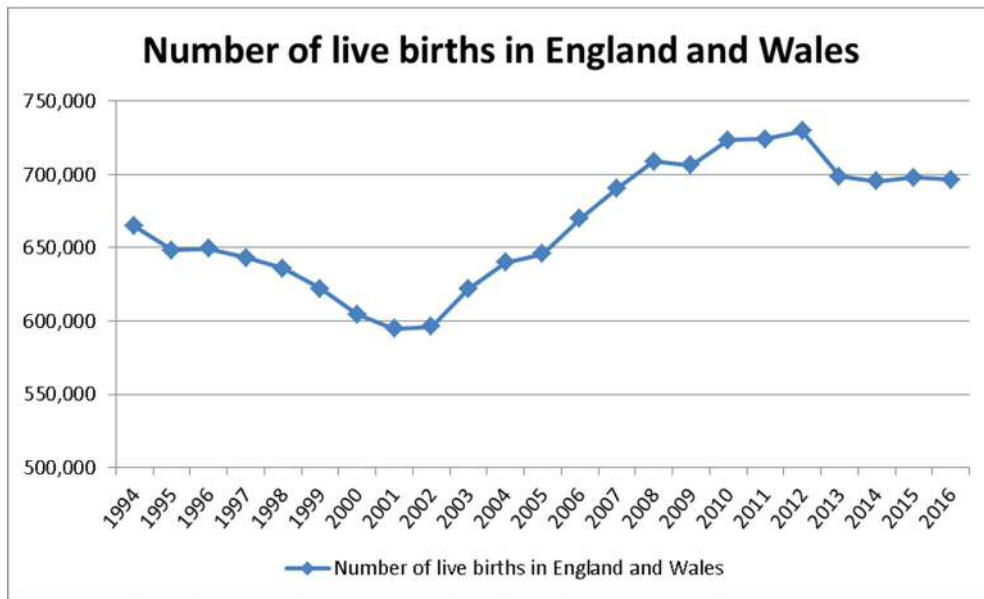


Fig 6.1: Source ONS

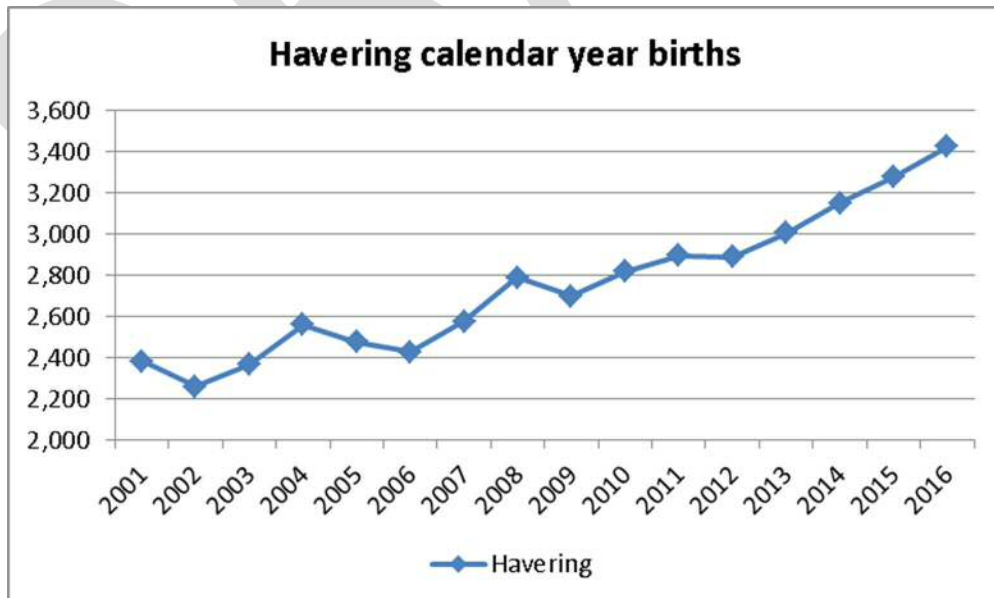


Fig 6.2: Source ONS

In Havering we have seen an increase of 52% in the number of births between calendar years 2002 to 2016. This includes a 19% increase in the birth rate from 2012 to 2016. Havering saw the highest birth rate increase over this period for a London Local Authority.

The next highest birth rate increase for a London Authority over this period was less than 5%, with the majority of boroughs seeing a decrease in their birth rate.

Havering was the only London borough to have a year on year increase in the birth rate since 2013. This shows that although the majority of London boroughs have experienced a reduction in the birth rate, Havering is still experiencing an increasing birth rate that will lead to larger reception cohorts each year.

We currently have access to actual ONS birth data up until and including the 2015-16 academic year which is then used to project the numbers of pupils expected to enter reception five years later in 2020-21. From 2021-22 onwards in this document, the reception projection is calculated using forecast birth data obtained from the GLA. We receive the latest academic year births from the ONS on an annual basis; once received they are incorporated into our forecast model so that our reception projections are based on actual birth data as far as possible.

6.2 Long Term Pupil Forecast

Tables 6.1 and 6.2 below provide long term pupil forecasts up to 2027-28. These allow for planned housing developments and expected inward migration to the borough. In Havering there is a resident-based take-up of mainstream education of approximately 95% at the primary phase and 89% at the secondary phase. Those not attending mainstream schools in Havering may attend a mainstream school in another borough, may be educated at home, attend independent schools, special schools or alternative education provision.

Table 6.1: Long Term School-Based Forecast of Mainstream Primary Pupils by planning area

Planning Area	Current Roll	Standard five-year forecast	Long Term Strategic Forecast
	2017-18	2022-23	2027-28
Collier Row	3419	3587	3532
Elm Park	2509	3244	3528
Harold Hill	3636	4401	4834
Hornchurch	4680	4722	4951
Rainham and S Hornchurch	2233	2760	3001
Romford	2931	3972	4422
Upminster and Cranham	2554	2690	2759

Table 6.1 above shows that the number of primary age pupils (reception-year 6) in Havering schools is expected to rise significantly from 21,962 in 2017-18 to 25375 in 2022-23. Beyond this point the pupil population continues to increase year on year. Across Havering, by 2027-28, pupil numbers are forecast to be 27027.

The continued population rise through to 2022-23 and beyond suggests the need for some new permanent accommodation mixed with temporary expansion where appropriate. Any further major housing developments in any of the primary planning areas will require new

school sites and school provision in order to accommodate the school place demand. This cannot be delivered through expansion of existing schools, as we are already planning to expand all schools that can be to be expanded in order to meet the need from known population growth

Table 6.2: Long Term School-Based Forecast of Mainstream Secondary Pupils (years 7-11) by Planning area

Planning Area	Current Roll	Standard seven-year forecast	Long Term Strategic Forecast
	2017-18	2024-25	2027-28
North East	910	1123	1305
North West	716	892	920
Central	7419	8718	9097
East	2946	3035	3115
South	2347	2909	3269

Table 6.2 above indicates that the number of secondary age pupils (years 7-11) in Havering schools is expected to rise significantly from 14,338 in 2017-18 to over 16,600 in 2024-25 (the end of the standard forecasting period). Beyond this point, the longer term strategic forecasts indicate that pupil numbers will continue to rise, although this estimate is heavily influenced by projections of new housing development beyond 2025, the principal driver for Havering’s long term strategic forecasts. Any further major housing developments in any of the secondary planning areas may require new school sites and school provision in order to accommodate the school place demand.

6.3 Havering Local Plan

Havering must have an up to date [Local Plan](#) for the Borough. A Local Plan is part of the statutory Development Plan for an area. It sets out the long term strategic planning priorities and objectives, opportunities for development and clear planning policies on what will or will not be permitted and where.

Importantly, the new Local Plan will be a very important tool in enabling the Council to deliver its vision: Havering - Making a Greater London. The Plan has been prepared alongside the preparation of the vision and is fully consistent with it.

The Local Plan will also enable important planning and regeneration initiatives such as the Council’s two Housing Zones in Rainham and Romford, its estates renewal programme and the opportunities arising from Crossrail to be reflected.

The Council has submitted the Havering Local Plan (2016-2031) and supporting documents to the Secretary of State for the Ministry of Housing, Communities and Local Government for independent examination on 27 March 2018.

6.4 Housing Developments and Projections

Table 6.3 below provides an overview of the number of units gained in residential schemes granted approval in the period 1992-2017 in Havering by primary planning area.

Table 6.3 Historic and Forecast House Building by Planning Area (1992 to 2016)

Planning Area	Financial Year						
	1992-1994	1995-1999	2000-2004	2005-2009	2010-2014	2015-2016	Total
Collier Row	-21	75	122	420	130	26	752
Elm Park	82	16	67	55	178	54	452
Harold Hill	195	119	307	659	1867	814	3961
Hornchurch	125	185	944	467	282	206	2209
Rainham and South Hornchurch	27	237	201	572	1059	33	2129
Romford	67	507	1088	2243	1072	517	5494
Upminster and Cranham		75	108	111	75	34	403
Grand Total	475	1214	2837	4527	4663	1684	15400

Future major housing developments planned for Havering are detailed in the Housing Authority Monitoring Report that can be viewed [here](#). In addition [Havering Local Plan 2016 – 2031 Proposed Submission](#) details the intention to increase the supply of high quality housing in Havering by a minimum of 17,550 dwellings over the Plan period. It demonstrates a significant housing development is planned for future years, particularly in the Romford and Rainham areas. The planned housing numbers are used as part of the forecasting process but the current volatility in the UK and global economies, and Havering housing market means that the eventual level of house completions may differ significantly from the planned level, and this will alter the need for school places.

We receive data from the planning team detailing housing completions in Havering. This allows us to calculate the child yield expected as a result of these housing completions.

In addition we also factor into the projections the child yield from future major housing developments as detailed in the housing trajectory that forms part of the Local Plan evidence base and as set out by regeneration colleagues. The housing proposed as part of the Local Plan and resulting child yield has been incorporated into the school roll projections. A table setting out these housing developments with expected delivery timescales at scheme level can be viewed under Annex 1 and Annex 3 in the [Havering Local Plan 2016-2031 Housing Position Statement](#) which forms part of the evidence base for the Local Plan.

The child yield from each housing scheme is staggered over a five or three-year period to reflect the fact that housing developments are not all occupied immediately, nor generate

child yield immediately. All the planning areas have the child yield weighted. For the primary phase an assumption is made that the child yield is highest in the first year of occupancy. A 40% weighting has been used to calculate child yield for the first year, followed by 30% in the second and third year. For the secondary phase the child yield is phased evenly over a five-year period, with 20% added each year.

The child yield is aggregated from ward level to planning area level and then split out by year group. In primary the child yield is split out by weighting the yield at 30% in reception, 15% each in years 1 and 2 and the 10% each across years 3-6. The effect of splitting out the child yield this way instead of evenly splitting across all year groups (as with secondary) is subtle, but weights the child yield slightly higher in the earlier year groups, thus ensuring that additional capacity required to meet the demand arising from new housing is implemented in time.

There is a close relationship between the School Organisation team and planning department, and projections also factor in the child yield from future major housing developments detailed in the Housing Annual Monitoring Report/Local Plan.

The benefit of the above housing and subsequent child yield methodology is that it incorporates the expected child yield from all new major housing in the borough. When we run out of known planned housing developments, we continue to factor new housing into the school roll projection methodology by applying the Mayor of London Housing target for Havering as set out in the Mayor of London Further Alterations to the London Plan. The Mayor of London annual monitoring housing target for Havering is 1,170. In years where the known planned housing does not meet the 1,170 target, the level of housing factored in the school roll projections for this year is topped up to 1,170. For future years where there is no information available regarding known planned housing developments, the housing element included in the projections is based solely on the annual housing supply target of 1,170 units being achieved.

The Mayor of London's new draft London plan proposed that the annual housing target for Havering be increased from 1,170 to [1,875](#) net housing completions each year. If this new draft London Plan with increased housing targets is adopted the above approach to housing development figures factored into the school roll projections will be reviewed.

Housing Zones

The building of a significant number of new homes in the Strategic Development Areas of Romford and Rainham and Beam Park is identified in the Local Plan and will be supported by means of a range of planning and financial measures through the Mayor of London's Housing Zone Programme.

Havering is one of only a few London boroughs with two Housing Zones and the Council consider that this will be an important element in its ability to deliver the new homes that the borough needs over the Local Plan period (2016-2031) because it provides a high degree of certainty that the new homes will come forward. This is a key component of the Local Plan's approach to housing delivery.

The Rainham and Beam Park Housing Zone was established in 2015 followed by the Romford Housing Zone in 2016. The Housing Zone Programmes are funded by a combination of local authority funding, GLA direct and recoverable grant, and external funding. Housing Zone finance will be used predominantly to deliver physical infrastructure in advance or in parallel to developments.

The Romford Strategic Development Area and the Rainham and Beam Park Strategic Development Area are anticipated to deliver over 5,300 and 3,000 homes respectively over the Local Plan period, with the new increased number of economically affluent residents living in well-designed homes in Romford and Rainham and Beam Park centres.

Romford Strategic Development Area

Romford Strategic Development Area encompasses Havering's largest town centre and is one of Outer London's major growth and regeneration areas. The area offers exciting development and regeneration opportunities and over the next 15 years it will accommodate a significant level of housing and economic growth alongside new and enhanced supporting infrastructure. The Council will work with its partners to realise the opportunities in Romford and to ensure it retains its strategic role within Havering and north east London.

Over the plan period the Council will support the delivery of over 5,300 new high quality homes in well managed residential and mixed use schemes that provide attractive places to live which are well integrated with the existing community.

Part of the new housing planned for Romford will include those homes planned as part of the approved Romford housing zone, with an expected delivery of 3,304 units from 2017-18 onwards. The projected child yield over this period has now been factored into the school roll projections. In the long term, this is likely to result in a continuation and probable escalation of the projected increase in pupil numbers.

Due to the housing growth planned for Romford, a 3 form of entry primary school (630 places) will be needed. The new school should be sufficient to meet demand for the additional primary places needed over the next five years. Further primary places are expected to be needed beyond this period.

Rainham and Beam Park Housing Development

The Council will support the delivery of over 3,000 new high quality homes in attractive, well managed residential schemes which are well integrated with their surroundings. Developments will be delivered on a series of connected sites to the south of New Road extending from the River Beam in the west to Dovers Corner/Bridge Road in the east, together with sites to the north of New Road which are currently occupied by incompatible uses. The Council will also support the redevelopment of undesignated sites in Rainham District Centre and wider Strategic Development Area.

Rainham and Beam Park Housing zone is due to start delivering homes from 2018-19 onwards. The projected child yield from this housing growth has been factored in the school

roll projections. In the long term, this is likely to result in a continuation and probable escalation of the projected increase in pupil numbers.

Due to the increased housing planned for Rainham, a 3 form of entry primary school (630 places) is needed to meet the demand from housing growth in the area.

Council Estate Regeneration

Further growth will be accommodated from major regeneration of the Council’s own housing estates. The Council is planning to build a significant number of new homes in one of the most ambitious local authority home building programmes in the country. The initial programme focuses on 12 sites across the borough delivering over 2,000 additional homes.

The projected child yield expected from the new housing has now been factored in the school roll projections. In the long term, this is likely to result in a continuation and probable escalation of the projected increase in pupil numbers.

6.5 Travel to School Patterns

Travel to school patterns from one borough to another are changing for both the primary phase and secondary phase (Tables 6.4 and 6.5):

Table 6.4: Net Travel Flows for Primary Pupils (reception – year 6) at Havering Schools (Jan 2017)

Authority	Net Import/Export					
	2012	2013	2014	2015	2016	2017
Barking and Dagenham	57	30	15	-19	-43	-75
Essex	-77	-78	-71	-90	-80	-66
Newham	-24	-26	-36	-32	-54	-45
Redbridge	-59	-80	-82	-111	-136	-175
Thurrock	500	451	447	406	428	438

Source: Data is taken from DfE cross border mobility matrices for January 2012 to January 2017.

Please note that a negative figure (red font) indicates Havering is a net exporter of pupils to this Authority e.g. in tables 6.4 and 6.5, for Essex a negative figure means more Havering residents travel out of borough to attend an Essex school, than Essex residents travel in to Havering to attend a Havering school.

A positive figure in tables 6.4 and 6.5 (black font) indicates Havering is a net importer of pupils from this Authority e.g. in table 6.4 and 6.5, for Thurrock a positive figure means more Thurrock residents travel in to the borough to attend a Havering school, than Havering residents travel out to attend a Thurrock school.

In the primary phase Havering has stopped being a net importer of pupils from Barking and Dagenham and we now have more Havering residents attending Barking and Dagenham primary schools than we have Barking and Dagenham residents attending a Havering primary school.

The net export figure from 2016 to 2017 has reduced for Essex and Newham, while the net export figure for Redbridge over the same period has increased. We remain a net importer for Thurrock, with the net import figure increasing slightly from 2016 to 2017.

Table 6.5: Net Travel Flows for Secondary Pupils (Years 7-11) at Havering Schools (Jan 2017)

Authority	Net Import/Export					
	2012	2013	2014	2015	2016	2017
Barking and Dagenham	788	894	932	969	847	820
Essex	-412	-417	-381	-354	-339	-393
Newham	109	114	114	105	76	48
Redbridge	24	15	-5	-11	-57	-83
Southend-on-Sea	-87	-109	-133	-107	-155	-192
Thurrock	671	659	635	621	569	558
Tower Hamlets	27	30	38	33	24	17
Waltham Forest	28	34	13	11	-5	-14

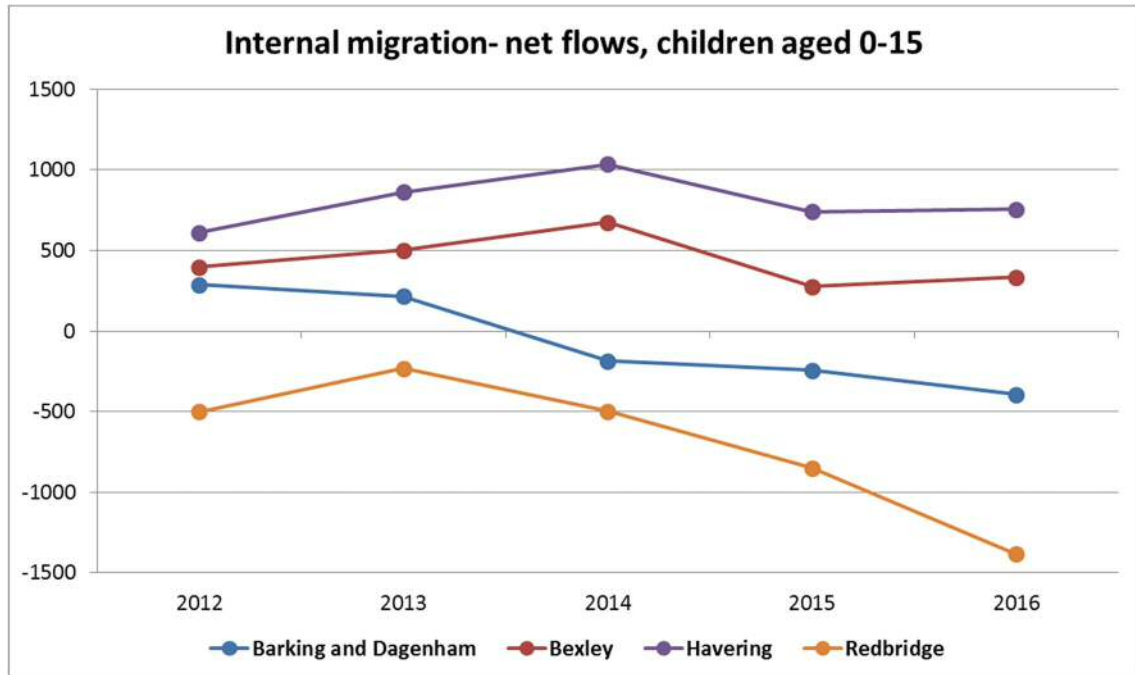
Source: Data is taken from DfE cross border mobility matrices for January 2012 to January 2017.

We remain a net importer of secondary pupils for Barking and Dagenham, Newham, Thurrock and Tower Hamlets, although it is important to note that the net import figure for all of these Local Authorities is reducing.

Havering is a net exporter of secondary pupils to Essex, Redbridge, Southend-on Sea and Waltham Forest. The net export figure for Essex, Redbridge and Southend-on Sea increased significantly from 2016 to 2017.

6.6 Migration

Data published by the GLA regarding internal migration flows of school age children, shows that each year from 2012-2016, Havering was the London borough with the highest net flow for internal migration of children aged 0-15 years old:



Internal migration- net flows, children aged 0-15, 2012 to 2016

Source: Data taken from GLA Internal migration flows - school age children

Figure 6.6, Shows the internal migration net flows for children aged 0-15, from 2012 to 2016 for Havering, compared to our London Local Authority geographical neighbours Barking and Dagenham and Redbridge and compared to our closest statistical neighbour, Bexley.

The above shows that over this five year period Havering has been a net importer of children aged 0-15. Even though the net flow figure for Havering has reduced from the peak in 2014, the net flow number in 2016 is still above the figure in 2012.

SECTION 7: COMMISSIONING EARLY YEARS EDUCATION AND CHILDCARE

7.1 Legislative Context

The Childcare Act 2006 placed duties on all local authorities to secure sufficient childcare, so far as is reasonably practicable for working parents, or parents who are studying or training for employment, for children aged 0-14. (Or up to 18 for disabled children).

7.2 Duties to Provide for Early Years education and childcare

Section 6 of the Childcare Act 2006 gives local authorities a duty of securing, so far as is reasonably practicable, that the provision of childcare (whether or not by them) is sufficient to meet the requirements of parents in their area in order to enable them to:

- (a) take up, or remain in work, or
- (b) undertake education or training which could assist them to obtain work.

Section 7 of the Childcare Act 2006 gives local authorities a related duty to secure free early education provision for pre-school children of a prescribed age (three and four years olds,) from the beginning of the term after their third birthday, and now two year olds from lower income families.



Section 11 of the Childcare Act 2006 placed a duty on local authorities to prepare an annual Childcare Sufficiency Report.

Section 12, gives local authorities the duty to provide information, advice and assistance to parents and prospective parents relating to the provision of childcare, services or facilities that may be of benefit to parents and prospective parents, children and young people, something that is strengthened in the Childcare Act (2016)

Section 13 gives local authorities the duty to provide information, advice and training to childcare providers.

The Education Act 2011 gives parents of disadvantaged two year olds a new right to free early year's education and care.

The Childcare Act 2016, Section 1 places a duty on the Secretary of State to secure the equivalent of 30 hours of free childcare over 38 weeks of the year for qualifying children. Children in England will qualify if they are under compulsory school age and meet the description set out in the regulations made under section 2. Section 2 allows the Secretary of State to discharge their duty under section 1 of the Act by placing a duty on the local authority to secure free childcare for qualifying children.

7.3 Early Years and Childcare Provision in Havering

Our current data shows 398 active providers in Havering are offering 6,766 (0-5 year) Ofsted registered childcare places. Of these, 1305 are nursery places within maintained schools and academies.

The Childcare Sufficiency report highlights that there continues to be sufficient early education and childcare (EE&C) places in most of the wards in the borough. It is also important to note that not all children entitled to an EE&C place access this and even when they do, may not take this up in their home ward.

Table 7.1 and 7.2 below shows the projected take up of 2, 3 and 4 year olds funded places in the borough by ward from 2017-18 onwards.

Table 7.1; 2 year old projections

Year	Brooklands	Cranham	Elm Park	Emerson Park	Gooshays	Hacton	Harold Wood	Havering Park	Heaton	Hylands	Mawney	Petits	Rainham & Wennington	Romford	Hornchurch	Squirrels Heath	St Andrews	Upminster	Total
2015/16	84	13	40	14	66	18	14	26	88	32	22	36	56	61	36	18	22	7	653
2016/17	65	4	32	18	64	18	11	27	63	26	19	40	49	62	40	12	26	6	583
2017/18	63	5	35	20	78	18	14	29	71	33	20	39	49	62	41	12	27	6	622
2018/19	70	5	34	21	71	20	14	29	66	31	20	40	49	64	43	11	24	7	617
2019/20	69	4	33	21	72	21	14	28	64	31	20	39	48	65	49	11	25	7	622
2020/21	71	4	33	21	72	22	13	28	63	30	19	39	47	71	56	11	24	7	632
2021/22	71	4	33	21	71	21	13	28	61	30	19	37	47	73	63	11	25	6	635

Table 7.2; 3 and 4 year old projections

Year	Brooklands	Cranham	Elm Park	Emerson Park	Gooshays	Hacton	Harold Wood	Havering Park	Heaton	Hylands	Mawney	Pettits	Rainham and Wennington	Romford	South Hornchurch	Squirrels Heath	St Andrews	Upminster	Total
2015/16	316	152	234	202	286	234	330	216	347	151	157	398	280	433	307	273	266	317	4899
2016/17	371	183	255	191	300	246	299	216	307	192	123	389	276	442	275	292	252	294	4903
2017/18	373	180	274	195	306	242	308	216	288	191	124	398	296	447	284	297	270	302	4992
2018/19	387	196	294	193	332	240	324	225	311	203	123	398	310	453	291	324	284	296	5185
2019/20	404	205	294	198	351	265	330	227	313	211	127	406	301	470	331	325	283	297	5337
2020/21	423	195	285	201	339	290	324	224	297	205	125	404	298	509	381	318	273	303	5395
2021/22	420	192	283	201	335	289	316	222	291	199	123	394	295	540	442	314	277	299	5433

Forecasts for 2018-19 indicates a potential shortfall of places in the Elm Park, Gooshays, Harold Wood, Mawney, Rainham & Wennington and Squirrels Heath wards in 2018-19. This is the position based on existing capacity as of Summer 2017, however, this situation may change as new providers open and existing providers may close.

Further information of the borough's provision and ward profile data is provided on our [2018-19 Childcare Sufficiency Report](#).

7.4 Options to meet the projected future demand for places:

We are aware that assessing the childcare market and ensuring a sufficiency of provision is both a complex and a constantly moving challenge. We will continue to work with providers, schools and potential providers to encourage the establishment of additional provision where this is required.

Analysis of childcare places for 0-4 year olds shows that across the borough there are sufficient places apart from 3 and 4 year old places in the wards already mentioned above. The following are the options that we will put in place to enable us meet the projected demand in these wards;

- **Elm Park** – work with good/outstanding childcare providers to create additional places in this ward, explore new provision and/or create early years and childcare provision in schools with high surplus capacity
- **Gooshays** – the expansion of the maintained nursery at Broadford Primary from 30 to 60 places will meet the potential shortfall of early years and childcare places in this ward
- **Harold Wood** – the expansion of the maintained nursery at Mead Primary from 30 to 60 places will meet the potential shortfall of early years and childcare places in this ward
- **Mawney** - The 30 additional places at the maintained nursery at Crownfield Infant School created through the Early Years Capital Bid will help meet the shortfall of places in this ward and we will be working with good and outstanding childcare providers to create additional early years and childcare places in this ward
- **Rainham & Wennington** –the proposed establishment of a 30 place nursery at Brady Primary will help meet the potential shortfall of early years and childcare places in this ward
- **Squirrels Heath** – To work with good and outstanding childcare providers to create additional early years and childcare places in this ward.

7.5 Future priorities over the plan period - Early Years

The Government Policy to offer 30 hours free early education and childcare went live in September 2017. Demand for 30 hour places is currently estimated and is constantly under review to ensure that there are a sufficient number of places to meet demand.

Havering created an additional 108 places for the 30 hour offer and our future planning to ensure that we continue to meet our commissioning obligations will include the following;

- Ensure that a nursery provision is part of the space when a new free school is being delivered according to the ESFA baseline design.
- Developing new or expanding nursery provision at school sites where schools are being expanded as a result of increasing pupil numbers, including establishing new maintained nurseries in schools with high surplus capacity where there is a deficit of early years and childcare places.

- Encouraging all early years and childcare providers to continue to assess the need of the market in their area to gauge an understanding of unmet demand;
- Working with providers to broker solutions that will deliver additional early years and childcare places needed in areas of unmet demand and provision of flexible childcare that meets the need of working parents;
- Monitor the impact of new extended entitlement (30 hours) on childcare sufficiency levels ensuring that the views and needs of parents and carers are addressed;
- Continue to support the set-up of new childcare businesses and expansion of existing provisions;
- Increasing the number of settings with a 'Good' or above Ofsted inspection judgement;
- Engaging with Schools, Childminders and Private, Voluntary and Independent (PVI) provisions to deliver more 2 year olds places and wraparound care;
- Continue to work with commercial and letting properties to develop and establish new provision especially in areas of future housing developments.

SECTION 8: COMMISSIONING STATUTORY SCHOOL PROVISION

8.1 Duties to provide for ages 4-16

The law requires Local Authorities to make provision for the education of children from the September following their fourth birthday to the end of the academic year in which their eighteenth birthday falls either at school or otherwise. Most Havering parents choose to send their children to Havering schools. However, some parents may choose to send their children to schools outside of Havering, likewise non-Havering residents may wish for their child to attend a school within Havering. Where distance from the home address to the school is an over subscription criteria, priority cannot be given to a Havering resident if an out-borough resident lives closer.

From age 14 to 16, a minority of young people are offered college placements or alternative provision, usually through school links. Some children are educated in special schools or other specialist provision because of their special educational needs.

The Local Authority has a statutory duty to provide full time education for pupils “not in education by reason of illness, exclusion or otherwise” (Section 19 of the 1996 Education Act) and which is appropriate to individual pupil needs. This duty is discharged through alternative provision academies, alternative provision commissioned by secondary schools and the Medical Education service.

8.2 What we have done so far (temporary and permanent places added)

Over the past three years we have worked to ensure that every child or young person in the borough requiring a school place has been able to secure one.

From 2011 to 2018, 25 Forms of Entry (FE= 30 children) permanent places have been delivered in primary schools. In addition to this, a further 585 temporary places for reception year pupils have also been delivered to take account of the reduced provision of permanent places during the earlier phases of the expansion programme. The additional 25 permanent forms of reception year entry created since September 2011 is the equivalent to thirteen new 2FE primary schools. In total, an additional 5,360 primary school places (reception-year 6) have been created in all year groups from 2011-12 to 2018-19.



In addition to the above, the Department for Education (DfE) has established two free schools.

The Drapers Maylands Primary school opened as a 2FE school (60 reception places) in Settle Road, Harold Hill in September 2015 and the Concordia Academy in Romford which was approved as a 3FE (90 reception places), opened in September 2016 in a temporary site but has admitted only 30 pupils each year since opening. However, we are anticipating

that they will relocate to their permanent site in September 2018, admitting 90 into reception each year from this date.

Table 8.1 below gives a breakdown by academic years the temporary and permanent primary places created since 2011;

Table8.1: Additional Primary Places from 2011-12 to 2018-19.

Year	Temporary Year R places added	Permanent Year R places added	Temporary primary places added (Years 1-6)	Permanent primary places added (Years 1-6)	Total primary places added
2011-12	60	30	0	60	150
2012-13	165	0	0	0	165
2013-14	165	300	360	1230	2055
2014-15	30	60	67	345	502
2015-16	75	60	75	450	660
2016-17	90	103	120	543	856
2017-18	0	156	0	576	732
2018-19	0	30	30	180	240
Total	585	739	652	3384	5360

In the secondary phase, since 2016-17, we have created a total of 1075 additional secondary places (year 7-11) through temporary places, permanent PAN rationalisations and expansions in the Central, East and North East secondary planning areas to meet the rising demand of larger cohorts transferring from primary schools.

Table 8.2 below gives a breakdown by academic years the temporary and permanent secondary places created since 2016;

Table 8.2 : Additional Secondary places from 2016-17 to 2018-19

Year	Temporary Year 7 places added	Permanent Year 7 places added	Temporary secondary places added (Years 8-11)	Permanent secondary places added (Years 8-11)	Total secondary places added
2016-17	0	66	0	0	66
2017-18	20	30	0	304	354
2018-19	0	131	0	524	655
Total	20	227	0	828	1075

Similarly, for our Special Educational Needs & Disabilities (SEND) provision as shown in **Table 8.3** below shows a total of 121 places (reception-year 14) have been created since

2015 through temporary expansions in two of our special schools permanent our additional resource provision (ARP). 35 post-16 SEND places were created by extending the age range of an existing special school up to 19 years.

Table 8.3 : Additional SEND places from 2015-16 to 2018-19.

Year	Temporary SEND places added	Permanent SEND places added	Total SEND places added
2015-16	18	7	25
2016-17	0	84	84
2017-18	0	0	0
2018-19	0	12	12
Total	18	103	121

In addition to all these, the first phase of the Priority Schools Building Programme (PSBP), which was aimed at addressing schools with the worst condition issues, was completed in 2017-18. The Mawney, Suttons and Hacton Primary Schools have been rebuilt with an increase of primary places in each school.

The second phase of the programme will see part rebuild & refurbishments of six schools; Broadford Primary School, The Royal Liberty School, Marshalls Park School, The Albany School, Hall Mead School and Redden Court School with increase in school places in all, with the exception of The Albany School.

8.3 Havering’s Projections by planning area

Current and Forecast Reception Pupils in Mainstream Primary Education

Table 8.3 below shows the number of reception pupils in Havering schools has increased from 2,607 in 2008-09 to 3,298 in 2017-18. This is an increase of 27%. In 2008-09, reception year groups at Havering primary schools operated with 6% surplus capacity. This has remained as 6% in 2017-18, and is due to additional places being added to the primary phase through the permanent expansion of a number of primary schools. The number of reception pupils is forecast to continue to increase year on year to 3,957 in 2022-23.

Table 8.4: Historic and Forecast Reception Pupils in Havering Mainstream Schools (2008-09 to 2020-21)

Academic Year	Reception NOR	Reception places available	Surplus/ Deficit of places
2008/09	2607	2775	168
2009/10	2701	2795	94
2010/11	2680	2765	85
2011/12	2824	2855	31
2012/13	2905	2960	55
2013/14	2995	3245	250
2014/15	3008	3170	162
2015/16	3188	3335	147
2016/17	3286	3483	197
2017/18	3298	3513	215
2018/19	3376	3609	233
2019/20	3499	3639	140
2020/21	3900	3639	-261
2021/22	3905	3639	-266
2022/23	3957	3639	-318

Table 8.5 below represents reception year group data at planning area level. It shows that the growth in pupil numbers is not uniform across the borough, nor is the level of surplus capacity.

Table 8.5: Current and Forecast Reception Pupils in Havering Mainstream Schools by Planning Area (2022-23)

Planning Area	Total Reception places 2017-18	Pupil roll 2017-18	Surplus places 2017-18	Surplus capacity 2017-18	Reception places 2022-23	Pupil roll 2022-23	Surplus places 2022-23	Surplus capacity 2022-23 (%)
Collier Row	555	491	64	12%	555	524	31	6%
Elm Park	438	424	14	3%	444	488	-44	-10%
Harold Hill	570	540	30	5%	600	694	-94	-16%
Hornchurch	690	657	33	5%	690	714	-24	-3%
Rainham and S Hornchurch	360	335	25	7%	390	466	-76	-20%
Romford	510	491	19	4%	570	673	-103	-18%
Upminster and Cranham	390	360	30	8%	390	399	-9	-2%

If no further action is taken (apart from the completion of projects already planned and proposed) by the end of the forecasting period (2022-23) there will be no surplus capacity in reception year groups in all but one of the primary planning areas. Action will be taken in those planning areas where surplus capacity falls below 2% to provide additional places. Solutions will vary from new provision to expansion of existing facilities through permanent or temporary means.

As we are unable to predict in advance the number or ages of late applicants it is important that a surplus is maintained within the school system in order to accommodate late applicants. This is something recognised by the Education Skills Funding Agency who have included an additional surplus element in their Basic Need calculation.

Tables 8.6 below show that the number of primary pupils in Havering schools (reception-year 6) is forecast to rise from 18,297 in 2008-09 to 25,375 in 2022-23.

Table 8.6: Historic and Forecast Primary Pupils in Havering Mainstream Schools (2008-09 to 2022-23)

Academic Year	Primary NOR	Primary places available	Surplus/ Deficit of places
2008/09	18297	20038	1741
2009/10	18379	19010	631
2010/11	18473	19190	717
2011/12	18649	19310	661
2012/13	19072	19535	463
2013/14	19834	20480	646
2014/15	20374	21222	848
2015/16	21074	21807	733
2016/17	21566	22578	1012
2017/18	21962	23131	1169
2018/19	22619	23690	1071
2019/20	23077	24099	1022
2020/21	23897	24463	566
2021/22	24668	24857	189
2022/23	25375	25146	-229

This is an expected increase of 39% from 2008-09 and 16% on current roll numbers. Havering primary schools currently operate with 5% surplus capacity but this is forecast to decrease to zero over the coming years. It demonstrates that pressure is building in all primary year groups, not just the reception entry year.

Plans for additional capacity will be brought forward over the coming months to ensure that surplus capacity is maintained at least in some planning areas so that in year demand for school places can be met.

Table 8.7: Current and Forecast Primary Pupils in Havering Mainstream Schools by Planning Area (2022-23)

Planning Area	Total primary places 2017-18	Pupil roll 2017-18	Surplus places 2017-18	Surplus capacity 2017-18	Primary places 2022-23	Pupil roll 2022-23	Surplus places 2022-23	Surplus capacity 2022-23 (%)
Collier Row	3690	3419	271	7%	3855	3587	268	7%
Elm Park	2626	2509	117	4%	3096	3244	-148	-5%
Harold Hill	3750	3636	114	3%	4110	4401	-291	-7%
Hornchurch	4920	4680	240	5%	4845	4722	123	3%
Rainham and South Hornchurch	2400	2233	167	7%	2640	2760	-120	-5%
Romford	3045	2931	114	4%	3870	3972	-102	-3%
Upminster and Cranham	2700	2554	146	5%	2730	2690	40	1%

Table 8.7 shows that current surplus capacity for primary year groups (reception-year 6) varies across the borough from 7% to -7% in 2022-23

Options to meet future primary demand

Table 8.8: Future reception places needed by FE by planning area over time

Planning Area	Reception places needed by FE				
	By 2018-19	By 2019-20	By 2020-21	By 2021-22	By 2022-23
Collier Row	0	0	0	0	0
Elm Park	0	0	1	1	1
Harold Hill	0	0	4	3	3
Hornchurch	0	0	2	1	1
Rainham and South Hornchurch	0	0	1	2	3
Romford	0	0	1	3	3
Upminster and Cranham	0	0	1	0	0

Options to meet the projected future demand for places by planning area:

- **Collier Row**- no additional reception places needed in this planning area over the plan period.
- **Elm Park**- 1FE permanent expansion needed from 2020-21.
- **Harold Hill**- 1/2 FE permanent expansion needed from 2020-21, consider whether remaining need can be met by bulge classes (the above table includes permanent expansion of Mead from 2019-20).
- **Hornchurch**- 1FE permanent expansion needed from 2020-21, remaining need to be met by bulge classes.

- **Rainham and South Hornchurch-** pre-statutory consultation has been conducted regarding a 1FE expansion of Brady Primary School. If the statutory proposal for this school is approved this will be implemented from 2020-21. As part of the Beam Park development in this area a new 3FE primary school is needed by 2021-22 (although this will be closely linked to the housing delivery). The new school should meet the remaining need within the plan period.
- **Romford-** due to the housing growth planned in the area over the next five years, a new 3FE primary school will be needed by 2021-22 (although this will be closely linked to the housing delivery). The 1FE need in 2020-21 will be met by a bulge class.
- **Upminster and Cranham-** the 1FE need in 2020-21 will be met by a bulge class.

Current and Forecast Pupil Numbers in Mainstream Secondary Education

Table 8.9 indicates how the number of year 7 pupils in Havering schools is forecast to increase year on year in the long-term up to 2024-25, having declined since the 2008-09 year 7 numbers on roll.

Table 8.10 provides an overview of this at planning area level.

Table 8.9 - Historic and Forecast Year 7 Pupils in Havering Mainstream Schools (2008-09 to 2024-25)

Academic Year	Year 7 NOR	Year 7 places available	Surplus/ Deficit of places
2008/09	3125	3184	59
2009/10	3061	3199	138
2010/11	3085	3204	119
2011/12	2934	3238	304
2012/13	2895	3248	353
2013/14	2829	3228	399
2014/15	2963	3228	265
2015/16	2967	3248	281
2016/17	2972	3272	300
2017/18	2848	3302	454
2018/19	3060	3398	338
2019/20	3199	3458	259
2020/21	3307	3488	181
2021/22	3245	3488	243
2022/23	3399	3488	89
2023/24	3490	3488	-2
2024/25	3511	3488	-23

The number of year 7 pupils in Havering schools has fallen in recent years from 3125 in 2008-09 to a low point of 2829 in 2013-14. From 2018-19 onwards, year 7 rolls are forecast to rise to 3511 through the period to 2024-25, an increase of 23% on current roll numbers.

Table 8.10- Current and Forecast Year 7 Pupils in Havering Mainstream Schools by Planning Area (2024-25)

Planning Area	Year 7 places 2017-18	Pupil roll 2017-18	Surplus places 2017-18	Surplus capacity 2017-18	Year 7 places 2024-25	Pupil roll 2024-25	Surplus places 2024-25	Surplus capacity 2024-25
North East	210	205	5	2%	210	240	-30	-15%
North West	180	130	50	28%	180	184	-4	-2%
Central	1644	1461	183	11%	1786	1803	-17	-1%
East	651	577	74	11%	680	615	65	10%
South	617	475	142	23%	632	668	-36	-6%

Table 8.10 shows that current surplus capacity for year 7 is 14% across Havering, however this varies across planning areas. By the end of the forecasting period (2024-25) there will be a deficit of around -1% deficit capacity in year 7 across the borough (based on current capacity data and known future expansions) so plans to commission additional secondary school places will need to be brought forward in the coming years to address this situation.

Year 6 to Year 7 transfer rates

The following table shows the historic year 6 to year 7 transfer rate; that is the number of year 7 pupils in Havering mainstream secondary schools compared to the number of year 6 pupils in Havering mainstream primary schools the previous year. The table shows how the transfer from year 6 to year 7 has changed over time.

Table 8.11: Historic and Forecast Primary Pupils in Havering Mainstream Schools (2008-09 to 2017-18)

Year	Year 6 roll the previous year	Year 7 roll	Year 6 to Year 7 transfer rate	Change from previous year
2008/09	2732	3125	-	-
2009/10	2739	3061	112%	-
2010/11	2693	3085	113%	1%
2011/12	2586	2934	109%	-4%
2012/13	2498	2895	112%	3%
2013/14	2681	2829	113%	1%
2014/15	2727	2963	111%	-3%
2015/16	2861	2967	109%	-2%
2016/17	2800	2972	104%	-5%
2017/18	2935	2848	102%	-2%

As can be seen in the above table, there has been a significant reduction in the year 6 to year 7 transfer rate over the last two years. Whereas previously the year 6 to year 7 transfer rate was consistently between 109%-113%, 2016-17 saw a 5% drop on the previous year to 104%, followed by a further reduction to 102% in 2017-18. Current year 7

figures for 2018-19 indicate that the year 6 to year 7 transfer rate for this year may be as low as 101%.

Therefore although Havering has always been a net importer of pupils at secondary, there are signs that this is rapidly changing and may lead to Havering eventually being a net exporter at secondary. Although the number of Havering residents being offered a year 7 place at a secondary school outside of Havering has remained relatively stable over the last three years, there has been a significant reduction in the number of non-Havering residents offered a year 7 place at a Havering secondary over the same period. This indicates that the main driver for this change is the declining popularity of Havering secondary schools coupled with the increasing popularity of home local authority secondary schools with non-Havering residents.

This reduction in the year 6 to year 7 transfer rate has been taken into account when producing the year 7 and secondary projections in this document, resulting in a reduction in the expected need for additional year 7 places over the period of the plan. Consequently permanent expansions that were proposed to meet the secondary need from 2019-20 onwards are longer needed. This approach may need to be revised in the event of an increase in the year 6 to year 7 transfer rate.

Table 8.12- Historic and Forecast Secondary Pupils (years 7-11) in Havering Mainstream Schools (2008-09 to 2024-25)

Academic Year	Secondary NOR	Secondary places available	Surplus/ Deficit of places
2008/09	15422	15906	484
2009/10	15409	15928	519
2010/11	15353	15715	362
2011/12	15150	15829	679
2012/13	15028	15953	925
2013/14	14837	15967	1130
2014/15	14720	16046	1326
2015/16	14584	16140	1556
2016/17	14495	16096	1601
2017/18	14338	16192	1854
2018/19	14599	16384	1785
2019/20	14821	16636	1815
2020/21	15174	16918	1744
2021/22	15450	17134	1684
2022/23	15975	17320	1345
2023/24	16379	17410	1031
2024/25	16677	17410	733

Table 8.12 shows that the number of year 7-11 pupils in Havering secondary schools has been declining in recent years from 15,422 in 2008-09 to 14,338 in 2017-18. Thereafter it is

forecast to increase to 16,677 through the period to 2024-25, an increase of 16% on current roll numbers.

Table 8.13- Current and Forecast Secondary Pupils (years 7-11) in Havering Mainstream Schools by Planning area (2024-25)

Planning Area	Secondary places 2017-18	Pupil roll 2017-18	Surplus places 2017-18	Surplus capacity 2017-18	Secondary places 2024-25	Pupil roll 2024-25	Surplus places 2024-25	Surplus capacity 2024-25
North East	950	910	40	4%	1050	1123	-73	-7%
North West	900	716	184	20%	900	892	8	1%
Central	8002	7419	583	7%	8930	8718	212	2%
East	3255	2946	309	9%	3400	3035	365	11%
South	3085	2347	738	24%	3130	2909	221	7%

Table 8.13 above shows that current surplus capacity for secondary year groups (years 7-11) is 11% across Havering. This is forecast to decrease over the coming years; such that by the end of the forecasting period if no action is taken there will be a surplus of 4% places in secondary schools across the borough. In recent times the immediate pressures have been to accommodate peak years of primary children entering the education system, as well as unprecedented numbers moving into the borough (in other year groups). Over the coming years the general focus will shift away from expansion of primary places to the funding and commissioning of additional secondary places.

For information regarding the need for additional mainstream school places in Havering please see the [London Borough of Havering School Data Pack](#)

Table 8.14 Future year 7 places needed by FE by planning area over time

Planning Area	Year 7 places needed by FE						
	By 2018-19	By 2019-20	By 2020-21	By 2021-22	By 2022-23	By 2023-24	By 2024-25
North East	0	1	0	0	1	1	1
North West	0	0	0	0	0	0	0
Central	0	0	0	0	0	1	1
East	0	0	0	0	0	0	0
South	0	0	0	0	0	0	1

Options to meet the projected future demand for places by planning area:

- **North East-** need in this area up until 2022-23 to be met by surplus places in neighbouring Central planning area. From 2022-23 the need will have to be met through permanent expansion in either the neighbouring Central or North West planning areas.
- **North West-** no need projected over the plan period, although permanent expansion could be considered to help meet the need from neighbouring planning areas.

- **Central-** 1FE permanent expansion to be considered from 2023-24 (the above table includes 1FE permanent expansion of Redden Court and permanent PAN rationalisation of 12 places at Abbs Cross).
- **East-** no need projected over the plan period (the above table includes a permanent PAN rationalisation of 18 places at Hall Mead).
- **South-** 1FE permanent expansion needed from 2024-25 (the above table includes Harris Academy Rainham increasing its PAN by 1FE from 2020-21).

8.4 Commissioning proposals for Primary and Secondary schools

Havering has a diverse range of primary and secondary schools and wishes to maintain that diversity. To help develop the range of options available, we will work with other providers when making commissioning decisions.

The London average of 86.55% of parents being offered their first preference primary school and 66.01% their first preference secondary school are being exceeded for Havering residents, but this will become more difficult as higher numbers of children enter primary schools and move through to secondary schools. Commissioning decisions will take into account parental preferences and the provision of school places in areas where parents are unable to secure places within easy walking distance of home.

At secondary level, academies will make their own decisions about admission numbers where places are currently unfilled, but is recognised that any current capacity will be filled as the current large primary cohorts move to secondary school.

Parental choice for in year applicants, particularly those looking for places in KS1, is severely reduced. In some areas of the borough and in some year groups, there have been periods when no places have been available to accommodate in-year applications. It is challenging to expand schools in year groups higher than reception or year 7, and commissioning decisions will (resources permitting) build in capacity to allow for future demand to be met.

It is important to recognise we cannot achieve our ambitions without working in partnership with schools. The increasingly complex environment in which decisions about school sizes and locations are now taken means that the local authority has to commission school places and work closely with all education providers, to secure the best for Havering's children and young people.

It is important to balance the need for school places and meeting parental preference with the efficient delivery of high quality education services. This requires a modest surplus of school places in any given locality. Too much surplus capacity is financially wasteful, and can impact negatively on budgets and school standards.

It is recognised that the school estate should carry some surplus capacity to meet in year demand, with the DfE applying an uplift of 2% to forecast school place demand when calculating Central Government capital Basic Need allocations for each Local Authority.

The Local Authority seeks to maintain surplus capacity in primary school places to ensure we keep pace with demand for school places in each planning area, by providing places of good quality that parents want for their children.

However given that surplus places tend to be held in a few less popular schools rather than evenly across the estate, coupled with the financial challenges that schools with low numbers face, we need to review how much surplus is considered viable. Even a relatively modest surplus of 2% is huge if it is held within one or two schools within the planning area.

The future projected demand for school places can be influenced by demographic changes that may be difficult to predict in advance of happening. Changes to planned housing delivery, patterns of movement, future birth rates and school popularity can all lead to changes in the projected future demand for school places. It is difficult to factor in to the school roll projections what impact if any; nationwide issues such as Brexit, economic growth and changes to benefits will have on school place demand in Havering. The projections are reviewed on an annual basis to ensure that any changes impacting future demand for school places are incorporated into the updated projections, so far as is possible.

8.5 Future priorities over the plan period- Primary and Secondary

- To commission additional school places when required either through permanent expansions or temporary bulge classes
- To ensure that additional school places required are delivered at good or “outstanding” schools and academies
- To manage the school expansion programme appropriately so that any additional places delivered do not have a negative impact on neighbouring schools in Havering.
- To manage the level of surplus within our school estate so that the amount of surplus is not excessive; taking action to reduce the level of surplus if necessary.
- To support sponsors in opening new free schools in areas of Basic Need, in particular ensuring that the free schools required to meet the need from housing in the Romford and Rainham and South Hornchurch planning areas open on time.
- To pursue new schools to meet Basic Need through future waves of the free school programme where required.

SECTION 9: COMMISSIONING POST 16 EDUCATION AND TRAINING

9.1 Duties to Provide for Post 16 Students

Local authorities have responsibilities to support young people into education or training, which are set out in the following duties:

- to ensure support is available to all young people from the age of 13 that will encourage, enable or assist them to participate in education or training (tracking young people’s participation successfully is a key element of this duty); and
- to have processes in place to deliver the ‘September Guarantee’ of an education or training place for all 16 and 17 year olds.

Learning providers are required to notify the Local Authority when a young person leaves learning so that it can fulfil its statutory duties in respect of tracking young people in post 16 education and training.

9.2 Post -16 Provision

There is a mixed economy of providers operating within Havering post-16, including: 8 School Sixth forms (including special schools); Havering sixth Form College , an FE college – Havering College of Further & Higher Education, Havering Adult College and two main Training providers- Middleton Murray and The Specialist Trade Course Group, (STC Group).

Corbets Tey special school started delivering post 16 provision for SEND pupils aged 16-19 in September 2016. We have recently created provision for pupils with SEND aged 19-25 which will be delivered by Routes for Life.

At GCSE level (students aged 16), the key measure 5+ GCSE’s A*-C grades including English and Maths; is no longer valid. This was replaced in 2017 by Attainment 8 and Progress 8.

Table 9.1- Key Stage 4: % Achieving the Basics (A*-C in both English and Maths)

Area	2012	2013	2014	2015	2016	2017	Trend
National	58.9	61.6	59.1	59.5	62.8	58.5	
Inner London	60.3	64.1	61.8	61.5	64.7	65.3	
Outer London	63.4	66.8	64.6	63.0	66.5	68.3	
Statistical neighbours	59.4	61.9	59.5	58.0	62.6	62.2	
Havering	65.0	65.4	63.9	60.1	63.6	67.3	
National	19	34	25	68	64	37	
Statistical Neighbours	1	2	1	3	5	1	
London	9	16	14	21	20	16	

This is the percentage of pupils achieving a standard pass in both English and mathematics. Although historically above national, 2017 saw a substantial increase on previous year,

leading to a substantial increase in rankings to 37th from 64th in 2016, and placed Havering 1st amongst statistical neighbours.

Table 9.2- Key Stage 4: Progress 8

Area	2012	2013	2014	2015	2016	2017	Trend
National					-0.03	-0.03	--
Inner London					0.17	0.21	■ ■
Outer London					0.16	0.23	■ ■
Statistical neighbours					-0.06	-0.07	--
Havering					-0.14	-0.04	■ -
National					114	72	↘
Statistical Neighbours					9	4	↘
London					31	28	↘

As with Key Stage 2, the government also measures pupils' progress from their starting points at the last statutory assessment. From 2010 to 2015, this expected progress was considered to be 3 national curriculum levels during Key stage 2 to 4 in both English and mathematics. In 2016, this was abandoned, and a new progress measure (Progress 8) was introduced. Progress 8 is calculated and expressed as a point score based on a scale allocated to GCSE grade. As with Key stage 2, the parameters are quite narrow with -0.5 representing floor standard progress.

In 2016, the first year of this measure, Havering performed poorly against all benchmarking groups. In 2017, as a result of concerted improvement activity, Havering's score has improved, bringing progress in line with state-funded schools nationally, with ranking against all groups improving significantly.

The fact that Havering ranks poorly when compared to other London Authorities in terms of progress and that the proportion of students achieving the basics in 2017 is 67% indicates there may be a potential need for more provision below level 3.

The majority of the post-16 offer is at Level 3 (A level and equivalent) and provides academic pathways to further study. In comparison the offer at level 2 and below in the Technical/Vocational pathways (at all levels, especially Level 3 and above) is more restricted.

The Council is ultimately responsible for ensuring that all young people in their area participate and for providing the support young people need to overcome any barriers to learning. Havering, working through the 14+ Partnership, target resources to meet identified needs based on local intelligence and an agreed understanding of the young people in the area.

9.3 Post 16 demographics and future demand

Table 9.3 Demographic forecasts

The GLA show that the 16-19 cohort in Havering is projected to decrease over the next few years, before increasing year on year from 2020:

Year	Age				Total	% change from previous year
	16	17	18	19		
2016	2927	3099	2981	2554	11561	-
2017	2890	2969	3039	2555	11453	-1%
2018	2815	2929	2899	2544	11187	-2%
2019	2844	2856	2861	2423	10983	-2%
2020	2952	2885	2796	2416	11049	1%
2021	3142	3008	2844	2401	11396	3%
2022	3231	3190	2953	2428	11801	4%
2023	3378	3286	3129	2514	12308	4%

GLA BPO population projections

Table 9.4 Post -16 projected numbers in Havering (16-19 year olds)

Havering residents in full and part time education (excludes Havering school sixth forms):

Year	Havering provision	Non-Havering provision	Total
2014/15	2692	1306	3998
2015/16	2604	1420	4024
2016/17	2530	1485	4015
2017/18	2512	1353	3865
2018/19	2467	1329	3795
2019/20	2481	1337	3818
2020/21	2559	1379	3938
2021/22	2650	1428	4078
2022/23	2764	1489	4253

The projections show that the number of Havering residents accessing full or part time education is projected to increase from 2019-20 onwards. The projected increase in demand can be met within the existing capacity of Havering Sixth Form College and FE college.

Havering residents- participating in apprenticeships, education with training, education without training, work based learning:

The projections identify that the number of Havering residents participating in apprenticeships, education with training, education without training and work based learning education is projected to increase from 2019-20 onwards, in line with the projected population increase from 557 learners increasing to 620 in 2022-23. However it is possible that the number of Havering residents accessing this type of provision may increase in popularity as the range and popularity of apprenticeships increases with the introduction of

the apprenticeship levy and revised new standards which have been developed by employers.

Table 9.5 Havering Sixth Form College and FE college- split by Havering and non-Havering residents:

Year	Havering resident	OOB residents	Total
2014/15	2692	799	3491
2015/16	2604	1420	4024
2016/17	2530	1684	4214
2017/18	2512	1515	4028
2018/19	2467	1488	3954
2019/20	2481	1497	3978
2020/21	2559	1544	4103
2021/22	2650	1599	4249
2022/23	2764	1667	4431

The projections show that the number of students expected to study at Havering sixth form college and FE college is projected to increase from 2019-20 onwards in line with the projected population increase. The projected increase in demand can be met within the existing capacity of Havering Sixth Form College and FE college.

Table 9.6 Staying on rates from year 11 to year 12 in Havering schools

The following table shows the transfer rates from year 11 to year 12 from Havering secondary schools to Havering school sixth forms and how this has changed over time:

	Yr11/12
2012/13	24.7%
2013/14	27.5%
2014/15	25.9%
2015/16	26.6%
2016/17	26.5%
2017/18	28.7%

Even though we saw the proportion of Havering year 11 roll transferring to Havering year 12 roll increasing in 2017/18, the fluctuations in this transfer rate over time makes it difficult to assess whether this increase will be sustained. In addition, the year 11 roll at Havering schools is projected to remain static for the next four years, which in turn means that we do not expect increasing Havering school sixth form rolls over the period of the plan.

As such, we do not anticipate the need to increase Havering school sixth form capacity over the period of the plan.

Table 9.7 Projected numbers on roll for Havering school sixth forms

Academic Year	School sixth form total	Places available	Surplus/ Deficit
2017/18	1535	1840	305
2018/19	1536	1840	304
2019/20	1508	1840	332
2020/21	1524	1840	316
2021/22	1530	1840	310
2022/23	1515	1840	325

The projections show that the number of students expected to study at a Havering school sixth form is projected to remain fairly static over the next five years. This reflects the expected year 11 rolls at those schools with school sixth forms and the fact that our school sixth forms offer a traditional academic curriculum and it is expected in future years that more students will pursue vocational or work based learning pathways, such as apprenticeships.

Notwithstanding the above, it is important to note that the Department for Education has agreed the proposal for the Harris Federation to open a new, co-educational, 16-19 sixth form in Rainham. The new sixth form will have 400 places and partner with the sixth forms at Harris Academy Chafford Hundred and Harris Academy Riverside, once it opens. It will offer academic A-levels and Level 3 BTECs.

9.4 Participation rates

The participation rate of 16 year-old Havering residents at June 2017 was 98% for females and 96.9% for males.

The participation rate for 17 year old Havering residents at June 2017 was 93.9% for females and 89.4% for males.

Havering's participation rates for both 16 and 17 year olds compared to London and national averages as at June 2017 are favourable, with Havering having higher rates of participation for 16 and 17 year olds:

Table 9.8 Participation levels

% 16 and 17 year olds recorded as participating in education or training				
	Number of 16 and 17 year olds known to area	Female	Male	Total
England	1,160,370	92.30%	90.50%	91.40%
London	172,090	95.30%	93.20%	94.20%
Havering	5,970	95.90%	93.10%	94.50%

<https://www.gov.uk/government/publications/participation-in-education-and-training-by-local-authority>

9.5 Not in Education, Employments or Training (NEET) and Not Known

Number and proportion of 16 and 17 year olds not in education, employment or training or whose activity is not known in each local authority by age and gender.

Table 9.9 NEET and Not Known rates

	Number of 16 and 17 year olds known to the local authority	Total number NEET (inc not known)	Proportion NEET (inc not known)	of which known to be NEET	of which activity not known	ppt change in overall NEET measure since 2015
England	1,155,350	69,540	6.00%	2.80%	3.20%	-0.5
London	171,650	9,140	5.30%	1.80%	3.50%	-1
Havering	5,970	220	3.60%	2.20%	1.40%	-0.8

<https://www.gov.uk/government/publications/neet-data-by-local-authority-2012-16-to-18-year-olds-not-in-education-employment-or-training>

Table 9.9 shows that Havering has a lower proportion of NEET and not known 16 and 17 year olds when compared to London and England. However, Havering does have a higher proportion of known NEET 16 and 17 year olds when compared to London. A further analysis of this data indicates the following characteristics of this cohort, Pregnancy, illness, seeking Education, Employment or Training (EET), start date agreed for Rising Participation Age (RPA) compliant and non-RPA compliant provision, Teenage parents, young carers, Youth Offending Service (YOS), Looked After Child and SEND.

However a snapshot of NEET & Not Known cohort as at June 2017 shows of the 211 learners 51% (108) learners are either seeking education employment or training (EET) with either an agreed start date or working towards one.

A further breakdown of this cohort identifies 67% (142) learners studied vocational qualifications of varying types and levels of which 18% (26) learners studied a standalone NVQ. It is hoped that the introduction of the technical education reform along with the apprenticeship reforms will provide an education system with more appropriate routes to skilled training and employment pathways.

The employment and education status for a proportion of young people aged 16-18 years old changes on a regular basis. There is a need for a more flexible provision offer for our vulnerable groups and those learners who require Entry Level and Level 1 pathways. The Local Authority along with Prospects continues to support this cohort back into participation in partnership with the local education and training providers.

9.6 In learning analysis - Destinations

Destination measures are a headline accountability measure and show the percentage of pupils continuing to a sustained education, employment or training destination in the year after completing key stage 4 (after year 11) or 16 to 18 study (after completing A levels or other level 3 qualifications). The destination measures provide clear and comparable information on the success of schools and colleges in helping all their pupils take qualifications that offer them the best opportunity to progress. They also encourage institutions to make sure their pupils receive the support needed to prepare for and

complete the transition on to education, training or employment that offers good long term prospects.

Pupil destinations after completing key stage 4, state funded schools (mainstream and special):

Table 9.10 Destination data

Percentage of pupils with activity recorded in 2015/16 as:											
Destinations sustained for at least two terms											
Local Authority	Number of pupils	Overall sustained education or employment /training destination	Of which: Apprenticeships	Education destinations					Sustained employment and/or training destination	Destination not sustained	Activity not captured in the data
				Any sustained education destination	Further education college or other FE provider	School sixth form - state funded	Sixth form college	Other education destinations			
ENGLAND	553,910	94	6	90	38	38	13	2	3	5	1
London	75,635	94	3	92	25	54	12	2	2	5	1
Havering	3,075	95	8	91	32	29	29	1	4	5	1

<https://www.gov.uk/government/statistics/destinations-of-ks4-and-ks5-pupils-2016>

The above table shows that Havering has a higher than average proportion of residents accessing apprenticeships, while the proportion of Havering residents in education is in line with both the National and London averages.

The Year 11 Local Authority Activity Survey Analysis Report 2017 (Table 9.11) shows that the most of the year 11 leavers went on to attend the following type of qualifications in 2016 and 2017:

Table 9.11 The Year 11 Local Authority Activity Survey Analysis Report 2017

Qualification type	2016		2017	
	Totals	%	Totals	%
GCE A or AS or A2 level	1332	47.4%	1269	47.3%
NVQ Level 3 or equivalent	924	32.9%	925	34.5%
NVQ Level 2 or equivalent	363	12.9%	303	11.3%
NVQ Level 1 or equivalent	100	3.6%	75	2.8%
Other courses	61	2.2%	88	3.3%
GCSE course (s)	31	1.1%	23	0.9%
Higher Education qualification	0	0.0%	0	0.0%
Totals	2811		2683	

Year 11 Local Authority Activity Survey Analysis Report 2017- 15Billion

9.7 Travel to study patterns

When considering travel to learn patterns of 16-18 year olds, Havering is a net importer of learners post-16. With a resident 16-18 cohort of 5,730 young people, of those 4013 remain in the borough to learn and 1717 travel out of borough. 1,781 learners from other boroughs come to Havering to attend post 16 provision.

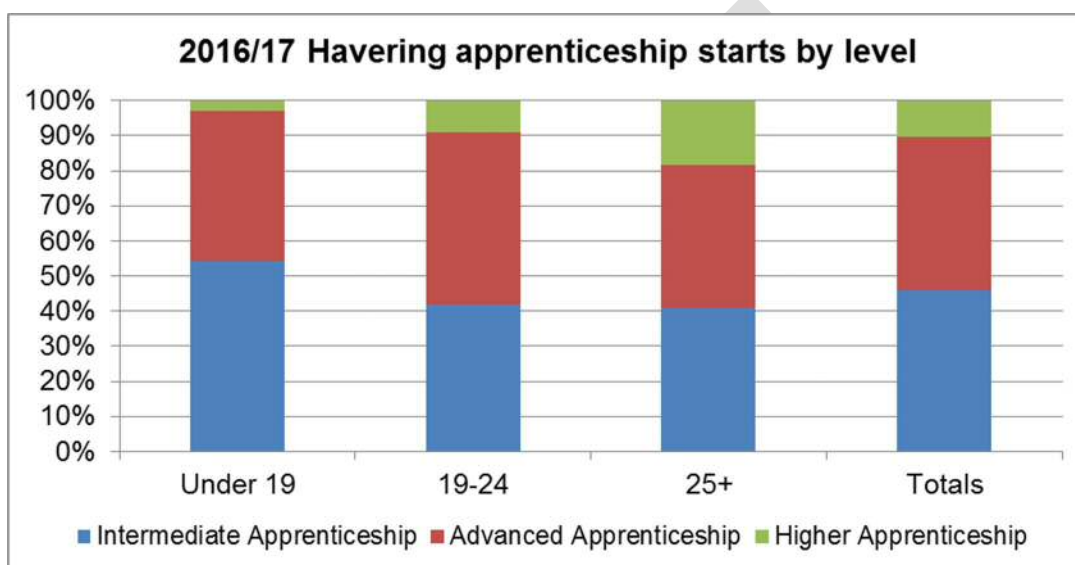
Of those Havering residents aged 16-18 who travel out of borough to learn the majority travel to: Barking & Dagenham (657), Essex (385) and Redbridge (129).

Of those resident outside of Havering, but travelling into the borough to study post-16 the majority travel from: Barking and Dagenham (897), Newham (429) and Redbridge (356).

9.8 Apprenticeships

For the 2016-17 full year, there were over 2,000 apprenticeship starts for Havering covering all age groups of apprenticeships. Of those starting an apprenticeship in 2016-17, 34% were under 19, 28% were aged 19-24 and 38% over 25. In relation to the level of apprenticeship 46% were at Intermediate level, 43% were at Advanced level and 10% were at the Higher level.

Table 9.12 Havering apprenticeship starts by level



<https://www.gov.uk/government/statistical-data-sets/fe-data-library-apprenticeships>

9.9 Higher Education (HE)

The table below (9.13) shows the number of young Havering residents (those ages 18-24) undertaking sustained HE study at a UK Higher Education Institution (HEI) according to figures from the Higher Education Statistical Agency (HESA). Time series data shows the numbers entering higher education over the nine year period from 2007-08 to 2015-16, the latter representing the fourth year of the increased tuition fees.

Havering has continued to see an increase in the numbers progressing to HE in the 2015/16 academic year, however the rate of increase has declined and we are still yet to return to the numbers preceding the increased tuition fees.

Table 9.13 HE numbers

Young Havering residents progression to HE – Time series	
Academic year	Number of learners
2007/08	1,332
2008/09	1,436
2009/10	1,603
2010/11	1,526
2011/12	1,466
2012/13	1,248
2013/14	1,366
2014/15	1,412
2015/16	1,514

The higher education journey of young Havering residents, December 2017

Progression route to Higher Education

The vast majority of young Havering residents progressing to a UK HEI do so having previously studied A levels, at 53.2%. The highest qualification on entry for young Havering residents (%) ;2015-16 was A/AS Level at 53% followed by Level 3 Diploma at 14.5% and 16% of Havering residents entering into HE with other Level 3 type qualifications.

The most popular previous institution type for Havering residents progressing to HE is school sixth form. This may in part be explained by the fact that the largest percentage of students choose to study at a school sixth form post-16. Furthermore, the predominant offer of school sixth forms is A' levels, which have historically been the preferred progression route for access to HE.

Table 9.14- Previous institution (16-18) by type for young Havering residents (%) - 2015/16 academic year	
School Sixth form	45.6%
Sixth Form College	21.9%
FE College	19.0%
Other	6.2%
Unknown	5.4%
UK State School	1.6%
Not Known	0.1%

The higher education journey of young Havering residents, December 2017

Table 9.14 above shows the previous (16-18) institution by type for young Havering residents (aged 18-24 years) who progressed to HE in 2015-16 studying for an undergraduate qualification.

9.10 Future priorities over the plan period - Post 16

- To secure sufficient resources for world class learning so that all young Havering residents are able to access such opportunities, particularly for learners with support needs .
- Ensuring that the technical education reforms and the introduction of the Technical study programmes help address Havering's need for a highly skilled workforce.
- Improving the availability of high quality careers guidance throughout Havering raising aspirations amongst local young people.
- Continuing to promote and develop the Apprenticeship offer in Havering. Short-term there is the potential for there to be a decline in demand for post-16 provision due to lower numbers of 16-19 year olds resident within the borough. However, by 2021 the size of the cohort will expand significantly.
- There is sufficient capacity available at Havering Sixth Form College and FE college to meet the projected demand for post 16 over the period of the plan.
- There are sufficient sixth form places available at Havering school sixth forms to meet the projected demand, with no need to increase the number of Havering school sixth form places available over the period of the plan.
- The post-16 provision within the borough provides a sufficient breadth of opportunities at level 2 and Level 3 both vocational and academic. The offer within the school sixth forms and the sixth form college is predominantly academic at level 3 with some aspects of vocational provision. The local Further & Higher Education college offers vocational programmes from entry level to level 4.
- To secure entry level pathways with flexible access to support the NEET/Not known cohort in particular to support the vulnerable cohort to ensure that there are sufficient pathways available at the right level to re-engage this cohort in participating

SECTION 10: COMMISSIONING SPECIAL EDUCATIONAL NEEDS AND ALTERNATIVE PROVISION

10.1 Duties to Provide for Special Educational Needs and Disabilities

The Equality Act 2010 sets out the legal obligations that schools, early years providers, post-16 institutions, local authorities and others have towards disabled children and young people:

- They **must not** directly or indirectly discriminate against, harass or victimise disabled children and young people
- They **must not** discriminate for a reason arising in consequence of a child or young person's disability
- They **must** make reasonable adjustments, including the provision of auxiliary aids and services, to ensure that disabled children and young people are not at a substantial disadvantage compared with their peers. This duty is anticipatory – it requires thought to be given in advance to what disabled children and young people might require and what adjustments might need to be made to prevent that disadvantage
- Public bodies, including further education institutions, local authorities, maintained schools, maintained nursery schools, academies and free schools are covered by the public sector equality duty and, when carrying out their functions, **must** have regard to the need to eliminate discrimination, promote equality of opportunity and foster good relations between disabled and non-disabled children and young people

One significant change brought about by the Children and Families Act 2014 is that there is no longer a distinction between maintained schools and independent or non-maintained schools. Parents can now express a preference for any maintained school, academy, free school or non-maintained school.

So far, in 2015-16 we created 18 temporary SEND places in two of our special schools and 7 permanent places in one of our primary additional resource provisions (ARP).

In 2016-17, 84 additional SEND places were made available through the establishment of one new primary ARP and re-designated and expanded two secondary ARPS. Post-16 SEND places were also created by extending the age range from 16 years to 19 years, in one of our special schools to enable it to admit young people with SEND, up to the age of 19.



10.2 Forecast demands and Commissioning needs

There are approximately 1370 children aged 3-25 who have an Education Health Care plan or statement of special educational need and who live in Havering. Since September 2014, any requests received for an assessment and agreed could lead to an Education, Health and Care Plan (EHCP). Some will attend additionally resourced provisions/Units (ARPS) and the remaining children attend special schools both within and out of borough.

Table 10.1 Borough wide projections for Havering residents with an Education Health Care Plan or a statement attending primary, secondary, special school and post 16 provision in a Havering or in out borough SEND provision.

Year	Cognition and learning needs	Communication and interaction needs	Social, Emotional and Mental Health	Sensory and/or physical needs	Total
2015/16	461	492	124	133	1210
2016/17	468	524	161	149	1302
2017/18	484	596	141	153	1374
2018/19	490	606	155	155	1406
2019/20	496	616	157	157	1426
2020/21	506	629	160	161	1455
2021/22	513	638	163	163	1477
2022/23	521	648	165	166	1500

Table 10.1 above highlights that for;

- Cognition and Learning needs – historical trend shows a year on year increase and we expect this to continue going forward.
- Communication and Interaction needs- historical trend shows an increase in numbers from with the largest increase from 2016-17 to 2017-18. We expect this increase to continue but at a lower rate. The increase is mainly in Autistic Spectrum Disorder (ASD).
- Social, Emotional and Mental Health – historical trend shows an increase between 2015-16 ad 2016-17 however there was a decrease in the numbers between 2016-17 and 2017-18. We expect numbers to increase in 2018/19 and from 2019/20 to increase at a lower rate.
- Sensory and/or physical needs – historical trend shows a year on year increase. We expect this increase to continue but at a lower rate.

Table 10.2: Projections for Havering residents with an Education Health Care Plan or a statement attending a Havering or out borough primary provision

Year	Cognition and Learning needs	Communication and Interaction needs	Social, Emotional and Mental Health	Sensory and/or physical needs	Total
2015/16	59	209	38	49	355
2016/17	48	222	41	57	368
2017/18	46	263	37	70	416
2018/19	47	267	40	71	425
2019/20	47	271	40	72	431
2020/21	49	279	42	74	443
2021/22	50	284	42	75	451
2022/23	50	287	43	76	457

Table 10.2 above highlights that for;

- Cognition and Learning needs – historical trend has shown a decrease in numbers however from 2018-19 we expect this to gradually increase.
- Communication and Interaction needs – historical trend shows an increase in numbers with the largest increase from 2016-17 to 2017-18, we would expect to see this increase continue but at a lower rate. The increase is mainly in Autistic Spectrum Disorder.
- Social Emotional and Mental Health – historical trend shows a small increase from 2015-16 to 2016-17 and then a small decrease from 2016-17 to 2017-18. We would expect this to gradually increase from 2018-19 onwards.
- Sensory and/or Physical needs – historical trend shows a year on year increase, we expect this to continue to increase but at a lower rate

Table 10.3: Forecasts for Havering secondary pupils with an Education Health Care Plan or a statement attending a Havering or out borough secondary provision

Year	Cognition and Learning needs	Communication and Interaction needs	Social, Emotional and Mental Health	Sensory and/or physical needs	Total
2015/16	84	107	41	47	279
2016/17	86	119	53	41	299
2017/18	74	132	46	37	289
2018/19	77	138	50	39	303
2019/20	79	142	52	40	312
2020/21	81	144	53	40	318
2021/22	82	147	53	41	324
2022/23	84	150	55	42	330

Table 10.3 above highlights that for;

- Cognition and Learning needs – historical trend shows a small increase from 2015-16 to 2016-17 and then a decrease from 2016-17 to 2017-18, we would expect a small increase in numbers year on year from 2018-19 onwards.
- Communication and Interaction needs – historical trend shows an increase in numbers, we would expect to see an increase in numbers year on year from 2018-19 onwards at a lower rate. The increase is mainly in Autistic Spectrum Disorder.
- Social Emotional and Mental Health – historical trend shows an increase from 2015-16 to 2016-17 and then a decrease in numbers from 2016-17 to 2017-18, we would expect to see a small increase year on year from 2018-19 onwards.
- Sensory and/or physical needs – historical trend shows a small decrease year on year, we expect to see this gradually increase from 2018-19 onwards.

Table 10.4: Forecasts for Havering special school pupils with an Education Health Care Plan or a statement attending a Havering or out borough provision

Year	Cognition and Learning needs	Communication and Interaction needs	Social, Emotional and Mental Health	Sensory and/or physical needs	Total
2015/16	201	72	16	14	303
2016/17	205	79	27	18	329
2017/18	200	72	28	17	317
2018/19	205	78	29	17	329
2019/20	209	79	29	17	336
2020/21	214	81	30	18	344
2021/22	218	83	31	18	350
2022/23	222	84	31	18	355

Table 10.4 above highlights that for;

- Cognition and Learning needs – historical trend shows a small increase from 2015-16 to 2016-17 and then decrease in numbers from 2016-17 to 2017-18, we expect to see a small increase year on year from 2018-19 onwards.
- Communication and Interaction needs – historical trend shows a small increase from 2015-16 to 2016-17 and then a decrease between 2016-17 and 2017-18. We expect to see small increase year on year from 2018-19 onwards. The increase is mainly in Autistic Spectrum Disorder.
- Social Emotional and Mental Health – historical trend shows year on year increase in numbers, we would expect to see a gradual increase from 2018-19.
- Sensory and/or physical needs – historical trend shows a small increase from 2015-16 to 2016-17 and then a decrease in numbers from 2016-17 to 2017-18. We expect to see a small increase in 2020-21.

Table 10.5: Forecasts for Havering Post-16 pupils with an Education Health Care Plan or a statement attending a Havering or out borough provision

Year	Cognition and Learning needs	Communication and Interaction needs	Social, Emotional and Mental Health	Sensory and/or physical needs	Total
2015/16	117	104	29	23	273
2016/17	129	104	40	33	306
2017/18	164	129	30	29	352
2018/19	162	128	34	28	352
2019/20	161	127	34	27	349
2020/21	163	128	34	28	353
2021/22	164	129	35	28	355
2022/23	166	131	35	28	360

Table 10.5 above highlights that for;

- Cognition and Learning needs – historical trend shows an increase in numbers with the largest increase from 2016-17 to 2017-18. We expect to see a small decrease from 2018-19 and then a small increase year on year from 2020-21.
- Communication and Interaction needs – historical trend shows an increase in numbers from 2016-17 to 2017-18 we expect a small decrease from 2018-19 and then a small increase from 2020-21 onwards. The increase is mainly in Autistic Spectrum Disorder.
- Social Emotional and Mental Health – historical trend shows there was an increase in numbers from 2015-16 to 2016-17 and then a decrease between 2016-17 to 2017-18. We expect a small increase in 2021-22.
- Sensory and/or physical needs – historical trend shows an increase between 2015-16 and 2016-17 a small decrease between 2016-17 and 2017-18. We expect to see a small increase in 2020-21.

10.3 Future priorities over the plan period- SEND

The [Havering High Needs Strategy](#) has been developed and gives details of our local offer and the changes that will be implemented to ensure that the needs of children and young people with SEND are met.

Our commissioning intentions are in line with our SEND planning guidelines outlined in section 3.1 above and cater for the growing need of SEND places by;

- Delivering a new 60 place free school to meet the needs of children and young people aged 3-16 years who have complex or severe ASD or social, emotional and mental health difficulties by 2020-21.

- Delivering more additionally resourced provisions (ARPs) in mainstream settings to create more places for pupils with moderate learning difficulties and communication and interaction needs (mainly for those with autistic spectrum disorder), who can best be supported in mainstream provision or an ARP, where appropriate.
- Reviewing and re-designating special schools, as appropriate; reducing the number of pupils with moderate learning difficulties who attend special schools and enabling special schools to support the growing numbers of children with more complex needs.
- Establishing Routes 4 life to deliver places for 19 – 25 year olds with SEND.
- Commissioning new special free school(s) through the free school wave route to cater for pupils with communication and interaction needs that cannot be met within an ARP setting.

10.4 Duties to provide Alternative Provision (AP)

Local authorities are responsible for arranging suitable full-time education for permanently excluded pupils, and for other pupils who – because of illness or other reasons – would not receive suitable education without such provision.

This applies to all children of compulsory school age resident in the local authority area, whether or not they are on the roll of a school, and whatever type of school they attend. Full-time education for excluded pupils must begin no later than the sixth day of the exclusion.

Any school that is established and maintained by a local authority to enable it to discharge the above duty is known as a pupil referral unit. There is no requirement on local authorities to have or to establish a pupil referral unit, and they may discharge their duties by other means. However, only a local authority can establish a pupil referral unit; although they can only do so after exploring the possibility of opening an AP academy. Others can establish AP academies or AP free schools.

From September 2012 if a local authority thinks a new pupil referral unit needs to be established in their area they must seek proposals from potential providers for the establishment of an academy (AP academy or AP free school).

Good alternative provision

Good alternative provision is that which appropriately meets the needs of pupils which required its use and enables them to achieve good educational attainment on par with their mainstream peers. All pupils must receive a good education, regardless of their circumstances or the settings in which they find themselves. Provision will differ from pupil to pupil, but there are some common elements that alternative provision should aim to achieve, including:

- good academic attainment on par with mainstream schools – particularly in English, maths and science (including IT) – with appropriate accreditation and qualifications;

- that the specific personal, social and academic needs of pupils are properly identified and met in order to help them to overcome any barriers to attainment;
- improved pupil motivation and self-confidence, attendance and engagement with education; and
- clearly defined objectives, including the next steps following the placement such as reintegration into mainstream education, further education, training or employment.

10.5 Current alternative education provision in Havering

Olive AP Academy – caters for young people aged between 11 and 16 who have experienced difficulty in learning for a variety of reasons and who have been permanently excluded.

Over the last three years Havering’s exclusion figures remain static in comparison to a rise in permanent exclusions nationally:

- 2015-2016 - 36
- 2016-2017 - 37
- 2017-2018 - 34

Breakdown of current data is as shown in table 10.6 below.

Table 10.6 Havering June 2018 Data – Pupils in AP

Alternative Provision Name	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11	Total number of pupils
Medical							1	1	4	4	11	21
Medical Outreach		2		1	3	1	1	1	4	1	4	18
LBH Medical Outreach										3		3
AP Census											31	31
SEND Statutory Assessment		2		3		1						6
PRU							1	8	9	11	26	55
Mainstream AP							1	14	11	32	59	117
Total	0	4	0	4	3	2	4	24	28	51	131	251

To avoid permanent exclusions the Local Authority have developed a prospectus of 25 approved provisions that offer a range of interventions and qualification to support pupils aged 5 - 17 who require:

- skills development
- a direction offsite
- a statutory assessment of SEN
- complex medical and mental ill health approaches

Approved provisions have supported Havering's NEET figures remaining one of the lowest in the country consistently.

The provisions are approved using a skills and competency scoring process and are then commissioned by Havering schools. This enables an offsite personalised education and intervention option that is available at the point of need. Pupils remain on roll of their mainstream school and they monitor and track attendance and attainment.

Over the last three years the number of pupils requiring AP has fluctuated slightly with currently to-date (September 2017 – June 2018) Havering having 251 pupils listed as in attendance.

Pupils are placed in AP through a the IYFAP process where options are designed to meet specific needs and address learning difficulties that range from schools support, Health and Social & Emotional and Mental Health and behaviour difficulties.

10.6 Future priorities over the plan period- Alternative Provision

- To deliver an all-through AP free school which will provide a registered full time offer for a small number of primary aged pupils who require development and support to be able to return to mainstream and maintain their placement.
- This would also enable secondary pupil's access to a registered full time AP offer so they can work towards Progress 8 that addresses their needs and supports their aspirations and progression into post 16 and adulthood

11. Glossary of Terms

Academies	Schools funded directly by central government, independent of the local authority
Additional Resource Provision	Additionally funded specialist provision set up in mainstreams schools specialising in particular special educational needs with highly skilled specialist staff to support the learning needs of pupils. Pupils allocated an ARP place would usually have an Education, Health and Care Plan
All-through school	A school which provides both primary and secondary education. They accept children at age 4, and can school them right through to Sixth form (age 18-19)
Alternative Provision	Alternative provision refers to education a pupil receives because of exclusion, illness or other reasons, away from their school, in another setting arranged by local authorities or by the schools themselves.
Apprenticeship	Apprenticeships combine practical training in a job with study. Being an apprentice means that you have a job that includes gaining recognised qualifications and essential skills whilst you are working and earning a wage-
ASD	Autistic Spectrum Disorder- a type of special education need
Basic Need Allocation	Grant received from the central government to create additional school places for the projected demand of pupil places arising from increased births and general demographic change, in excess of current schools capacity to provide them
Bulge Class	A one-off (temporary) additional class added to a primary, secondary or special school to cope with rising demand of school places
Cabinet	The decision making body of the Council
Child Yield	The means of determining the number of pupils to come from the development of new housing
School Census	is a statutory census that takes place during the autumn, spring, and summer terms. The census collects information about individual pupils and about the schools themselves.
CIL	Community Infrastructure Levy; which allows local planning authorities to agree developer contributions to support education , highways and other infrastructure needs
Community School	State-funded school under the control of the local authority. The Local authority employs the school's staff, is responsible for the school's admissions and owns the school's estate
DfE	Department for Education – the central government controlling body for all aspects of education
DSG	Dedicated Schools Grant –The money the Government gives to local authorities to fund schools
EE&C	Early education and childcare offer – eligible 2 year olds, 15 hours universal for all 3 and 4 year olds and 15 hours extended entitlement for eligible 3 and 4 year olds
EET	Education, Employment or Training, so someone seeking EET would be seeking Education, Employment or Training

ESFA	Education Skills Funding Agency – the central government body responsible for the allocation and control of funds to academies and other schools operated independent of the local authority EYFS
EHC Plan	An education health care plan is a legal document that describes a child or young person's special educational, health and social care needs. It explains the extra help that will be given to meet those needs and how that help will support the child or young person to achieve what they want to in their life.
EYFS	Early Years Foundation Stage – the phase in education and care from 0-5 years, until a child moves into year one at school.
FE	Form of Entry based on multiples of 30 pupils, used to determine the size of schools. 1FE=30 pupils
1FE Expansion	Expanding a school by a form of entry means creating an additional 210 places in a primary school or in case of a secondary school, 150 places
Free School	All ability state-funded schools set up in response to local demand, operating independent of the local authority
Foundation School	A state-funded school in which the governing body has greater freedom in the running of the school and owns the land and buildings
GCSE	General Certificate of Secondary Education- subject based academic qualifications. Students study towards GCSEs at secondary school.
GLA	Greater London Authority is responsible for the strategic administration of Greater London. It shares local government powers with the councils of 32 London Borough and the City of London.
Grammar Schools	Grammar schools are state secondary schools that select their pupils by means of an examination taken by children at age 11, known as the “11-plus”
Green Belt	Greenbelt is a policy and land use designation used in land use planning to retain areas of largely undeveloped, wild, or agricultural land surrounding or neighbouring urban areas.
HE/HEI	Higher Education/Higher Education Institution. Higher Education is the continuation of study post the age of 18.
IYFAP	In-Year Fair Access Protocol relates to the school admission code – a process outside the normal admissions round - unplaced children, especially the most vulnerable, are found and offered a place quickly, so that the amount of time any child is out of school is kept to the minimum
Looked After Child	A child looked after by a Local Authority.
Maintained Schools	Schools funded by central government through the local authority, including community, community special, foundation (including trust), voluntary aided and voluntary controlled
NEET	A descriptor for young people not in employment, education or training. A young person who is no longer in the education

	system and who is not working or being trained for work.
Net Capacity	The number of pupil places available at a school
NVQ	National Vocational Qualification- work based qualification
ONS	Office for National Statistics- is the executive office of the UK statistics authority charged with the collection and publication of statistics related to the economy, population and society of England and Wales at national, regional and local levels
PAN	Planned Admission Number-: maximum number of pupils a school intends to admit in the first year of school
Planning Areas	A combination of Havering wards aggregated into areas used to determine future school capacity needs
Playing Field	The Town and Country Planning (Development Management Procedure) (England) Order 2015 defines a playing field as 'the whole of a site which encompasses at least one playing pitch The order defines a playing pitch as 'a delineated area which, together with any run-off area, is of 0.4 hectares or more, and which is used for association football, American football, rugby, cricket, hockey, lacrosse, rounders, baseball, softball, Australian football, Gaelic football, shinty, hurling, polo or cycle polo.'
PSPB	Priority Schools Building Programme- A Central Government building programme aimed at addressing schools with the worst condition issues
Prospects	Organisation commissioned by Local Authorities to provide information and advice regarding careers
PRU	Pupil Referral Unit- an establishment maintained by the local authority for children with additional needs, and unable to attend a mainstream or special school, or academy
RPA	Raising the participation age
RSC	Regional Schools Commissioner- Regional schools commissioners (RSCs) act on behalf of the Secretary of State for Education and are accountable to the National Schools Commissioner.
Section 106	Planning obligation on developers to provide contributions, either in cash or kind, for additional school places as a consequence of new housing developments
SEMH	Social, Emotional, Mental Health- a type of special education need
SEND	Special Educational Needs and Disability
Special School	School catering solely for pupils with Special Educational Needs and Disabilities
Sponsored Academy	An academy controlled by a sponsor, where additional support is required, normally as a consequence of underperformance

Studio School	A school funded directly from central government, under the control of a proposer (normally a FE College, but could also be a sixth form), offering academic and vocational qualifications for 14-19 year olds in a practical and project-based way, combined with work placements with local and national employers
OfSTED Category	Inspection judgements made by Ofsted categorising schools in (requiring improvement or special measures) as a consequence of underperformance. Maintained schools placed in either of these categories by Ofsted will normally be required to become sponsored academies to bring about the necessary improvements
UTC	University Technical College- Technical academies sponsored by a local university for 14-19 year olds with emphasis on providing technical education
VA Schools	Voluntary aided school - maintained schools with a foundation established by the church
VC Schools	Maintained school that retain minority foundation representation on their governing body and also retain strong links with the church in their community
Wave 13	This is the latest application round where potential providers apply to open a free school in boroughs.
YOS	Youth offending service

INTERPRETING AND TRANSLATION ASSISTANCE

This document contains information regarding the draft Commissioning Plan for Education Provision in Havering. If English is not your first language and you would like to see this document in your preferred language, please tick the appropriate box, complete your name and address, and return the whole form to the address below.

This document can also be made on **Audio Tape** **Braille** **Large Print**

<p>দোভাষির কাজ এবং অনুবাদে সহায়তা</p> <p>এই দলিলটিতে হ্যাভেরিং-এ শিক্ষার ব্যবস্থার জন্য কমিশনিং পরিকল্পনার (Commissioning Plan for Education Provision) খসড়ার বিষয়ে তথ্য আছে। যদি ইংরেজি আপনার প্রথম ভাষা না হয় এবং আপনি এই দলিলটি আপনার পছন্দসই ভাষায় দেখতে চান, অনুগ্রহ করে যথাযথ বাক্সে টিক করুন, আপনার নাম এবং ঠিকানা পূরণ করুন, এবং নিচের ঠিকানায় সম্পূর্ণ ফর্মটি ফেরত পাঠান।</p> <p>এছাড়া এই দলিলটি পাওয়া যেতে পারে</p> <p>অডিও টেপে <input type="checkbox"/></p> <p>ব্রেইলে <input type="checkbox"/></p> <p>বড় মুদ্রণে <input type="checkbox"/></p> <p>Bengali <input type="checkbox"/></p>	<p>VERTIMO ŽODŽIU IR RAŠTU PAGALBA</p> <p>Šiame dokumente pateikta informacija apie įgyvendinimo plano, skirto švietimo programai Heiveringe, projektą. Jei anglų kalba nėra jūsų gimtoji kalba ir norėtumėte gauti šį dokumentą savo pageidaujama kalba, pažymėkite atitinkamą langelį, įrašykite savo vardą bei adresą ir užpildytą formą gražinkite toliau nurodytu adresu.</p> <p>Šis dokumentas taip pat gali būti pateikiamas:</p> <p>garsajuostėje <input type="checkbox"/></p> <p>Brailio šriftu <input type="checkbox"/></p> <p>didelėmis spausdintinėmis raidėmis <input type="checkbox"/></p> <p>Lithuanian <input type="checkbox"/></p>
<p>POMOC W ZAKRESIE TŁUMACZEŃ USTNYCH I PISEMNYCH</p> <p>Niniejszy dokument zawiera informacje dotyczące wstępnej wersji Planu Zleceń w Zakresie Dostarczania Usług Edukacyjnych (ang. <i>Commissioning Plan for Education Provision</i>) w Havering. Jeśli język angielski nie jest Państwa ojczystym językiem i chcieliby Państwo przeczytać ten dokument w wybranym języku, prosimy zaznaczyć odpowiednie pole, wpisać swoje imię i nazwisko oraz adres, a następnie przesłać cały formularz na adres podany poniżej.</p> <p>Dokument ten można otrzymać także w następujących wersjach:</p> <p>Kaseta audio <input type="checkbox"/></p> <p>Pismo Braille'a <input type="checkbox"/></p> <p>Duży druk <input type="checkbox"/></p> <p>Polish <input type="checkbox"/></p>	<p>ASISTENȚĂ - TRADUCERE ȘI INTERPRETARE</p> <p>Acest document conține informații referitoare la Proiectul de Plan Educațional din Havering. Dacă limba engleză nu este limba dvs. maternă și doriți să vizualizați acest document într-o altă limbă, vă rugăm să bifați caseta corespunzătoare, să completați formularul cu numele și adresa dvs. și să-l returnați la adresa de mai jos.</p> <p>Acest document este disponibil și sub următoarele forme:</p> <p>Casetă audio <input type="checkbox"/></p> <p>Document Braille <input type="checkbox"/></p> <p>Document tipărit cu caractere mari <input type="checkbox"/></p> <p>Romanian <input type="checkbox"/></p>

<p>اس دستاویز میں بیورنگ میں تعلیم کی فراہمی کے حوالے سے ڈرافٹ کمشن پلان کے متعلق معلومات شامل ہیں۔ اگر انگریزی آپ کی مادری زبان نہیں ہے اور آپ اس دستاویز کو اپنی ترجیحی زبان میں دیکھنا چاہتے ہیں، تو برائے مہربانی موزوں خانے میں ٹک کا نشان لگائیں، اپنا نام اور پتہ لکھیں اور پورا فارم درج ذیل پتہ پر بھیج دیں۔</p> <p>یہ دستاویز ان حالتوں میں بھی دستیاب ہے</p> <p><input type="checkbox"/> بڑا پرنٹ <input type="checkbox"/> بریلی <input type="checkbox"/> آڈیو ٹیپ</p> <p><input type="checkbox"/> Urdu <input type="checkbox"/> Yoruba</p>	<p>ÌRÀNLÓWÓ FÚN ŞÍŞE ÒGBÚFỌ ÀTÍ TÍTÚMỌ ÈDÈ</p> <p>Ìwé yí ní àwọn àlàyé nípa èdà àkókọ Ètò Ìfilólẹ̀ fún Ìpèsè Èkọ̀ ní Havering nínú. Bì èdè Gẹ̀ẹ̀sì kì bá kíí ẹ̀, èdè rẹ̀ àkókọ̀, tí o sì fẹ̀ rí àkọ̀sílẹ̀ yí ní edè tí o bá fẹ̀, jòwọ̀ fí ààmí sí àpótí tí ó yẹ, kọ̀ orúkọ̀ àtí àdírẹ̀sì rẹ̀ sí ìbítí a pèsè, kí o sì dá iwé nàà lódìndì padà sí àdírẹ̀sì tó wà nísàlẹ̀ yí.</p> <p>A tún le ẹ̀ àkọ̀sílẹ̀ inú iwé yí sórí</p> <p>Téèpù Ohùn <input type="checkbox"/></p> <p>Àkọ̀sílẹ̀ fún kíkà àwọn aláíríran <input type="checkbox"/></p> <p>Àtẹ̀jádẹ̀ Onílẹ̀tá Nlánlá <input type="checkbox"/></p> <p><input type="checkbox"/> Yoruba</p>
<p>Name _____</p> <p>Address _____</p> <p>_____</p> <p>_____</p> <p>Telephone No _____</p>	<p>Return to:</p> <p>School Organisation Team Learning and Achievement 9th Floor, Mercury House, Mercury Gardens, Romford RM1 3DW</p>

CABINET

Subject Heading:

The Development of a Semi-Independent Provision and Residential Units in Borough

Cabinet Member:

Councillor Robert Benham Cabinet Member for Children's and Learning Services.

SLT Lead:

Tim Aldridge, Director of Children's Services.

Report Author and contact details:

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Policy context:

Following the Office for Standards in Education, Children's Services and Skills (OFSTED) 2016 inspection report¹ there was a recommendation that LBH brought more of its children and young people back to the borough.

In the LBH's action plan in response to the OFSTED report, LBH committed to developing provision in partnership with providers.

The Secretary of State's Sufficiency Guidance² places a statutory duty on local authorities to provide sufficient accommodation to meet the needs of young people in its care.

Financial summary:

The works tender requires capital monies to carry out the refurbishment of two Council owned buildings at an estimated total contract value of £350,000.

¹ Inspection of services for children in need of help and protection, children looked after and care leavers and Review of the effectiveness of the Local Safeguarding Children Board Report published: 9 December 2016.

² Department for Children Schools and Families (2010), Sufficiency - Statutory guidance on securing sufficient accommodation for looked after children.

There will also be a tender(s) for a care provider(s) to provide services for either two semi-independent or one semi-independent and one residential contract for five years.

Based on current costs, to provide semi-independent living for 6 people, over 5 years, estimated expenditure would be £1.25m. (for both provisions this would double to £2.5m for 12 people). The intention is to provide savings by tendering for these services with increased assurance for the provider and with more control over property costs.

Based on current costs, to provide residential care for 6 people, over 5 years, estimated expenditure would be £5.0m. The final agreed values might be less than these amounts given that this is a competitive tender.

The funding of care services will come from existing revenue budgets.

Is this a Key Decision?

The proposal is the subject of a Cabinet report because it is a significant change in the way that the LBH will accommodate looked after children within the borough. It covers permission to tender for both renovation of property and provision of care.

The change will have an effect on two Wards.

When should this matter be reviewed?

March 2020

Reviewing OSC:

Children's Services

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

Communities making Havering	<input checked="" type="checkbox"/>
Places making Havering	<input type="checkbox"/>
Opportunities making Havering	<input type="checkbox"/>
Connections making Havering	<input type="checkbox"/>

SUMMARY

This report provides background information, reasons, options, risks, mitigation and partner's feedback on our proposal.

RECOMMENDATIONS

The Cabinet is recommended to review and approve the commencement of tendering processes for:

- 1) The works to refurbish two council properties;
- 2) The funding to carry out the works, which is estimated to be £350k
- 3) A care provider to deliver and manage a semi-independent 6 bedded unit in the borough.
- 4) A care provider to deliver and manage a residential or semi-independent 6 bedded unit in the borough.
- 5) The delegated authority for the Director of Children's Services to make the decision in relation to decide on whether the provision will be semi-independent or residential.

REPORT DETAIL

1. Background

- 1.1 Cabinet approval is sought to obtain capital funding to redevelop two buildings in the borough to provide care for children and young people and to commence the tender process for care provision in the aforementioned buildings.
- 1.2 The buildings being refurbished have the flexibility to be either developed into a semi-independent or residential provision. We will involve impartial providers to inform the final design of the two sites.
- 1.3 Semi-independent provision is intended to support and transition young people leaving care to become capable of managing their lives independently.
- 1.4 Residential care is generally for younger children taken into care who need accommodation and support whilst being separated from their family

There is a choice whether to use the properties:

- 1.4.1 Both as semi independent
- 1.4.2 To use one for residential care and one for semi independent

- 1.5 The first option is attractive because there is clear demand in the market for such provision and it is relatively straightforward to implement.

- 1.6 The second option has attraction because there are greater potential savings from establishing a residential provision³; however developing a residential provision requires an increased level of compliance with OFSTED for registration purposes which risks delay in getting the provision operational.

- 1.7 There is also a risk that the demand from Havering will not be sufficient to fully populate the provision. Successful policies have pushed down the number of residential placements required in the past year.

- 1.8 In addition there needs to be consideration of compatibility of the children, in terms of living in the same accommodation, many of whom have high needs and whether, by the nature of the problems they experience, that it is more appropriate for the child / young person to be placed outside Havering.

- 1.9 This makes it unlikely that the Havering current cohort of 8 children in residential care would be suitable to simply transfer into a provision of 6 beds. An option that has been in consideration is that spare capacity could be used for generating receipts from other boroughs but there is a risk that this would add complexity to the management of the provision. It is also of note that on reaching the age of 18, any young person placed in Havering by another borough, who wishes to remain here as they enter adulthood, any Care Act 2014 duties and responsibilities will likely fall to Havering Adult Social Care (although any residual leaving care duties stay with the original placing authority)

- 1.10 Further analysis is underway in regards to the need for in borough residential provision, which could be provided within the planned new builds that will be delivered after the refurbishments. This would allow for the more complex planning and requirements of a residential home to be built into a longer timeline.

- 1.11 Further analysis of these risks and comparative benefits will be conducted and lead to a balanced recommendation.

³ Based on the current residential out of borough placements a level of savings of between two and three hundred thousand in the first full year of delivery has been estimated. This depends however on the provision being fully occupied consistently with children from current out of borough provisions.

- 1.12 In the meantime the refurbishment can proceed without this decision because, in either case, the property changes will be the same. This report will therefore illustrate the benefits of two semi-independent provisions because this provides a minimum level of savings. Any increased savings from residential would only enhance the financial case.
- 1.13 In general the establishment of these provisions will provide a range of benefits, including:
- Increased accommodation capacity in Havering
 - Financial savings
 - Improved outcomes for children in the provisions
- 1.14 Revenue funding will be redirected to fund the provider costs.
- 1.15 The project is estimated to save, for two semi-independent units, an annual sum of £144,104 across both sites in the 2019/20 financial year which will contribute to the medium term financial strategy for Children's Services.

2. The properties

- 2.1 We have tried going to the open market to secure a number of buildings in order to base the semi-independent units in the borough, but this has proved prohibitive based on local rental costs and availability.
- 2.2 Following discussions with colleagues in Property Disposal we have been able to secure two vacant council owned buildings in the borough on five-year leases for an occupancy fee of £2,300 per month, exclusive of VAT, for each property.
- 2.3 These properties are proposed to be the site of the new services in borough. The capital funding will enable the refurbishment and bring the properties up to a standard that will encourage the Council's ethos of a family environment.
- 2.4 A schedule of works has been shared with Technical Services who will be managing the refurbishment project and have estimated the cost of the works. The timeline for the refurbishment is 24 weeks.
- 2.5 The Corporate Procurement Category Officer will be supporting and advising the Commissioning Project Manager through the commissioning of a supplier to carry out the works.
- 2.6 The capital required for the renovation of both properties is estimated at £350,000. The two proposed services will be based at:
- Widcombe Close, in the Heaton ward (6 bedded home)
 - Park End Road, in the Romford Town ward (6 bedded home)

3. Semi-independent provider

- 3.1 We will undertake an open tender procedure which covers exclusion grounds, selection and award criteria. An Open procedure means that any organisation can respond to the advertised Contract Notice, request/download the procurement documents and submit a tender. The tender will identify a provider who will submit a bid and rate below the framework price and the market. The difference in what we will be charged for the service will form the basis of a proportion of the savings for the project.
- 3.2 We have met with providers to inform our approach and to identify some of the potential risks.
- 3.3 The timeline for the procurement of the care provider for semi-independent will take approximately three months.

4. Tender processes

- 4.1 Due to the contract value the authority is obliged under Public Contract Regulations (2015), European and United Kingdom procurement rules, to follow a tender process to identify prospective providers to carry out the works or services required.
- 4.2 The objective of the tender is in general, a competitive tender process carried out in an open, objective and transparent manner to achieve best value for money. We will ensure that the following principles are adhered to in conducting the procurement function including: non – discrimination, equal treatment, transparency, mutual recognition, proportionality, freedom to provide service and freedom of establishment. The Directives impose legal obligations on public bodies in regard to advertising and the use of objective tendering procedures for contracts above certain value thresholds.
- 4.3 To support the execution of the key requirements in the tender process a project plan has been pulled together and key stakeholders have been invited to form a project group with a governance structure established in order to report on progress of the proposal. This project reports into:
 - a) Supported Housing Programme Board
 - b) Children’s Services Commissioning Group
- 4.4 The project plan sets out the tasks, activities, deliverables, milestones and includes the following:
 - a) Governance and compliance
 - b) Provider engagement
 - c) Filling the provision
 - d) Care provider tender process for residential and semi-independent

- e) Consultation and communication
 - f) Buildings – property costs
 - g) Building contractor tender process
- 4.5 In accordance with the Council’s contract procedure rules the procurement exercises will take the following tender approaches:
- a) The refurbishment works will be through a single stage selective tendering process
 - b) The semi-independent care provider(s) tender will be from an open procedure.
- 4.6 We have followed the appropriate authority and delegation path to ensure we have sufficient delegated authority to proceed with a procurement activity that this report is part of.
- 4.7 We are seeking the authority to procure in order to assist the Council in achieving its statutory duties, responsibilities, strategies, policies and service objectives.
- 4.8 Authority is going to be obtained from Checkpoint to proceed with the proposed approach. A robust business case has been drafted and approved by the Senior Leadership Team.
- 4.9 The procurement timetable is as follows;

Stage	Timescale
SLT Meeting	6th March 2018
Forward Plan	30 th May 2018
Leader’s Briefing	9 th July 2018
Checkpoint 1	17th July 2018
Cabinet Meeting	25 th July 2018
Report Published Decision	30 th July 2018
Young People’s Consultation	July 2018
Care Provider Tender Published	September - October 2018
Evaluation	November 2018
Award	January 2019
Completion of Works	February 2019
Mobilisation and contract start semi-independent	March – April 2019

REASONS AND OPTIONS

5. Reasons for the decision

- 5.1 It is the duty of the local authority looking after children to provide continuous accommodation, to advise, assist and befriend children in care with a view to promoting their welfare and provide support for accommodation when the authority have ceased to look after them (section 19A and 22 of the Children’s Act 1989). The Sufficiency Guidance 2010 places a duty on local authorities to provide sufficient accommodation to meet the needs of young people in its care.
- 5.2 This duty is supported by statutory guidance that makes it clear that children should live in the local authority area, with access to local services and close to their friends and family, when it is safe to do so. The guidance emphasises that ‘having the right placement in the right place, at the right time’, with the necessary support services such as education and health in place, is crucial in improving placement stability, which leads to better outcomes for looked after children.
- 5.3 There are limited numbers of semi-independent placements in the borough. Havering currently has thirty-four children or young people placed out of the borough in semi-independent placements.
- 5.4 Along with a scarcity of provision in the borough, demand is also increasing. Nationally the number of looked after children continues to increase. At 31 March 2017 there were 72,670 looked after children, an increase of 3% on 2016.
- 5.5 The level of increase in Havering is significantly greater than the national trend. Havering has seen a 32% increase in its looked after population since 2013, compared with some of our comparator boroughs that have seen decreases in their looked after population or increases of less than 10%.

Local Authority	2013	2014	2015	2016	2017	Diff	% Change in LAC Pop since 2013
Barking and Dagenham	415	455	450	415	410	-5	-1%
Havering	185	205	240	230	245	60	32%
Redbridge	205	215	215	215	230	25	12%
Bexley	255	260	275	260	240	-15	-6%
Dudley	730	755	740	725	675	-55	-8%
Essex	1,255	1,135	1,025	1,005	1,010	-245	-20%
Kent	1,825	1,820	1,870	2,315	1,900	75	4%
Medway Towns	410	380	425	430	390	-20	-5%

- 5.6 The increase in the looked after child population places increasing pressure on the brokerage team in sourcing placements to meet demand. Finding placements locally for the growing ‘children in care’ population that is able to meet their totality of needs, including consideration of ethnicity and culture. Market forces are also a constraint as other local authorities in the region and nationally are competing for vacancies across the sector.

5.7 The unit cost of placements has also increased over the last three years in the context of a decrease in central government funding. In order to deliver quality services within the means of the children’s services budget, it is essential that we develop cost effective capacity.

5.8 There are therefore, two main drivers for seeking capital funds to develop semi-independent and residential provisions in Havering.

6. Cashable savings

6.1 Through the development of in borough services, in a Council owned property, we will be able to offer prospective providers an opportunity to rent the properties at below the market rate. This will reduce the unit cost that a provider will bid to secure the contract for these services.

6.2 Below are current semi-independent costs for a subset of young people who are potential matches for the proposed provision. The costs of this group are representative of the wider population of young people in semi-independent provisions. The current costs are matched against the newly proposed costs to identify potential savings.

6.3 The cost of care under the new proposal is based on provider feedback. These costs remain an estimate from the best information available until now, so their veracity will continue to be worked upon in dialogue with external and internal social care and property expertise.

Current Placement	Current Costs				Proposed Costs				Estimated Saving Yr 1
	Current Weekly Cost	Care	Accom	Current Annual Cost	Proposed Weekly Cost	Care	Accom	Proposed Annual Cost	
Semi Ind 1	£876.00	£256.00	£620.00	£45,552.00	£570.00	£300.00	£270.00	£29,640.00	£15,912.00
Semi Ind 2	£800.00	£200.00	£600.00	£41,600.00	£570.00	£300.00	£270.00	£29,640.00	£11,960.00
Semi Ind 3	£825.00	£680.77	£144.23	£42,900.00	£570.00	£300.00	£270.00	£29,640.00	£13,260.00
Semi Ind 4	£850.00	£220.00	£630.00	£44,200.00	£570.00	£300.00	£270.00	£29,640.00	£14,560.00
Semi Ind 5	£700.00	£100.00	£600.00	£36,400.00	£570.00	£300.00	£270.00	£29,640.00	£6,760.00
Semi Ind 6	£750.00	£150.00	£600.00	£39,000.00	£570.00	£300.00	£270.00	£29,640.00	£9,360.00
									£71,812.00

7. Improved outcomes

7.1 Children and young people in care across the country have said time and time again that stable relationships are of paramount importance. When children are placed out of their community, familial and professional relationships are often disrupted or severed. When this happens, children placed out of their community are at greater risk of going missing from their placement and are at greater risk of exploitation.

7.2 In addition to the poor outcomes resulting from disruptions to relationships, it is more challenging to have the oversight and quality control required with

provision outside of Havering. Developing local provision and commissioning providers to deliver services through a block contract offers the chance to develop a relationship with the provider and have oversight of outcomes. In this proposed model we will work with the provider to jointly achieve identified outcomes and troubleshoot jointly when challenges arise.

- 7.3 In addition, local looked after provision gives an opportunity to better co-ordinate the care pathway for young people. This model enables an opportunity to support transitions from foster or residential care into semi-independent and eventually to independent living accommodation while supporting them with local services.
- 7.4 Keeping services local helps the local authority plan services more coherently and respond swiftly to any issues.
- 7.5 The improved outcomes are in line with recommendations made from the Office for Standards in Education, Children's Services and Skills (OFSTED) 2016 inspection report and the Authority's corresponding improvement plan.
- 7.6 **Option one:**
- 7.6.1 That we continue to spot purchase residential placements where the price secured is determined by the market and all placements are outside the borough.
- 7.6.2 This approach would see us continue to commission semi-independent placements either from the framework or spot purchase placements at increasing cost.
- 7.7 **Option two:**
- 7.7.1 Contract a provider to refurbish the identified two properties in Havering. Alongside the refurbishment work, we will commission a provider to manage and deliver a semi-independent service in each of the two buildings.
- 7.7.2 This option will give us greater control over the cost and quality in the placements while keeping more children local.
- 7.8 **Recommended option**
- 7.8.1 Option two is the recommended option that we secure two Council buildings; renovate them and then tender for providers to deliver services at the respective sites.
- 7.8.2 The approach will reduce the accommodation cost element of a provider's unit cost and deliver savings. We also project improved outcomes for children through improved contract monitoring practices and a robust service specification.

IMPLICATIONS AND RISKS

8. Financial implications and risks:

- 8.1 An application for capital funding was made to refurbish two properties in Havering to provide services for looked after children.
- 8.2 The current costings to refurbish the two properties is based on the initial schedule of works and the estimate provided by Asset Management but may be revised following a competitive tender and our consultation with service users. The building works are expected to be completed by the end of 2018-19.
- 8.3 The cohort to be placed in the semi-independent provision has been identified by Children Services from the CYP we already have placed out of borough; and plans will be instigated to initiate early discussions with service user, families and providers to facilitate the transfers back to Havering and to stream line the support to be provided by Havering through its 'face to face' project.
- 8.4 Savings will be realised during 2019-20 provided the refurbishment of the semi-independent provision is completed and ready to be leased to a provider in early 2019. The early planning will facilitate the smooth transfer to the in-borough provision from the new financial year as part of a planned process.
- 8.5 The risks are that we do not fill the provision and that there are voids or unoccupied beds. To mitigate this risk across the semi-independent provision we will sell beds to partner authorities across the sub region and generate income. This risk is deemed to be low because we have over 34 children or young people placed out of borough who would be able to access this service. Through good planning and early identification of the cohort by Children's Services the risk of voids should be further alleviated. This work has already begun.
- 8.6 In 2019-20 the semi-independent service is expected to deliver full year savings of £72k; and the same level of savings in the subsequent four years. The risk is that we are not able to move on young people within a twelve-month period to release bed space for the next cohort to be referred. The contract and the key performance indicators will be closely managed to ensure that the key outcomes that equip CYP with the key skills for life to manage their own affairs and property successfully and have the ability to live rich and fulfilled lives.

8.7 Across both sites the level of savings will be £144,000 in 2019/20 and will contribute to the Children’s MTFs annual savings target of £250,000. The original speculative estimate of savings for this proposal was £250k. After more detailed analysis a more conservative figure of £144k has been identified. However further analysis and exploration of care costs as part of the procurement process will be undertaken and may lead to further adjustments of this figure.

	2018-19	2019-20 Savings	2020-21 Cost Avoidance	2021-22 Cost avoidance	2022-23 Cost avoidance	2023-24 Cost avoidance
Estimated capital cost	£350k					
1 st Semi-independent unit savings		£72k	£72k	£72k	£72k	£72k
2 nd Semi-independent unit savings		£72k	£72k	£72k	£72k	£72k
Total savings		£144	£144	£144	£144	£144

8.8 If the second property were tendered to identify a provider to deliver and manage a six bedroom residential provision, the level of risk is high because Havering has relatively low numbers of children or young people in residential provision. The service we are looking to develop is six bedroom but the total number of we have placed out of borough in residential is eight (8). Due to the level of need of those placed in residential the six to be identified by Care Management have to be carefully matched and risk assessed before a referral is made.

8.9 Any voids will be managed by careful planning and when tendered the management of voids or risks will be shared with providers. If we cannot make appropriate placements to the residential steps will taken to either sell the beds to a partner authority or scoping will be undertaken to identify whether it would be feasible to develop both services into semi-independent provision.

8.10 The level of savings to be delivered under a residential model in 2019-20 will be £224k. This level of savings has been calculated in-conjunction with a residential provider. In subsequent years (20/21 – 23/24) savings or cost avoidance may not be achieved if we do have the cohort to place. Further savings or cost avoidance can only be delivered through the sale of bed spaces or in response to increases in the looked after population and referrals to residential. Currently this does not appear to be the trend.

	2018-19	2019-20 Savings	2020-21 Cost Avoidance or savings	2021-22 Cost avoidance or savings	2022-23 Cost avoidance or savings	2023-24 Cost avoidance or savings

Residential unit savings		£224k	£0	£0	£0	£0
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8.11 If we are not able to refer the number required to sustain the second property as a residential steps will be taken to develop the second property as a second (2nd) semi-independent provision in borough. This will vastly reduce the level of savings that could be delivered.

9. Legal implications and risks:

Procurement and Contracts

9.1 The Council's Joint Commissioning Unit (JCU) is seeking Cabinet approval to commence procurement processes for (i) the supply of refurbishment works (the "Works"); (ii) the supply and management of semi-independent care and support services; and (iii) the supply and management of residential or semi-independent care and support services (together the "Services").

9.2 The Council is a local authority as defined by section 270 of the Local Government Act 1972 and has a general duty under section 1 of the Care Act 2014 to promote the well-being of individuals.

9.3 "Well-being" in relation to an individual is defined within the 2014 Act as including suitability of living accommodation.

9.4 This is a key decision subject to the requisite (call-in) procedure under paragraph 17 of Part 4 [Rules of Procedure], Overview & Scrutiny Committee Procedure Rules) of the Council's Constitution (the "Constitution").

In accordance with paragraph 8 Part 4 [Rules of Procedure], Contract Procurement Rules (CPR) of the Constitution, the JCU intend to secure the (Checkpoint) Gateway Stage 01 review panel approval to proceed with the procurement process, on the 17th July.

9.5 The EU procurement financial threshold for works is £4,551,413. The estimated total value of the Works is £350,000, which is under the EU procurement threshold. Therefore the procurement will be conducted via the appropriate process and a minimum of five suppliers will be invited to tender, in accordance with paragraph 13 of Part 4 [Rules of Procedure], CPR, of the Constitution.

9.6 The Services fall within the description of "Health, social and related services" under Schedule 3 of the Public Contracts Regulations 2015; and are services to which the light-touch regime (LTR) may apply. However the relevant financial EU procurement threshold for LTR services is £615,278.

- 9.7 The estimated total value of the Services is £1.78m. This is over the EU procurement threshold, and would typically require a Contract Notice to be published in the Official Journal of the European Union (OJEU), as well as an advertisement on Contracts Finder.
- 9.8 Officers intend to conduct the procurement exercise via an open tender on the Council's e-tendering suite, in accordance with Part 4 [Rules of Procedure], Contract Procedure Rules (CPR), paragraph 2. Any tenders received will be evaluated against pre-determined best price-quality ratio of a 70% cost and 30% quality weighting.
- 9.9 There are no implications for the Council under the Transfer of Undertakings (Protection of Employment) Regulations 2006 as a result of this procurement.

Property

- 9.10 The proposal consists of plans to enter into commercial leases with the Services providers of five years.

Planning

- 9.11 The two properties are currently vacant and were previously used as supported accommodation for clients with learning disabilities. We have sought guidance from Planning and have been advised that planning permission will not be required as we can apply for a certificate of lawfulness if we can evidence that the former usage and future development are related – which they are. The future usage will remain under C2 class (care home).

10. **Human Resources implications and risks:**

- 10.1 The recommendation made in this report does not give rise to any identifiable HR risks or implications that would affect either the Council or its workforce.

11. **Equalities implications and risks:**

- 11.1 An EIA will be drafted and submitted to support the tender exercise and consultation will be undertaken with looked after children on the design and service element of the proposal.
- 11.2 The proposal as an opportunity to promote equality and enhance the outcomes for looked after children who are currently placed out of the borough. The approach will operate within the spirit of the Equality Act 2010 and Havering Council's Fair to All Equality Policy.

- 11.3 No looked after child will experience discrimination or detrimental treatment due to any 'protected' characteristics, as set out in the legislation and our own policy.
- 11.4 The proposal is an opportunity to provide therapeutic support and increased levels of face to face contact – which we expect to deliver improved outcomes.
- 11.5 If the accommodation is intended to be inclusive/suitable for disabled children it should be made accessible.

BACKGROUND PAPERS

12 None

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Cabinet

Subject Heading:

Update of the Council's Medium Term Financial Strategy (MTFS) and budget for 2019/20

Cabinet Member:

Councillor Damian White

SLT Lead:

Jane West
Section 151 officer

Report Author and contact details:

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Policy context:

The report provides an update on the Medium Term Financial Strategy for the period 2019/20 to 2022/23. It also sets out the process and timetable the Council will follow in order to achieve a balanced budget for 2019/20 including proposals for a two month consultation period.

Financial summary:

This report includes:

- the current national funding outlook
- a summary of the council's current financial situation
- the approach to setting the Council's 2019/20 budget and MTFS for the following three years
- proposed arrangements for a two month consultation process on the proposals for service reductions, the Council's Transformation Programme and ideas for future investment.

Is this a Key Decision?

Yes

Is this a Strategic Decision? Yes
When should this matter be reviewed? November 2018
Reviewing OSC: Overview & Scrutiny Board

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

Communities making Havering	[X]
Places making Havering	[X]
Opportunities making Havering	[X]
Connections making Havering	[X]

SUMMARY

This report sets out the current position on the Council's Medium Term Financial Strategy which outlines the pressures and funding changes the Council is expecting over the next four years.

The report presents an overview of the national economic and financial environment within which all local authorities are currently developing their financial plans for the next four years. It explains the complex range of factors affecting local authority forecast funding streams and expenditure pressures and the Council's position in relation to these matters.

The report sets out the Council's current financial situation, its approach to achieving financial balance over the period 2019/20 to 2022/23, its initial budget proposals for closing the financial gap for 2019/20 and proposals for a two month budget consultation over the summer.

This report consists of the following sections:

- Policy and strategic context (section 1)
- Summary of the Council's current financial situation (section 2)
- Update on the Medium Term Financial Strategy (section 3)
- Proposals to close the funding gap (section 4)
- Proposals in relation to Council Tax Support (section 5)
- Proposals in relation to Council Tax chargeable for empty properties (section 6)
- The proposed consultation process (section 7)

RECOMMENDATIONS

The Cabinet is asked to:

1. Note the financial context.
2. **Agree** the proposed consultation process and associated timetable as set out in section 7.
3. Consider the proposal to revise the Council Tax Support Scheme and agree that the statutory consultation be undertaken on the basis set out in Section 5, Section 7, Appendix D and Appendix E.
4. Give approval to commence consultation on the proposal to increase the Council Tax empty homes premium to 100% for properties that have been empty for more than two years.

REPORT DETAIL

1. Policy and Strategic context

- 1.1 This report presents an update on the Medium Term Financial Strategy (MTFS) between 2019/20 and 2022/23 that will be developed to deliver the Council's objectives and priorities whilst maintaining tight financial control and ensuring prudent levels of reserves and balances are maintained.
- 1.2 Havering Council's vision is focused around four cross-cutting priorities:

Communities

We want to help our residents make positive lifestyle choices and ensure a good start for every child, enabling them to reach their full potential. We will support families and communities to look after themselves and each other, with a particular emphasis on our most vulnerable residents.

Places

We will work to achieve a clean, safe environment for all. This will be secured through working with residents to improve our award-winning parks and continuing to invest in our housing stock, ensuring decent, safe and high standard properties. Our residents will have access to vibrant culture and leisure facilities, as well as thriving town centres.

Opportunities

We will provide first-class business opportunities by supporting the commercial development of companies within the borough, as well as being a hub for start-ups and expanding businesses. We will ensure sustainable economic growth that generates local wealth and opportunities, as well as securing investment in high-quality skills and careers.

Connections

We want to capitalise on our location with fast and accessible transport links both to central London and within the borough. Likewise, we will continue to make Havering a digitally-enabled borough that is connected to residents and businesses. Enhancing our connections will strengthen the borough's offer as a Greater London hub for business.

1.3 Uncertainty over future funding for Local Government

There continues to be significant uncertainty in future funding for Local Government. In addition, the Council continues to experience significant population growth and demographic change, placing further pressure on service provision.

1.4 Central Funding reductions

The Government provided indicative four year funding totals for councils for the period up to 2019/20. The funding reductions have been significant during this period but this process has enabled councils to prepare in advance for this change in funding. In 2019/20 based on the Government's totals, Havering is expecting a further £5.5m central funding reduction on top of the £20m which has been withdrawn over the previous three years.

The future beyond 2019/20 is far less clear. The Government has continued to promote business rate retention rewarding councils and pooled areas who exhibit growth. Havering is part of the London business rate pool pilot in 2018/19.

The Government will announce a National Spending review in 2019 which is likely to set overall control spending levels for government departments including those that fund Local Government. It is unclear whether there will be a further squeeze on public sector funding as the review will need to take into account both the national economic situation and government priorities.

1.5 The Fair Funding review

In Spring 2018 the Government issued a consultation to gather thoughts and ideas regarding the forthcoming fair funding review. This review has the aim of revising and updating the distribution process of funding between local authorities. This review will NOT set the overall funding total for local government it will simply assess the relative needs and pressures of authorities to ensure the distribution method between authorities is as fair as possible.

Havering responded to the fair funding consultation setting out its concerns and requested that the following items needed to be fully reflected in the revised funding allocation methodology:

- Population increases (significant in Outer London Boroughs)
- The higher cost of Housing in London
- Rising levels of homelessness
- The cost and complexity of Children's Services, especially in relation to Looked After Children
- The number and net cost in London of families with no recourse to public funds
- The high number of Unaccompanied Asylum Seekers in London
- The need to ensure that Area Cost Adjustment (ACA) is brought fully into all new formulae to reflect differing and higher costs in London.

The Government has not formally set out the timetable for the review but the results are expected to be used to distribute funds from 2020/21 onwards. It is also expected that transition arrangements will be put in place to dampen the effect of significant distributional changes between authorities.

1.6 Business Rate Retention

Havering has entered into a pilot London-wide pool for business rates. The key points regarding the pool are listed below:

- The pool is voluntary, but includes all London authorities
- London will retain a greater share of business rates in exchange for Revenue Support Grant
- a "no detriment guarantee" - the pool could not be worse off than the London Boroughs would have been collectively if they had not entered the pilot pool
- No "new burdens" would be transferred to London
- Public Health and Improved Better Care Fund grants would not be rolled in initially, but there are plans to include them if all parties were to agree to continue a pilot into 2019/20
- The pool in 2018/19 does not bind boroughs – the founding agreement includes notice provisions for authorities to withdraw provided notice is given by 31 August each year; and
- All member councils will receive some share of any net benefits arising from the pilot pool – recognising that growing London's economy is a collective endeavour in which all boroughs make some contribution to the success of the whole.

1.7 Unringfenced Grant Streams

The Council currently receives a number of unringfenced grants from Government. Indicative figures have been provided for 2019/20 but for the majority of the unringfenced grants there is no guarantee as to their future. The table below sets out these grants for Havering at present with current MTFS assumptions.

Description	2018/19	2019/20	2020/21	2021/22	2022/23
	£m	£m	£m	£m	£m
Unringfenced Grants					
Improved Better Care Fund (iBCF)	4.822	5.619	0.000	0.000	0.000
New Homes Bonus	4.376	2.948	2.948	2.948	2.948
Under-indexing compensation grant	0.762	0.762	0.762	0.762	0.762
CT Support Admin Subsidy (DCLG)	0.279	0.279	0.279	0.279	0.279
HB Admin Subsidy H BS13-2017 (DWP)	0.681	0.681	0.681	0.681	0.681
Homelessness Reduction Act - New Burdens	0.213	0.201	0.201	0.201	0.201
Flood Funding	0.021	0.021	0.021	0.021	0.021
Extended Rights to free travel	0.005	0.005	0.005	0.005	0.005
Adults Social Care Grant	0.629	0.629	0.629	0.629	0.629
SEND Implementation Grant	0.150	0.150	0.150	0.150	0.150
SEND Preparation for employment	0.054	0.054	0.054	0.054	0.054
Total Unringfenced Grants	11.991	11.348	5.729	5.729	5.729

- Currently the Council is assuming that the Improved Better Care Fund (iBCF) will cease after 2019/20. It is unclear when further announcements will be made on the future of this grant
- New Homes Bonus (NHB) is currently awarded based on net councilwide property growth and is payable over four years. No further New Homes Bonus has been predicted for 2019/20 as net new builds are currently below the Government threshold to earn NHB. For 2020/21 NHB is projected to flatline but in order to achieve this MTFS assumption the Council will need to generate significant net new homes from 2019 onwards to replace the NHB from previous years falling outside the most recent four years. The table below sets this out in more detail.

CUMULATIVE NHB PAYMENTS	Approx net new properties required	2018/19	2019/20	2020/21	2021/22	2022/23
		(M)	(M)	(M)	(M)	(M)
2015/16 Award		1.429				
2016/17 Award		2.117	2.117			
2017/18 Award		0.817	0.817	0.817		
2018/19 Award		0.014	0.014	0.014	0.014	
2019/20 Estimate	300*					
2020/21 Estimate	1600			2.117	2.117	2.117
2021/22 Estimate	820				0.817	0.817
2022/23 Estimate						0.014
TOTAL MTFS Assumption		4.377	2.948	2.948	2.948	2.948

* Latest estimate below the threshold to earn NHB

- Further work will be undertaken in the summer to review and align the net new build estimate with the Council's regeneration programme and knowledge of other building plans in the borough
- The Government changed the formula to award NHB following consultation in December 2016. The outcome of the consultation allowed the Government the possibility to withhold NHB if a local plan is not in place. In addition, the Government have stated they will consider withholding NHB payments from local authorities that are not planning effectively, by making positive decisions on planning applications and delivering housing growth. They will also consider withholding payments for homes where the local authority rejected the initial planning permission but where the homes are eventually built following an appeal. In the 2018/19 settlement the Government have chosen not to enforce these additional requirements but may choose to for future years.
- The other unringfenced grants listed above are smaller and at present it is assumed they will continue at current levels over the duration of the MTFS.

1.8 Adult Social Care Green Paper

The Secretary of State has recently announced that the Green Paper on Adult Social Care will be published in the autumn to align with the National Health Service (NHS) plan. The total funding for Adult Social Care will be determined as part of the 2019 Spending Review.

The Government have also recently announced a £20bn increase in funding for the NHS by 2023. It is expected that this will be funded from three sources (reduction in payments to the European Union following Brexit, growth in the economy and tax rises). There is therefore no direct evidence that local government will be cut to fund this increase. It is possible that revenue from economic growth could potentially be re-directed away from local government. This will be a risk until the Government's plans become more transparent.

1.9 Other pressures

There are a range of further pressures, risks and uncertainties facing the Council. These include:-

- Changes in the numbers of people presenting to the council for support who have 'No Recourse to Public Funds' (NRPF) and Unaccompanied Asylum Seeking Children (UASC)
- Changes in demographics such as increasing numbers of children, elderly and people with disabilities plus a general increase in the local population. There is recent evidence of a slowdown in population growth nationally but it is too early to judge the impact of this on Havering
- Havering's pension fund will be revalued in 2019 and this may impact the annual contribution the Council has to make from 2020
- Waste volumes continue to increase, pushing up costs in line with current contracts and arrangements. The East London Waste Authority must put in place new arrangements for waste disposal, or extend the current arrangements, from 2027.

2. The Council's Financial Position at 31 March 2018

2.1 The Council's draft accounts have been published for 2017/18 and are currently subject to external audit. The audit is due to conclude by 31 July 2018, two months earlier than for 2016/17, in line with government requirements.

2.2 The Council services outturn spend was £136.060m against a controllable net revised service budget of £136.646m, an underspend of £0.586 million (0.4% of the net controllable budget). However, this followed an injection of £1.8m from the Corporate Risk Budget for Children's Services, which experienced significant budget challenges during the year.

2.3 The principle variances were as follows:

- Children's Services overspend in total was £2.150m (£0.350m plus £1.8m from Corporate Risk Budget)
- Adult Social Care and Health were on budget
- Housing Services overspent by £1.154m, mainly due to pressures on homelessness budgets
- oneSource shared had an overspend of £0.021m after a transfer of underspend of £0.630m to oneSource reserve

- Neighbourhoods underspent by £0.667m
- oneSource Non-Shared underspent by £0.830m
- Chief Operating Officer Directorate underspent by £0.794m

2.4 Although some growth was added into the budgets for Children’s Services and Housing Services for 2018/19, there are still budget pressures in these areas this financial year.

2.5 There was no requirement for any drawdown on the Council’s General Fund Balance £11.766 million at the end of the year.

3. Update on the latest Medium Term Financial Strategy

3.1 The Medium Term Financial Strategy sets out the pressures and funding changes the Council is expecting over the next four years together with the savings proposals in place to balance the budget. It is a live document and is updated regularly as information is received, which may alter assumptions made.

3.2 The budget report to Council in February 2018 balanced the 2018/19 budget and identified a remaining gap to be closed of £30.025m over the next four years. Since the February 2018 meeting, further work has been undertaken to update and refresh the MTFs and this report sets out those changes together with proposals to close the gap.

3.3 It is assumed at this stage of the budget process that the Government’s four year financial settlement and the position with respect to local authorities’ ability to raise income via the Adult Social Care Precept will continue to be implemented unchanged. The table below shows the medium term financial position presented to Council in February as part of the 2018/19 budget setting process.

February Position	2019/20	2020/21	2021/22	2022/23	4 Year Total
	£m	£m	£m	£m	£m
Corporate Pressures	12.361	12.137	3.010	1.328	28.836
Demographic and Inflationary Pressures	10.540	8.428	3.717	3.876	26.561
Corporate Adjustments	-1.980	-1.020	-0.142	-0.500	-3.642
Savings already agreed at Council	-10.579	-6.659	-1.988	-2.503	-21.730
Budget Gap	10.341	12.886	4.596	2.201	30.025
Cumulative	10.341	23.227	27.823	30.025	

3.4 Since February there have been a number of changes to this position which has resulted in a revised gap of £37.8m over 4 years. The movements to the new position are set out in the next table.

Latest Position	2019/20	2020/21	2021/22	2022/23	4 Year Plan
	£m	£m	£m	£m	£m
Gap at Council February 2018	10.341	12.886	4.596	2.201	30.025
Adult Social Care contract inflation pressure	1.600				1.600
Revision to pay inflation assumption		0.830	0.830	0.830	2.490
Revision to savings proposals	3.150	0.100	0.350		3.600
Reprofile Pension contribution following actuarial review	-1.000	-1.000	1.000	1.000	0.000
Reprofile Waste levy negotiation saving	0.500		-0.500		0.000
Revision to corporate assumptions	0.113				0.113
Revised Gap	14.704	12.816	6.276	4.031	37.828
Cumulative	14.704	27.520	33.796	37.828	

4. Proposals to close the funding gap

4.1 Significant work has been undertaken to close the funding gap presented above. The work falls into two themes:

- The first theme includes a range of service reductions and income generation proposals which have been identified for consideration. These are set out in Appendix A of this report. The proposals are service changes that can be implemented swiftly to meet the significant financial challenges that the Council faces in 2019/20 and 2020/21.
- The second theme takes a more transformational approach and includes programmes and projects that will modernise and improve services while delivering key efficiencies to help balance the budget. The proposals are set out in summary in Appendix Bi 'Transformation – Doing things differently' and in the form of individual concept cases in Appendix Bii. The nature of these programmes and projects means they will take longer to develop and implement. They are typically cross-departmental and require collaboration and cultural change across the Council, making them riskier to implement. They require corporate overview and programme management, and will only begin to provide a low level of savings in 2019/20.

4.2 An important element of the proposals under the 'Transformation – Doing things differently' theme is a Council wide review of all services over the next three years, benchmarking all services against the arrangements in other councils. Consideration will be given to the future commissioning and delivery arrangements with the following options being explored:-

- Outsourcing where it is currently provided in-house
- Consideration of the potential for a Joint Venture Partnership
- In-sourcing where it is currently outsourced
- Sharing with another organisation
- Transferring the service into a council owned company or a community interest company.

4.3 In addition, areas have been identified for potential investment. These are as follows:

- Highways repairs
- Masterplanning of town centres to promote regeneration
- Investment in Romford Market
- Additional policing to be paid for by the council on top of the statutory Metropolitan Police provision
- Meeting housing demand
- Financial support to foster carers to extend their homes to accommodate more children
- Investment in services for vulnerable residents.

4.4 Detailed business cases are being drafted for these proposals over the coming months. As part of this process, a public consultation is proposed seeking the views of a wide range of stakeholders as to the viability and attractiveness of the proposals being made. The business cases will be presented to the Cabinet in the autumn.

5. The Council Tax Support Scheme 2019

5.1 The Council Tax Support Scheme (CTS) has been in place since 1 April 2013. The CTS grant was rolled into the settlement funding allocation (SFA) which has been reduced annually in line with core funding. The consequence of less funding is that councils are left with choices as to whether to increase Council Tax, reduce other services, increase other sources of income or make amendments to the Council Tax Support Scheme to manage the financial shortfall.

5.2 The precise figures for the reduction in the CTS grant are not exemplified as the CTS grant has been rolled in with the overall reduction in the RSG. The MTFS report outlines a number of proposals to transform services to meet the financial pressures. Further reductions and changes could be made to other services to address the reduction in Government funding in relation to the Council Tax Support Scheme but these would be on top of the already significant savings and additional income proposals required to balance the Council's financial position in the medium term. It is therefore proposed that Council Tax Support Scheme is reduced as part of a range of proposals for balancing the Council's MTFS.

- 5.3 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 would only affect working age applicants.
- 5.4 After much consideration, eight options for changes to Council Tax Support Scheme have been put forward which propose changes that will reduce estimated expenditure by varying degrees. These options are set out in Appendix D.
- 5.5 Officers recommend Option 4 for consultation which proposes an additional 10% reduction in Council Tax Support for claimants without disabilities and only 5% reduction for claimants with disabilities. This will make the overall reduction 25% for working age claimants without disabilities and 20% for working age claimants with disabilities.
- 5.6 This option provides a proportionate contribution to balancing the Council's MTFs whilst at the same time being more affordable to claimants than Options 5, 5a and 6. By comparison, Options 1 and 2 do not contribute sufficiently to the Council's funding gap.
- 5.7 This option would mean that no single vulnerable group is unduly impacted by the change which is the equivalent of an estimated additional £1.15 per week to pay in Council Tax for claimants with disabilities. Option 3 is not recommended due to its impact on claimants with disabilities. For working age claimants without disabilities, the estimated additional amount to pay in Council Tax would be £2.20 per week.
- 5.8 It has been proven through the Office of National Statistics that claimants with disabilities are less likely to be in employment than those claimants without disabilities. Therefore, it would be reasonable to maintain the CTS reduction at a lower level of 20% than for working age claimants without disabilities for whom the reduction is proposed at 25%.
- 5.9 In summary, the savings proposed through Option 4 are considered reasonable and it is believed will not cause undue hardship to working age claimants.
- 5.10 The net savings in each proposal assumes a bad debt provision of 10% and passes on 18% to the Greater London Authority.
- 5.11 An initial review has been undertaken of potential equality impacts. The consultation will provide further data to assist the final Equalities Impact Assessment that will accompany the final recommendation for decision in February 2019.
- 5.12 Following Members' consideration of the financial position and agreement to the basis on which a draft revised scheme should be consulted, the Council will consult with the Greater London Authority in advance of members of the

public and other interested parties. The proposed consultation documents are set out at Appendix E.

6. Council Tax Long Term Empty Homes Premium

- 6.1 Properties that are empty for more than two years are currently liable for a surcharge of 50%. The government is in the process of enacting legislation to provide the facility to increase this to 100% from 1 April 2019.
- 6.2 The premium is important as an incentive to bring long term empty properties back into use, increasing the supply of housing. In July 2018, there were 187 properties in the borough that have been empty for two years or more and of which 70 are Council owned (eg they are being held vacant pending redevelopment).
- 6.3 An increase in the long term empty homes premium would generate additional income of £133,069 in 2019/2020. However, as it is proposed that the premium be increased to encourage owners to occupy their properties, it is likely the additional income would reduce over time.

Owner	No. of Properties	Council Tax 2018/19 50% Premium	Council Tax 2019/20 100% Premium
Havering	70	£121,833	£162,444
Private	117	£277,375	£369,833
Total	187	£399,208	£532,277

- 6.4 The increased income from the Collection Fund would be split between the Council and the GLA at the ratio 82:18.
- 6.5 It is proposed that the consultation on this proposed increase be undertaken alongside the consultation on the proposals for reductions in Council Tax Support Scheme as set out in Appendix E.

7. Consultation on proposals

- 7.1 Consultation is planned to take place during August and September, in order that the findings can inform a budget report to the Cabinet in November. At this stage, consultation will focus on the broad direction of travel and general principles of the Council's budget strategy and transformation plan.
- 7.2 The proposed consultation questionnaire is attached as Appendix C. As well as views on the proposals set out above, the questionnaire seeks views on potential changes to council tax.
- 7.3 Subsequent to this initial consultation period, further assessment and/or a series of statutory consultations are likely to be required in relation to some of the detailed proposals. These will take place individually as the proposals are

developed. The length of these consultations may be prescribed by law. Otherwise they will be for a period suitable for feedback on the issues and may include a consultation period of twelve weeks.

- 7.4 The exceptions to this approach are the proposed reduction in Council Tax Support and the proposed increase to the Empty Homes premium. Detailed consultations on these proposals will take place in tandem with the wider budget consultation. The proposals to be consulted on are set out in Appendix D and the draft Consultation Survey is set out in Appendix E.
- 7.5 Havering is continually looking to modernise and improve services whilst reducing costs. As part of this process there will naturally be a number of efficiencies identified through improved processes that will have no direct impact on service delivery. The Council is not proposing to consult on these items as they are simply efficiencies through modernisation that any large organisation undertakes on a cyclical basis.
- 7.6 The consultation process feeds directly into the budget setting process. The timetable for budget setting is set out below.

Date(s)	Milestone / Activity
Thursday 25 July 2018	Cabinet agrees the approach to budget consultation 2018
Wednesday 1 August – Sunday 30 September 2018	Public consultation period
October 2018	Collation of the results of the consultation
14 November 2018	Budget report (including consultation findings) presented to the Cabinet
December 2018	Update on the budget including the outcome of the Chancellor's autumn statement
December 2018	Announcement of the Provisional Local Government Finance settlement
6 February 2019	Cabinet
20 February 2019	Budget Setting Council

- 7.7 A range of consultation events are planned for August and September. A schedule is set out in Appendix F.

IMPLICATIONS & RISKS

Financial Implications and Risks

The financial implications of the Council's MTFs are the subject of this report and are therefore set out in the body of this report. The consultation process set out in this report will be used to inform decision making on the budget.

Legal Implications and Risks

Under S151 of the Local Government Act 1972 a local authority has to make proper arrangements for the administration of its financial affairs.

Under S 28 of the Local Government Act 2003 a local authority has to review its budget calculations from time to time during the financial year and take appropriate action if there is any deterioration in its budget.

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 Act 1999. As part of that process it must consult tax payers, those who use or are likely to use services and others who may have an interest in an area where the Council carries out its functions.

The budget consultation and approval process is separate from individual decisions which may need to be taken for example in relation to service delivery; these may require a separate consultation process and equality impact assessment before a final decision is taken.

Where consultation is undertaken it must comply with the 'Gunning' principles; namely it must be undertaken at a formative stage, sufficient information should be provided to enable feedback, adequate time should be given for consideration and responses and the feedback should be taken into account in any decision taken. The plans set out in the report in relation to consultation on the budget comply with these rules.

The Local Government Finance Act 1992 (as amended) provides at Schedule 1A paragraph 5 for revisions to a Council Tax Reduction Scheme. For each financial year the Council must decide whether to revise the scheme or replace it with another scheme. Any revision must be made no later than 11th March in the financial year preceding the year in which it is to have effect. Any revision invokes the consultation duties in paragraph 3 of the Schedule namely that

3 Preparation of a scheme

(1) Before making a scheme, the authority must (in the following order)—

(a) consult any major precepting authority which has power to issue a precept to it,

(b) publish a draft scheme in such manner as it thinks fit, and

(c) consult such other persons as it considers are likely to have an interest in the operation of the scheme.

Human Resource 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 and Social Inclusion Implications and Risks

Havering has a diverse community made up of many different groups and individuals. The Council values diversity and believes it essential to understand and include the different contributions, perspectives and experience that people from different backgrounds bring.

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

- (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- (iii) foster good relations between those who have protected characteristics and those who do not.

Note: 'Protected characteristics' are: age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity, and gender reassignment.

The Council demonstrates its commitment to the Equality Act in its decision-making processes, the provision, procurement and commissioning of its services, and employment practices concerning its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing of all Havering residents in respect of socio-economics and health determinants.

All proposals relating to the Medium Term Financial Strategy for the period 2019/20 to 2022/23 will be subject to an Equality Impact Analysis or assessment, which will be developed following the consultation process for inclusion in the further reports to Cabinet before the budget is finalised in February 2019.

Appendix A

Proposed service reductions and income changes

Proposal	Details
Council Tax Support Reductions	The Council currently limits council tax support to all working age claimants at 85% of the council tax charge for their home, capped at the Band D council tax rate. The proposal is to reduce this to 75% for all working age claimants apart from disabled working age and carer claimants who will be capped at a lower amount of 20%. A number of options have been considered. See Appendix D for full details. Officers are proposing Option 4 for consultation. A separate and more detailed consultation will be undertaken for this proposal over the same period as the general budget consultation. and the consultation document is set out in Appendix E.
Increased Council Tax premium on properties that have been empty for more than two years	Properties that are empty for more than two years are currently liable for a Council Tax surcharge of 50%. The government is in the process of enacting legislation to provide the facility to increase this to 100% from 1 April 2019. The premium is important as an incentive to bring long term empty properties back into use, increasing the supply of housing.
Review of Discretionary Rate Relief	A large number of charities and voluntary organisations currently receive a 20% reduction in their business rates funded by local council tax payers while the first 80% reduction is funded by the government. The government's funding is mandatory but the council tax funded element is discretionary. The Council intends to review its element of this relief.
Reduction in the number of 'front doors' the council currently has	The Council currently has a large number of locations where customers visit and receive a face to face service eg libraries, the face to face contact centre (the PASC in Romford), children centres, adult social care localities, housing offices etc. The Council proposes to develop an enhanced local offer in fewer locations through a Community Hubs model.

Proposal	Details
Public conveniences	The current contract for public conveniences ends in August 2019 and the Council proposes to end its provision from September 2019. The Council will explore the possibility of signing local retail businesses onto a scheme to allow public use of their toilets eg in cafes.
Street lighting review	Currently the whole borough is lit by street lighting during the hours of darkness. The review will explore if there are some roads where the lights can be switched off or dimmed for a proportion of those hours.
Queen's Theatre grants review	The Queen's Theatre currently receives a number of grants but pays no rent for the Council owned premises. This review will redefine the relationship between the Council and the theatre and strengthen the support arrangements for schools and the wider community.
Review of Chafford Sports Complex	The Chafford Sports Complex is owned by the Harris Academy Rainham but is run by the Council's Leisure contractor, SLM Ltd, on a short term contract that ends in December 2018. This contract is currently funded by the Council from one-off reserves. There is no funding for the Complex in the Council's base budget. This review will consider the options for the future of Chafford Sports Centre.
Charging people for Brokerage in Adult Social Care	This proposal is to charge for the brokerage of community and home care packages for people receiving services via the Council who pay for the full cost of their care.
Review of Adult Social Care subsidy for assistive technology in people's homes	New, innovative solutions are coming on to the market for assistive technology in the home. This proposal is for Adult Social Care to stop subsidising the cost in relation to the current offer of assistive technology.

Appendix Bi

Transformation Plan for Havering Council

1. Context:

In common with all local authorities, the budgetary challenge for Havering is significant over the next 4 years. The Council has developed a major change and transformation proposal, which would deliver a smaller, more efficient Council, working more closely with residents to provide services which are valued and relevant, balance cost and quality, and meet community and individual needs as efficiently as possible.

2. Proposals:

The plan is divided into four main focus areas:

a) Demand Management and Community Capacity

This covers the redesign or reorganisation of staff and services to ensure we provide services cost effectively, increase residents' ability to remain independent for as long as possible, and manage support as close to their homes and communities as possible, when they are no longer able to manage independently.

The main areas of work to realise this ambition will include:

Developing integrated and collaborative working with the National Health Service (NHS) and key voluntary sector partners in local areas:

- The Council will reduce duplication of effort across organisations and ensure that people who need help to manage their health, care and general well-being are engaged with 'holistically' (health and care plans are brought together to manage the individual instead of separately by different organisations). Costs will reduce as the result of working more efficiently together.
- We will seek to streamline initial contact, to ensure that joint planning happens as early in the process as possible. Early support or help may avoid the need for long term support.
- Havering Council will work with service users, their carers and families to reduce the time people spend waiting for services and ensure they have access to other forms of support when this will help manage their conditions to best effect. By reducing the length of wait and the number of services involved, we will be able to reduce costs, while improving the customer experience.

Supporting people who need assistance to live as independently as possible:

- The Council is developing services focussed on supporting increased independence and community support to people who have long term conditions or who need additional support. We will develop services which support people through crisis and back to independence.

- We are developing additional supported living accommodation, to reduce the number of people with specific needs reliant on specialist accommodation outside of Havering.

Reducing Homelessness:

- The Council is working to address the current levels of homelessness in the borough and meet our new homelessness prevention responsibilities, introduced by Government on 1st April 2018. We need to meet increasing demand, find new ways of working and take a proactive approach to market management to ensure that residents and families are supported to be as resilient as possible in resolving the risks of homelessness, and for there to be a sufficient provision of social housing to meet the needs of those residents for whom the Council has a housing duty.

Developing Community Hubs & Capacity:

- Havering has a range of buildings, including libraries, which are under-utilised and could be used for multi-purposes to offer services direct to neighbourhoods or local communities.
- Community hubs, when introduced elsewhere have increased community engagement, supported cohesion and 'ownership' of neighbourhoods by increasing local civic pride. They provide a space for the community to get together and for the voluntary sector, JobCentre+, health and care services, family services etc to offer drop-in and booked sessions. This will be important for people who are often reluctant to travel to main Council buildings and may not seek support until the point of crisis. In some instances, the Community Hubs have been a source of increased revenue, but in general they reduce overall demand for Council services and enable communities to help themselves.

Review of Bereavement Services:

- The offer provided by Bereavement Services are subject to the annual fees and charges uplift, which makes Havering one of the most expensive authorities for burials and cremations. Services will be reviewed to become more commercial, to provide better value to residents and allow the Council to compete with other organisations providing these services by changing thinking about funerals and memorials. By being more competitive, the Council will be able to increase revenue and provide an improved range of services to residents.

Building Sustainable Communities

- Although Havering has a relatively resilient population, there is still demand that can be reduced if the local population were empowered to do things for themselves. We want to develop engagement with residents, to develop greater focus on co-design and development of community based support, as well as working with residents on managing integration, pride in our Borough and a focus on making neighbourhoods safe, welcoming and attractive. This will include

working with voluntary and community groups to ensure collaboration and partnerships help us to deliver improvements in wellbeing and community cohesion, as our borough moves into the 2020s.

- Although progress has been made in working more collaboratively, we want to develop the engagement of our residents in ways which encourage community involvement and improve employment, economy, social inclusion and aspiration for our borough.

b) Review of 'Back Office' Services:

The Council is looking at how it can further improve value for money from its internal operations and contracts with service providers, to ensure that the 'Havering Pound' is well spent. We are therefore undertaking the following efficiency reviews:

Full cost recovery

- This proposal seeks to identify opportunities to increase income generation and cost recovery within the fees and charges structures. The Council has a fees and charges policy which contains eight principles. These will underpin the review alongside the drive to full cost recovery.

Review of Contracts and Market Management

- The Council will review contracts to ensure that the very best value is being provided by all our suppliers and where we can identify services that are no longer required or are not fit for purpose, we will discuss re-structuring provision or plan to withdraw from a contract.
- We will talk to the provider market about innovation and modernisation of the services we provide, improved use of technology to provide cost-effective solutions and to minimise 'overhead' costs, wherever possible. We will prioritise the potential for 'doing things differently' and work together to ensure we plan services and contracts so that they support the needs and ambitions of our residents.
- In addition, we will ensure major contracts enable added 'social value' (such as apprenticeships, partnerships with communities or with our schools and colleges to support employment, social wellbeing and community development)

Recruitment & Retention:

- The Council is already reviewing what services and support will be required in future. We recognise that increased use of Digital (websites, on-line booking and self-service and apps for smartphones) will help us to manage our resources more effectively. We need to recruit the right people to support us to develop and manage these services, so that they are easy to use and help us to meet the expectations of residents.
- As we become a smaller Council, we need to ensure that we have the right staff, at the right level in the right areas and we are actively planning to manage our

workforce to ensure that it is flexible, adaptable and can meet the changing nature of local government effectively.

Performance & Productivity

- Havering's ambitions are significant. We are working to develop a high performance culture, which will enable us to be the best we can be in supporting our residents.
- We are providing skills and capability development for staff and ensuring that we recognise and support key professional groups to reduce unnecessary spend on agency staff to cover key vacancies. We are working to identify ways to provide affordable accommodation for these workers.
- We are streamlining processes and services to reduce the cost of the Council's internal operations and focussing more investment into front line services.

Commerciality

- The Council will seek opportunities for generating additional income through commercial activities. This particular approach and programme of work will look at where the Council could 'sell' its service to other organisations and generate income.
- Ideally the Council would seek to make profit from selling its services, however there will be instances where services may be sold to reduce gross expenditure over the short to medium term due to market conditions or where capacity for the service is provided over a short time limited period only.

Service Redesign & Commissioning

- We know that other councils have transformed and saved money by looking at different ways to deliver services.
- Havering will adopt this model to conduct a full review of the Council's service delivery models and consider alternatives which may include:
 - Outsourcing services currently provided in-house
 - Potential joint venture models
 - Bringing some services in house currently outsourced
 - Further sharing of services with other organisations
 - Transfer of services to council-owned companies or community interest companies.

c) Infrastructure

Managing Traffic Flow and Parking

- Havering intends to address the lack of information about available parking spaces in town centres to reduce congestion
- We also intend to work to ensure there is sufficient resident parking availability by better managing commuter parking and improving the efficiency of administering permits

- We will also review parking tariffs to ensure consistency across the Borough to make sure parking is better managed and appropriately time limited in key areas of pressure
- We will continue to find ways to improve traffic flow and transport around the Borough for both environmental reasons and convenience to our residents.

Developing Smart Infrastructure

- Havering intends to develop a range of 'smart infrastructure' to provide technological solutions to the management of a range of infrastructure challenges. These include:
 - improving access to high speed broadband
 - active highway management and maintenance through the use of smart technology
 - a more active, partnered approach to anti-social behaviour and crime
 - evaluate the potential of drone technology to support traffic flows, planning, crime and a range of other services
 - improved energy management through the use of smart meters, making better use of technology to manage street lighting, signage, planning compliance.
- We will also evaluate opportunities to work across boroughs, with partners in the public and private sector, to ensure that new building projects consider the use of smart technology to manage repairs and maintenance, support our waste management plans and help us to realise ambitions for greater self-management and independence for older and disabled residents.

d) Transforming other areas

Havering is also looking to review and transform systems, processes and properties to reflect the changing nature of Council services and ensure that they are efficient, cost effective and fully enable the Council's ambitions for Havering. These include:

Asset Optimisation:

- Havering recognises the need to review the property it owns and to do this, where possible, in partnership with other public sector bodies, to deliver shared use of buildings and the most efficient planning of buildings and their future use. As the Council becomes smaller and some services transfer to on-line, or are delivered through community hubs, we expect the number of buildings we need to reduce. We need to ensure that we plan buildings and services around the needs and preferences of our residents, as well as the Council.
- The programme will also address the potential to sell or lease excess capacity, to maximise rental potential and consider the re-use or re-purposing

of buildings and facilities management services. This will enable us to generate income, help us to realise ambitions for community provision, or work with regeneration partners and others to improve the built environment in Havering.

Process Review and Automation:

- Many other councils have made significant savings from streamlining internal processes and the automation of transactional services. We will review all high volume/low complexity processes and consider how we can make them faster, more efficient and the potential to move them to automated processing. The aim is to reduce turnaround times, improve on-line access to information and advice, allow booking, paying and reporting issues (and their resolution) to be completed on-line and reduce the amount of manual processing, which adds to both workloads and delays in response times.
- We will develop opportunities to use new technology to enable a 'do it once' approach to all our services and reduce the level of administration and bureaucracy in services still further.
- We will also ensure that public access to on-line services becomes easier and more complete, supporting our residents to do more on-line, where they wish to do so. Our approach will be 'digital by design' – so we will try to ensure digital services are simple, easy to use and accessible 24/7.

Business Information & Analytics:

- Havering is one of the London leaders for its current 'data warehouse' (a system used for reporting and data analysis, considered a core component of business intelligence). It is a repository of integrated data from many disparate sources, which stores current and historical data in one single place, used for creating analytical reports and evidence to support effective service planning and management of a range of activities and prioritisation.
- We intend to progress development of this system to support understanding of 'what works' and why, and as a modelling tool, so that we can understand the impact of proposals and ideas for development or changes of services on cost and quality, so we invest the Council's resources as effectively as possible.
- We will also use improved insight and analytics to ensure we improve customer experience: for example, by developing automation of processes and information sharing so people will only have to tell us once when they are moving in or out of the Borough.

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Locality Gateways and integration Programme	Barbara Nicholls	Communities	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Adults Children/Families Housing	Prevention/Early Intervention & Demand Reduction		00.1
<p>What is the problem this proposal addresses? Provision of improved information, advice & signposting at local level, creating improved access to services which enable greater independence for as long as possible, as close to home as possible: preventing people entering assessment. Which addresses the Council's need for better control over:</p> <ul style="list-style-type: none"> • Demand/spend; • Reduced failure demand • Improved targeted use of professional/other resources • Better managed admission and discharge through Urgent Care/MDT planning 			
<p>Outcomes</p> <ul style="list-style-type: none"> • New approaches – community social capital and other alternatives to assessment and Council services as default • Identification of gaps in the community and in our knowledge of 'what's out there' and plug them to increase self-support and self-management, economic & social wellbeing and address homelessness as part of a whole view of the client • Build resilience – better health, well-being and self-management across care, health, housing, employment and other wellbeing services • Deploy more integrated/multi-agency resources into prevention and early intervention as close to communities as possible, to improve uptake from hard to reach/vulnerable groups <p>Benefits:</p> <ul style="list-style-type: none"> • Demand reduction • Cost avoidance • Some potential to reduce overall headcount, if scaled up. • Improved use of Qualified Social Workers for specialist advice only • Integrated working 			
<p>Resources required (pilot stage – estimate of initial and full resources)</p> <ul style="list-style-type: none"> • Programme Manager • Business Analysis Support (ad hoc) 			
<p>How does it work and how long will it take? (Describe pilot and potential full scale up) Redesign first point of contact/front door pathway, creating a 'solutions focused approach'</p> <ul style="list-style-type: none"> • Customer driven • Needs and ambitions resolution focus, not diagnostics • Reduce home visits wherever possible – telephone/local access/supported digital access <p>Stratify and understand our customers, to improve targeted work to reduce rising demand</p> <ul style="list-style-type: none"> • Personalisation & independence • Appropriate solutions to needs and aspirations • Simple, pragmatic, tangible things, tiered offer • Manage the 'gaps' between information & advice and care & support (prevent people entering assessment) <p>Reducing/removing Social Work management of low level needs/packages</p>			

- Reducing use of high-cost resources/effort
- Reducing handling time and delay between first contact and outcome
- Reducing cost-to-serve

Enabling direct access to services over the phone or on-line

- 'select and direct'
- ASC Portal and E-Marketplace requirement and implementation

Approvals – via Design Authority (PMO and SLT)

Approval Date	Approved By

Concept Case – Supporting People

Author – Barbara Nicholls

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Supporting People	Barbara Nicholls	Communities	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Adults Children/Families Housing	Prevention/Early Intervention & Demand Reduction		00.1
<p>What is the problem this proposal addresses? Supporting people to remain as independent as possible within their own homes, communities and support networks. Ensuring the short term provision of support where necessary to avoid or mitigate crisis, and where necessary ensure support available to maintain independence. This will address the Council’s aims to:</p> <ul style="list-style-type: none"> • Manage down demand, and therefore reduce spend • Ensure and maintain quality across services that provide direct support to residents. • Develop and maintain relationships with housing and social care providers • Use buying power to manage and leverage a consistent market offer. 			
<p>Benefits/outcomes <i>Outcomes</i></p> <ul style="list-style-type: none"> • Residents living as independently as possible • Dealing with crisis expediently, seeking resolution immediately to avert longer term needs • Building resilience and drawing on social and community networks to create a circle of support. • Maximising use of resources across health, education, housing and social care <p><i>Benefits</i></p> <ul style="list-style-type: none"> • Cost avoidance • Reduced demand on long term support services • Improved cross-working between Adult Social Care, Children’s, Housing and external partners 			
<p>Resources required (pilot stage – estimate of initial and full resources)</p> <ul style="list-style-type: none"> • Programme Manager • Business Analysis Support (ad hoc) • Internal resources, including the Joint Commissioning Unit 			
<p>How does it work and how long will it take? (Describe pilot and potential full scale up) Links to Locality Gateway Programme including redesign of front door and Locality Working. Co-production of service redesign with people who have lived experience of services. Key features</p> <ul style="list-style-type: none"> • Understand resident current and likely future need. • Consider and develop care coordinator/navigator role across departments, to deal with all presenting issues • Review of skills mix within services and development of navigator role • Undertaken refresh of market position statement to include Adult Social Care, Children’s and Housing and links to local plan • Review of resource requirement for identified gaps, including mapping out requirements for investment leading to cost avoidance/reduction. 			

- Develop service requirements, focussing on services that support people through crisis and back to independence

Approvals – via Design Authority (PMO and SLT)

Approval Date	Approved By

Concept Case – Homelessness Solutions

Author – Barbara Nicholls

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Homelessness Solutions	Barbara Nicholls	Communities	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Adults Children/Families Housing	Prevention/Early Intervention & Demand Reduction		00.1
<p>What is the problem this proposal addresses?</p> <p>The council is facing unprecedented levels of homelessness in the borough, coupled with new duties introduced around homelessness prevention since 1st April 2018. In order to meet these increasing demand, new ways of working and a proactive approach to market management are required to ensure that residents and families are supported to be as resilient as possible, in resolving risks of homelessness, and for there to be sufficient provision of social housing to meet the needs of those residents for whom the council has a housing duty. This includes managing for example HMO landlords (Houses in Multiple Occupation) to ensure quality of provision, with pathways available to ensure triggers of deteriorating health and issues of Anti-Social Behaviour are dealt with early, linking to the localities working/community hub aspirations. There is also a need to support residents who are cash poor, capital rich in ensuring their properties are maintained to an appropriate level to mitigate poor health outcomes due to the condition of their property</p>			
<p>Benefits/outcomes</p> <p><i>Outcomes</i></p> <ul style="list-style-type: none"> • Residents able to sustain their housing regardless of tenure • Supporting residents to access services to maximise their income, including benefits where appropriate • Complete needs assessment of gaps in service provision, such as medium level hostel support for people with deteriorating / emergent mental health problems affecting their ability to move into and sustain their accommodation. Develop business case for investment as required. • Review how we incentivise residents who live in properties that are larger than they need to downsize to smaller properties therefore releasing more back to the council. <p><i>Benefits</i></p> <ul style="list-style-type: none"> • Residents continuing to live independently • Cost avoidance • Reduced demand on long term support services • Improved cross-working between Adult Social Care (including mental health), Children’s, Housing and external partners 			
<p>Resources required (pilot stage – estimate of initial and full resources)</p> <ul style="list-style-type: none"> • Programme Manager • Business Analyst Support (ad hoc) • Internal resources 			

How does it work and how long will it take? (Describe pilot and potential full scale up)

Links to Locality Gateway Programme and Locality Working. Co-production of service redesign with people who have lived experience of services. Key features

- Understand resident current and likely future need.
- Develop Discretionary Disable Facilities Grant Policy to enable flexibility in the use of the grant to support vulnerable residents with, for example, essential housing repairs
- Review of resource requirement for identified gaps, including mapping out requirements for investment leading to cost avoidance/reduction.
- Develop service requirements, focussing on services that support people through crisis and back to independence

Approvals – via Design Authority (PMO and SLT)

Approval Date	Approved By

Concept Case – Community Hubs and Capacity

Author: Susie Alexander

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Community Hubs and capacity	Tim Aldridge	Communities Places	Magdalene Royer
Impacted Function	Strategy supported	Investment required	Document version no.
Adults, children's, Libraries, PASC, IT, Voluntary Sector	Transformation Community Resilience		0.1
<p>What is the problem this proposal addresses? Havering has a range of buildings, including Libraries, which are under-utilised which could be multi-purposed to offer services direct to neighbourhoods or local communities. Community hubs, when introduced elsewhere have increased community engagement, supported cohesion and 'ownership' of neighbourhoods by increasing local civic pride, a space for the community to get together and for the voluntary sector, JobCentre+, health and care services, family services etc to offer drop-in and booked sessions to address a range of needs on a sessional basis to people who are often reluctant to travel to main Council buildings and may not seek support until the point of crisis. In some instances, the Community Hubs have been a source of increased revenue, but in general reduce overall demand for Council services and enable communities to help themselves, as Local Government steps away from the provision of non-statutory services.</p>			
<p>Benefits/outcomes Community resilience and personal independence, reducing demand on Council services Greater engagement between the Council and communities to address environmental, physical and health/wellbeing challenges within Communities and reduce demand on Council Services Improved delivery of services; effective and joined up response to residents' needs Enabling communities to shape local solutions to issues, working collaboratively with other services, volunteering and Resident's Association initiatives, etc Integration of services will reduce overall spend and more effectively manage demand Reducing travel costs/increasing productivity from staff through fully agile/remotely based working Reduced footprint of buildings through the compression of services into single local hubs</p>			
<p>Resources required (pilot stage, plus estimate of full resource required) Staff resources/time – indicative 1 x Programme Manager 1-2 days/week from: Libraries Manager, PASC Manager, Housing, Enforcement, Voluntary Sector partners, etc 0.5 days/week for 10 weeks Director of Asset Management (if implemented at scale) 0.5 days/week from Assistant Director for Transformation/Programme Management Office Support</p>			
<p>How does it work and how long will it take? The intention is to pilot one candidate site to develop joint working across Social Care, Housing, Customer Services, Children & Families Services, Libraries and the Voluntary Sector initially, to test the viability of the hypothesis. The programme will work with the Localities Development Programme to evaluate the potential to work with Community Health colleagues to deliver drop ins and clinics where appropriate. It will also consider potential to run booked advice sessions for a range of services and support needs. The pilot will scope potential if scaled up, work with IT and others to adopt digital access points – as</p>			

the Council develops its on-line and automated processes. Development of the business case for the pilot by September will include baselining and a detailed list of services in scope and cash/non-cash benefits. The pilot will then inform an update which will cover scale-up proposals for approval by the end of 2018/19 financial year, with a view to further transformation and benefits realisation over 12-24 months.

Approvals – via Design Authority (PMO and SLT)

Approval Date	Approved By

Concept Case – Review of Bereavement Services

Author: Louise Roast

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager								
Review of Bereavement Services	Tim Aldridge	Places	Louise Roast								
Impacted Function	Strategy/Theme supported	Investment required	Document version no.								
Bereavement Services			V1.0								
<p>What is the problem this proposal addresses? The services provided by bereavement services are subject to the annual fees and charges uplift. Havering are now among one of the most expensive authorities for burials and cremations.</p> <p>There is a need to review the services and products provided by Bereavement Services to become more commercial, to compete with other organisations and the changing thinking about funerals and memorials.</p>											
<p>Benefits/outcomes</p> <ul style="list-style-type: none"> • Increased income streams by reviewing the market rates for funeral services and memorial products • Sale of new memorial products • Provision of specific burial plots for residents who would like a different type of grave for religious or cultural reasons 											
<p>Resources required (pilot stage – estimate of initial and full resources) Initially a project manager will be required to assess the market and carry out a review of services provided to identify opportunities for new income generation, or increased demand.</p>											
<p>How does it work and how long will it take? (Describe pilot and potential full scale up) The initial review will take approximately 3 months.</p> <p>The review will look to the market and consult with key stakeholders to determine whether there is scope to increase fees for specific services.</p> <p>Demand for some services may increase if the fees were decreased, so this should be explored if overall the income generated would exceed current levels.</p>											
<p>Approvals – via Design Authority (PMO and SLT)</p> <table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 50%;">Approval Date</th> <th style="width: 50%;">Approved By</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> </tbody> </table>				Approval Date	Approved By						
Approval Date	Approved By										

Concept Case – Building Sustainable Communities

Author: Steve Moore

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Building Sustainable Communities	Steve Moore	Connections	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Social Care Environment Customer Access Volunteering	Demand Management		0.1
<p>What is the problem this proposal addresses?</p> <p>Although Havering has a relatively resilient population, there is still demand that can be managed more effectively if the local population were empowered to do things for themselves. We want to develop engagement with residents, to develop greater focus on co-design and development of community based support, as well as working with residents on managing integration, pride in our Borough and a focus on making neighbourhoods safe, welcoming and attractive. This will include working with voluntary and community groups, to ensure collaboration and partnerships help us to deliver improvement in wellbeing and community cohesion, as our Borough moves into the 2020s.</p> <p>Progress has been made in working more collaboratively, but we want to develop the engagement of our residents in ways which encourage community involvement and improve employment, economy, social inclusion and aspiration for our Borough.</p>			
<p>Benefits/outcomes</p> <ul style="list-style-type: none"> • Solutions focussed community that is empowered to address issues for themselves • Increased civic pride and self-policing resulting in a behavioural change for residents in respecting others and their environments • Reduced need to engage third sector organisations at cost where the local community are best placed to lead. • Localised, easy accessible information, advice and guidance enabled through locality provision will encourage the community to engage earlier with the council to assist us to become more preventative (e.g. intelligence gathering and sharing to identify future trajectory of demand, manage support at neighbourhood level, financial advice and preventative approach to debt etc) • Local job clubs targeting local long term unemployment through local employment opportunities • Optimisation of our assets through encouraging greater use of council space and facilities 			
<p>Resources required (pilot stage – estimate of initial and full resources)</p> <p>Dedicated programme management due to the scale of the programme and inter dependencies and possible duplication with other aspects of the transformation programme. Once scoped resources</p>			

will be significant from a communication and messaging perspective but more significantly service redesign.

How does it work and how long will it take? (Describe pilot and potential full scale up)

This programme is linked to the localities model, maximising the use of assets, Community Hubs and is heavily dependent of the Business Intelligence and Analytics project. It will involve changing the relationship with our residents so they become more independent. In practice it may result in a review of our assets such as libraries and a change in the way operate which should not be underestimated from a timescale perspective and the amount of resource require to deliver change successfully.

The initial scoping will take 6 months and depending on the scale of change it is envisaged the new arrangements could be in place within 18/24 months dependant on the how this programme links to the others.

This new way of working will require total consensus on approach if it is to be successful and identifying the actual benefits tangibly will be crucial through initial scoping

Approvals – via Design Authority (PMO and SLT)

Approval Date	Approved By

Concept case – Full cost recovery

Author – Julie Oldale

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Full cost recovery approach to fees and charges for all services provided	Jane West	Opportunities	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
All services across the council providing services to the public or other third parties that we can charge for.			1.0
<p>What is the problem this proposal addresses?</p> <p>The council sets its fees and charges each year as part of the budget and council tax setting process. A corporate increase on income tends to be agreed as part of the Medium Term Financial Strategy, with exemptions for those fees and charges that are statutory or controlled. The fees and charges set as part of the 2018/19 budget setting are available on the council’s website.</p> <p>This proposal seeks to identify the opportunities to increase income generation and cost recovery within the fees and charges structures.</p> <p>The council has a fees and charges policy which contains 8 principles. These will underpin the review alongside the drive to full cost recovery.</p> <p>This project would review the charging policy, document the customer base for each of the services and look at adopting a full cost recovery methodology for calculating fees and charges for all services.</p>			
<p>Benefits/outcomes</p> <p>The benefits of the programme overall are:</p> <ul style="list-style-type: none"> • A review of existing benchmarking on fees and charges to compare the council to other neighbours. • analysis of which fees and charges are statutory and, where there is scope to set the fees and charges locally, what governs those fee levels • An understanding of the full costs of each service where fees and charges are made • Impact on the fees and charges of moving to full cost recovery • Analysis of financial impact of rolling this out • Overview of equalities issues of any proposals, highlighting where statutory consultation would be required. 			
<p>Resources required (pilot stage – estimate of initial and full resources)</p> <ul style="list-style-type: none"> • The pilot stage would involve scoping of the project • What services do we charge for, what is the basis of that charge, and what levels of income are generated? • What charges are statutory or controlled? 			

- What services could we charge for that we do not currently?

The full project would involve analysis of what is the full costs of these services and what is the impact on the price of moving to full cost recovery.

Much of the information required should come from the services, including an understanding of the customer base and knowledge of the markets we are trading in.

The analysis can be carried out within the Finance team, however to undertake the volume of benchmarking and activity based and unit costing may need additional focused resource within that team to generate the required analysis by the given timescales.

How does it work and how long will it take? (Describe pilot and potential full scale up)

The initial scoping piece will take 2 weeks and the financial analysis should take up to 3 months to enable appropriate service engagement and analysis. The review will aim to achieve the outcomes set out by the council’s vision and Opportunities and Connections themes in the timescales required. However a shift to full cost recovery on services may require further statutory consultation before changes can be made.

The fees and charges and any relevant policy changes will need to be included in the budget setting reports to cabinet and council.

Approvals – via Design Authority (PMO and SLT)

Approval Date	Approved By

Concept Case – Contracts Review

Author: David Pridmore

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Contracts Review	Jane West	Opportunities	David Pridmore
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Contracts	Efficiencies/Market Management	TBC	0.2
<p>What is the problem this proposal addresses?</p> <p>Contracts and effective Market Management have a significant role to play in delivering best value for the 'Havering Pound' and in re-shaping the relationship with providers.</p> <p>In the medium term, the Council needs to ensure pre procurement and award reports are written from perspective of making savings and therefore the wider Transformation Programme will support the overall change to culture, ensure making savings is embedded in the approach and mindset at the start.</p> <p>Services need to become active in planning ahead early, engaging with market, knowing suppliers, products and services available and any limitations.</p> <p>Practice needs to become focussed on:</p> <ul style="list-style-type: none"> • Researching case studies and good practice elsewhere • Looking at collaboration opportunities • Supplier engagement & asking the market for ideas and innovation • Challenging what always done and moving away from 'rolling over' service offers • Focus on tight, outcomes based specifications, ensuring we don't over specify and ask for added value. 			
<p>Benefits/outcomes</p> <p>This proposal will:</p> <ul style="list-style-type: none"> • Enable the Council to review a number of existing contracts to seek savings and efficiencies to be gained through renegotiation • Develop a forward approach to contract and market management • Make recommendations for cultural change and focus to ensure a sustainable approach to managing best value, innovation and sufficiency • Enable improved partnering between services and contracting/procurement. 			
<p>Resources required (pilot stage – estimate of initial and full resources)</p> <p>There are no additional resources required for the pilot stage.</p> <p>When the number of contracts to be reviewed has been established, an interim negotiator will be required to lead the contract negotiations.</p> <p>Determination of further resourcing to deliver changes to policy, practice and culture will be scoped and a case developed in parallel with the initial 'quick win' opportunity.</p>			

How does it work and how long will it take? (Describe pilot and potential full scale up)

Initial contract review:

- A list of contracts that look suitable for renegotiation have been sent to SLT for comment.
- A complete scoping exercise will need to be undertaken to ensure the contractors are in a healthy enough position to sustain a price decrease.
- A phased approach will be taken to prioritise the contracts that can potentially offer the most savings. At this point an additional resource will be required to lead the contract negotiation. How long will it take? This will depend on the number of contracts chosen to be reviewed. The second part of the project is to capture the savings from new procurement activity, this will be achieved by sending a copy of the savings identified at checkpoint two, to Finance so they can remove the savings from the services budget.

Medium term:

- Procurement and award reports written from perspective of making savings
- Change to culture: ensure making savings is embedded in the approach and mindset at the start
- Develop skills to ensure services become active in planning ahead early, engaging with market, knowing suppliers, products and services available and any limitations
- Practice change to become focussed on:
 - Researching case studies and good practice elsewhere
 - Looking at collaboration opportunities
 - Supplier engagement & asking the market for ideas and innovation
 - Challenging what always done and moving away from 'rolling over' service offers
 - Focus on tight, outcomes based specifications, ensuring we don't over specify and ask for added value
 - Apply higher weighting to price in tender
 - Utilise e-auctions more
 - Strip out specifications that have always been used and consider opportunities for social value
 - Extend shared use (eg the Retailery in Havering has been a success with small suppliers sharing the space at reduced costs)

Approvals – via Design Authority (PMO and SLT)

Approval Date	Approved By

Concept Case – Recruitment and Retention

Author: Susie Alexander

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Recruitment & Retention	Jane West	Opportunities	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
HR In-House Services	Transformation/ Organisation Development		0.1
<p>What is the problem this proposal addresses? Havering, like most of the Public Sector faces challenges with an ageing workforce and skills deficits to meet Digital and Automation ambition. There is a need for a fundamental shift of culture and approach to the delivery of services, which focuses firmly on value for money, building commercial service models and encouraging and enabling innovation and iterative change as a ‘way of working’. The Council needs to:</p> <ul style="list-style-type: none"> • Recruit and retain ‘digital natives’ and who can bring a fresh culture to the public sector • Attract or promote staff who are committed to delivering a highly aligned, agile organisation • Attract and retain staff in key shortage skills areas – professional groups, for example • Improve productivity and value for money by recruiting and retaining staff capable of taking on complex, but non-professional activities in non-qualified roles, automating transactional activity and targeting professional activity where it is most needed 			
<p>Benefits/outcomes</p> <ul style="list-style-type: none"> • An appropriately motivated skilled and actively managed workforce of the right size/scale (and with the right balance between permanent and temporary staffing for the nature of work required) • Clarity of succession planning and management of exits from the organisation as part of moving toward a performance driven culture • Reduced cost of repeat recruitment through improved retention • Lower cost, better targeted workforce (right people, right level, right skills) • Clarified requirement for provision of affordable accommodation/housing for key professionals • A workforce that thinks differently and is engaged/involved and actively drives the development of services, plans, budget management – including agile prototyping, self-managing systems, enabling innovation and ideas – at all levels 			
<p>Resources required (pilot stage – estimate of initial and full resources) Resources to work with industry experts to design and deliver:</p> <ul style="list-style-type: none"> • A forward ambition/requirement statement • Options for implementation and quick win opportunities • Provide cultural and skills transfer to relevant service managers, including HR to enable innovation and transformation of practice and culture at pace 			
<p>How does it work and how long will it take? (Describe pilot and potential full scale up)</p> <ul style="list-style-type: none"> • Specialist resource to work with the Innovation & Change Board membership and Corporate Leadership Team, develop an agreed forward model of the organisation, performance expectations, plus levels of acceptable risk in recruiting and retaining (and exiting) staff to plan and manage future workforce from an initial scope of work to be agreed with SLT/Innovation & Change Board 			

- Proposals to improve productivity/effective targeting of activity between specialist and general staff
- Assessment of short term options to improve recruitment & retention of the right staff
- Identification of cashable savings to be generated from implementation

Approvals – via Design Authority (PMO and SLT)

Approval Date	Approved By

Concept Case – Performance Productivity

Author: Susie Alexander

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Performance Productivity	Jane West	Opportunities	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
HR In-House Services	Transformation/ Organisation Development		0.1
<p>What is the problem this proposal addresses?</p> <p>Havering, like most of the Public Sector faces challenges with a range of skills deficits. These include:</p> <ul style="list-style-type: none"> • Digital skills • Confidence and competence in the use of a range of essential software • Confidence with numbers and a ‘bottom line focussed’ mindset • Project and programme management skills (particularly Agile and Scrum methods to support self-managing teams, etc) • Solutions focussed approach to customers, workload and challenges (the ability to ‘think differently’) • In addition, there is a need for a fundamental shift of culture and approach to the delivery of services, which focuses firmly on value for money, building commercial service models and encouraging and enabling innovation and iterative change as a ‘way of working’. <p>The Council needs to deliver new ways of managing people and organisational performance to:</p> <ul style="list-style-type: none"> • Ensure a performance culture, focussed on delivering continuous improvement and best value for money from all services in the most efficient way possible • Deliver significant improvement in productivity, efficiency and performance across all staff • Ensure that staff retained by the organisation are those who are culturally and ‘mindset’ ready to deliver the future Operating model, which will, of necessity, be significantly smaller than it is today. We need to recognise and retain staff who will work with colleagues, partners and communities to realise the best from collaborative working and co-design of services and who have the practical skills and emotional intelligence to drive maximised independence in all service areas and minimise unnecessary contact with Council services. 			
<p>Benefits/outcomes</p> <ul style="list-style-type: none"> • Increased motivation and productivity from key staff through regular, robust performance management, with associated incentivisation, coaching and performance culture methodologies • Clarity of the opportunities for target staff – progression routes, valuing of different skills and the positive power of ‘disruption’ to the status quo. • Active, managed exit of staff unable or unwilling to make the transformation into new ways of thinking and working and new skills sets – to include re-skilling and positive exit management, wherever practical to ensure we are ‘fit for purpose’ and able to respond to the challenge ahead • Lower cost, better targeted workforce (right people, right level, right skill mix and capabilities) • Effective reward & recognition strategy encourages everyone to ‘go the extra mile’ • A ‘can do’ culture as the ‘fabric’ of Havering – focus on solutions not problems • Active engagement and involvement of all staff in the development of services, plans, budget management – including agile prototyping, self-managing systems, enabling innovation and 			

ideas

- A culture of 'thinking outside the box'

Resources required (pilot stage – estimate of initial and full resources)

Resources to design and deliver:

- Mapping of current status and proposals for organisational performance improvement at pace
- Evaluation of current culture and practice and opportunities for quick wins
- Options for implementation of a phased workforce transformation programme – culture, skills, capabilities and progression
- Recommendations for developing existing systems or redesign, to enable innovation and transformation of practice and culture at pace

How does it work and how long will it take? (Describe pilot and potential full scale up)

- Work with the Innovation & Change Board membership to develop an agreed scope of work for the future workforce and managing improved productivity and performance through reward, recognition and incentives
- Specialist resource to support:
 - A requirement statement, options and a delivery plan for rapid resolution of the issues/opportunities described above
 - Proposals to improve productivity/effective targeting of activity between specialist and general staff
 - Assessment of short term options to improve organisational performance and encourage corporate behaviour, compliance and involvement of staff in a performance culture
 - Identification of cashable savings to be generated from implementation

Approvals – via Design Authority (PMO and SLT)

Approval Date	Approved By

Concept Case – Commercial

Author: Paul Thorogood

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Commercial	Jane West	Opportunities	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Varoious	Various		0.1
<p>What is the problem this proposal addresses?</p> <p>To support the deliverability of the medium term financial plan, the Council needs to consider how it can generate additional income through commercial activities. This particular approach and programme of work will look at where the Council could ‘sell’ its service to other organisations and generate income.</p> <p>Ideally the Council would seek to make profit from selling its services, however there will be instances where services may be sold to reduce gross expenditure over the short to medium term due to market conditions or where capacity for the service is provided over a short time limited period only. The workstream looking at fees and charges will need to work alongside the commercial workstream to look at the pricing point for specific services.</p> <p>Given the nature of Council services the majority of opportunities will be to sell to other local authorities, but there may be occasions to sell further services to schools and also small businesses. Given technological advances there is the opportunity that some of these services could be provided remotely and therefore geographical location should not be seen as a limitation.</p> <p>As part of the service review process being undertaken by the wider Transformation Programme each service will need to be considered as to whether it is able to sell its services to another organisation. Services will need to consider whether they are able to sell:</p> <ul style="list-style-type: none"> • A service, where the Council is seen as being a high performance, high quality service and we enter commercial agreements with other organisations to provide services. Where this is an option, the service will need to consider whether it has sufficient capacity to provide the service or whether, depending on the Council’s attitude to risk, it introduces additional capacity specifically aimed at selling. This will need to be considered alongside the robotics and automation workstream as this may free up internal capacity which could be sold to others. • A solution, where there Council has collateral and owns the rights to the solution that it can sell to others. This may be an area where if the Council invests in robotics and automation technology it will be able to sell these to other Councils will similar processes and systems. • An ad hoc service where the Council may have short term capacity which is can sell on a piecemeal basis. An area likely to fall into this space will be strategic services where we could consider providing a consultancy service to another organisation to provide strategy development services. <p>Consideration alongside these options will need to be given to the market conditions and therefore the Council’s marketing strategy. If the focus for selling is initially focussed to other local authorities</p>			

then we will need Senior Officers to engage with the counter parts in other Councils to promote the services being offered and to form collaborative partnership working.

Benefits/outcomes

These are yet to be determined however they will need to be considered on a service by service basis. As outline above, the Council will need to consider how it prices services in a structured and commercial way whilst considering any exposure to the Council which may arise due to risk of poor service quality.

The advantage of selling our spare capacity where possible is that it will temporarily hold back any cost of redundancy which the Council may face in the short term.

Resources required (pilot stage – estimate of initial and full resources)

The service reviews are already being done, however two specific resources materialise from this proposal:

1. A commercial accountant who is able to model the cost of services and consider the pricing point that we would go to the market to sell our services, however this could be the same resources who undertakes the review of specific fees and charges.
2. Marketing and communications resources, to ensure that the product the Council has to sell is positioned correctly and we maximise sales opportunity.

Ad hoc resources will be required in other areas to ensure that legally the Council is able to sell specific services, format draft contract documentation, ensure insurance arrangements are in place and so forth. These costs however should be recovered where possible through the income stream.

How does it work and how long will it take? (Describe pilot and potential full scale up)

There will be areas where the initial focus of work can begin following work with the Senior Leadership Team but should ideally be worked through on a service by service basis as part of the service review.

Initial work taken to develop a core finance model, marketing materials and case studies and legal contracts can be done initially at a broad level to form a 'plug and play' model to minimise the time taken between a service to be sold is identified and being in a position to sell it. This core work and principles should be the focus for the next 12 weeks.

Approvals – via Design Authority (PMO and SLT)

Approval Date	Approved By

Concept Case – Service Redesign and Commissioning

Author - Jane West

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Service Redesign and Commissioning	Jane West	Opportunities	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Potentially all council services			0.1
<p>What is the problem this proposal addresses?</p> <p>Other councils have transformed and saved money by looking at alternative service delivery models to the status quo. A systematic review of the council’s range of service delivery models has not previously been undertaken. The alternative delivery models to be considered include:-</p> <ul style="list-style-type: none"> • Outsourcing services currently provided in-house • Potential Joint Venture models • In-sourcing of services already outsourced • Further sharing of services with other organisations • Transfer of services to council-owned companies or community interest companies <p>All services across the council will be reviewed over a three year period. This will include benchmarking services against those provided by other councils. CIPFA will be contracted to provide challenge as a part of the process.</p>			
<p>Benefits/outcomes</p> <p>Reduced costs and improved quality through:</p> <ul style="list-style-type: none"> • Tighter specification of services reducing volume and matching quality to priorities. • Possibly scoping some low priority services out ie stopping some services. • Benefits from investment from partner organisations. • Economies of scale and increased access to expertise where partners (local authorities, other public sector partners or private sector organisations) can combine services with those they provide to other organisations. 			
<p>Resources required (pilot stage – estimate of initial and full resources)</p> <p>An additional resource has been taken on for the Contract Review programme and this person may be able to scope this area as well. The aim would be to have a first year programme scoped by 1 September 2018. Resource requirements could then be assessed. Service areas would be expected to undertake the bulk of the work with an element of external challenge.</p>			

How does it work and how long will it take? (Describe pilot and potential full scale up)

There needs to be an agreed prioritisation of service areas to be reviewed. Timescales would need to be agreed and resourcing allocated. Immediate areas that have emerged as likely candidates for review include:-

1. The Joint Commissioning Unit which is looking at the potential to spin out as an Employee Mutual
2. Customer Services, including Revenues and Benefits are working with another partner
3. Highways maintenance which needs to be reviewed in the context of a potential increase in the scale of the programme
4. Refuse collection, street cleansing and grounds maintenance
5. Office security, office cleaning and other facilities management services
6. Planning and Building Control Services – potentially outsource, enter a Joint Venture or spin out as a small business
7. Youth Services – consider working with other partners to modernise the offer
8. Review the potential to share Public Health services across other councils
9. Review the potential to share the Emergency Planning service with other councils.

There are potentially double counts in terms of savings in relation to this programme and other savings already put forward by services eg outsourcing of Public Realm (2020/21 - £500k) and review of cleaning and grounds maintenance (2019/20 £450k). It may be better to increase the savings target for the Service Redesign and Commissioning Programme to incorporate these savings.

Approvals – via Design Authority (PMO and SLT)

Approval Date	Approved By

Concept Case – Managing Traffic Flows

Author: Steve Moore

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Managing Traffic Flows	Steve Moore	Connections/ Places	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Regeneration Housing Economic Dev Parking	Income generation		0.1
<p>What is the problem this proposal addresses?</p> <ul style="list-style-type: none"> Reducing congestion in town centres by providing improved information about available parking spaces in town centres. We also intend to work to ensure there is sufficient resident parking availability by better managing commuter parking and improve the speed and efficiency of administration of permits Currently parking tariffs are inconsistent across the Borough, we will review this to ensure parking is better managed and appropriately time limited in key areas of pressure We will continue to find ways to improve traffic flow and transport around the Borough for both environmental reasons and convenience to our residents 			
<p>Benefits/outcomes</p> <ul style="list-style-type: none"> Improvements to congestion in town centres as a direct result of on street/app information with positive impact on air quality Protecting and increasing parking capacity for residents and addressing community tensions due to parking Increased revenue through the issuing of permits Local economic benefits as a result of transient parking that will also attract other businesses to the area, increasing business rate retention Improved customer experience of applying and receiving permits (Virtual permits) One tariff parking rates will simplify the offer and may increase revenue dependant on the scale of charge levied 			
<p>Resources required (pilot stage – estimate of initial and full resources)</p> <p>Project management to carry out the reviews and develop a full business case with proposals.</p>			
<p>How does it work and how long will it take? (Describe pilot and potential full scale up)</p> <p>The review needs to be completed and the business case approved to identify the projects to be take forward, but indicative timescales are as follows:</p> <ul style="list-style-type: none"> Increased roll out of Controlled Parking Zones (CPZ)- 12 months consultation and 			

implementation

- Increased enforcement (in house) - 6 months
- Increased enforcement (externalise) - 18 months
- Verge conversion - 12 months
- Virtual permits - 12 months
- Improved information system/app - 18 months
- Changes to tariffs - 6 months

Approvals – via Design Authority (PMO and SLT)

Approval Date	Approved By

Concept Case

Author: Ron Belgrave

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager								
Review of Passenger Transport	Barbara Nicholls	Communities Connections	TBC								
Impacted Function	Strategy supported	Investment required	Document version no.								
Adults Education – Schools oneSource – Passenger Transport Services	School and Post-16 Travel Assistance Policy		v0.1								
<p>What is the problem this proposal addresses? Recent increases in both the numbers of pupils with Special Educational Needs and Disabilities requiring transport and increases in the distances that they travel, have led to a rise in costs for some local authorities. The Passenger Transport Service (PTS) provides transport solutions for a wide range of customers including home to school transport (children with special needs), educational school trips and adult service users. For some of these users, other means of transport may be more appropriate.</p> <p>PTS costs are driven by user numbers, as well as by service efficiency and the PTS has already expanded to deliver efficiencies by providing services to other organisations. This review will consider all these aspects of the service.</p>											
<p>Benefits/outcomes: This review would explore the delivery of:</p> <ul style="list-style-type: none"> • a contribution to savings • a more rounded and holistic approach to transport services for adults and children across the borough • in line with some other councils, a reduction in costs by increasing financial contributions from users or by withdrawing service where other forms of transport are more appropriate • an increase in income through offering further transport services to other organisations • minimal adverse equality impacts 											
<p>Resources required (<i>pilot stage – estimate of initial and full resources</i>): 1 x Project Manager (4 months initial assessment).</p>											
<p>How does it work and how long will it take? (<i>describe pilot and potential full scale up</i>) Data collation – 2 weeks. Scoping of which services (Children’s and Adults’) should be included in the project – 1 month. Modelling of service alternatives – 1 month. Internal consultation – 2 weeks. Proposals report – 1 month.</p>											
<p>Approvals – via Design Authority (PMO and SLT)</p> <table border="1" style="width: 100%;"> <thead> <tr> <th style="width: 50%;">Approval Date</th> <th style="width: 50%;">Approved By</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> </tbody> </table>				Approval Date	Approved By						
Approval Date	Approved By										

Concept Case – Smart Infrastructure

Author: Steve Moore

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Smart infrastructure	Steve Moore	Connections/ Places	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Regeneration Housing Highways ICT Fleet Management	Demand management through increased resilience / Income generation		0.1
<p>What is the problem this proposal addresses?</p> <ul style="list-style-type: none"> • Improving access to high speed broadband • Active highway management and maintenance through the use of smart technology • A more active, partnered approach to Anti-Social Behaviour and crime • Improved energy management through the use of smart meters, making better use of technology to manage street lighting, signage, planning compliance • We will also evaluate opportunities to work across Boroughs, with partners in the public and private sector to ensure that new building projects consider the use of smart technology to manage repairs and maintenance, support our waste management plans and help us to realise ambitions for greater self-management and independence for older and disabled residents 			
<p>Benefits/outcomes</p> <ul style="list-style-type: none"> • Improved accessibility for customers accessing services on-line • Improvements in how we target highways maintenance works in a more proactive way • Ensuring key worker capacity meets the needs of a growing population • Proactive approach to Anti-Social Behaviour and crime through increased intelligence • Carbon reduction and improved energy efficiency of buildings that reduces the cost burdens of our population helping to address fuel poverty • Increased revenue through energy and advertising income 			
<p>Resources required (pilot stage – estimate of initial and full resources)</p> <p>Project management to carry out the reviews and develop a full business case with proposals.</p>			
<p>How does it work and how long will it take? (Describe pilot and potential full scale up)</p> <p>Many of the benefits will be as a direct result of our housing regeneration programme which is phased over 10 years so it is difficult to predict when the benefits will be realised.</p> <p>The immediate benefits are:</p> <ul style="list-style-type: none"> • Borough wide wi-fi 			

- Trialling kinetic paving in high footfall areas
- Exploring opportunities for vehicle mounted carriageway inspection technology
- Maximising income through advertising.

It is therefore recommended that these four are taken forward at this stage as pilots and that the regeneration-linked benefits are built into the design of the schemes.

Approvals – via Design Authority (PMO and SLT)

Approval Date	Approved By

Concept Case - Drones

Author: Steve Moore

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager								
Drones	Steve Moore	Connections	TBC								
Impacted Function	Strategy/Theme supported	Investment required	Document version no.								
Regeneration Housing Planning enforcement CCTV Building Control Private Sector Landlord Licensing	Income generation/ Demand management		0.1								
<p>What is the problem this proposal addresses?</p> <p>We would like to explore options around using drone technology to make inspection and enforcement processes more effective. There are a number of Councils that are using drones to complement existing planning, enforcement and Community Safety processes and we would like to explore the use of this technology.</p>											
<p>Benefits/outcomes</p> <ul style="list-style-type: none"> • Understand the legal implications around use of drones for enforcement and inspection • Proactive planning enforcement will increase the level of compliance and income through prosecutions • Thermal imaging drones will enable the council to identify illegal outbuilding and target rogue landlords • Reduction in the need for officer site visits in respect of planning applications 											
<p>Resources required (pilot stage – estimate of initial and full resources)</p> <p>Specialist resource is required to investigate and identify the level of opportunity, training and logistics to deliver successfully, identify any constraints and research the legalities of what we are permitted to do with drones as a Council.</p>											
<p>How does it work and how long will it take? (Describe pilot and potential full scale up)</p> <p>It is envisaged that it would take approximately 3 months to scope the work. It is difficult to accurately predict the timescales as this is a new area for the council, 3 months to pilot and a further 6 months to scale up.</p>											
<p>Approvals – via Design Authority (PMO and SLT)</p> <table border="1"> <thead> <tr> <th>Approval Date</th> <th>Approved By</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> </tbody> </table>				Approval Date	Approved By						
Approval Date	Approved By										

Concept Case – Asset Optimisation

Author: Steve Moore

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Asset Optimisation	Tim Aldridge	Places	TBC
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Across Council & other partners; Public Owned Buildings	Places		001
<p>What is the problem this proposal addresses?</p> <p>Across the borough there is a prolific number of public service buildings many of which are owned and operated by the Council. Building rationalisation has yet to be carried out and therefore it is highly likely that current costs associated with the maintenance and operation of these building does not maximise value for money.</p> <p>In addition numerous front door services are scattered across the Borough which makes the current offer confusing and disjointed from a residents perspective. This results in multiple contact points and a lack of right first time advice or service.</p>			
<p>Benefits/outcomes</p> <ul style="list-style-type: none"> • Public Building rationalisation to deliver cost savings (not all council owned) both revenue and capital • One stop shop, front door strategy for service users to streamline our engagement with the public and improve the overall experience for our residents. • Breaks down the silo culture in the organisation and encourages not only a one council approach but more importantly a one borough approach working alongside our partners. • Maximising the utilisation of council owned space to increase revenue streams 			
<p>Resources required (pilot stage – estimate of initial and full resources)</p> <p>Project / Programme management to produce an outline business case to include the following workstreams:</p> <ol style="list-style-type: none"> 1. Office Asset rationalisation 2. One Public Estate 3. Maximising income from assets <p>Note: this work will need to cross over with the Community Hubs work and Locality Working that are aligned to Communities Theme. Consideration for Programme Management across these should be factored in to the scoping of all related activity.</p>			

How does it work and how long will it take? (Describe pilot and potential full scale up)

It estimated that this programme in its entirety would take up to four years to deliver; this phase will be to identify an approach for the project, what would be required to deliver outline savings and efficiencies, viability, resources and top level activities would be required to move the project in to ignition phase.

The initial phase “the scoping phase” will include recruiting a full time Project Manager who will scope the full package of work that would be required to produce an outline business case that will detail the approach.

The scope of this work is significant and will impact to the day-to-day operations of the council and how we deliver services to our residents.

Approvals – via Design Authority (PMO and SLT)

Approval Date	Approved By

Concept Case – Bretons

Author – Reedah El-Saie

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager
Bretons	Tim Aldridge	Places Opportunities	Reedah El-Saie
Impacted Function	Strategy/Theme supported	Investment required	Document version no.
Environment Leisure, Youth Servs.	Cultural Strategy		0.1
<p>What is the problem this proposal addresses? The grade II listed Bretons Manor House, Tudor Barn and walled gardens are on the ‘At Risk’ register with English Heritage. There are also a number of outbuildings, allotments, lake and 67 acres of parkland, which have been deteriorating for the last three decades along with a history of anti-social behaviour around the Manor House and Willoughby Drive. Despite limited amenities, the site gets over 50,000 visits pa but results in a net cost to the council of approximately £150K pa (including grounds maintenance portals, staff and security)</p>			
<p>Benefits/outcomes - A community focused, commercially sustainable business model whilst retaining (and enhancing), the current usage of the site and a repurposed use of buildings/land/site to create increased income through the potential of :</p> <ol style="list-style-type: none"> 1. Culture & Heritage <ol style="list-style-type: none"> a) Manor House: restored Manor House and wedding/venue hire hub, removal of risk around deterioration of the building b) Tudor Barn: restored Tudor barn converted into a wedding venue/ function room. c) Great Hall: purpose built large capacity venue for weddings, music concert and events. d) Victorian Barn: restored Victorian barn converted into museum & art gallery. e) Courtyard café: restored outbuildings and courtyard café. 2. Creative Industries Cluster & preschool learning <ol style="list-style-type: none"> a) ‘Youth led’ creative industries cluster with 40 creative workspaces and preschool b) 20 artists studios spaces 3. Sports & leisure Cluster <ol style="list-style-type: none"> a) Football Hub b) Olympic Heritage Sports c) Community leisure rooms 			
<p>Resources required - (pilot stage – estimate of initial and full resources) Current: 1 x project manager (part-time)</p> <p>Future: A team of people will be required and this will be built into the business model. Applications for grant funding have been, or are being submitted to fund this work.</p>			
<p>How does it work and how long will it take? (describe pilot and potential full scale up) A Master Plan will be drafted for the site and a number of options presented the development of the site. A number of funding bids have been applied for to assist in funding this project.</p> <p>The project can be scaled up or down depending on the funding available.</p>			

Concept Case – Bretons

Author – Reedah El-Saie

Approvals – via Design Authority (PMO and SLT)	
Approval Date	Approved By

Concept Case – Process Review and Automation

Author: Sarah Bryant

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager								
Process Review and Automation	Jane West	Opportunities	Sarah Bryant								
Impacted Function	Strategy/Theme supported	Investment required	Document version no.								
All transactional services	Performance and productivity		1.0								
<p>What is the problem this proposal addresses? There are a number of projects across the council that need to be reviewed to ensure they are delivering the necessary process review and automation outlined in the Council’s vision.</p> <p>The programme comprises 7 projects including:</p> <ul style="list-style-type: none"> • Digital and automation • Robotics • Customer Relationship Management System replacement • Digital post room • Financial recovery operations • Reporting processes and reconciliations • Management accounting improvements 											
<p>Benefits/outcomes The benefits of the programme overall are:</p> <ul style="list-style-type: none"> • Cashable savings • Improvement of customer experience • Streamlined and improvement in processes • Enhanced systems and information management • Services more efficient • Performance improved 											
<p>Resources required (pilot stage – estimate of initial and full resources) 1 project manager for 4 months</p>											
<p>How does it work and how long will it take? (Describe pilot and potential full scale up) This initial piece of work is 4 months to audit the projects within the Process Review and Automation programme and ensure that the project scope for each project is appropriate and the deliverables will achieve the outcomes set out by the Council’s vision and Opportunities and Connections themes in the timescales required.</p>											
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Approval Date	Approved By										

Concept Case – Business Intelligence and Analytics

Author: Steve Moore

Title	Sponsor/Business Owner	Aligned to (Theme)	Project Manager								
Business Intelligence and analytics	Steve Moore	Connections	TBC								
Impacted Function	Strategy/Theme supported	Investment required	Document version no.								
Council wide	Demand Management		0.1								
<p>What is the problem this proposal addresses?</p> <p>The council has a wealth of data and information. By maximising the use of the data warehouse, this intelligence could be shared across council departments, where appropriate, to maximise opportunities to understand demand and refine processes. For example if someone moves out of the borough, they should only need to tell the council once and this information will be passed to multiple departments to update a range of systems and services.</p>											
<p>Benefits/outcomes</p> <ul style="list-style-type: none"> • Intelligence will be available to enable council services to target the right people and put resources where they are most needed. • Use of data will improve our ability to target and identify residents eligibility for support or discounts and to support us to identify and reduce fraud • Algorithms will enable us to operate in a more preventative way and reduce the level and length of demand through early intervention particularly in Social Care and Housing Demand • Understand and analysing this data will also support improved planning for future demand 											
<p>Resources required (pilot stage – estimate of initial and full resources)</p> <ul style="list-style-type: none"> • At this stage, the only resources required are project management to liaise with the Business Intelligence team and support from ICT. • It is important that the departments identify their key areas of demand so the algorithms can be set up correctly 											
<p>How does it work and how long will it take? (Describe pilot and potential full scale up)</p> <p>The project is on-going and with the right buy-in significant progress can be made within 6 months to enable services to target resources more effectively.</p>											
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Appendix C

Budget Consultation 2019 – 2023

Central Government funding to Havering has reduced by over £29 million since 2014/15 and we are anticipating a further loss of the remaining £7 million in general Government grant over the next two years. From 2021/22 we don't expect Havering to be in receipt of any general Government grant. Over the same period, and into the future, we are seeing Havering's population rising which is causing cost pressures.

Since 2014 the Council has had to make reductions of over £77m and we know that we need to go further if we are to tackle the challenges facing the public sector. We face huge decisions, but there are also opportunities for us to look at how we can better deliver our services to suit the changing needs of our citizens. Your views really do matter when we make these tough decisions.

Our budget consultation document sets out how we plan to tackle the challenges facing the Council and where we will focus the budget we have in order to continue to make a positive difference.

We want to hear your views on our draft proposals for our 4 year financial strategy.

You can choose whether to comment on all questions, or just those you select.

Why we are consulting

Consultation is being carried out to ensure the Council's decision makers are fully informed of relevant concerns before any final decisions are made. This is a high level consultation on the overall budget. In some areas, more detailed consultation will follow later.

Further information

The Budget Consultation 2019 – 2023 document and proposals can be found at various locations around the borough including libraries and the town hall

The consultation closes on 30th September 2018.

You can also fill in this survey online at www.havering.gov.uk

Question 1. Firstly, which of the following are you (or the person you are completing this on behalf of). Please tick all that apply

- I am a resident of Havering
- I represent/own a local business
- I represent a charity that covers the Havering area
- I represent a community group in Havering
- I work for Havering Council
- I am a Councillor
- I represent a public sector organisation
- Other – please specify

Question 2. Thinking about some of our key services overall, please rank in order up to five services that you feel are most important to you (1 = most important). Please only choose one service for each rank until you have picked five services. Each rank (1 to 5) should only be used once - ie do not rank more than one Service as 1.

Care and support for families (eg Children’s Centres)		Major public events (eg Christmas events, Havering show)	
Care and support for older and disabled people		Parks and open spaces	
Care and support for people with mental health issues		Planning	
Child protection and safeguarding		Public Health	
Community Safety		Refuse collection – domestic waste and recycling	
Cultural facilities (eg theatres and arts centres)		Road and pavement repairs	
Environmental Health (eg Pest Control, Food hygiene)		Street cleaning and litter	
Garden waste collection		Sports & leisure facilities	
Housing		Youth Services	
Improving Havering’s economy (eg job creation and regeneration)		Other – (please specify the service/s below).....	
Library services			

Our Budget Consultation 2019-2023 document sets out the detailed proposals and these are grouped under 3 themes. For each theme, please answer the following questions:

Reductions in services and income changes

Question 3. To what extent do you agree or disagree with the proposals under the reductions in services and income changes theme. Please tick one only.					
Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 4. What are your reasons for disagreeing with any individual proposals under the reductions in services and changes in income theme? What impact do you think this would have on you and your family?

Transformation - Doing things differently

Question 5. To what extent do you agree or disagree with the proposals under the transformation theme - doing things differently? Please tick one only.					
Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 6. What are your reasons for disagreeing with any individual proposals under the transformation theme - doing things differently? What impact do you think this would have on you and your family?

Priority areas for investment

Question 7. To what extent do you agree or disagree with the priority areas for investment? Please tick one only.					
Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Don't know
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question 8. What are your reasons for disagreeing with any individual proposals under the priority areas for investment? What impact do you think this would have on you and your family?

Council Tax

Question 9. The Council is able to increase council tax by 2% in 2019/20 only for Adult Social Care pressures to support vulnerable adults and older people. Do you think the Council should implement this increase?

Yes

No

If no, please specify why:

Question 10. The Government allows us to increase council tax by the Retail Price Index (RPI) each year.

Do you recognise that the pressures the Council are under may require an RPI increase in council tax?

Yes

No

If no, please specify why:

Question 11. Finally, do you have any further comments or suggestions on how the Council can deliver services differently to save money?

Please specify here:

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Appendix D

Consultation on the Council Tax Support (CTS) Options 2019/20

1. High Level Summary of current Council Tax Support Scheme

The Council Tax Support Scheme (CTS) is a local scheme designed to help working age residents on a low income with their council tax payments.

Residents who are of pensionable age and on a low income may receive up to 100% CTS. The CTS Scheme for Pensioners is prescribed in The Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012.

The Council applies the following rules to working-age claimants:

- The maximum CTS allowed for working-age claimants is 85% of their council tax liability. This means that every working age household must pay a minimum charge of 15% towards their Council Tax Bill.
- Non-dependant deductions will apply for other adults living in the Claimant's household. A deduction rate of £20, £15, £9 or £6 per week will apply depending on the other adult's income. The higher the income, the higher the non-dependant deduction.
- The eligible weekly Council Tax used to calculate CTS shall not exceed the weekly Council Tax Band D value for a property in Havering.
- The amount of savings and investments residents are allowed to have and still be entitled to claim CTS is £6,000 or below.

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 which will be a direct cost to the Council. The cost of any discretionary reduction will, therefore, have to be met by Havering's taxpayers.

Applications must be made in writing or by prescribed electronic communications.

2. Estimated savings options proposing varying increases to the minimum Council Tax payable by Working Age CTS claimants

Option 1
Increase minimum Council Tax payment for Working Age and Disabled Working Age claimants to 20% (currently 15%).
Net Savings £367,289 GLA element 95,572 BDP £ 51,428 Gross Savings £514,289
Who is affected: All working age claimants (Pension age protected) 5471 JSA(Job Seeker's Allowance)/Income Support claimants: £306,595 Average £56 per year/£1.08 p/w loss to claimant 3416 All other working age claimants: £207,694 Average £61 per year/£1.17 p/w loss to claimant <i>Similar scheme adopted by oS Newham, oS Bexley & Barnet</i>

Option 2
a) Increase minimum Council Tax payment for Working Age claimants to 20% (currently 15%) b) No change to Disabled Working Age & Carer claimants @ 15% (3422 claimants)
Net Saving: £226,776 GLA element £56,693 BDP £31,496 Gross Savings £314,965
Who is affected: All Non- Disabled working age claimants (Pension age protected) 2695 JSA/Income Support claimants: £147,209 Average £54.62 per year/£1.05 p/w loss to claimant. 2770 All other working age claimants: £167,756 Average £60 per year/£1.16 p/w loss to claimant. <i>Similar scheme adopted by Brent, Haringey & Sutton</i>

Option 3
Increase minimum Council Tax payment for Working Age and Disabled Working Age claimants to 25% (currently 15%)
Net Saving: £742,793 GLA element £185,698 BDP £ 103,165 Gross Savings £1,031,656
Who is affected: All working age claimants (Pension age protected) 5471 JSA/Income Support claimants: £617,010 Average £113 per year/£2.17 p/w loss to claimant 3416 All other working age claimants: £414,646 Average £121 per year/£2.33 p/w loss to claimant <i>Similar scheme adopted by Barking & Dagenham, Bromley</i>

Option 4 Preferred Option
a) Increase the minimum Council Tax payment for Working Age claimants to 25% (currently 15%). b) Increase the Council Tax payment for Disabled Working Age claimants to 20% (currently 15%).
Net Saving: £596,859 GLA element £149,215 BDP £82,897 Gross Savings £828,971
Who is affected: All working age Non- Disabled claimants (Pension age protected) 2695 JSA/Income Support claimants: £295,385 Average £109 per year/£2.10 p/w loss to claimant. 2770 All other working age claimants: £334,262 Average £120 per year/£2.30 p/w loss to claimant. Disabled Working Age 20% 2776 JSA/Income Support disabled claimants: £159,387 Average £57 per year/£1.10 p/w loss to claimant.

646 All other working age disabled claimants: £39,937 Average £61.82 per year/£1.19 p/w loss to claimant.

Option 4a

- a) Increase minimum Council Tax payment for Working Age claimants to 25% (currently 15%)
- b) No change to Disabled Working Age & Carer claimants @ 15% (3422 claimants)

Net Saving: £453,347

GLA element £113,336

BDP £62,964

Gross Savings £629,647

Who is affected: All working age Non- Disabled claimants (Pension age protected)

2695 JSA/Income Support claimants: £295,385 Average £109 per year/£2.10 p/w loss to claimant.

2770 All other working age claimants: £334,262 Average £120 per year/£2.30 p/w loss to claimant.

Similar scheme adopted by Redbridge, Ealing, Enfield & Hillingdon

Option 5

Increase minimum Council Tax payment for Working Age claimants to 30% (currently 15%)

Net Saving: £1,111,804

GLA element £277,950

BDP £154,417

Gross Savings £1,544,171

Who is affected: All working age claimants (Pension age protected)

5471 JSA/Income Support claimants: £927,214 Average £169 per year/£3.26 p/w per claimant

3416 All other working age claimants: £616,957 Average £180 per year/£3.47 p/w loss to claimant

Similar Scheme adopted by Lewisham 33%

Option 5a

- a) Increase minimum Council Tax payment for Working Age claimants to 30% (currently 15%) (5465 claimants)
- b) Increase minimum Council Tax payment for Disabled Working Age & Carer claimants to 20% (currently 15%) (3422 claimants)

Net Saving: £820,394

GLA element £205,098

BDP £113,943.

Gross Savings £1,139,435

Who is affected: All working age claimants (Pension age protected)

Working age 30%:

2695 JSA/Income Support claimants: £ 443,400 Average £164 per year/£3.16 p/w loss to claimant.

2770 All other working age claimants: £496,711 Average £179 per year/£3.44 p/w loss to claimant.

Disabled Working age 20%:

2776 JSA/Income Support disabled claimants: £159,387 Average £57 per year/£1.10 p/w loss to claimant.

646 All other working age disabled claimants: £39,937 Average £61.82 per year/£1.19 p/w loss to claimant.

Option 6

- a) Increase minimum Council Tax payment for Working Age claimants to 30% (currently 15%)
- b) No change to Disabled Working Age & Carer claimants @ 15% (3422 claimants)

Net Saving: £676,880

GLA element £169,220

BDP £94,011

Gross Savings £940,111

Who is affected: All Non- Disabled working age claimants (Pension age protected)

2695 JSA/Income Support claimants: £ 443,400 Average £164 per year/£3.16 p/w loss to claimant.

2770 All other working age claimants: £496,711 Average £179 per year/£3.44 p/w loss to claimant.

Similar scheme adopted by Wandsworth & Harrow

3. London Local Authority Information

- Neighbouring borough Scheme dates in options above are in respect of 2018 year
- Bromley, Barking & Dagenham, Ealing, Redbridge & Hillingdon have a 25% minimum CT charge.
- 6 boroughs (Kensington, City, Hammersmith, Kingston, Merton & Westminster) have 100% CTS scheme since 2013.

4. Council Tax Support Caseload Information

Date Council Tax Support Data extracted	June 2018
Total Working Age and Elderly CTS Caseload	15,161
Total Working Age Caseload	8,890
Working Age Disable Caseload (included in total above)	3,422
Total Elderly Caseload	6,271
Working Age Expenditure	£7,813,793
Elderly Expenditure	£6,708,676
Total Expenditure	£14,522,469

5. Options considered and not put forward

Options Dismissed	Reason not put forward
Minimum CTS £1.00 per week for All Working Age claimants (currently £0.01). Gross Saving £711	While automated calculation so no assessing time lost, saving insignificant.
Minimum CTS £2.00 per week for All Working Age claimants (currently £0.01) Gross Saving £4,705	While automated calculation so no assessing time lost, saving insignificant.
Increase non-dependant deductions. Currently, approximately 715 claimants receive a deduction. Gross Saving £40-50k	Deduction values are already high going up to £20 per week per claimant currently. The impact on low income households of increasing the deductions could cause financial hardship.

Appendix E

Consultation on the Council Tax Support Scheme and the Council Tax Long Term Empty Homes Premium

******Start of Webpage Introduction******

Your Council, Your Say – Proposals to change COUNCIL TAX SUPPORT AND EMPTY HOMES PREMIUM

We propose changing the council tax support scheme (CTS) and empty homes premium from April 2019 and need your views.

Our challenge

Havering, like all councils, continues to face major financial challenges. We need to address the £37m budget gap that remains between 2019/20 and 2022/23 following Government funding cuts, increasing costs and a growing and ageing population. The Council's Cabinet is developing a range of proposals to close the budget gap for the next two years.

In order to balance the budget, the Council needs to **save** money by reducing running costs, and/or **raise** money by increasing income – most obviously through the Council Tax. There is also an option to use money held in 'reserves'. This is money held to cover the cost of unforeseen issues and emergencies. We are not proposing to use reserves, as this money can only be used once. We need to find permanent savings to our annual running costs.

What's proposed for council tax support?

Council Tax Support (CTS), is partly funded by the Government although the Council help pay towards the scheme as well. It provides support for people who do not earn enough money to pay the full cost of their council tax.

The Government plans to reduce the money it will give to the Council in 2019/2020 and therefore the funding available for the Council Tax Support Scheme. The Council's budget cannot continue to cover the reduction in Government funding. The Council therefore proposes making changes to the current Council Tax Support Scheme to help bridge the funding gap.

We are proposing to change our Scheme so that the minimum amount of Council Tax that CTS claimants have to pay is increased for working age claimants depending on the claimants' circumstances.

Our proposals are based on reducing the amount of CTS received by working age people, partially mitigated for disabled claimants within the scheme. Disabled

claimants are defined as people who have a disability income that entitles them to one of the following premiums: disability, severe disability, enhanced disability, disabled child and/or carer when calculating their benefit.

The Council considered a range of options, but rejected options which would cause undue financial hardship to CTS working age claimants and those that would not generate sufficient savings to reduce the budget gap.

Pensioners are protected under separate legislation, and are not affected by our CTS Scheme, or the proposed changes that are the subject of this consultation.

The Council has proposed to consult on the option that it considers to be the fairest to residents in the circumstances. The savings proposed are considered reasonable and it is believed will not cause undue hardship to working age claimants.

We would like your views on the proposal we have drawn up to change the way CTS is allocated in Havering. The main proposals for CTS in Havering are set out in the questionnaire that follows. Or you may wish to suggest that we raise Council Tax or make further cuts in services, beyond those that we are already proposing, instead of the changes proposed for the Council Tax Support Scheme.

If you would like to read more details about the proposals for CTS, the draft Council Tax Support Scheme can be found in the **Downloads** section to the right of this page. You can also read an 'equality impact assessment' setting out the potential impact of changes on different groups of residents and what the Council intends to do to address this.

What's proposed for the Empty Property Premium?

Properties that are empty for more than two years are currently liable for a surcharge of 50%. The government is in the process of enacting legislation to provide the facility to increase this to 100% from 1 April 2019.

The premium is important as an incentive to bring long term empty properties back into use, increasing the supply of housing. In July 2018, there were 187 properties in the borough that have been empty for two years or more, of which 70 are Council owned (eg they are being held vacant pending redevelopment).

An increase in the long term empty homes premium would generate additional income of £133,069 in 2019/2020. However, as it is proposed that the premium be increased to encourage owners to occupy their properties, it is likely the additional income will reduce over time.

This consultation closes on and final decisions on the budget, including the CTS proposals, will be made early in the new year.
Thank you for your time.

[CLICK HERE TO HAVE YOUR SAY ON COUNCIL TAX SUPPORT AND EMPTY PROPERTY PREMIUM](#)

******End of Webpage Introduction to Questionnaire******

******Start of Survey Monkey Questionnaire******

Council Tax Support 2019/2020 and Empty Property Premium Consultation Questionnaire

Council Tax Support - Have your say

We propose changing the council tax support scheme and empty homes premium from April 2019 and need your views.

Why are we proposing changes?

Many people on low incomes can get Council Tax Support (CTS) to help them pay their Council Tax bills.

The Council Tax Support Scheme is partly funded by the Government although the Council help pay towards the scheme as well. Pensioners are protected under separate legislation, and are not affected by our CTS Scheme, or the proposed changes that are the subject of this consultation.

The Government plans to reduce the money it will give to the Council in 2019/2020 and therefore the funding available for the Council Tax Support Scheme. The Council's budget cannot continue to cover the reduction in Government funding. The Council therefore proposes making changes to the current Council Tax Support Scheme to help bridge the funding gap.

We are proposing to change our Scheme so that the minimum amount of Council Tax that CTS claimants have to pay is increased for working age claimants depending on the claimants' circumstances.

Government are also planning to increase the premium on properties that have been empty and substantially unfurnished for more than two years to 100 percent. This means from April 2019, the Council Tax payable on homes that have been empty for more than two years will be double the Council Tax payable on occupied homes.

Consultation – Have your say

The proposals for 2019/2020 are to:

1. Set the maximum Council Tax Support to 75% of the Council Tax due for working age claimants who are not considered vulnerable. Under the current scheme, the maximum Council Tax Support is 85% of the council tax due for all working age claimants. This means that every working age household that is not considered vulnerable would have to pay a minimum charge of 25% towards their council tax bill which is estimated to be an additional £2.20 per week in council tax to pay.
2. Set the maximum Council Tax Support to 80% of the council tax due for working age claimants who are disabled. Under the current scheme, the maximum Council Tax Support is 85% of the council tax due for all working age claimants. The change would mean that disabled claimants would have to pay a minimum charge of 20% towards their Council Tax Bill which is estimated to be an additional £1.15 per week in council tax to pay. Disabled claimants are defined as people who have a disability income that entitles them to one of the following premiums: disability, severe disability, enhanced disability, disabled child and/or carer when calculating their benefit.
3. People who own or rent an empty property are currently charged 150 per cent of the Council Tax due after they have been empty for more than two years. The Council is considering increasing this charge to 200 per cent.

Adapt for online consultation. Include confidentiality and Equalities question. Include short version of proposed scheme.

Questionnaire

Principle: Local Authorities will be expected to manage the reduction in expenditure.

The Council considered a range of schemes and liability reductions, including considering the approach taken by other London Boroughs, before coming to this proposal.

The proposal is that every working age household that is not vulnerable will be required to pay at least the minimum amount of 25% towards their council tax. Working age disabled claimants will be required to pay 20%.

The Council believes increasing the current 15% reduction for working age non vulnerable claimants to 25% and to 20% for disabled working age claimants will not cause undue financial hardship and could save up to £597k.

Question 1. Is it reasonable to expect working age claimants without a disability to pay at least the minimum amount of 25% towards their council tax bill?

Yes

No

Don't Know

Comments:

Question 2. Should working age claimants who are disabled and less able to increase their household incomes, be protected and pay a minimum of 20% towards their council tax bill rather than 25%?

Yes

No

Don't Know

Comments:

Question 3. Are there any other realistic options available to manage the budget gap on the Council Tax Support Scheme that you think would produce a reasonable outcome, having regard to the needs of residents and the Council's budget position?

Yes

No

Don't know

Comments:

Question 4. Should people who own property which has been empty for more than two years, be charged 200 per cent council tax?

Yes

No

Don't know

Comments:

******End of Survey Monkey Questionnaire******

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