

CABINET SUPPLEMENTARY AGENDA

7 February 2024

The following reports are attached for inclusion in the full Cabinet Meeting pack and is submitted with the agreement of the Chairman as an urgent matter pursuant to Section 100B (4) of the Local Government Act 1972

- 7 2024/25 BUDGET AND 2024-2028 MEDIUM TERM FINANCIAL STRATEGY** (Pages
- 8 5 YEAR CAPITAL PROGRAMME & STRATEGY 2024/25 TO 2028/29** (Pages 1047 - 1082)
- 9 TREASURY MANAGEMENT STRATEGY STATEMENT 2024/25 AND ANNUAL INVESTMENT STRATEGY 2024/25 TREASURY INDICATORS** (Pages 1083 - 1122)

Zena Smith
Head of Committee & Election
Services

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MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 10 January 2024
(7.30 - 8.01 pm)

Present:

Councillor Ray Morgon (Leader of the Council), Chairman

Cabinet Member responsibility:

Councillor Keith Darvill

Lead Member for Climate Change & Housing Need

Councillor Gillian Ford

Lead Member for Adults & Wellbeing

Councillor Oscar Ford

Lead Member for Children and Young People

Councillor Paul McGeary

Lead Member for Housing & Property

Councillor Paul Middleton

Lead Member for Digital, Transformation & Customer Services

Councillor Barry Mugglestone

Lead Member for Environment

Councillor Christopher Wilkins

Lead Member for Finance

Councillor Graham Williamson

Lead Member for Regeneration

Apologies were received for the absence of Councillors .

145 **ANNOUNCEMENTS**

146 **APOLOGIES FOR ABSENCE**

147 **DISCLOSURES OF INTEREST**

148 **MINUTES**

The minutes of the meeting held on **13th December 2023**, were agreed as a correct record and the Chair signed them.

149 **ORACLE FUSION CONTRACT RENEWAL**

Report: Oracle Fusion Contract Renewal

The Chair confirmed that this item has been deferred.

150 **CONTRACT AWARD - HAVERING REABLEMENT SERVICE**

Report: Contract Award -Havering Reablement Service

Presented by: Councillor Gillian Ford, Cabinet Member for Adults and Public Health.

This report sought approval from Cabinet to award the Havering Reablement contract to Essex Cares Limited following a competitive tendering exercise.

The current contract ends on 31st March 2024. The service needs to be re-commissioned as it supports people to remain independent in their own home and recover effectively at home following a hospital admission.

The new contract will commence 1 April 2024 to 31 March 2027, with an option to extend for a further two years.

Cabinet authorised the award of the Havering Reablement Contract to Essex Cares Limited, commencing on 1st April 2024 at a cost of £11,096,793.14. The contract will run for a period of 3 years, plus two-year extension option.

151 **AWARD OF STREET FURNITURE ADVERTISING CONTRACT**

Report: Award of Street Furniture Advertising Contract

Presented by: Cllr Ray Morgon, Leader of the Council

The report seeks to award a seven-year concession contract to provide a street furniture advertising service with the option to extend for a further three years.

The new contract seeks to update the borough's current street furniture advertising provision, replace the current paper units with digital displays and increase the amount of income coming into the Council.

The tender requires the concessionaire to adhere to Havering's new Advertising and Sponsorship Policy. This will support our strategic public health objectives to tackle obesity levels by reducing advertising of food and drink high in fat, sugar and salt (HFSS) and other advertising that could negatively impact Havering residents.

Cabinet **agreed** to award **JCDecaux UK Ltd (Company No. 01679670)** a seven-year street furniture advertising concession contract with the option to extend for three years at a total estimated turnover of £94,800,000.

Chairman

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CABINET

7th February, 2024

Subject Heading:

Bridge Close Regeneration LLP Business Plan Refresh 2024-2025

Cabinet Member:

Councillor Graham Williamson
Cabinet Member for Development and Regeneration

SLT Lead:

Neil Stubbings
Strategic Director of Place

Report Author and contact details:

Nick Gyring-Nielsen
Senior Regeneration Manager
nick.gyring-nielsen@haverling.gov.uk

Policy context:

The Council has sole ownership of a delivery vehicle, Bridge Close Regeneration LLP (BCR LLP), to deliver the regeneration of Bridge Close, Romford pursuant to the Council's ambitions for regeneration as set out in the Local Plan, the Romford Area Action Plan (2008), the Romford Town Centre Development Framework (2015) and the emerging Romford Masterplan and new Local Plan.

The Bridge Close Regeneration LLP Business Plan 2019/2020 was approved by Cabinet on 13 February 2019, including funding provision reflecting 50% Council ownership of BCR LLP operated as a joint venture vehicle at the time.

This report provides an update of the Bridge Close Regeneration LLP Business Plan 2023-2024 in light of the Council having acquired full interest in BCR LLP on 29th October 2020 and the approval by Cabinet authorising the update of the Bridge Close Regeneration LLP Business Plan to reflect the approved changes to the funding and delivery arrangements set out in the 16th December 2020 Cabinet report.

Financial summary:

The Council has made provision in the financial year 2023/2024 to provide funding for the Council's capital contributions to meet financial commitments arising from the operation of Bridge Close LLP (BCR LLP) in accordance with the project documents, the BCR LLP Business Plan 2023/2024, and the approval by Cabinet of the recommendations relating to the funding and delivery arrangements set out in the 16th December 2020 Cabinet agenda.

This report outlines proposed changes to the Business Plan, and recommends a revised budget to enable its implementation.

Exempt Information & Grounds

Appendices B, C, D and E are not available for public inspection as they contain or relate to exempt information within the meaning of paragraph 3 of Schedule 12A to the Local Government Act 1972. They are exempt because they refer to information relating to the financial or business affairs of any particular person (including the authority holding that information), and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Is this a Key Decision?

This is a key decision because the expenditure exceeds £500,000.

When should this matter be reviewed? December 2024

Reviewing OSC: Place

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

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| People – Things That Matter for Residents | X |
| Place – A Great Place to Live, Work and Enjoy | X |
| Resources – A Well-run Council That Delivers for People and Place | X |

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| SUMMARY |
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- 1.1 The Council established a joint venture development vehicle, Bridge Close Regeneration LLP ('BCR LLP', 'Joint Venture' or 'JV') to bring forward the proposed regeneration of the site known as Bridge Close (see plan with red line at Appendix A). BCR LLP was until October 2020 jointly owned between the Council and a private sector partner. On 16th September 2020, Cabinet approved the proposed acquisition by the Council of the private sector interest in BCR LLP and on 29th October 2020, the Council entered into a purchase agreement to acquire the interest in BCR LLP that it did not already own from the private sector partner.
- 1.2 In light of the Council acquiring full control of Bridge Close Regeneration LLP, on 16th December 2020, Cabinet considered a number of recommendations relating to the future funding and delivery of the scheme. Approval was granted for the Council to deliver the regeneration of Bridge Close directly, funding the development entirely through Council resources, predominantly using the Housing Revenue Account. Cabinet approved a budget with referral to and subsequent agreement by Full Council on 3rd March 2021. Subsequently, the Bridge Close Regeneration LLP Business Plan 2022/2023 was approved by Cabinet on 16th February 2022 and thereafter adopted by the Bridge Close Regeneration LLP.
- 1.3 The Business Plan forms part of a comprehensive suite of project documents, including the Members' Agreement, the Land Agreement, the Land Acquisition Strategy, the Security Agreement and the Loan Note Instruments, which amongst others, set out the strategy and the terms and conditions for provision of funding by the Council as principal Member of the Joint Venture (noting that a wholly owned company of the Council acts as second member of the JV). The Business Plan is a suite of strategy and policy documents, including a budget and financial model with detailed forecasts, which provides a management framework for delivering the vision and objectives for the regeneration of Bridge Close.
- 1.4 In accordance with the Members' Agreement, the Board of Bridge Close Regeneration LLP must prepare, issue and agree a draft Business Plan to the Council as Member. Once agreed, the draft Business Plan would replace the then current Business Plan as the formal Business Plan adopted by the Bridge Close Regeneration LLP.
- 1.5 This report provides an update of the Business Plan and a review of key work streams underpinning the delivery of the Council's vision for Bridge Close. It provides an update of the budget and financial model approved by Cabinet in December 2020 and recommends that the updated Business Plan be agreed, noting the significant benefits to the regeneration of Romford town centre, the contribution towards Havering's target for housing delivery, including affordable housing, and the expected financial returns anticipated in the plan.

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| RECOMMENDATIONS |
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That Cabinet:

1. Approve the draft Bridge Close Regeneration LLP Business Plan 2024-2025 (the Business Plan) as attached at Appendix B.
2. Agree the provision of a budget to enable the funding and delivery of the regeneration of Bridge Close as required and detailed within the exempt Financial Implications and Risks section; this budget to be included within the proposed HRA Capital Programme that will be considered by Cabinet in the Housing Revenue Account Business Plan update.
3. Agree that the Leader of the Council, after consultation with the Strategic Director of Place, the S151 Officer and the Monitoring Officer, approve detailed business cases, funding arrangements and legal agreements as may be required to deliver the regeneration of Bridge Close as per the Business Plan 2024-2025.
4. Note that the Strategic Director of Place will continue discussions with the Havering Islamic Community Centre (HICC) with a view to relocating HICC within the proposed new development or, if a suitable alternative site could be found, elsewhere.
5. Note that the Strategic Director of Place will continue discussions with the London Ambulance Service (LAS) with a view to relocating the LAS to a suitable alternative site elsewhere.
6. Instruct the Strategic Director of Place, in consultation with the S151 Officer and the Monitoring Officer, to bring forward a report for the making of the Compulsory Purchase Order (CPO) for the Bridge Close Regeneration scheme at the appropriate time in the financial year 2024-2025.
7. Authorises the Strategic Director of Place, acting in consultation with the Monitoring Officer and the Section 151 Officer, to negotiate, finalise and enter into all necessary legal agreements as may be required, and to do anything incidental to bring into effect the proposed arrangements set out in Recommendations 1-6 inclusive.

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| REPORT DETAIL |
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2.0 Background

- 2.1 Bridge Close is a 3.67 hectare site currently occupied by mixed industrial, warehouse and ancillary units under multiple ownerships, an ambulance station, Islamic Cultural Centre and a number of terraced properties which front onto Waterloo Road and Oldchurch Road in Romford.
- 2.2 The Business Plan, forming part of the legal agreements adopted on establishment of Bridge Close Regeneration LLP in April 2018, sets out a suite of strategies, plans, work streams and activities designed to give effect to the implementation of the Objectives of the Joint Venture (JV).
- 2.3 Amendments to the Business Plan for the year 2019-2020 were approved by the Council as Member in February 2019 and adopted by the Board of the JV. As set out above, this Cabinet report provides an update to the adopted Business Plan and provides a draft Business Plan for the year 2024-2025 for consideration by Cabinet. The draft Business Plan is included in the exempt agenda Appendix B of this report due to the commercially sensitive nature of the information.
- 2.4 The Objectives of the JV as set out in the Business Plan are the following:
- i. To undertake the regeneration of Bridge Close, by way of housing development and other ancillary beneficial development, for the benefit of the Borough and its residents;
 - ii. To secure wider social and economic benefits (including employment opportunities) for the benefit of existing and new residents of the Borough;
 - iii. To incorporate land belonging to other occupiers and owners, both public and private sector, into the development;
 - iv. To achieve an acceptable return for the benefit of the JV and its Members, having regard to the principal objective remains the regeneration of Bridge Close.
- 2.5 In pursuing these objectives through the JV, the Council aims to ensure the following:
- i. A comprehensive development, which delivers infrastructure for the residents of the new development and for the whole of Romford;
 - ii. Direct control over the quality, timing, and implementation of development (separate from, and in addition to, its role as planning authority);
 - iii. Direct control over the housing tenure mix and the ability to maximise the provision of affordable housing, having regard to the needs of the people of Romford and Havering;

- iv. A greater influence and control over support given to businesses, community groups and residents displaced or seeking relocation.
- 2.6 As such, the Council's main objective remains the regeneration of Bridge Close. The development will transform a key part of Romford town centre, delivering a comprehensive development, comprising all of the following:
- Up to 1,070 new homes (incl. between 35% and 50% affordable homes subject to viability)
 - A 3-form entry primary school with nursery and SEND provision
 - A community and cultural space
 - A local health facility
 - Commercial floor space, including affordable work space
 - Improved east-west links, including a new pedestrian and cycle bridge
 - Environmental improvements to the River Rom.
- 2.7 Save for minor proportional changes as a result of an increase in floor area dedicated to office/work space, and a reduction in residential floor area due to the introduction of additional stair- and lift cores pursuant to emerging fire safety regulations (BS9991), the scope of uses and quantum of development has remained substantially unchanged since the last review and adoption of the Business Plan in February 2022.
- 2.8 Further details of the financial strategies and policies underpinning the current draft Business Plan, including a detailed budget and forecasts for funding and delivering the regeneration of Bridge Close are provided in the exempt part of the report due to the commercial nature and sensitivity of the information.

3.0 Scheme Review

- 3.1 In view of the Council's commitment to bringing about a comprehensive redevelopment of Bridge Close, Bridge Close Regeneration LLP is progressing activity in the following key areas:
- i. Planning and Consultation
 - ii. Design Development
 - iii. Land assembly
- 3.2 This reflects the Council acquiring full control of Bridge Close Regeneration LLP in October 2020 further to the approvals granted by Cabinet on 16th December 2020.

3.3 Planning

- 3.3.1 The planning application for Bridge Close has been developed in accordance with the Planning Strategy forming part of the Business Plan. The Planning Strategy and by extension, the planning application, takes account of existing and emerging planning policy and aligns to the vision for the regeneration of Bridge Close. It outlines the approach and scope for the planning application(s) and considers the anticipated planning obligations that will apply to the development.
- 3.3.2 The planning application was submitted in November 2023. The following sets out the key proposals underpinning the application and the key issues under consideration in the intervening reporting period.
- 3.3.3 The planning application takes the form of a hybrid planning application submitted for the whole site. The application seeks full planning permission for an initial Phase 1 of

the development and outline permission for the remainder of the site. Detailed planning permission is sought for Phase 1, comprising approximately 383 new homes, flexible commercial floor space, a three form entry primary school and nursery, a pedestrian and cycle bridge as well as new public realm works and associated infrastructure, including the revitalisation of the River Rom.

- 3.3.4 Outline planning permission is sought for the remainder of the site. The outline permission will be accompanied by detailed parameter plans and a design code to inform future detailed proposals for future phases, serving to ensure design continuity and to safeguard the Council's vision and the comprehensive nature of the development. For each future phase with outline planning permission, a detailed (reserved matters) planning application will be submitted to the local planning authority for approval before progressing.
- 3.3.5 Throughout 2023, the planning application suite of plans and documents have been subject to review in light of the adoption of the new London Plan in March 2021, the Havering Local Plan as well as other existing and emerging planning policy and building regulations. Studies, surveys and assessments have been reviewed to ensure alignment and compliance. Whilst the review has been comprehensive across all relevant areas, the following continue to be in particular focus:
- i. Fire risk assessment – minimising risk to life safety through the implementation of a fire strategy for the development in compliance with planning policy, building regulation and relevant codes of practice. Designs and plans have been reviewed in light of proposed amendments to British Standard 9991 Fire Safety regulation, including the inclusion of dual stair cores in residential developments for concurrent firefighting and evacuation purposes.
 - ii. Transport Assessment – providing additional technical review to ensure compliance with proposals for the crossing at Waterloo Road to Union Road with Highways requirement at this stage of design development. Review and engagement with GLA and TfL further to request for additional modelling of the development's impact on public transport to ensure compliance.
 - iii. Energy Strategy – focusing on communal centralised energy provision using air source heat pump technology and the opportunity to connect in the future to wider heating distribution networks as required.
 - iv. Climate change and net zero carbon review – achieving net zero compliance, including reducing CO₂ emissions for both domestic and non-domestic buildings to achieve at least a 35% on-site reduction against the baseline as set out in Building Regulations Part L 2013.
- 3.3.6 In addition to considering the impact of new and emerging policy and regulation on key physical aspects of the development, such as height and massing in the context of Romford town centre, continued consideration is also being given to the long-term housing needs of local people in Romford and Havering more widely. Whilst provision of approximately 35% affordable housing is proposed, review of the appropriate tenure mix will ensue further to submission of the planning application, having regard to planning policy, the Council's housing needs and how the level of provision may affect the viability of the project.
- 3.3.7 Recognising the regeneration of Bridge Close is subject to additional stages of design development before commencement of works, further review of proposals will take place in the future to ensure continued compliance with existing and emerging policy, building regulations, codes of practice, and importantly, the needs of local people.

3.4 Consultation

- 3.4.1 Consultation has continued in 2023 with the Local Planning Authority (LPA), Highways Authority and with other key stakeholders. This follows numerous pre-application meetings with the LPA, the Greater London Authority (GLA), the Strategic Planning Committee, an independent Quality Design Review Panel and internal stakeholders already held since 2019.
- 3.4.2 A fourth and final public consultation event, split over three days, took place in October 2022 online and at the Brewery in Romford, focusing on the masterplan and key facets of the proposed development. The event was well attended and support was voiced for the regeneration of the site, the look and feel of the architecture and of the place, as well as the provision of a new school and health building. Questions were raised around the plans for the Havering Islamic Cultural Centre (HICC), phasing of the development and the programme for delivery of new homes. On balance, comments were supportive of the proposals.
- 3.4.3 Upon receiving the planning application, the LPA will commence a further statutory period of consultation, which allows stakeholders, statutory consultees and members of the local community to comment on the proposed development. Future phase detailed planning applications will similarly be subject to extensive public and statutory consultation.

3.4.4 Primary School & Health Building

- 3.4.5 Consultation also continues with key education and health economy partners in order to meet potential rising demand for services to support growth in the local community. As such, the Council will acquire a new 3-form entry primary school and a health building from the Joint Venture. The Council is proposing to fund the acquisition of the school from the Wave 14 Free Schools funding allocated by the Department for Education (DfE) and through own resources, including borrowing and where possible from S106 and CIL contributions. BCR LLP continues to consult with Children's Services and the DfE to plan ahead for the delivery of BCR LLP's proposals, having regard to the demand for pupil places arising from the developments at Bridge Close, Waterloo & Queen's Street, and the former Ice Rink site as well as new adjoining communities in Romford town centre. The primary school is expected to be delivered in the initial phase of the development
- 3.4.6 The Council continues its discussions with local healthcare authorities and partners to facilitate the delivery of a new health building on Bridge Close in accordance with integrated healthcare infrastructure capacity planning in Havering. The building will provide services from across the integrated care system, which may include primary and social care, community services and other specialist services, including enhanced diagnostics where appropriate. By bringing services together, the health building will play a vital role in improving access for members of the local community and reducing pressures in other parts of the local health economy. Funded through Council resources, a lease granted to an appropriate primary and community care provider is anticipated to secure a recurring revenue stream to the Council. The health building is expected to be delivered in phase two of the development.

Affordable Housing

- 3.4.7 It is anticipated that the development will provide approximately 35% affordable housing, subject to viability. This is in accordance with the principles underpinning existing funding support for 35% provision agreed with the Greater London Authority

(GLA). Further to discussions with the GLA in light of the London Plan, affordable housing provision below the 50% policy guidance threshold may be acceptable in circumstances where land has been acquired for regeneration purposes, noting furthermore the achievement of 50% affordable housing provision by the Council across its wider regeneration programme. Through consultation with the GLA in 2023, affordable housing provision is underpinned by the release of funding through the Affordable Homes Programme.

3.5 Design Development

- 3.6 The design team, consisting of leading firms of architects, landscape architects, masterplanners, technical experts and engineers, has continued to progress and review the proposals throughout 2023 in accordance with client and planning requirements, underpinned by a design brief and development specification approved by the Board of BCR LLP.
- 3.7 Design development has been informed by the vision and objectives for the regeneration of Bridge Close, and enshrined in key proposals, plans and documents, including:
- i. The design and access statement, incorporating:
 - a. The masterplan for the site as a whole
 - b. Individual plot designs for residential and non-residential uses
 - c. Landscape and public realm design
 - ii. The design code and parameter plans
- 3.8 The Design and Access Statement describes the design process and proposals at a site-wide masterplan scale covering the entire application boundary. It deals with the landscape strategy and with the detailed proposals for the plots in the initial phase of development.
- 3.9 The masterplan for Bridge Close builds on the principles established in adopted and emerging policy, proposing a comprehensive, mixed-use residential-led scheme, which will include a new bridge across the River Rom, a new east-west connection to the town centre, non-residential uses to complement the town centre offer and create a well-designed, high- quality neighbourhood.
- 3.10 Detailed designs for individual plots are being brought forward as part of an initial phase to provide 383 new homes of which approximately 35% will be affordable tenures subject to viability. Plot designs provide a balance of both traditional and more contemporary architecture with use of high-quality materials and immediate access to local retail, play space, public realm and other amenities. The initial phase maintains the provision of a 3 form entry primary school with nursery and special educational needs and disability (SEND) provision. Detailed plans in the planning application set out the internal design of floors and units complemented by sections and external elevations. When fully operational, the school will house 695 children.
- 3.11 Proposals for landscape design provide for ample high-quality public realm and open space, including the provision of green space and play space for local residents as well as the greening and revitalisation of the River Rom. It sets the parameters for a river walkway along the River Rom, a new junction to Waterloo Road and a new street through the centre of the site, providing a vital east-west connection from the train- and

bus stations through to Union Road. More widely, it sets the strategy for the use of materials informing the initial parameters for long-term estate maintenance.

- 3.12 As set out at paragraph 3.3.5 above, the masterplan, plot designs and landscape architecture have been informed by adopted and emerging policy and regulation, having regard to key issues around energy provision, flood risk and fire risk as well as climate change and environmental impact.
- 3.13 Design Code provides strategic design guidance and place-making principles for all phases of delivery. The purpose is to ensure that the development is well designed and built to a high standard, providing a coherent framework within which architectural diversity can be achieved and where the public realm is an integrated element which provides continuity with the surrounding area. The Design Code will control development in future phases and be conditioned as part of any grant of planning approval.
- 3.14 Underpinning the Design Code are parameter plans setting out the application boundary, development plots, indicative heights, open space and illustrative ground floor uses and routes through the site. Together, the Design Code and the parameter plans, provide distinct guidance to ensure the comprehensive development of Bridge Close is progressed across phases consistently underpinned by high-quality design and public realm place-making principles.
- 3.15 As set out in paragraph 3.4.1 above, the masterplan, plot designs and landscaping have been informed by extensive consultation with the Local Planning and Highway Authority, the Greater London Authority, with elected Members, the Strategic Planning Committee, the local community and the wider public. Importantly, a Quality Review Panel of external urban design experts was established to independently vet and inform the place making qualities of the emerging masterplan and designs. Future phases of development will be require separate planning approvals through reserved matters applications subject to consultation with the Quality Review Panel and Strategic Planning Committee.
- 3.16 In the next 12 months and beyond, the design will be further developed by the professional team, progressing it from current 'concept' RIBA¹ stage 2 through to 'detailed design' RIBA stage 4. Detailed designs will be informed by a potential main contractor due to be procured subject to planning approval and Council governance.
- 3.17 In close consultation with Members and other stakeholders, a planning application has been submitted in November 2023.

3.18 Land Assembly

- 3.19 Land assembly is undertaken in accordance with the Land Acquisition Strategy forming part of the Business Plan.
- 3.20 The Council and the JV continue to engage with all owners and occupiers of residential and commercial interests on Bridge Close. All commercial property owners have instructed valuations and private treaty discussions are progressing at various stages of development.
- 3.21 In November 2018 the Cabinet resolved to approve the acquisition of all remaining residential interests not in Council or JV ownership to be used as temporary

¹ See Royal Institute of British Architects (RIBA) Plan of Works 2020

accommodation until such time as they may be required for development. To date, 32 out of a total of 37 residential properties have been acquired or have terms agreed. Further engagement and communication is underway with the remainder of owners and occupiers.

- 3.22 Overall, there may be some adverse impact from the redevelopment of Bridge Close, particularly as a result of the displacement and disruption caused to existing businesses, staff, residents and their families, as well as some religious groups. To reduce this impact, the Council is working closely with those affected and offering a full package of support in accordance with individual rights, through access to dedicated advice and assistance, through the offer of financial compensation, and by offering a range of options to help residents move to a new home and providing businesses and other groups with help in finding and relocating to new premises, as well as additional support to mitigate against any potential disturbance.
- 3.23 A number of acquisitions of commercial property have completed since the establishment of the JV including 2, Bridge Close, 3 Bridge Close, 6 Bridge Close, 8 Bridge Close, 12A-C Bridge Close, 12C-E Bridge Close and 13A Bridge Close. More recently, the freeholds of 4 and 12 Bridge Close as well as the unadopted part of Bridge Close road and other land interests have been acquired. Constructive private treaty discussions continue with the remaining owners and occupiers of commercial property with a number having reached the final stages of agreeing terms.
- 3.24 Relocation support continues to be provided to businesses where appropriate. Whilst the market for industrial property has been buoyant, it has been possible to maintain business continuity and employment whilst completing on transactions and successfully relocating businesses to new premises. Evidence of a cooling of the market for commercial property may provide further opportunities.
- 3.25 Other owners of non-residential property include the London Ambulance Service ('LAS') and the Havering Islamic Cultural Centre ('HICC'). Following redeployment of resource at the London Ambulance Service to address demand for its services over the winter period 2021-2022, discussions continue to seek a mutually satisfactory long-term agreement. Review of opportunities for relocation in accordance with LAS operational modelling and wider estate strategy continues.
- 3.26 Discussions with the HICC and its advisors also continue, recognising the importance of maintaining continuity of services provided by HICC to the community. Whilst provision could be made in the community centre on site, options for alternative relocation off-site are being reviewed where practicable and in accordance with HICC's reasonable and appropriate relocation requirements.
- 3.27 With the progress being made on private treaty discussions with owners and occupiers of both residential and commercial property, the table below provides a summary of interests acquired to date, exchanged or subject to contracts with a right to purchase on agreed terms.

| Table 1 Indicative Property Interests Held by Havering Borough or BCR LLP (Hectares)¹ | | | |
|---|-------------------|------------------|---------------|
| Interest | Total (Ha) | Held (Ha) | % Held |
| Residential Property | 0.64 | 0.56 | 87% |
| Commercial Property | 2.38 | 1.54 | 65% |
| Public & Other Unregistered Land | 0.16 | - | - |
| Unregistered Land with Council as Highway Authority | 0.49 | - | - |

| | | | |
|-------|------|------|-----|
| Total | 3.67 | 2.10 | 57% |
|-------|------|------|-----|

¹ Freehold interest held in hectares (ha), Ardent Management Limited, 2023. Total area of 3.67 ha corresponds to area within red line of the Bridge Close Site Plan in Appendix A.

- 3.28 Including unregistered land of 0.49 ha already held with the Council as Highway Authority, the total area acquired to date, exchanged or subject to contracts with a right to purchase on agreed terms increases to 2.59 ha or 71% of the total area within the Bridge Close red line.
- 3.29 The potential use of the Council's Compulsory Purchase Order (CPO) powers continues to form part of the Council's land assembly strategy as a means of last resort in circumstances where private treaty discussions do not deliver the anticipated outcomes. All private treaty discussions and agreements are completed having regard to the CPO guidance and regulatory framework to ensure appropriate support as well as disturbance and compensation payments are provided.
- 3.30 The review of key work streams above reflects the planning application stage that the regeneration of Bridge Close is at. As the regeneration progresses, further activity relating to contractor procurement, construction, sales and leasing as well as estate management, amongst others, will form an integrated part of day-to-day activity.

4.0 Indicative Phasing and Delivery Programme

- 4.1 Bridge Close is anticipated to be developed in three phases as set out below:
- **Phase 1** is expected to deliver approximately 383 new homes of which approximately 35% may be affordable housing with retail and commercial units to serve the local community and provide space for local business. A new 3 form entry primary school will also be delivered, serving as vital educational infrastructure for the new communities at Bridge Close, the Waterloo Estate and the former Ice Rink site at Rom Valley Way, the latter of which is in an advanced stage of development with construction expected to commence in the foreseeable future. Phase 1 would also provide high-quality public realm, including a new bridge to enhance east-west links in the town centre and much needed investment and environmental upgrade of the River Rom.
 - **Phase 2** is expected to deliver approximately 262 new homes of which approximately 35% may be affordable housing along with further retail and commercial units to serve the local community and provide space for local business, including where possible, existing businesses at Bridge Close wishing to relocate on site. A new health building would be provided, catering for families at Bridge Close and the wider community, serving to reduce pressures on acute care at nearby Queen's Hospital.
 - **Phase 3** is expected to deliver approximately 425 new homes of which approximately 35% may be affordable housing, providing the final addition to a vibrant new community where families may live, thrive and contribute to the wider regeneration of the town centre. A new community centre would be provided early in the phase providing the HICC with the option to relocate to the community centre should the HICC wish to take advantage of this opportunity.
- 4.2 The table below sets out anticipated dates for each of the key programme milestones underpinning the Business Plan.

| Table 2 Indicative Delivery Programme | | | |
|--|----------------|----------------|----------------|
| Milestone | Phase 1 | Phase 2 | Phase 3 |
| Submission of Hybrid Planning Application | Quarter 4 '23 | - | - |
| SPC Resolution to Grant | Quarter 3 '24 | - | - |
| Cabinet Make the CPO | Quarter 3 '24 | - | - |
| Planning Approval / S106 | Quarter 4 '24 | - | - |
| Commence Main Contractor Selection | Quarter 4 '24 | - | - |
| Public Inquiry | Quarter 2 '25 | - | - |
| Confirmation of CPO | Quarter 3 '25 | - | - |
| Issue General Vesting Declaration (GVD) | Quarter 4 '25 | - | - |
| Vacant Possession | Quarter 1 '26 | - | - |
| Main Contractor – Site Possession Phase 1 | Quarter 2 '26 | - | - |
| Planning Application (Phase 2 and Phase 3) | - | Quarter 2 '27 | - |
| Planning Approval (Phase 2 and Phase 3) | - | Quarter 4 '27 | - |
| Main Contractor Appointment - Phases 2 & 3 | - | Quarter 2 '28 | Quarter 2 '29 |
| Start on Site | Quarter 1 '26 | Quarter 2 '28 | Quarter 2 '29 |
| New Homes Completed | Quarter 3 '28 | Quarter 2 '30 | Quarter 4 '31 |
| Final Sales Completed | Quarter 4 '29 | Quarter 2 '31 | Quarter 2 '33 |

- 4.3 All work streams, including planning applications for each phase, acquisition of property and any CPO activity as well as the procurement of a contractor for delivery of each of Phases 1, 2 and 3 fall within the Council's control.
- 4.4 As set out in paragraph 3.4.1 above, consultation with key stakeholders will continue throughout the delivery programme, including public consultation ahead of reserved matters planning applications for future phases of development. This will allow appropriate time for the Council to further consider the full implications of adopted and emerging planning policy in the form of the London Plan, the Local Plan and the Romford Master Plan as well as changes to Building Regulations, including fire safety regulations, on the masterplan and future plot designs. Further consideration to determine the appropriate housing tenure mix that best meets the long-term needs of the Council and local people will also continue.
- 4.5 Land assembly will progress in parallel with detailed design development and procurement through private treaty discussions with owners and occupiers, and through the preparation for the potential use of the Council's Compulsory Purchase powers. With the making of the CPO in Quarter 3, 2024 and the public inquiry in Quarter 2, 2025, it is anticipated that the CPO may be confirmed by Secretary of State in late summer of 2025, allowing for vesting declarations to be served and vacant possession to be taken early in 2026.
- 4.6 With start on site expected in Quarter 1 of 2026, first completions of Phase 1 is anticipated in the summer of 2028 with phased delivery of the scheme to completion in 2033 in accordance with circumstances prevailing at the time.

| |
|----------------------------|
| REASONS AND OPTIONS |
|----------------------------|

5.0 Reasons for the decision:

- 5.1 The Council has been consistent in promoting and progressing its vision to regenerate Bridge Close, a key site on the edge of Romford town centre, and in so doing, advancing the objectives of delivering new homes and affordable housing as well as key infrastructure, including a new school, a health building, a bridge and high-quality public realm and the revitalisation of the River Rom.
- 5.2 On 16th December 2020, Cabinet approved the recommendation for the Council to self-deliver the regeneration of Bridge Close funded predominantly through the HRA. The Members' Agreement contemplates the Board of Bridge Close Regeneration LLP preparing, agreeing and issuing a Draft Business Plan as set out in Appendix B for approval by the Council as controlling Member. The Members' Agreement provides that this be done at regular intervals. Once agreed, the Draft Business Plan would replace the then current Business Plan as the formal Business Plan adopted by the Bridge Close Regeneration LLP. Any potential approval of the Draft Business Plan as set out in this report would therefore be in accordance with the provisions of the Members' Agreement and would continue the cycle of updating going forward, having regard to the Council being in full control of Bridge Close Regeneration LLP.
- 5.3 The Bridge Close Regeneration LLP Business Plan 2023-2024 was approved by Cabinet on 8th February 2023. The Draft Business Plan for 2024-2025 attached at Appendix B is a suite of policies, processes and operational plans, providing a path for the Council to crystallise its vision and make the regeneration of Bridge Close a reality supported by a robust risk management and governance framework as well as an update to the financial model and forecasts..
- 5.4 As such, the Draft Business Plan sets out the strategic framework to support direct delivery of the scheme by the Council in accordance with Cabinet's decision in December 2020 and would:
- Accord with the Council's vision and objectives for the regeneration of the site;
 - Deliver approximately 35% new affordable homes, subject to viability, at an acceptable net average cost per unit, providing acceptable value for money as a regeneration scheme;
 - Provide additional certainty in relation to the funding of the scheme;
 - Offering an acceptable payback of the Council's investment;
 - Provide greater certainty for affected business and resident communities;
- 5.5 In summary, the approval by Cabinet of the Draft Business Plan would enable this key regeneration scheme located at a gateway to Romford Town Centre to move forward, underpinned by a comprehensive financial model and accompanying analysis, which substantiates the delivery of regeneration outcomes at a financial return to the Council in excess of its cost of capital. Approval of the Draft Business Plan would accord with provisions in the project documents.

6.0 Other Options Considered and Rejected:

- 6.1 Not Approve the Draft Business Plan.** Whilst this option would not run contrary to provisions in the Members' Agreement, which in these circumstances would allow the existing adopted Business Plan to remain in force; however, not approving the Draft Business Plan would run contrary to the Council's vision and objectives of delivering both affordable housing and the regeneration of Bridge Close, a key site on the edge of Romford town centre. Failure to deliver would include failing to provide the primary school, which is due to support a wider catchment than Bridge Close as part of the Council's strategic plan for school places. Whilst key work streams such as land assembly, the making of the CPO and submission of the planning application could potentially be progressed under the existing Draft Business Plan, it would be without having due regard to the latest planning, land assembly, market, cost and financial advice that would otherwise inform the strategy. Moreover, it could potentially be perceived as a statement of intent not to progress with the regeneration of Bridge Close. Accordingly, there would be significant reputational damage and impediment to implementation of key work streams. The regeneration scheme could be either lost completely or delayed for a significant period of time. This could have reputational implications and potentially impair the Council's investment to date. This option has been rejected.
- 6.2 Approve the Draft Business Plan and Pause the Scheme.** Whilst pausing a scheme may be standard practice for a private sector developer, it does not constitute good practice from a regeneration perspective. This is due to the lack of certainty that this strategy entails and the difficulties arising in treating meaningfully with owners and occupiers in private treaty land assembly discussions. A pause to the scheme would in the first instance impede the determination of the planning application, which in turn would prevent a CPO being progressed, assuming that a CPO would be necessary to complete land assembly. No CPO Inquiry can be contemplated before the Acquiring Authority (the Council) can demonstrate that there are no insurmountable funding and planning impediments that would prevent the scheme from being implemented. Without the grant of some form of planning permission this could not be proven. Furthermore, a funding shortfall would be a key consideration. It would also be very difficult to secure meaningful engagement from potential contractors without knowing what the scheme is or is likely to be in planning terms and having a level of programme certainty. A pause would create an element of uncertainty over the scheme, with adverse impact for owners and occupiers within the proposed regeneration area and deny the Council the benefit of the significant progress on planning and land assembly that has been made since reporting to Cabinet in February 2023. There would also be a risk of reputational damage. This option has been rejected.

IMPLICATIONS AND RISKS

7.0 FINANCIAL IMPLICATIONS AND RISKS

- 7.1** The assumptions underpinning the Business Plan and related financial model have been reviewed and updated to reflect anticipated economic conditions and development in key appraisal parameters, having regard to the early stage of

development and the pre-planning concept stage at which masterplans and design development are being progressed.

- 7.2 Accordingly, the financial model and related budget approved by Cabinet on 8th February 2023 has been revised with an upward adjustment to the budget as set out in the exempt Financial Risks and Implications of this report. The upward adjustment is principally a result of higher cost of funding and anticipated tender price inflation over the forecast period.
- 7.3 Achieving regeneration outcomes, including the provision of much needed housing, the generation of social value and the creation of a high-quality place where people want to live, work and play continues to be the Council's principal objective. The Council recognises, however, that achieving the regeneration of Bridge Close at the scale envisioned comes with some risks.
- 7.4 Whilst some risks may relate to the operational implementation of the development, such as planning risk, ground condition and construction risk, cost price inflation, sales price inflation and programme, others relate directly to the funding of the project. The Council recognises that operational risks may have a direct impact on the overall funding envelope and that active risk management may serve to mitigate the Council's exposure by capping, sharing or transferring risks where possible. In relation to the primary school, future operational management and maintenance will reside with the appointed operator, Unity Trust Partnerships.
- 7.5 The potential adverse impact of the prospect of a material increase in the longer term cost of borrowing is also a risk that requires ongoing review and management. Whilst increased cost of borrowing is included in the Council's contingency planning, the potential for capping interest rate risk is subject to ongoing review.
- 7.6 The Council continues to monitor and manage identified risks, having regard to each stage of development required to complete the regeneration of Bridge Close. Drawing on the expertise and capacity of an experienced team of internal and external delivery partners forms an integrated part of the Council's risk management strategy. Appropriate application of contractual structuring, insurance and financial contingency planning provides an overlay to core risk management practices.
- 7.7 The review of financial assumptions, risks and implications are exempt due to the commercial nature and sensitivity of the information.

8.0 LEGAL IMPLICATIONS AND RISKS

- 8.1 The Bridge Close Regeneration LLP Business Plan 2023-2024 was approved by Cabinet on 8th February 2023 and adopted by the Bridge Close Regeneration LLP. In accordance with clause 14 of the Members' Agreement dated 29th October 2020, the Board of Bridge Close Regeneration LLP shall prepare, agree and issue a draft Business Plan to the "Approving Person", being the Council as Member. Once agreed, the further Business Plan shall replace the then current Business Plan as the formal Business Plan adopted by the Bridge Close Regeneration LLP.
- 8.2 The Bridge Close Regeneration LLP Business Plan 2024-2025 (the Draft Business Plan) set out in Appendix B has been reviewed and recommended for approval by the Bridge Close Regeneration LLP Board. Subject to the approval by the Council as Member (and Approving Person), the draft Business Plan would be formally adopted by the Board of Bridge Close Regeneration LLP.

- 8.3 As an Approving Person, the Council relies on a number of powers in considering the proposed strategy and funding envelope underpinning the draft Business Plan.
- 8.4 In providing funding the Council may rely upon the General Power of Competence (“general power”) provided for in Section 1 of the Localism Act 2011 to pursue the proposed development of Bridge Close. The general power is a wide power which allows the Council to do anything that an individual may do (subject to public law principles), but it is subject to certain statutory limitations. The key limitation under the general power is that where a local authority intends to pursue a commercial purpose, it must do so through a company limited by shares (and not a LLP (limited liability partnership)). On setting up the JV as a LLP, legal advice was obtained to confirm that provided the Council’s purpose was the regeneration of Bridge Close, a LLP would be lawful; it remains the case. No other statutory limitations in regard to funding of the LLP under the general power apply.
- 8.5 In establishing BCR LLP, the general power was relied on, as well as the fact that Sections 8 and 9 of the Housing Act 1985 impose a duty on local authorities to review housing needs in their district and provides them with related powers to provide housing accommodation by building and acquiring houses or by converting other buildings into houses. These powers can include provision via third parties. The general power and Sections 8 and 9 of the Housing Act 1985 was also relied on in the setting up of a nominee company by the Council to act as second member of the LLP upon the acquisition of the private sector partner’s interest in 2020 (all LLP’s must have at least two members under the Limited Liabilities Partnerships Act 2000).
- 8.6 The Council has investment powers by virtue of Section 12 of the Local Government Act 2003, but the objective of the Council in establishing BCR LLP (and in providing the proposed funding recommended in this Report) is not as an investment. The purpose was, and remains, the regeneration of Bridge Close.
- 8.7 More widely, the Council has land acquisition powers by virtue of Section 120 of the Local Government Act 1972. This Section 120 power does furthermore support the general position adopted, because it also recognises and allows acquisitions to be made for any authorised purpose “notwithstanding that the land is not immediately required for that purpose; and, until it is required for the purpose for which it was acquired, any land acquired under this subsection may be used for the purpose of any of the council’s functions.”
- 8.8 In light of the acquisition of the member interest in BCR LLP held by the former private sector partner, FB BCR LLP, as agreed by Cabinet on 16th September 2021, this report makes reference to, inter alia, the strategy to bring forward the regeneration of Bridge Close directly within the HRA with the primary objective of the scheme being to address housing need in Havering rather than generating a commercial return.
- 8.9 Based on legal advice on the direct delivery strategy approved by Cabinet on 16th December 2020, the Council utilised its power to deliver the scheme directly through BCR LLP as a delivery vehicle. The key statutory power is Section 9, Housing Act 1985, which is broad enough to empower the Council to provide both affordable and market sale housing where the latter is provided to subsidise the former (as could be the case).
- 8.10 The Council also has the power in Section 12, Housing Act 1985 to provide other buildings, including retail and commercial uses, subject to obtaining the consent of the Secretary of State for Levelling up, Housing and Communities (SoS) . The SoS has broad discretion in this respect with the criteria being whether the buildings will serve

a beneficial purpose for those provided in Part II housing accommodation. There is a clear process in place to apply for consent.

- 8.11 If the Council were to rely on Sections 9 & 12 (subject to consent) to deliver the regeneration scheme directly, then relevant income and expenditure relating to residential accommodation and other buildings would be subject to the HRA ring fence under Section 74, Local Government and Housing Act 1989. On the basis of what is currently known, the Council is advised that capital expenditure to fund the regeneration scheme would be permitted under Schedule 4, Part II, Item 2 of that Act.
- 8.12 External legal advice indicates that it is unlikely that there would be any insurmountable impediments to prevent the HRA from delivering up to a 50:50 mix of affordable and open market sale units if that were the option to be selected.
- 8.13 Based on external legal advice on Subsidy Control (formerly known as State Aid), given that the Council's objective is to develop the site for regeneration purposes and not as a commercial undertaking, the strategy to deliver the scheme directly by the Council is likely to be able to comply with Subsidy Control requirements given the Council is a public undertaking. Moreover, no subsidy control concern currently exists because BCR LLP is not an economic actor or enterprise (i.e. it is not offering goods or services on a market) and thus, in terms of the Subsidy Control Act 2022, is not capable of receiving a "subsidy"; and as noted, the Council is carrying out the project for public function purposes. This Subsidy Control position will be kept under review as the scheme progresses and in order to ensure (with appropriate legal advice) that no unlawful subsidy is in play.
- 8.14 The key risks are financial and commercial, as described in the preceding "Financial Implications and Risk" section at paragraph 7.0 above. In making a lawful decision, the Council should weigh up and consider these risks and whether they are acting prudently in public law terms. In reaching a decision, Cabinet members should consider whether resultant expenditure (and other financial consequences) is prudent, having regard to the Council's general fiduciary duties. It must also reach a decision by reference to all relevant considerations, disregarding irrelevant ones, and be satisfied that the recommended course of action is a rational course of action for the Council. The Report details the justification for the regeneration of Bridge Close including the financial implications involved..

9.0 HUMAN RESOURCES IMPLICATIONS AND RISKS (AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)

- 9.1 There are no Human Resource implications of, or risks relating to, the proposed decision.

10.0 EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

- 10.1 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.

- 10.2 Note: 'Protected characteristics' are: age, sex, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.
- 10.3 The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.
- 10.4 Whilst officers consider there are no implications or risks associated with the Councils statutory duty and the decisions recommended for approval relating to the Bridge Close Regeneration LLP Business Plan, the Council has continued to monitor and implement measures to ensure management policies and practices are aligned to the Public Sector Equality Duty.
- 10.5 The Equality Impact Assessment for Bridge Close, reported to Cabinet in November 2017, subsequently reviewed in September 2019, November 2021, June 2023 and flows from the Council's Equality Impact Assessments for the Havering Estate Renewal Programme and the Local Lettings Plan. To inform the Bridge Close Equality Impact Assessment, engagement with affected residents and businesses has been undertaken, alongside a review of the wider Romford Town ward to establish a demographic profile of those affected. This broadly considered the impact of the proposal on these stakeholders, within the context of the protected characteristic. The Equality Impact Assessment will continue to be monitored and updated as part of a process of continuous engagement with stakeholders as proposals for the scheme are developed.
- 10.6 Overall, there may be some adverse impact from the redevelopment of Bridge Close, particularly as a result of the displacement and disruption caused to existing businesses, staff, residents and their families, and some religious groups. To reduce this impact, the Council is working closely with those affected and offering a full package of support, through access to dedicated advice and assistance, through the offer of financial compensation, by offering a range of options to help residents move to a new home and providing businesses and other groups with help in finding and relocating to new premises, as well as additional support to encourage business improvement and sustainability in the future.
- 10.7 The Council believes that the benefits of the Bridge Close redevelopment will outweigh some of the adverse impacts identified. The redevelopment of Bridge Close is predicted to be largely positive, presenting far reaching benefits and opportunities for Romford, Havering and its diverse communities. This includes making a significant contribution to the provision of new and high quality mixed tenure housing, which will be well managed and sustainable, helping to reduce fuel poverty and contributing to the quality of life for people of all ages, genders, ethnicities and faiths/beliefs. Regeneration of the area will also support economic growth and prosperity across Havering, through creating new mixed workspace and community facilities, which will support business growth, enterprise and inward investment, as well as local jobs, apprenticeships and wider employment opportunities. The development will also help to create a greater sense of place and platform for learning, creativity and culture, whilst also supporting education, health, leisure and recreation. The introduction of robust estate management services across the development will also aid in preventing crime and social disorder, whilst the new neighbourhood will encourage social inclusion, community cohesion and equality, helping to foster positive relations amongst existing and new communities.

- 10.8 The development will also improve the local environment by helping to reduce the barrier effect of the Ring Road, creating a safer and more welcoming environment. The introduction of a new east-west pedestrian and cycle bridge will provide greater access and connectivity to the town centre and rail station, encouraging use of public transport, walking and cycling. A rejuvenated public realm and enhanced River Rom will create an improved blue and green amenity, both for the enjoyment of local people and visitors alike. The development will reintegrate Bridge Close with Romford town centre and in doing so will complement the town centre and help the areas expansion as retail and residential quarter, providing more choice and opportunity for the future and new health and education facilities as well as affordable housing for local people.
- 10.9 Further to a review officers consider the existing Equality Impact Assessments for Bridge Close, as updated in June 2023, continue to be of relevance to the project and for the purpose of seeking the agreement by Cabinet of the Bridge Close Regeneration LLP Business Plan 2024-2025.

11.0 HEALTH AND WELLBEING IMPLICATIONS AND RISKS

- 11.1 The Council is committed to ensuring the health and well-being of its residents. The decision relates to approval of the Bridge Close Regeneration LLP Business Plan 2024-2025 and a related budget, which, if approved and fully implemented, are likely to have health and well-being implications for residents.
- 11.2 In relation to the proposed development arising from the full implementation of the Business Plan, an initial Health Impact Assessment has been undertaken. This indicates that the overall nature of the identified impacts is positive or neutral, including positive impacts on housing provision, mental health and the wellbeing of new residents.
- 11.3 An updated Health Impact Assessment was undertaken in December 2022 in preparation for the submission of the planning application in due course. The Assessment concludes that the overall nature of the identified impacts is positive or neutral, including positive impacts on housing provision, mental health and wellbeing of the new residents. The proposal provides opportunities for employment and business growth, it provides community floor space, and contains multiple and well connected public spaces. The proposed design is characterised by high quality, accessibility and sustainability. As set out in section 10.0 above, there may also be some adverse impact from the redevelopment of Bridge Close, particularly as a result of the displacement and disruption caused to existing businesses, staff, residents and their families. Again, a framework of support and compensation is in place to mitigate the impact. In circumstances where construction would be commenced, management plans will be in place to reduce noise, dust and other potential sources of disruption to the local community.
- 11.4 It is anticipated that the longer term benefits outweigh the potential short term adverse impacts. More efficient use of land, high design standards, sustainable solutions and the provision of social infrastructure ensure that the proposed uses are the best uses of the land. The wider socio-economic benefits are likely to enhance the health and well-being impact of the scheme.
- 11.5 A further Health Impact Assessment will be carried out for the development prior to the commencement of works, covering the period during and post construction to identify and maximise any positive impacts and also to identify and highlight how measures to mitigate against any negative impacts will be put in place to protect the health and wellbeing of residents during construction.

11.6 ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

- 11.7 There are no Environmental and Climate Change implications of, or risks relating to, the proposed decision.

BACKGROUND PAPERS

None.

APPENDICES

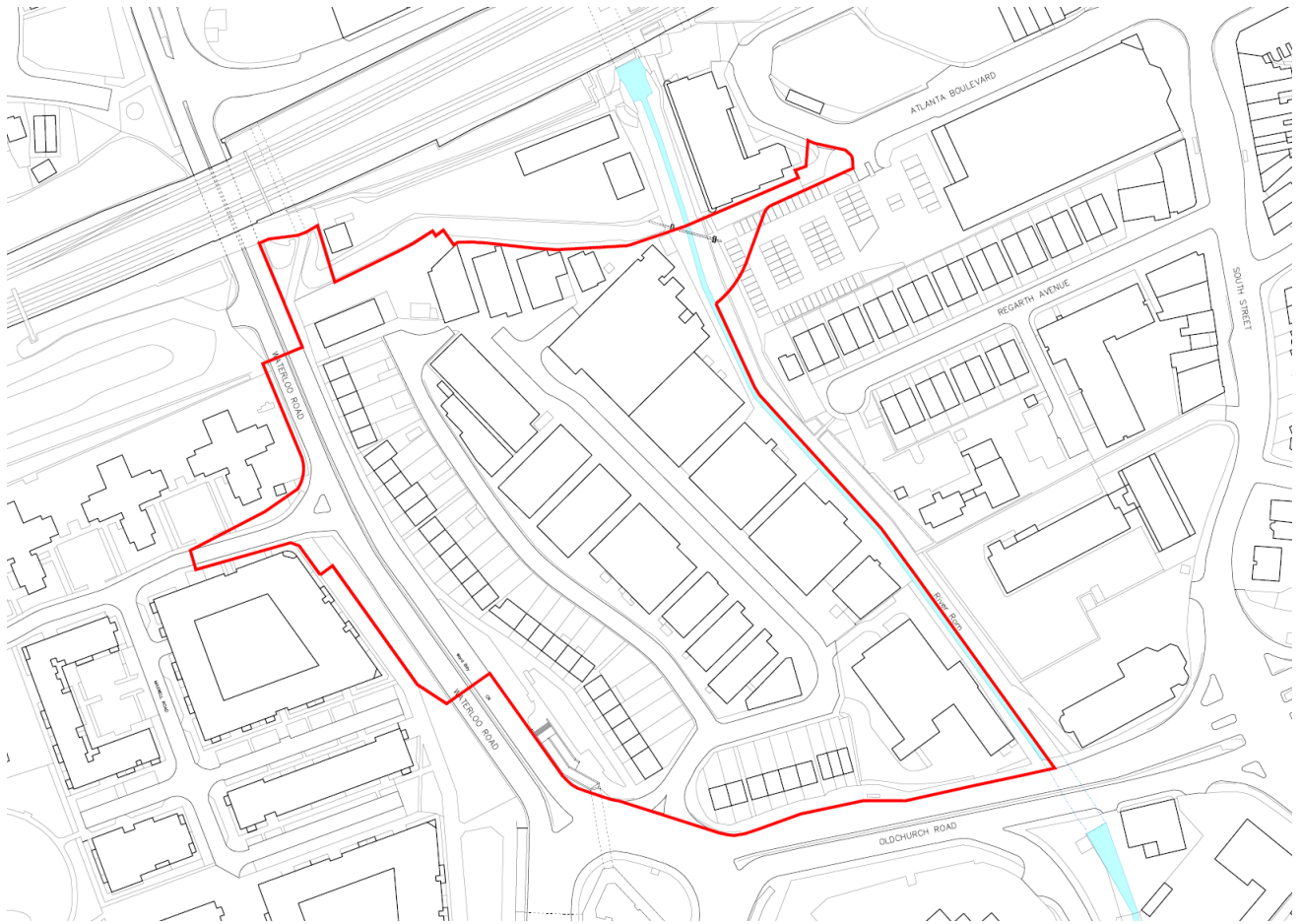
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|-------------------|--|
| Appendix A | Bridge Close Site Plan and Indicative Red Line (PUBLIC) |
| Appendix B | Bridge Close Regeneration LLP Business Plan 2023-2024 (EXEMPT) |
| Appendix C | Financial Annexes (1A) – (1B) (EXEMPT) |
| Appendix D | Legal Advice Note – Subsidy Control (EXEMPT) |
| Appendix E | Relocation Options Review (EXEMPT) |

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CABINET

7th February 2024

Subject Heading:

HRA Business Plan update, Budget 2024/25 & Capital Programme 2024/25–2028/29.

Cabinet Member

Councillor Paul McGeary
Lead Member for Housing.

ELT Lead:

Neil Stubbings
Strategic Director of Place.

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Policy context:

This report presents the HRA Budget recommendations for agreement by Cabinet and recommendations on to Council for consideration and approval.

Financial summary:

The Council is required to set an annual HRA Revenue Budget for 2024/25. This report

Is this a Key Decision?

includes recommendations to agree the HRA revenue spend budget, the rents and other charges, the HRA Major Works Capital Programme, detailed in Appendix 1a and the Business Plan projections as outlined in Appendix 2a and 2b.

Yes

Is this a Strategic Decision?

Yes

When should this matter be reviewed?

September 2024.

Reviewing OSC

Places.

SUMMARY

This report sets a budget for the Council's Housing Revenue Account (HRA) and HRA Major Works and Capital Programme. Cabinet approved the Housing Asset Management Plan 2021-2051 in October 2021 and the budgets and projections of expenditure required to maintain the stock to a good standard have been used in the preparation of the capital programme in this report. A summary is provided of the HRA Business Plan 2023-2052.

The HRA is a ring-fenced account that is used to manage and maintain the Council's own housing stock. The Council is legally required to not set a deficit budget. The proposed budget will enable the Council to manage and maintain the housing stock to a good standard and provide funding for a significant acquisition, new build and estate regeneration programme. It further sets rents, service charges and other charges for Council tenants and leaseholders for the year 2024/25.

As part of the new regulatory framework for local government housing services, councils are now subject to the Regulator of Social Housing's (RSH) Rent Standard. This has introduced the CPI + 1% increase arrangement, based on the published rate for September 2023 making an increase for 2024/25 of 7.7%.

In order to change any HRA rent liability, the local authority must notify tenants and give 28 days' notice of any change after the authority has made a properly constituted decision of that change. This means that, following a Cabinet decision on rent levels to be charged in any year, the local authority must write to all tenants to advise them of the new rent liability for the following 12 months.

Should the Cabinet adopt the recommendations, a notification will be sent to tenants in the first week of March 2024, to make the new charge effective from the first week of April 2024.

RECOMMENDATIONS

That Cabinet:

- 1 Approve the Housing Revenue Account Budget as detailed in paragraph 3.45.
- 2 Agree that the rents chargeable for tenants in general needs Council properties owned by the London Borough of Havering be increased by 7.7% from the week commencing 1st April 2024.
- 3 Agree that the rents chargeable for tenants in supported housing Council properties, such as sheltered housing and hostels, owned by the London Borough of Havering, are increased by 7.7% from the week commencing 1st April 2024.
- 4 Agree the four rent-free weeks for 2024/25 are: the week commencing of 26th August 2024; 16th December 2024; 23rd December 2024 and the 31st March 2025.
- 5 Agree that service charges and heating and hot water charges for 2024/25 are as detailed in section 2.20 of this report.
- 6 Agree that charges for garages should be increased by 7.7% in 2024/25 as detailed in paragraph 2.9 of this report.
- 7 Agree that the service charge for the provision of intensive housing management support in sheltered housing for 2024/25 shall be as detailed in paragraph 20.25 of this report.
- 8 Agree the Supported Housing Charge for HRA Hostels as detailed in paragraph 2.31 of this report.
- 9 Agree that the rent charge to shared ownership leaseholders is increased by 8.9% as detailed in paragraph 2.7 of this report.
- 10 Agree that the Care-line and Telecare support charge should be increased by 7.7% for 2024/25 as detailed in paragraph 2.28 of this report.
- 11 Approve the HRA Major Works Capital Programme, detailed in Appendix 1a of this report and refer it to full Council for final ratification.
- 12 Approve the HRA Capital expenditure and financing for the 12 Estates Joint Venture and other acquisition and regeneration opportunities detailed in section 4.4 – 4.12 and Appendix 1b of this report and refer it to Full Council for final ratification.
- 13 Approve the acquisition of 47 affordable homes by the HRA on the Quarles Campus site from Mercury Land Holdings, as detailed in paragraph 4.10 of this report, and delegate approval of the contract terms and completion to the Strategic Director of Place, acting in consultation with the Strategic Director of Resources Officer and the Deputy Director of Legal & Governance.

REPORT DETAIL

1. BACKGROUND

- 1.1 This report sets out what HRA income the Council has available to spend on housing, the current HRA financial position and the proposed spending plans for 2024/25.
- 1.2 The regulation of social housing has changed significantly with the implementation of the Social Housing (Regulation) Act 2023, particularly with the new Consumer Standard being applied to local authority landlords for the first time. Local authorities will be inspected by the RSH to assess how they are meeting the new standards. The Government is also consulting on a new decent homes standard, and the outcome of that consultation will impact on the investment required for the stock in future years. The Government has also implemented a new rent standard for all social housing and issued guidance to local authorities on the implementation of this standard.
- 1.3 The Council recognises that there is a need for good quality affordable homes, especially for vulnerable residents such as the elderly, those on low income and first-time buyers, and has set out its ambition to meet these needs by using resources generated through the Housing Revenue Account Business Plan. The formula for setting social rent should enable registered providers, including councils, to set rents at a level that allows them to meet their obligations to their tenants, maintain their stock, to at least Decent Homes Standard, and continue to function as financially viable organisations.
- 1.4 However, there are many influences on the resources available to the HRA. These are all identified and quantified within the HRA Business Plan (HRA BP). The Business Plan is composed of various income and expenditure lines. Some of the lines are under the complete control of the Council, whilst some are affected by market conditions, government policy and legislation.
- 1.5 The lines in the business plan that have a direct impact on the income into the HRA BP include:
- Rent policy regarding supported housing rents.
 - Service charge recovery.
- 1.6 The elements which affect the levels of expenditure in the HRA BP include:
- Planned maintenance to existing stock.
 - Responsive repairs and compliance costs to existing stock.
 - Delivery of new build homes.
 - Staffing costs.
 - Financing costs of the borrowing in the HRA and interest rates.
 - Losses from bad debts, voids etc.
- 1.7 The Building Safety Act 2022 impacts on the HRA are:
- Building Safety and maintaining homes:
 - A strengthened role of the existing Regulator of Social Housing (RSH) in consumer regulation and safety with links to the new Building Safety Regulator.

- Social landlords must identify a nominated person responsible for Health & Safety
- Requirement to register high rise blocks and have data relating to the construction and maintenance of buildings.

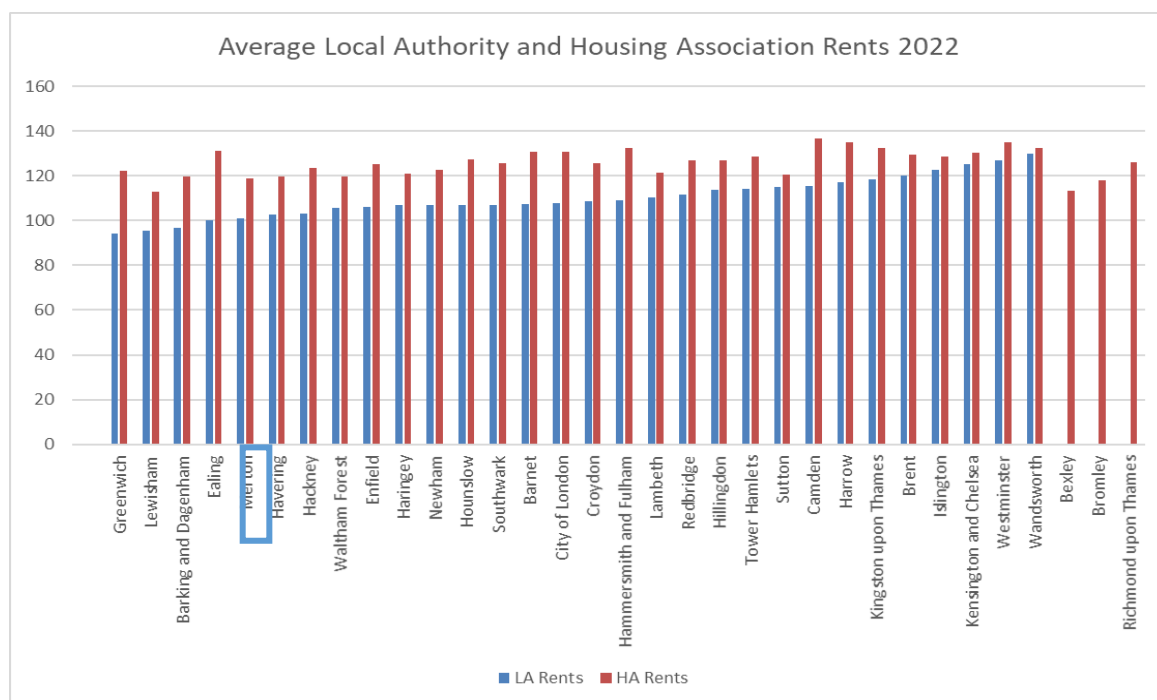
1.8 A separate report was presented to Cabinet in January 2022 setting out in detail the implications of the Act and the actions that the Council, as a landlord, was required to take to prepare for its implementation.

2. INCOME

2.1 Rents

2.2 Since 2020/21 the RSH has followed rent setting formula of up to CPI +1%, which was intended to apply for 5 years. This provided certainty for rents in council housing up to 2025. The Council does have discretion to set a lower rent however, due to the significant strain on costs on the HRA next year it is recommended to implement the maximum increase allowed. The analysis of the Business Plan in Section 7 demonstrates that given the inflationary impact on building and maintenance costs, and the likely salaries increases, the proposed rent increase keeps the HRA in balance within the performance measures.

2.3 Following the implementation of Universal Credit a new social housing rents cap at LHA levels was introduced in 2019/20 to replace “limit rents”. In Havering, given the historically low level of council rents, the LHA levels for each bedroom size are above the proposed levels of the 2023/24 social rents and so there is no impact on the HRA BP. Future announcements on LHA levels may have a future impact and this will be kept under review and reported annually as part of the rent setting report. The table below shows the Havering rent levels compared to other London boroughs and the housing association rents in 2022 (the latest year for which data is available).



- 2.4 The Table shows that Havering Council rents are some of the lowest in London compared to other councils as well as being significantly lower than housing associations rents.
- 2.5 The 2024/25 average weekly rent, applying the 7.7% increase to all General Needs properties and Sheltered Housing units is £132.24. Individually, the average weekly rent for the general needs properties is £133.45 and £113.72 for the sheltered housing.
- 2.6 The rent charged to hostel residents will be increased in line with new general needs rents for 2024/5 – 7.7%.
- 2.7 Shared ownership leaseholders pay rent for the proportion of the equity of the property that they do not own. The lease stipulates that the increase is in line with the retail price index plus 0.5% (RPI). Changes to the shared ownership lease introduced by the government, to limit the increase to CPI, will affect new leases only.
- 2.8 **Garages**
- 2.9 It is proposed to increase the level of charges for garages in 2024/25 by 7.7%. There are a range of charges for garages within the high, medium and low demand bands. Over one third of our garages have low rates of occupancy. This is due to a combination of poor condition and low marketability. Continued investment will be needed to bring the buildings and sites up to a good standard that will enable better utilisation of these assets and increase revenue whilst at the same time improving the amenities for residents. The increased charges will enable revenue to be raised to carry out a number of much needed improvements and support a review of the garages and parking arrangements. This issue is one of our tenants' key priorities. The increase means that the average charge for a high-demand garage will be £18.68 per week (£17.35 in 2023/24), £17.40 per week (£16.16 in 2023/24), for a medium demand garage and £13.54 per week (£12.57 in 2023/24) for a low-demand garage.

2.10 Service charges

| Service Charges | 2023/24 Weekly charge (£) | 2024/25 Weekly charge (£) |
|-------------------------|--------------------------------------|--------------------------------------|
| Caretaking | 4.83 | 4.62 |
| Internal Block Cleaning | 5.15 | 4.90 |
| Bulk Refuse Collection | 0.87 | 0.90 |
| Door Entry | 0.41 | 0.39 |
| Grounds Maintenance | 5.30 | 5.72 |
| TV access | 2.30 | 2.18 |

2.11 Caretaking, Internal Block Cleaning & Bulk Refuse Collection

- 2.12 There is an overall reduction in the cost-of-service charges payable for the provision of this service, resulting from the increase in the number of properties in our portfolio

due to buy backs and the development of new estates under the regeneration programme. The weekly decrease in the costs of this service is £0.44.

2.13 Enforcement Services & Static CCTV

2.14 Following a review of the CCTV and enforcement services charges and consultation with tenants and leaseholders, it is recommended that these costs continue to be met from the rent pool rather than being recovered as service charges.

2.15 Tenants and leaseholders will benefit from not paying the CCTV and enforcement charges, which were £3.14.

2.16 Grounds Maintenance

2.17 This is recommended to increase by 8% to cover increased cost of staffing, contract inflation and the cost of tree maintenance.

2.18 Communal Electricity

2.19 Charges from April 2024 will be made based on the consumption at individual blocks in the previous calendar year. The price charged per kWh will be capped at the price cap set by OFGEM. The communal electricity charge is full recoverable through Housing Benefit and Universal Credit.

2.20 Heating & Hot Water Charges

2.21 LBH is part of a consortium of 25 local authorities which enables the Council to continue to deliver considerable efficiencies and cost savings for our residents in the current volatile market conditions.

2.22 Charges for heating and hot water will be made based on the consumption at individual blocks and schemes in the previous calendar year. From April 2024, prices per kWh will be capped at the domestic price cap set by OFGEM.

2.23 Sheltered Intensive Housing Management Charge

2.24 Charges for cleaning sheltered schemes reflect the actual costs of providing the cleaning service at each scheme. The average charge of £11.89 per week, for 2023/24, will change to between £9.67 and £13.74, depending in which scheme the tenant is resident.

2.25 The costs of providing a consistent level of intensive housing management (IHMS) across all schemes will reduce from £23.17 in 2023/24 to £21.00. This represents a 9% reduction in the cost-of-service charges payable for this service in 2024/25.

2.26 The charge for cleaning and IHMS is fully recoverable through Housing Benefit and Universal Credit.

2.27 Service charges – Careline and Telecare support

2.28 It is proposed that the Careline and Telecare service charges will be increased by 7.7%, for 2024/25 as detailed below:

| Service | 2023/24 Weekly charge (52 Wks) (£) | 2024/25 Weekly charge (53 Wks) (£) |
|------------------------------|---|---|
| Careline – sheltered tenants | 5.66 | 6.09 |
| Careline – community users | 6.05 | 6.51 |

| Service | 2023/24 Weekly charge (52 Wks) (£) | 2024/25 Weekly charge (53 Wks) (£) |
|---------------------------------------|---|---|
| Telecare – base unit plus two sensors | 8.78 | 9.45 |
| Additional Telecare sensor | 1.45 | 1.56 |

2.29 Hostels in the HRA

2.30 Abercrombie House closed in April 2023 and a temporary hostel provision opened in Maygreen pending the redevelopment of the Harold Hill site. Due to the current cost of living crisis and the impact it has had on homelessness however, an additional interim provision had to be put in place at Royal Jubilee Court to meet the increasing homeless demand, which includes families.

2.31 The service provides security and facilities across three sites with 24-hour coverage. The service charges are fully recoverable through Housing Benefit and Universal Credit.

Additional Hostel Support

| Service | 2023/24 Weekly charge (£) | 2024/25 Weekly Charge (53 Wks Full Recovery) |
|---|--|---|
| Hostels - Additional Staffing Support (ASS) | 38.91 | 42.79 |
| Hostels – Service Charges (HSC) | 75.96 | 77.87 |

3. THE HRA BUDGET 2024/25

3.1 The major expenditure from the HRA Business Plan is the investment in existing stock or the capital programme. The level of expenditure is controlled by each local authority and is dependent on the investment levels in the Asset Management Strategy (AMS). During 2020/21, the council carried out a new stock condition survey, and this has been supplemented through in-house systematic stock condition surveys, the results of which have informed investment decisions in the new Asset Management Strategy.

3.2 As detailed in the AMS, this level of expenditure allows decent homes levels to be maintained and health and safety requirements to be met. In order to meet the decent homes target, planned expenditure on new kitchens, bathrooms and electrical systems broadly remain at previous levels.

3.3 The level of expenditure also begins to address the zero-carbon journey, bring the worst performing stock up to EPC C and maximising available grant where available.

3.4 As the main source of income to the HRA BP is from rents, it is important that the number of rental properties is maximised. The current HRA BP expects to lose 50 properties per year through RTB and other stock due to regeneration. This reduces rental income by around £0.160m per year, assuming a full year loss of income per property. Rent loss will also be incurred from the loss of properties through the regeneration programme. These losses have been factored into the business plan income projections.

3.5 Proposed HRA Budget 2023/24.

| | 2023-24 Final Budget | 2024-25 Final Budget | Variance |
|--|----------------------------|----------------------------|--------------------|
| Income and Expenditure | | £ | £ |
| Income | | | |
| Dwelling rents | (52,814,450) | (57,797,270) | (4,982,820) |
| Garages | (395,470) | (362,300) | 33,170 |
| Charges for services and facilities - Tenants | (7,023,610) | (7,990,910) | (967,300) |
| Charges for services and facilities - Leaseholders | (3,196,650) | (3,442,790) | (246,140) |
| Shared ownership | (485,380) | (485,380) | 0 |
| Other | (745,960) | (780,440) | (34,480) |
| Total Income | (64,661,520) | (70,859,090) | (6,197,570) |
| Expenditure | | | |
| Repairs and maintenance | 14,550,740 | 14,527,050 | (23,690) |
| Supervision and management plus recharges | 27,232,170 | 28,549,230 | 1,317,060 |
| Depreciation and impairment | 16,590,400 | 16,590,400 | 0 |
| Debt management costs | 47,820 | 47,820 | 0 |
| Bad debt | 665,080 | 665,080 | 0 |
| Total Expenditure | 59,086,210 | 60,379,580 | 1,293,370 |
| Net cost of HRA services | (5,575,310) | (10,479,510) | (4,904,200) |
| Interest payable and similar charges | 12,164,130 | 15,853,190 | 3,689,060 |
| Interest and investment income | (35,640) | (35,640) | 0 |
| Surplus or deficit for the year on HRA services | 6,553,180 | 5,338,040 | (1,215,140) |
| Statement on movement of HRA balances | | | |
| Surplus or deficit for the year on HRA services | 6,553,180 | 5,338,040 | (1,215,140) |
| Capital expenditure funded by the HRA | 500,000 | 0 | (500,000) |
| Reversal of impairment charge | (6,128,160) | (6,128,160) | 0 |
| Net (income)/Expenditure | 925,020 | (790,120) | (1,715,140) |

3.6 Depreciation & Impairment

- 3.7 Depreciation is the decline in the value of assets over time due to wear and tear. The Housing Revenue Account receives an annual charge, but an adjustment is also made for the same amount to the Major Repairs Reserve. This can be used to fund capital expenditure, or to pay off debt.
- 3.8 Impairments are reductions/increases in the book value of capital assets, compared with their market value. In accounting for these annual entries, the Housing Revenue Account is allowed to reverse these amounts out to the Capital Adjustment Account, removing the impact on the HRA. The impairment is only realised if the asset is sold.

4. Capital programme

- 4.1 There have been significant changes to the regeneration programme, in response to the current challenging economic situation, some of which include the following:
- Inflationary pressures, driven by the factors below have led to a rise in costs across the economy impacting on developers where costs have risen and households, which have experienced a rise in the cost of living, reducing disposable incomes. There are two main drivers behind the rise in prices.
 - The recovery from the COVID-19 lockdowns, which led to a sharp rise in consumer and business demand, which created severe supply side pressures.
 - The ongoing war in Ukraine, which has had a significant impact on the supply chain and energy markets.
 - The Bank of England have, in response to the inflationary pressures in the economy, raised the base rate several times, driving up the cost of borrowing for households and businesses.
 - Regulations, the introduction of the new building safety regime alongside the mandating of a second stair for new residential buildings 18 metres and above.
- 4.2 In general, the impact of both rising interest rates and costs, have extended the payback of the various schemes, to the Council HRA, resulting in higher level of borrowing over the long-term 30-year forecasts.
- 4.3 12 Sites Joint Venture Funding (Including Farnham & Hildene)**
- 4.4 The remaining provisions for expenditure below relate to the 12 sites joint venture proposals. An update report on the Havering and Wates Regeneration Joint Venture (HWR JVLLP) Business Plan and Budget 2024/25, is to be presented at March Cabinet
- 4.5 The proposal is to retain the current capital approval, meaning any modifications to the programme would need to be managed within the existing funding limits. An initial evaluation of the programme, considering possible significant changes, suggests that a gross capital requirement of £623 million is necessary to deliver 1,204 units of affordable housing. The HRA borrowing for the scheme is expected to reach its

highest at £355 million. Upon the completion of the scheme, the borrowing is projected to decrease to £325 million, which amounts to £352 million when including interest.

4.6 The following summarises the potential key changes that have been included in the latest refresh of the HWR JVLLP Business Plan and Opportunity Site Assessments:

- Farnham & Hilldene: Phase 1 and full Masterplan for redevelopment of Farnham Hilldene estate.
- Chippenham Road: Incorporate output from the design and pre-planning work.
- Waterloo & Queen Street: Review of Phase 1 and subsequent phases linked to ongoing development of building safety regulations.
- Waterloo & Queen Street: Modular Temporary Housing scheme.
- Park Rise: Review of prospective purchase offer and amended acquisition budget.
- Review of risks and project contingency.

4.7 Bridge Close – Council Direct Delivery

4.8 Cabinet approved the provision of a gross HRA capital budget of £451 million to progress the scheme, to fund site assembly and construction activities.

- HRA Borrowing for the scheme is set to peak at £254 million. At scheme completion, scheme borrowing is projected to fall to £105 million (£153 million including interest).
- The proposed budget incorporates the outputs from the latest refresh of the Bridge Close Business Plan, reflecting the following changes:
 - Update of costs reflecting latest estimates from external advisors.
 - Review of site assembly commitments.
 - Re-profiling of cash flows to optimise Council borrowing exposure.

4.9 Quarles

4.10 £13m has been included for the acquisition of 47 units of affordable housing on the Quarles development & St Georges developments. The scheme currently under construction is led by Mercury Land Holdings/Bellway Homes Joint Venture and is included in its current Business Plan. The gross budget will be funded by a combination of initial disposal receipts, RTB receipts, GLA grant, and HRA borrowing.

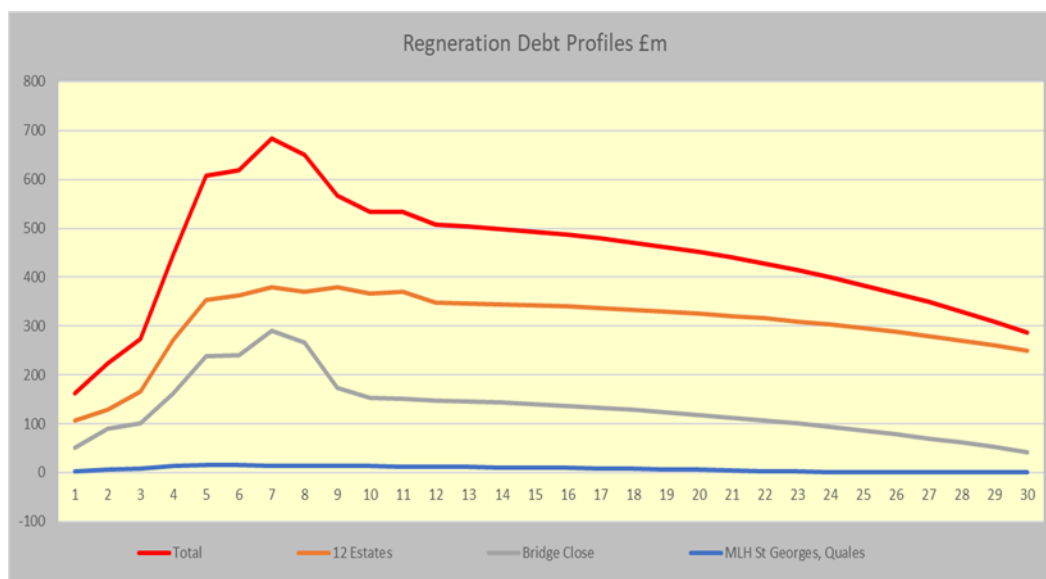
4.11 Regeneration Programme

4.12 The table below sets out the peak borrowing requirement along the number of homes for the regeneration programme.

| Scheme Name | Years of deliver | No. of units | Total HRA (peak) borrowing requirements |
|---|-------------------------|---------------------|--|
| 12 Estates (including Farnham Hilldene) | 2022-2031 | 1,204 | £355m |

| | | | |
|-------------------------------|------------|-----|-------|
| Family Welcome Centre | 2023-2025 | 74 | £17m |
| Bridge Close | 2023-2032 | 487 | £254m |
| St Georges Hospital & Quarles | 2020- 2025 | 83 | £17m |

- 4.13 The graph below shows the financial impact of the various regeneration schemes to the HRA in isolation, incorporating the latest assumptions on borrowing rates and inflation. This includes the updated 12 estates programme covering work packages 1&2 with Oldchurch Gardens, Maygreen Crescent, Dell Court, Delderfield, Brunswick Court paused.



- 4.14 In overall terms it is contributing to the wider HRA business plan with overhanging debt balances continuing to reduce over the life of the HRA Business plan but would require significant capital investment in the early years to deliver the long-term benefits to the HRA.

5.0 Major Works Budget – HRA 2023/4 – 2028/9 major works resources and proposed spend.

- 5.1 Appendix 1a sets out proposed the investment needs for the stock over the next 5 years as agreed by Cabinet in the Housing Asset Management Strategy in October 2021. In principle, the investment in existing stock should be funded through revenue contributions to capital rather than borrowing as the investment maintains the value of the asset rather than creating an asset.
- 5.2 This 30-year plan has been updated to reflect the Housing Asset Management strategy which will include our continued approach to Decent Homes, our continued programme of asset improvement across our estates, the continued focus on building safety and compliance programmes plus our commitment to decarbonising our housing by 2040.
- 5.3 The Table shows spend broken down by some core themes including our statutory requirements in maintaining the current Decent Homes standard for both internal elements (kitchens, bathrooms, heating etc.) and external elements (roofs, wall

finishes, and windows and doors), this level of spend will maintain our near 100 decent home compliance position.

- 5.4 We have also included some newly arising projects, including replacing soil stacks in blocks and works to the blocks above the shop units at Petersfield Avenue as our increased asset intelligence have identified these as works which will have a significant benefit to residents, whilst reducing responsive repairs and maintenance works.
- 5.5 We have included monies for the continued refurbishment of our garage sites, which will help address void issues and bring sites back into use. These monies will be used to improve access, refurbish the hard standings and improve lighting and security where possible.
- 5.6 We acknowledge that our housing stock does not always match the demand profile of our residents, especially in regard to larger family properties. As part of the Asset Management Strategy, we will develop approaches to how we can better match the need through active asset management and have therefore included some funding to undertake extensions, infills, rooftop development or loft conversions where feasible. We are working up a full scheme to add additional rooftop properties on the Ongar Way estate, whilst refurbishing the blocks, maximising opportunities and grant available to deliver additional units which are delayed through the regeneration programme.
- 5.7 Also included, are the ongoing projects such as the environmental works and a number of replacement lifts across the estate, including the addition of a number of lifts to sheltered properties, both improving accessibility for residents and improving desirability to support lettings.
- 5.8 Budgets have been included for the provision of additional cyclical programmes of work, including gutter and drain clearance. These programmes will allow us to proactively manage our stock and move from a predominantly responsive service to a more planned approach, which will improve the service for our customers, and provide better long-term value for money. The cyclical decorating procurement has had to be restarted but we have planned to catch up with the programme once contractors have been appointed.
- 5.9 The addition of pro-active cyclical programmes will also ensure we minimise legal disrepair claims, however we have seen an increasing trend across the sector of claims and are working to manage these effectively.
- 5.10 The Regulator for Social Housing, in its consultation on the new Consumer standards, said that;

‘Registered providers must have an accurate record at an individual property level of the condition of their stock, based on a physical assessment of all homes, and keep this up to date’.
- 5.11 Accordingly, we have developed an in-house stock surveying team of six staff to undertake a full programme on a 5-year cycle and an Asset management team to collate and evaluate the data which flows from the surveys and drives programmes going forward.

6.0 Repairs, Maintenance and Compliance Budgets

- 6.1 We have undertaken a comprehensive review of our repairs, voids, maintenance and compliance budgets to ensure they adequately reflect current and future needs. This reflects a reduction in budget requirement despite the impacts of inflation as we have been able to continue to hone our service to ensure accurate forecasting of needs.
- 6.2 The Social Housing (Regulation) Act 2023 is now in force and we have ensured that our budgets allow for the proactive approach to the regulation of social housing landlords on consumer issues - such as safety, transparency and tenant engagement.
- 6.3 Cabinet will be aware of the tragic death of Awaab Ishak. Like all landlords we have been reflecting on our approach to tackling mould in our properties and have included sufficient monies to support residents with solutions, including longer term approaches to addressing inherent, as built, issues through our zero carbon approaches.
- 6.4 We have included sufficient monies to continue to address our compliance regimes, both to support our current approaches and to address the new requirements flowing from the Fire Safety Act 2021, and the Building Safety Act and Regulatory Reform (Fire Safety) Order 2005, including the likely need for an annual check of all fire doors and improved building safety information.
- 6.5 We have also included specific budgets for other compliance areas, over and above the core six areas which will help ensure we meet all of our statutory duties as a landlord and comply with the Regulator of Social Housing consumer standards. Included is the budget required for a full asbestos survey of our domestic properties which will help us with improved risk management of homes. Additionally, monies are allocated to provide third party assurance on compliance going forward.
- 6.6 The new repairs, maintenance and voids contract with Mears started in April 2022. This is working well and delivering above KPI performance, and we see this in reduced complaints across the service. We have also mobilised the Mears Call Centre in May 2023, taking over the handling of calls from LBH call centre, and have seen average call waiting times reduce from over 6 minutes to 19 seconds. This has significantly improved the diagnosis of issues. The cost for this service is included in the budgets and is offset by a reduction in the internal Service Level Agreement.
- 6.7 We have tendered and are in the process of awarding a new 16-year heating contract to deliver heating servicing, repairs and installations. The budgets incorporate the new tendered prices and an increased specification, but the new contract has been secured at a below inflationary increase from the previous arrangements.

7.0 30-year Business Plan 2023/24 to 2053/54

- 7.1 Attached at Appendix 2a and 2b are extracts from the HRA 30-year Business Plan financial model. Year 1 of the business plan is based on the 2023/24 budget.
- 7.2 Savills have worked with officers to update the last iteration of the HRA business plan that was produced commencing in financial year 2022/23. There have, however, been significant external factors affecting the social housing sector as a whole since this last plan namely:

- Increased repair and capital costs due to high levels of inflation and shortages in the labour sector
- increased development costs in respect of the estate regeneration schemes that are currently being undertaken due to the same reasons as above
- A significant increase in interest rates, where below 2% long-term borrowing rates were achievable at the beginning of 2022 (and not expecting to increase significantly until 2025) are now currently c5%
- An increase to utility costs due to rising gas and electricity prices, which may not be fully recovered by service charges.
- The costs of increased regulation.

7.3 Given that uncertainty with regards to future interest rates, build costs and other inflation aspects Savills have not arrived at a formal baseline position on which they can recommend the business plan as viable, rather one that sets the scene as to how these factors can have an impact to the overall forecasts.

7.4 The plan for the HRA is based on keeping a minimum equivalent to 10% of annual operating income in working balances and using current reserves above this figure to invest in the major works programme. It has been assumed that all available resources over and above those required for revenue spend, payment of interest on debt and maintaining reserves at £10m, are available for major works, for as long as the Asset Management Strategy requires it.

7.5 The Business Plan projections are based on the following assumptions:

- **Rents, Voids and bad debts**

Rents, follow current guidance, with an assumed increase of 7.7% for April 2024, and re-lets to new tenancies at the property's formula rent (rather than the outgoing rent). An increase of 3.5% for April 2025 (CPI only + 1%), followed by CPI +1% for April 2026 then 2.0% (parity with CPI for prudence) thereafter. Void rates of 2% and Bad Debt provision of 1% have been modelled throughout the plan. It is likely that the current social rent policy will be revisited in light of both its conclusion in April 2024.

- **Inflation**

- o 4.0% for 2024.25
- o 2.5% for 2025.26
- o 2.0% for 2026.27 and onwards

- **Stock Numbers**

As at 31st March 2023, the stock numbers were 9,135 tenanted properties. The level of sales is modelled at 50 per annum over the next 30 years which accounts for a stock loss of 16.4% over the plan period (excluding the regeneration schemes). Increase in stock due to regeneration and acquisitions are based on the numbers set out elsewhere in this report.

- **Interest rates**

All new borrowing for development and refinancing of existing loans if they cannot be fully repaid within the plan has been set at:

- 5.0% for loans drawn down in 2023.24.

Cabinet 8th February 2024

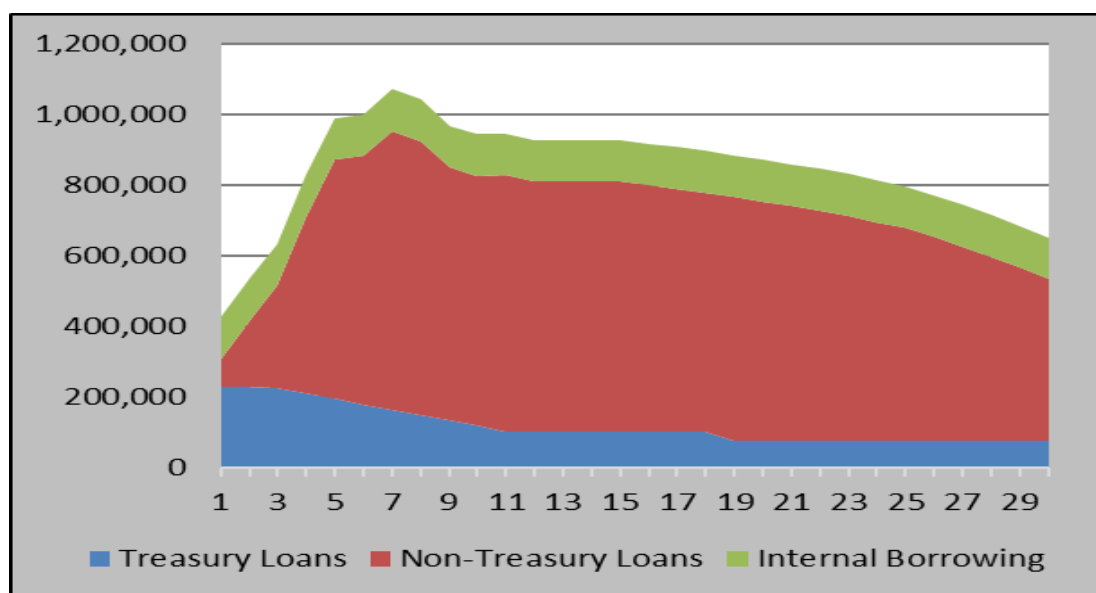
- 4.3% for loans drawn down in 2024.25 (given the extension for HRA borrowing discount of 0.4% until June 2025).
- 3.6% for loans drawn down in 2025.26.
- 3.5% for loans drawn down in 2026.27 and thereafter.

If existing loans cannot be repaid then they are refinanced at the above rates and the model is set to demonstrate repayment of loans where surpluses allow.

7.6 The HRA Business Plan forecasts borrowing to peak at £1.072bn in year seven (2029.30). The borrowing is against the following projects, some of which is funded by HRA reserves, land, and reinvestment of capital receipts:

- Waterloo & Queen Street
- Bridge Close
- Chippenham Road
- Farnham & Hildene
- Acquisitions Programme.

HRA Debt Analysis 2024/25



7.7 As set out above, debt is expected to reach its highest point at £1.072 billion in year 7 (2029/30), compared to £823 million in year 13. In contrast to the 2022/23 forecast, however, debt is forecast to decrease more rapidly, resulting in a balance of £685 million in Year 29 (2050/51). This figure is £29 million lower than the previous projection.

7.8 The provisional debt capacity, also known as prudential borrowing, does not adhere in all years to the established "golden rule" where the interest cover ratio should not fall below 1.25, as previously agreed upon. The most significant strain on this capacity is projected to occur in year 6 (2028/29), where the minimum level of borrowing headroom reaches a deficit of **minus £367 million**.

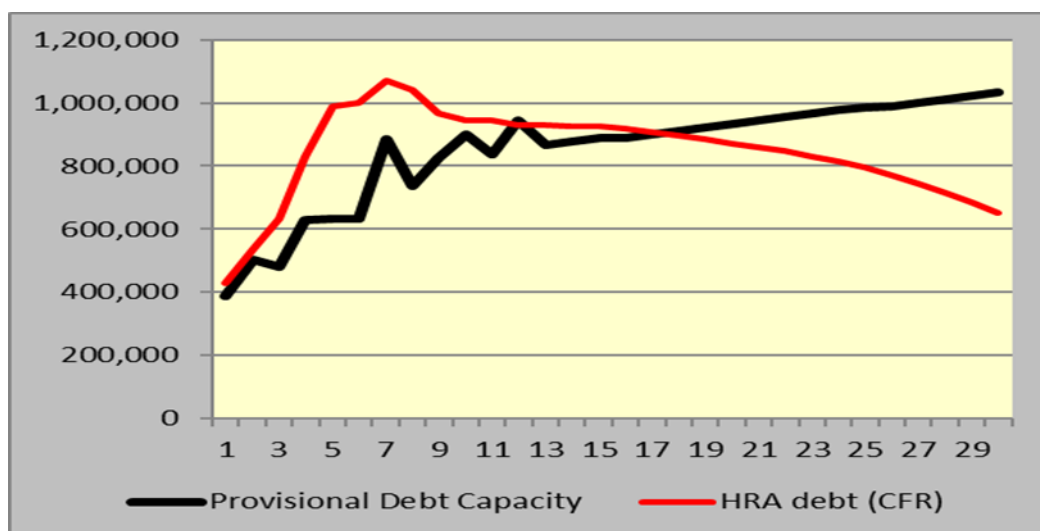
7.9 The Interest Cover Ratio (ICR) is calculated as the operating surplus divided by interest costs, and it indicates the Housing Revenue Account's (HRA) ability to cover its interest cost liabilities in any given year. Setting the ICR to a minimum ensures that there is

adequate buffer to continue covering debt interest, even if there is a sudden decrease in income or an increase in operating costs. In the 2021/22 period, the average ICR for the housing association sector was around 1.8. The typical lending covenants for housing associations range between 1.10 and 1.50, depending on their size and nature, with 1.25 being a common expectation. This level of 1.25 was the one agreed upon by Cabinet in 2021.

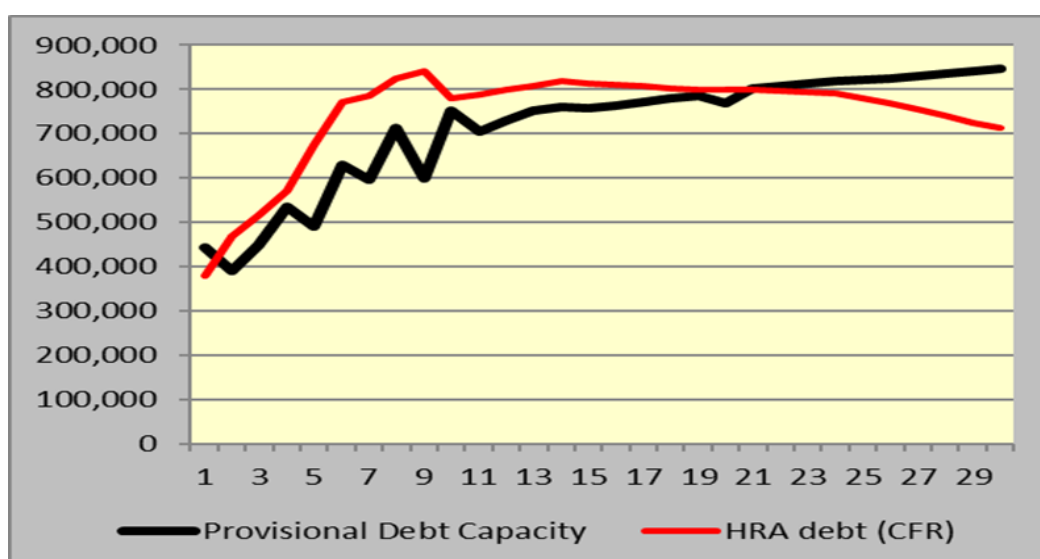
7.10 The debt gap reflects the significant capital investment required for the Council's regeneration programme. Generally, there is a 2 to 3-year gap between the start of construction and the delivery of new homes. In this period, the Council allocates capital, funded by borrowing, to support construction efforts. As a result, the Council bears financing costs prior to the completion of the new homes. The completion of these homes is anticipated to generate increased revenue (rent and charges) and enhance the Council's ability to service its debt.

7.11 In the early years of the plan, it is difficult to mitigate against a significant debt gap. As a result, it is necessary to apply an additional financial safeguard.

7.12 HRA Debt Profile 2024/25

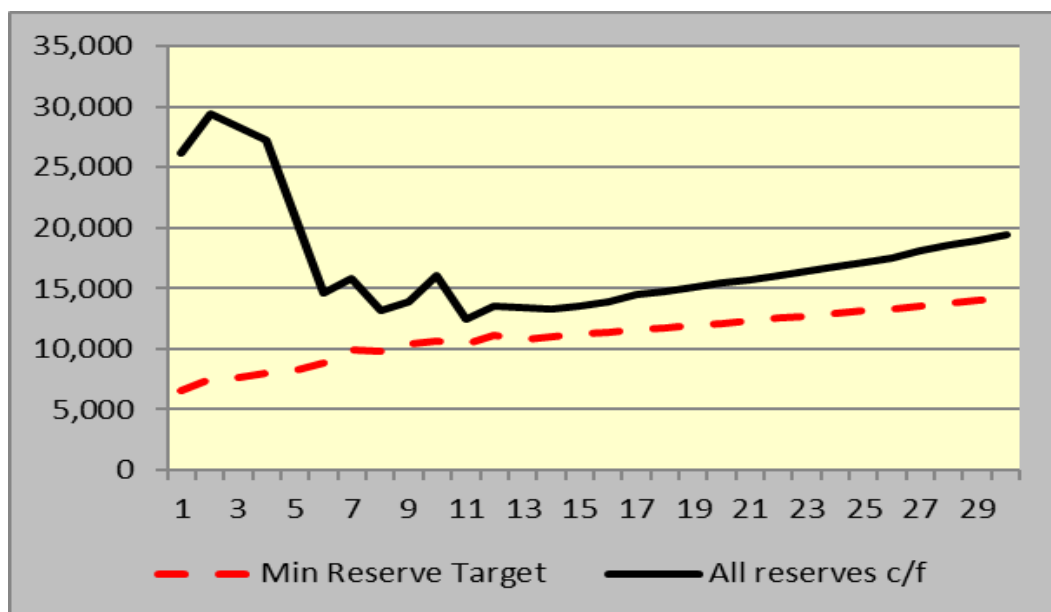


7.13 HRA Debt Profile 2023/24



7.14 Future borrowing would be drawn down on a fixed rate basis, with the rates effectively locked in at the point of drawdown. On that basis, the HRA exposure to variable rates risk is low as such provided schemes are progressed on sound Value for Money criteria, the key financing risk is on the sustainability of the net operating incomes derived from the existing asset base. To mitigate this risk, a target has been set to maintain a working reserve balance of at least 10% of operating income for the life of the plan.

7.15 HRA Working Balance 2024/25



7.16 As set out above, in all years the minimum balance exceeds the 10% target, which indicates that the Council is forecast to maintain an adequate reserve to manage revenue risks and sustain the projected borrowing profile.

7.17 The Business Plan makes provision for the repayment of some of treasury debt. It would be prudent, in future Business Plans, once projects have been completed, to make provision to reduce debt levels. This level of debt needs to be sustainable in the long term and supported through the Council's Treasury Management policy.

7.18 Furthermore, the Council can refinance some of the debt portfolio later, when rates are lower, reducing the long-term financing costs on the HRA. No assumptions about this have been made.

7.19 The plan demonstrates a broadly similar outcome to the previous iteration but highlights increased strain on borrowing and revenues, reflecting the impact of continuing economic uncertainty and regulatory changes. While the debt gap has increased, adequate reserves are forecast to be maintained to manage risk on operating income and the ability to service the associated debt. While debt is forecast to peak at a higher level, over the life of the plan the debt falls more rapidly than in the previous forecast.

7.20 In respect of the regeneration programme, the Council maintains a significant degree of control over both the timing and commitment of capital spend. Aside from Park Rise, the remaining sites are still in the pre-construction phase, with the bulk of the capital commitment linked to construction is dependent on future decisions. Any decision to proceed would be based on sound Value for Money considerations, taking account of

the general economic outlook and the sustainable and long-term interest of the HRA and Council. In practice, the Council retains significant control here as it has the ability, as necessary and appropriate, to direct the shape, extent, phasing and pace of the regeneration programme.

7.21 The HRA business plan forecast has set out the modelling and shows both forecasts for reserve balances, forecast debt (HRACFR) and future potential borrowing capacity. The plan is based on a relatively sound financial basis but given the potential for greater than normal variances in respect of rent increases, inflation and interest rates this could be considered an “initial” plan. Therefore, this must be seen as a position statement rather than something on which to make firm strategic decisions.

REASONS AND OPTIONS

Reasons for the Decision

The Council is required to set the housing rent, service charges and a budget in accordance with the Local Government and Housing Act 1989 and set a budget that is not in deficit.

Alternative Options Considered

There are no alternative options in so far as setting a budget is concerned. There are however options in respect of the various elements of the budget. These are considered in preparing the budget and cover such things as the rent and service charge increases, budget growth and major works programme proposals. The rationale for the levels of investment and levels of charges are contained within the body of this report.

IMPLICATIONS AND RISKS

Financial implications and risks:

HRA Revenue

This report largely concerns the financial implications and risks concerning the setting of the HRA budget for 2024/25 and the revision of the figures for the 30-year Business Plan. The HRA is sufficiently robust to generate a minimum estimated annual working balance reserve of £26.2m at the end of 2023/24 and for the following 3 years.

In addition to £26.2m reserves on the HRA, there is a bad and doubtful debt provision of £4.363m.

The revised projections for the 30-year HRA Business Plan indicate several negative shifts in the fundamental assumptions. These changes are attributed to the ongoing uncertainty in the UK's economic outlook and anticipated regulatory modifications. These factors are expected to exert additional cost pressures on the capital and revenue budgets in the short to medium term.

The forecast for council borrowing rates indicates they will stay elevated for an extended period, with the anticipated long-term borrowing cost rising from 3.2% to 3.5% throughout the plan's duration. This increase is particularly noteworthy considering the extensive scale

of the Council's Regeneration program. During the construction phase, this situation becomes especially pertinent, as the Council will need to commit substantial capital and bear the related financing expenses until the new homes are finished and ready to be let.

The assessment of the Regeneration Programme has highlighted cost pressures, mainly due to the need to include a second staircase in buildings over 18 metres and persistent inflationary pressures within the construction industry. As a result, additional expenses are expected to materialise across the entire programme, without an automatic corresponding increase in capital grant funding to offset these costs.

Moreover, the review underscores the necessity to align the budget with the updated timelines for programme delivery. This adjustment leads to an earlier capital requirement and, consequently, accelerates the completion of new homes. Consequently, the projected borrowing needs are higher in the initial years of the plan, coinciding with a period of relatively high borrowing rates. Although there exists a potential to refinance at projected lower rates in the future, this possibility has not been factored into the baseline forecast.

In 2023, the actual inflation rate surpassed the initial forecasts, which is now accounted for in the proposed rent increase for the year 2024/25, set at 7.70% instead of the previously forecasted 7.0%. While this additional 0.7% increase offers some financial advantage over the duration of the plan, it is not enough to fully offset the pressures stemming from the aforementioned factors.

These factors, alongside the revenue pressures, highlighted in the main report have resulted in a considerable adverse effect on the projected financial outlook, with notable implications for both the Debt Gap and Minimum Reserve estimates. In the absence of corrective measures, the expected debt gap in the early stages of the plan is projected to escalate significantly, increasing from £241 million to £434 million. Moreover, the minimum reserve level is now anticipated to decrease to 6.63%, a drop from the earlier projection of 9.65%. These two indicators underscore the heightened financial strain on the HRA during the initial years of the plan.

As such, it is necessary to implement a series of measures to bring one of both key financial metrics back within target. These include:

Review of the core stock capital programme

Analysis of the Core Stock Capital Programme: The core capital maintenance and replacement programmes are experiencing a structural financing deficit of approximately £31 million annually for the first 5 years, and falls to an average of £15 million over the life of the plan. This deficit arises because the capital maintenance and replacement budgets surpass the designated revenue contributions, leading to an ongoing borrowing need. While this investment is needed to maintain existing revenues, and therefore would be applied against an ever-increasing level of associated borrowing.

Following a recent review of this programme, there have been some reductions identified which total £82.7million, spread over 29 years of the plan and these have been factored into the revised baseline position.

The largest saving relates to rooftop developments and infill sites. The revised model retains funding for these up until 2028. However, beyond this point, the funding for these schemes has been removed, which will result in a £25 million saving. Although this will reduce the number of additional properties being developed through this particular route, it will be offset

by the planned regeneration programme and the acquisition of street properties contained elsewhere within the overall programme.

The second largest saving relates to energy efficiency measures. The overall budget for this has been reduced from £96 million to £75 million. There are government targets to improve the energy efficiency by 2030 and beyond. In addition to this, the Council has stated its intention to become net zero carbon by 2040. This may need to be further reviewed in the longer term in order to ensure that these targets are met.

In addition to the above a 7.5% saving has been made in relation to planned Decent Homes and Environmental Improvement works. These elements are based on our 2020 stock condition data, which is currently being updated and may require further review, once this exercise has been completed.

Rent Rises

Over the past five years, rent increases have adhered to a formula of CPI (Consumer Price Index) plus 1%. Future guidance on this matter is expected from the Government, but as of now, no official announcement has been made, leaving the outcome uncertain. As a matter of prudence, the plan assumes that beyond April 2024 rent increases will be at CPI plus 1% for two years, as the sector anticipates a short-term extension and then onto CPI only.

Should the CPI + 1% rent setting formula be continued for two more years, it would yield a considerable positive impact on the financial forecasts.

Internal Financing Rates

A substantial part of the HRA (Housing Revenue Account) Capital Programme is funded through internal Council resources or assets, which are allocated to generate an investment return for the General Fund. Previously, it was assumed that the Council would provide these funds at an annual cost of 2.0%. However, due to a significant rise in the Council General Fund's borrowing costs, there is now a need to increase the cost of these internal funds from a blended average of 2.0% to 4.0% for the upcoming two years. After this period, the rate is expected to revert to a long-term average of 2.50%.

Projection – After Mitigations

The proposed mitigations are expected to positively influence the financial projections, particularly the minimum revenue balance. This minimum reserve balance over the life of the HRA BP is projected to rise from 6.63% to 11.98% of operating income, surpassing the target of 10%. Additionally, the peak Debt Gap is anticipated to decrease to £367 million and is forecasted to be eliminated by 2040/41.

The Debt Gap will remain substantial in the early stages, reflecting the significant investment in estate regeneration. As the new homes are delivered, this gap is expected to narrow. Nonetheless, during the investment phase, it will be crucial to meticulously manage the delivery of the regeneration programme and its associated risks. This careful management is essential to ensure the sustainability of the HRA position until the new homes are completed and delivered.

Other options considered

The possibility of halting all regeneration activities after fulfilling current contractual commitments was considered. In this scenario, all further regeneration efforts beyond the year 2024/25 would be paused. This would allow for the completion of Park Rise but would

result in the suspension of projects on other sites, including Waterloo & Queen Street, Bridge Close, Chippenham Road, and Farnham Hildene.

Ceasing progress on these projects would jeopardise the investments already made in these estates and impose a long-term debt burden on the core stock. Additionally, halting the new regeneration programme would likely have a substantial negative impact on the General Fund, leading to increased homeless pressures and a lost opportunity to increase the Council Tax revenue base.

Under such a scenario, the income generated from the core stock would be inadequate to sustain the accumulating debt. To address this situation, it would be necessary to implement a similar range of cost-saving measures to those highlighted above to stabilise the financial situation. But debt would remain persistently high under this scenario and is not projected to fall significantly over the life of HRA BP.

TABLE – KEY MOVEMENTS

| | 2023.24 Plan Approved | 2024.25 Plan Initial Position | 2024.25 Plan Mitigations Applied |
|---|----------------------------------|--|--|
| Debt Gap | £241m 2030.31 | £434m 2028.29 | £370m 2028.29 |
| Ratio Revenue Reserves to Operating Income (Minimum) – Target 10% | 9.65% 2031.32 | 6.63% 2029.30 | 11.39% 2034.35 |
| | | | |
| Key Assumptions | | | |
| | | | |
| Regeneration Schemes | | Review Reflecting effect of building regulations and re- profiling | Review Reflecting effect of building regulations and re-profiling |
| | | | |
| Rent Increase 2024.25 | 7.00% | 7.70% | 7.70% |
| Rent Increases Post 2024.25 | CPI | CPI | CPI + 1% for 2 years, CPI thereafter |
| PWLB long term borrowing cost | 3.20% | 3.50% | 3.50% |
| Internal Financing Rates | 2.00% | 2.5% | 4.00% 2 years and 2.50% thereafter |
| Core Stock Capital Programme | Base Position | Base Position | Savings of £82.7 million over 29 years |

Risks

Legal implications and risks

Under Part VI of the Local Government and Housing Act 1989 ("the 1989 Act"), any local authority that owns more than 200 units of housing stock is obliged to maintain a Housing Revenue Account. The HRA is a record of revenue expenditure and income in relation to an authority's own housing stock. It is a ring-fenced account within the authority's General Fund, which means that local authorities have no general discretion to transfer sums into or out of the HRA.

Under section 74 of the 1989 Act, the Council is required to keep a separate Housing Revenue Account of sums falling to be credited or debited in respect of its housing stock. Sections 75 and 76 of the 1989 Act set out the rules for establishing and maintaining that account.

By section 76 of the 1989 Act, the Council is required in January and February each year to prepare, and make available for public inspection, proposals relating to the income of the authority from rents and other charges, expenditure in respect of repair, maintenance, supervision and management of HRA property and other prescribed matters. The proposals should be made on the best assumptions and estimates available and should be designed to secure that the housing revenue account for the coming year does not show a debit balance. The report sets out information relevant to these considerations.

Section 76 of the 1989 Act also places a duty on local housing authorities: (a) to ensure that the annual budget for their HRA avoids a deficit; (b) to review and if necessary, revise that budget from time to time and (c) if it seems that an end-of-year deficit may occur, to take all reasonably practicable steps to avoid it. The proposed HRA budget fulfils these requirements. Putting it simply, the Housing Revenue Account must be maintained in balance throughout the year and the Council is under a duty to prevent a debit balance in the HRA pursuant to Section 76 of the Act 1989.

The report seeks approval for major investment estimates in relation to a variety of schemes. In compliance with Section 151 of the Local Government Act 1972, the Council has in place Financial Regulations and Financial Procedures that provide appropriate arrangements for the approval of major works estimates. The various major works schemes must be capable of being carried out within the Council's statutory powers. To the extent that the details of the schemes appear from the body of the report, it does appear that the proposed works meet this requirement. In particular, the maintenance and repair of dwellings may be considered consistent with the Council's repairing obligations under Sections 9A and 11 of the Landlord and Tenant Act 1985.

The Regulator of Social Housing may under section 194(2A) of the Housing and Regeneration Act 2008 set standards for registered providers requiring them to comply with specified rules about their levels of rent (and the rules may, in particular, include provision for minimum or maximum levels of rent or levels of increase or decrease of rent). The current Rent Standard allows for a rent increase of CPI +1% and so the proposed rent increase as set out within in this paper is in line with the Rent Standard.

Once Cabinet decides on the setting of the rents in respect of the Council's housing stock, notices of variation will be served on the tenants pursuant to section 103 of the Housing Act 1985 to give them notification of the changes in rent which will come into effect from 1 April 2024.

The Equality Act 2010 requires the Council to have due regard to the public sector equality duty when carrying out its functions and have due regard to the need to eliminate discrimination and advance equality of opportunity. They must also show they have carried out an Equality Impact Assessment in reaching such decisions as introducing charges to tenants.

Human Resources implications and risks

There are no HR implications arising from this report.

Equalities, Health and Well-being implications and risks

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 is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce. In addition, the Council is also committed to improving the quality of life and wellbeing for all Havering residents in respect of socio-economics and health determinants.

An equalities impact assessment has been carried out and is attached as Appendix 3. Of note, central government influences rent levels and the rent increases proposed within this report will be affordable to households on welfare benefits. Furthermore, best practice and guidance dictates that service charges should be set at a level that covers the cost of providing the service to which the charge relates. Therefore, the Council cannot operate in an unfettered way with regard to the rents and service charges it sets. That said, the Council has examined the proposals in this report from an equalities perspective.

68% of council tenants are in receipt of welfare benefits and this rises to 75% for tenants over 65 years old. The proposed rents and service charges eligible for housing benefit, or universal credit, are within the benefit caps for Havering, therefore those in most financial hardship, which can include particular minority groups, will be protected.

The investment in new homes through the HRA will benefit those in housing need in the borough and will therefore have a positive impact on households with protected characteristics. With the higher percentage of people with disabilities and disadvantages, the ongoing partnership working and future opportunities for engaging with those groups to improve overall health and wellbeing is essential.

The Council will monitor the impact of the increase across protected characteristics. We will ensure that anyone affected by the increase has equal access to advice and information in relation to income maximisation should they be unable to meet their rent/service charge

liabilities. We will follow the guidelines set out in the income maximisation policy. The EqHIA will be updated in 6 months with information provided through the monitoring process and if required further activity will be undertaken to mitigate any adverse impact.

The report proposes increases in charges to tenants to ensure the continuing financial sustainability of the HRA. The HRA directly benefits the health and wellbeing of local residents. It funds the delivery of new high quality affordable housing and thereby alleviates levels of overcrowding and households living in poor housing. It also funds the maintenance of existing stock to ensure they do not fall into disrepair and expose tenants to consequent risks to health e.g. associated with damp and mould.

Rents charged in Havering are relatively low and will remain so after the proposed increases. Nonetheless, any increase in charges is likely to put additional financial stress on residents given the ongoing cost of living crisis. Vulnerable residents such as the elderly and those on low income make up the majority of tenants. Most will be shielded from the impact of the proposed increase in charges by a proportionate increase in benefits. Residents with incomes and or savings above the threshold for housing benefits are most likely to struggle. They will be signposted to available support and advice to ensure they receive any benefits available to them.

| |
|--------------------------|
| BACKGROUND PAPERS |
|--------------------------|

- | | |
|---------------------|--|
| Appendix 1a | Draft 2024/25– 2028/29 HRA Major Works |
| Appendix 1b | Draft 2024/25– 2028/29 HRA Regeneration and Acquisition Programme. |
| Appendix 2a: | Draft HRA Projections from Business Plan - Years 1-10. |
| Appendix 3 | Equalities & Health Impact Assessment |

Appendix 1a – Draft 2024/25 – 2028/29 HRA Major Works Capital

| CAPITAL | 2023/2024 | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Decent Homes Works - Internals | £8,549,402 | £9,002,435 | £6,854,530 | £4,511,166 | £4,621,001 |
| Decent Homes Works - External | £9,965,438 | £11,866,261 | £15,384,749 | £6,728,791 | £6,825,655 |
| Environment Improvement Works | £6,211,936 | £6,252,584 | £3,011,052 | £3,019,884 | £3,080,481 |
| Energy Saving works | £6,000,280 | £6,000,000 | £7,000,000 | £8,000,000 | £8,000,000 |
| Garages and garage site Work | £384,142 | £400,000 | £662,000 | £681,860 | £702,316 |
| Residents Safety Related Works | £3,750,000 | £3,693,350 | £3,660,680 | £1,165,500 | £1,170,465 |
| Stock alignment | £1,150,000 | £2,259,000 | £9,159,000 | £159,000 | £159,000 |
| Professional Support Services | £490,000 | £440,000 | £453,200 | £466,796 | £480,800 |
| Unidentified Asset Works | £200,000 | £212,000 | £218,360 | £224,911 | £231,658 |
| TOTAL | £36,701,198 | £40,125,630 | £46,403,571 | £24,957,908 | £25,271,376 |

Appendix 1b - 2024/25– 2028/29 HRA Regeneration and Acquisition Programme.

| 12 Estates | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|--------------------------------|-------------------|-------------------|--------------------|--------------------|-------------------|
| Affordable Housing | 1,651,000 | 11,847,000 | 20,967,000 | 19,356,000 | 5,705,000 |
| Forward Funding | 34,260,000 | 48,814,000 | 76,669,000 | 60,191,000 | 7,549,000 |
| Partner Loans | 2,500,000 | 2,500,000 | 5,588,000 | 14,236,000 | 10,110,000 |
| Demolition & contingency | 2,886,000 | 2,586,000 | 2,586,000 | 2,585,000 | 2,586,000 |
| Site Assembly | 6,515,000 | 4,844,000 | 4,025,000 | 5,050,000 | 3,050,000 |
| 12 Estates Total Budget | 47,812,000 | 70,591,000 | 109,835,000 | 101,418,000 | 28,999,000 |

| Bridge Close | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Forward Funding | 0 | 9,860,000 | 59,802,000 | 89,219,000 | 49,378,000 |
| Partner Loans | 36,286,000 | 5,239,000 | 0 | 0 | 0 |
| Bridge Close Total Budget | 36,283,000 | 15,099,000 | 59,802,000 | 89,219,000 | 49,378,000 |

| Other Regeneration | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 |
|--|-------------------|-------------------|-------------------|------------------|----------------|
| HRA New Build | 0 | 0 | 0 | 0 | 0 |
| MLH Schemes | 5,672,000 | 2,383,000 | 5,421,000 | 5,150,000 | 0 |
| HRA Acquisitions | 20,000,000 | 20,000,000 | 20,000,000 | 0 | 0 |
| Welcome Centre | 8,840,000 | 2,101,000 | 0 | 0 | 0 |
| Other Regeneration Total Budget | 34,512,000 | 24,939,000 | 25,421,000 | 5,150,000 | 0 |

| | | | | | |
|---------------|--------------------|--------------------|--------------------|--------------------|-------------------|
| TOTALS | 118,607,000 | 110,629,000 | 195,058,000 | 195,786,000 | 78,377,000 |
|---------------|--------------------|--------------------|--------------------|--------------------|-------------------|

Appendix 2: Draft HRA Projections from Business Plan - Years 1-10.

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|--------------------|
| | 2023.24 | 2024.25 | 2025.26 | 2026.27 | 2027.28 | 2028.29 | 2029.30 | 2030.31 | 2031.32 | 2032.33 |
| HRA 30 YEAR SUMMARY | | | | | | | | | | |
| Dwelling rents | 54,085,933 | 59,175,658 | 62,067,510 | 64,422,574 | 66,669,687 | 70,418,430 | 74,419,744 | 76,288,740 | 78,234,535 | 80,607,649 |
| Non-dwelling rents | 395,470 | 411,289 | 421,571 | 430,002 | 438,602 | 447,375 | 456,322 | 465,448 | 474,757 | 484,253 |
| Service charge income | 10,220,260 | 11,981,070 | 12,280,597 | 12,526,209 | 12,776,733 | 13,032,268 | 13,292,913 | 13,558,772 | 13,829,947 | 14,106,546 |
| Other income and contributions | 1,340,283 | 3,102,051 | 1,955,318 | 2,144,736 | 2,720,329 | 5,117,183 | 10,808,429 | 7,237,142 | 12,078,668 | 11,625,848 |
| Total income | 66,041,946 | 74,670,069 | 76,724,997 | 79,523,521 | 82,605,352 | 89,015,255 | 98,972,408 | 97,550,102 | 104,617,908 | 106,824,296 |
| Repairs & maintenance | 15,957,288 | 16,039,873 | 16,491,816 | 16,946,005 | 17,424,249 | 17,715,929 | 18,068,519 | 18,372,515 | 18,662,176 | 18,973,095 |
| Management (incl RRT) | 28,331,050 | 29,476,855 | 30,225,119 | 30,838,755 | 31,469,105 | 32,123,465 | 32,796,612 | 33,458,060 | 34,133,208 | 34,825,798 |
| Bad debts | 639,608 | 580,813 | 609,477 | 632,753 | 655,152 | 692,864 | 733,143 | 751,653 | 770,936 | 794,569 |
| Dwelling Depreciation | 9,812,100 | 10,204,584 | 10,459,699 | 10,668,893 | 10,882,270 | 11,099,916 | 11,321,914 | 11,548,352 | 11,779,319 | 12,014,906 |
| Debt management | 47,820 | 49,733 | 50,976 | 51,996 | 53,036 | 54,096 | 55,178 | 56,282 | 57,407 | 58,556 |
| Total costs | 54,787,866 | 56,351,858 | 57,837,086 | 59,138,401 | 60,483,812 | 61,686,269 | 62,975,366 | 64,186,862 | 65,403,047 | 66,666,924 |
| Net income from services | 11,254,080 | 18,318,211 | 18,887,911 | 20,385,120 | 22,121,540 | 27,328,986 | 35,997,042 | 33,363,239 | 39,214,861 | 40,157,372 |
| Interest payable | -10,019,529 | -15,853,185 | -20,519,643 | -22,375,310 | -29,177,687 | -34,622,792 | -35,186,499 | -37,570,899 | -36,516,876 | -33,731,674 |
| Interest income | 658,536 | 728,948 | 600,866 | 855,052 | 557,546 | 1,233,966 | 306,377 | 1,641,792 | 264,653 | 1,225,711 |
| Net income/expenditure before appropriation | 1,893,087 | 3,193,973 | -1,030,866 | -1,135,138 | -6,498,600 | -6,059,840 | 1,116,921 | -2,565,868 | 2,962,638 | 7,651,409 |
| Set aside for debt repayment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | -2,238,758 | -5,579,974 |
| Revenue contributions to capital | -500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Net HRA Surplus/Deficit | 1,393,087 | 3,193,973 | -1,030,866 | -1,135,138 | -6,498,600 | -6,059,840 | 1,116,921 | -2,565,868 | 723,880 | 2,071,435 |
| HRA Balance brought forward | 24,819,000 | 26,212,087 | 29,406,060 | 28,375,195 | 27,240,056 | 20,741,456 | 14,681,616 | 15,798,537 | 13,232,669 | 13,956,549 |
| HRA surplus/(deficit) | 1,393,087 | 3,193,973 | -1,030,866 | -1,135,138 | -6,498,600 | -6,059,840 | 1,116,921 | -2,565,868 | 723,880 | 2,071,435 |
| HRA Balance carried forward | 26,212,087 | 29,406,060 | 28,375,195 | 27,240,056 | 20,741,456 | 14,681,616 | 15,798,537 | 13,232,669 | 13,956,549 | 16,027,984 |

Appendix 2b: Draft HRA Capital Investment Requirement Projection from Business Plan

| Year | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|---|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|--------------------|--------------------|
| Financial Year | | 2023.24 | 2024.25 | 2025.26 | 2026.27 | 2027.28 | 2028.29 | 2029.30 | 2030.31 | 2031.32 | 2032.33 |
| HRA CAPITAL PROGRAMME | | | | | | | | | | | |
| Stock capital investment | 780,972,825 | 38,981,382 | 42,477,113 | 50,472,262 | 29,355,492 | 29,554,618 | 26,829,702 | 27,264,471 | 27,575,686 | 28,021,261 | 28,473,629 |
| Other Improvements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Development/Acquisition | 226,402,513 | 34,561,513 | 42,678,200 | 41,630,648 | 50,413,393 | 29,555,507 | 8,754,680 | 5,141,714 | 3,641,714 | 3,341,714 | 3,341,714 |
| Demolition & Forward Funding | 645,485,456 | 25,805,962 | 37,145,800 | 61,259,947 | 139,057,223 | 151,994,955 | 59,512,457 | 111,431,668 | 42,244,864 | 9,431,735 | 4,303,987 |
| Other Regeneration | 116,354,544 | 16,761,385 | 38,783,359 | 7,738,801 | 5,587,738 | 14,236,135 | 10,110,172 | 10,149,387 | 4,244,655 | 8,742,913 | 0 |
| Capital programme | 1,769,215,338 | 116,110,242 | 161,084,471 | 161,101,657 | 224,413,847 | 225,341,215 | 105,207,010 | 153,987,241 | 77,706,918 | 49,537,624 | 36,119,330 |
| Scheduled Debt Repayment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>Financed by...</i> | | | | | | | | | | | |
| Major Repairs Reserve | -210,235,228 | -13,675,100 | -10,204,584 | -10,459,699 | -10,668,893 | -10,882,270 | -11,099,916 | -11,321,914 | 17,298,235 | 60,663,835 | 6,717,983 |
| RTB receipts | -38,551,714 | -1,113,177 | -1,124,309 | -1,135,552 | -1,146,907 | -1,158,376 | -1,184,924 | -1,212,037 | -1,224,157 | -1,231,157 | -1,235,554 |
| 1-4-1 receipts | -59,262,836 | -6,596,777 | -6,949,130 | -6,950,597 | -8,141,137 | -10,505,361 | -5,828,842 | -8,209,914 | -3,680,851 | -932,859 | -766,440 |
| Other receipts, Reserves and grants | -708,237,845 | -13,777,279 | -32,637,438 | -46,875,165 | -10,484,873 | -40,918,570 | -75,434,867 | -62,854,019 | -90,100,146 | -108,037,443 | -40,835,319 |
| Revenue contributions | -26,764,318 | -500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| HRA borrowing | -726,163,396 | -80,447,909 | -110,169,011 | -95,680,645 | -193,972,037 | -161,876,637 | -11,658,461 | -70,389,358 | 0 | 0 | 0 |
| Capital financing | -1,769,215,338 | -116,110,242 | -161,084,471 | -161,101,657 | -224,413,847 | -225,341,215 | -105,207,010 | -153,987,241 | -77,706,918 | -49,537,624 | -36,119,330 |
| Net balance on capital programme | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

Appendix 3: Equality & Health Impact Assessment (EqHIA)

(See attached)

Equality & Health Impact Assessment (EqHIA)

Document control

| | |
|-----------------------------------|---|
| Title of activity: | Housing Revenue Account (HRA) Business Plan update, Budget 2024/25 & Capital Programme 2024/25–2028/29 |
| Lead officers: | Joe Agius - Strategy & Policy officer |
| Approved by: | Paul Walker - Director of Housing and Property |
| Date completed: | January 2024 |
| Scheduled date for review: | January 2025 |

| | |
|---|-----|
| Did you seek advice from the Corporate Policy & Diversity team? | Yes |
| Did you seek advice from the Public Health team? | Yes |
| Does the EqHIA contain any confidential or exempt information that would prevent it from being published on the Council's website? | No |

1. About the activity

| | | |
|---|-------------------|--|
| 1 | Title of activity | Housing Revenue Account (HRA) Budget & Business Plan 2024/25 |
| 2 | Type of activity | This report sets out what HRA income the Council has available to spend on housing, the current HRA financial position and the proposed spending plans for 2024/25. |
| 3 | Scope of activity | <ol style="list-style-type: none"> 1 Approve the Housing Revenue Account Budget as detailed in paragraph Error! Reference source not found.5 of the report. 2 Agree that the rents chargeable for tenants in general needs Council properties owned by the London Borough of Havering be increased by 7.7% from the week commencing 1st April 2024. 3 Agree that the rents chargeable for tenants in supported housing Council properties, such as sheltered housing and hostels, owned by the London Borough of Havering, are increased by 7.7% from the week commencing 1st April 2024. 4 Agree the four rent-free weeks for 2024/25 are: the week commencing of 26th August 2024; 16th December 2024; 23rd December 2024 and the 31st March 2025. 5 Agree that service charges and heating and hot water charges for 2024/25 are as detailed in section Error! Reference source not found. of the report. 6 Agree that charges for garages should be increased by 7.7% in 2024/25 as detailed in paragraph 2.9 of the report. 7 Agree that the service charge for the provision of intensive housing management support in sheltered housing for 2024/25 shall be as detailed in paragraph Error! Reference source not found.25 of the report. 8 Agree the Supported Housing Charge for HRA Hostels as detailed in paragraph 2.31 of the report. |

| | | | | |
|---------------|--|---|--|--|
| | | <p>9 Agree that the rent charge to shared ownership leaseholders is increased by 8.9% as detailed in paragraph Error! Reference source not found. of the report.</p> <p>10 Agree that the Care-line and Telecare support charge should be increased by 7.7% for 2024/25 as detailed in paragraph 2.28 of the report.</p> <p>11 Approve the HRA Major Works Capital Programme, detailed in Appendix 1a of the report and refer it to full Council for final ratification.</p> <p>12 Approve the HRA Capital expenditure and financing for the 12 Estates Joint Venture and other acquisition and regeneration opportunities detailed in section 4.4 – 4.12 and Appendix 1b of the report and refer it to Full Council for final ratification.</p> <p>13 Approve the acquisition of 47 affordable homes by the HRA on the Quarles Campus site from Mercury Land Holdings, as detailed in paragraph 4.10 of the report, and delegate approval of the contract terms and completion to the Strategic Director of Place, acting in consultation with the Strategic Director of Resources Officer and the Deputy Director of Legal & Governance.</p> | | |
| 4a | Are you changing, introducing a new, or removing a service, policy, strategy or function? | No | | |
| 4b | Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)? | Yes | | |
| 4c | Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people’s health and wellbeing? | Yes | | |
| Completed by: | | Joe Agius, Strategy & Policy officer (LBH) | | |

Date:

January 2024

2. The EqHIA

Background/context:

The Housing Revenue Account (HRA) remains a ring-fenced account that is used to manage the Council's own housing stock.

The proposed budget will enable the Council to manage the stock to a good standard, maintain the existing stock to the Decent Homes standard and provide funding for a significant new build and estate regeneration programme. It further sets rents, service charges and other charges for Council tenants and leaseholders.

The Council recognises that there is a need for good quality affordable homes, especially for vulnerable residents such as the elderly, those on low income and first time buyers. Thus it has set out its ambition to meet these needs by using resources generated through the Council's HRA Business Plan.

The formula for setting social rent should enable registered providers to set rents at a level that allows them to meet their obligations to their tenants; maintain their stock to, at least, the Decent Homes standard and continue to function as a financially viable organisation.

Consultation with tenants and leaseholders took place in January 2024. Formal notification was sent out to tenants, giving a four-week notice of the increases.

Tenants on Housing Benefit had their payment adjusted automatically, while those on Universal Credit (UC) were notified to the Department of Work and Pensions (DWP) to increase their payments. Separate letters were sent to tenants on UC.

Financial and welfare benefits advice was made available to all tenants.

Who will be affected by the activity?

Tenants and leaseholders of Council stock, and occupants of temporary accommodation owned or leased by the Council.

| Protected Characteristic - AGE | | |
|--------------------------------|---|---|
| | | <p>Overall impact: The majority of council tenants in Havering are of working age.</p> |
| Positive | | <p>30% of all council tenants in the Borough are of pension age, compared to 18% of the general population.</p> |
| Neutral | | |
| | | <p>Of the over 65s, 74.9% of tenants are on full or partial benefits, compared to 68% of all tenants.</p> <p>Housing Benefit or Universal Credit payments will cover or reduce the impact for many tenants, although for benefit purposes, heating and water charges are exempt and tenants are expected to pay these costs themselves. The Council also collects these water charges on behalf of the Water Authority which reduces the cost to the residents.</p> <p>The remaining 25% of older tenants will be responsible for meeting all of their rent and service charge costs. The biggest impact is likely to be on low income working households and pensioner households whose income and savings respectively take them above the Housing Benefit threshold.</p> <p>We recognise that the increase in service charges could potentially impact negatively on tenants who are not in receipt of Housing Benefit. The decision to increase Telecare and Careline costs may affect those residents who self-fund this service.</p> |
| Negative | X | <p>These services enable tenants to stay in their homes for longer, allowing the tenant to maintain their independence. There is the potential consequence that affected tenants may withdraw their subscription to this scheme. The costs are similar or lower than those charged in other London boroughs.</p> <p>All tenants regardless of their age who are affected by the increase in service charges will be notified of the specific changes to their service charges and will be provided with information and guidance for money and debt advice.</p> <p>Housing services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist tenants to manage this increase in service charges. This applies to all tenants whether in general needs or supported housing accommodation.</p> <p>Housing Services' will advise tenants to make welfare benefits claims and to refer tenants to sources of support. To this end, as part of 'business as usual', details of the increase in service charges will be included in the end of year rent statement sent out to tenants.</p> |

We will also include information on Housing Services' pages on the Havering website, the tenant magazine 'At the Heart' and in any direct contact our officers have with tenants. Upon request, Housing Services can provide this information in an appropriate format according to the needs of the tenant.

The impact of the increase in fuel costs is likely to affect older people as the majority of those receiving heat and hot water are in sheltered blocks.

The recommendation to cap the increase in heating costs to 50% of the actual will mitigate that impact and will put those residents in a preferable position to other tenants who pay for their own gas and will be subject to the significant increases due this year.

Evidence:

The estimated population of Havering is 260,651¹ is the twelfth smallest population in London. It has a median age of approximately 39.2 and the highest percentage of people aged over 65 (18%) out of the London boroughs, although this is below the proportion of over 65's for England as a whole.

Table 1: Population by age range in Havering, London and England including percentage of the population

| Age | Havering | % | London | % | England | % |
|---------|----------|-----|---------|-----|-----------|-----|
| 0 - 4 | 17,167 | 6.6 | 595,799 | 6.6 | 3,239,447 | 5.7 |
| 5 - 9 | 17,251 | 6.6 | 606,333 | 6.7 | 3,539,458 | 6.3 |
| 10 - 14 | 15,719 | 6.0 | 550,753 | 6.1 | 3,435,579 | 6.1 |
| 15 - 19 | 14,105 | 5.4 | 474,456 | 5.3 | 3,115,871 | 5.5 |
| 20 - 24 | 14,117 | 5.4 | 556,594 | 6.2 | 3,472,522 | 6.1 |
| 25 - 29 | 17,407 | 6.7 | 757,848 | 8.4 | 3,771,493 | 6.7 |
| 30 - 34 | 18,900 | 7.3 | 822,084 | 9.1 | 3,824,652 | 6.8 |
| 35 - 39 | 18,698 | 7.2 | 779,934 | 8.7 | 3,738,209 | 6.6 |
| 40 - 44 | 16,677 | 6.4 | 677,463 | 7.5 | 3,476,303 | 6.2 |
| 45 - 49 | 15,913 | 6.1 | 598,535 | 6.7 | 3,638,639 | 6.4 |
| 50 - 54 | 17,227 | 6.6 | 569,938 | 6.3 | 3,875,351 | 6.9 |
| 55 - 59 | 16,644 | 6.4 | 508,722 | 5.7 | 3,761,782 | 6.7 |
| 60 - 64 | 14,308 | 5.5 | 405,576 | 4.5 | 3,196,813 | 5.7 |
| 65 - 69 | 11,672 | 4.5 | 318,142 | 3.5 | 2,784,300 | 4.9 |
| 70 - 74 | 12,035 | 4.6 | 280,432 | 3.1 | 2,814,128 | 5.0 |
| 75 - 79 | 8,509 | 3.3 | 196,419 | 2.2 | 2,009,992 | 3.6 |
| 80 - 84 | 6,833 | 2.6 | 150,980 | 1.7 | 1,449,189 | 2.6 |
| 85+ | 7,469 | 2.9 | 152,480 | 1.7 | 1,406,410 | 2.5 |

Household types in Havering are mainly composed of pensioners or married couples with dependants², with the highest proportion of one person households occupied by a

persons aged 65 years and over, at 48% of one person households. 32% of the over 65 population live in a one-person household.

It is projected that the proportion of people aged 0-15 and over 65 will increase, with a slight decrease in the proportion of working age population ³.

In relation to Havering tenants, 30.4% of main tenants are aged 65 and over⁴. When we look at the proportion of over 65's as part of the Havering adult population, this is almost 7% lower, at 23.7%.

Table 2: Age range of Havering Council's main tenants and the percentage of these as part of the main tenant population.

| Age | Main Tenant (Havering) | % |
|---------|---------------------------|-------|
| 15 - 19 | 1 | 0.01 |
| 20 - 24 | 134 | 1.59 |
| 25 - 29 | 365 | 4.32 |
| 30 - 34 | 652 | 7.72 |
| 35 - 39 | 702 | 8.31 |
| 40 - 44 | 752 | 8.90 |
| 45 - 49 | 725 | 8.58 |
| 50 - 54 | 889 | 10.52 |
| 55 - 59 | 871 | 10.31 |
| 60 - 64 | 784 | 9.28 |
| 65 - 69 | 674 | 7.98 |
| 70 - 74 | 616 | 7.29 |
| 75 - 79 | 505 | 5.98 |
| 80 - 84 | 361 | 4.27 |
| 85+ | 415 | 4.91 |

For people at a working age in Havering (16–64), approximately 83% are economically active ⁵.

Data is limited in terms of the working age population who are Havering tenants, as this is ongoing gathered at the time of applying to the housing register, then at the time of offer if needed.

Most tenants receive a form of benefit (housing benefit or universal credit), an estimated 68% of all tenants. The proportion varies amongst age groups with the lowest proportion at age 55-59 (59% of this age group) and over 65's at 74.9% of tenants. Whilst the highest percentage is in the 15-19 age range, this relates to only one tenant.

As the taper that is applied to UC takes away from the housing element in the first instance, the data received from DWP and uploaded on to the system does not distinguish between those that are in receipt of this element and those that are not, only whether the receive UC.

Table 3: Proportion of tenants within each age range who receive either Universal Credit (UC) or Housing Benefit (HB).

| Age | Percentage of main applicants in receipt of UC or HB within each age group (% , rounded) |
|--------------|--|
| 15-19 | 100.0 |
| 20-24 | 79.9 |
| 25-29 | 66.3 |
| 30-34 | 71.8 |
| 35-39 | 69.4 |
| 40-44 | 66.2 |
| 45-49 | 61.1 |
| 50-54 | 63.6 |
| 55-59 | 59.0 |
| 60-64 | 64.3 |
| 65-69 | 70.8 |
| 70-74 | 70.8 |
| 75-79 | 79.0 |
| 80-84 | 78.7 |
| 85-89 | 82.3 |
| 90-94 | 73.0 |
| 95-99 | 83.7 |
| 100 and over | 75.0 |

Life Expectancy

A new-born male baby in the UK today can expect to live for 79.2 years and a girl to 82.9 years, with 22.6% of new-born boys and 28.3% of new-born girls projected to live to 100 years.

The life expectancy at age 65 years in Havering is 19 years for males and 21.7 years for females. The life expectancy at birth for people living in Havering is 80.2 years for males and 83.9 years for females.

Sources:

- 1 - Mid-year population estimates (Office for National Statistics (ONS))
- 2 - Office for National Statistics (ONS)
- 3 – Projected population growth by age by 2043 (ONS)
- 4 – Current tenancies, E&D (Open Housing)
- 5 - https://www.haveringdata.net/business-and-employment/#/view-report/e20793b6fb0647e4980a5868fa1d817c/_iaFirstFeature

| Protected Characteristic - DISABILITY | | |
|---|---|---|
| | | Overall impact: There will be some disabled people on low incomes who may find that the rent and service charge increases may cause them financial difficulties, particularly those who may have income or savings which are just above the threshold to qualify for Housing Benefit. |
| Positive | | |
| Neutral | | |
| Negative | x | <p>Tenants within this protected characteristic who receive a full or partial award of Housing Benefit or UC may find that this covers or reduces the impact of the increase in service charges.</p> <p>We recognise that any increase in rent and service charges could potentially impact negatively on tenants who are not in receipt of Housing Benefit.</p> <p>The decision to increase Telecare and Careline costs may affect those tenants who self-fund this service. These services enable tenants to stay in their homes for longer allowing them to maintain their independence. There is the potential consequence that tenants withdraw their subscription to this scheme. The charges are similar or below those charged by other boroughs.</p> <p>Housing Services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist tenants to manage this increase in service charges. This applies to all tenants whether in general needs or sheltered housing accommodation.</p> <p>Information on the increase in rent and service charges will be made accessible to disabled people. To this end, details of the increase in service charges will be included in the end of year rent statement sent out to tenants.</p> <p>We will also include information on Housing Services' pages on the Havering website, the tenant magazine 'At the Heart' and in any direct contact our officers have with tenants.</p> <p>Upon request, Housing Services can provide this information in an appropriate format according the needs of the tenant.</p> |
| Evidence: At a national level individuals with a disability aged 16-64 were less likely to own their own home (40.9%) than non-disabled people (53.4%), and more likely to have rented social housing (at 24.9% compared with 7.8%). The following shows the estimated prevalence of various disabilities in Havering in 2020 for working age people ^{2, 3} . Table 4: Number of people aged 18-64 with disabilities in Havering by age band, 2020 | | |

| Age band | Number with learning disability | Number with Impaired mobility | Number with serious visual impairment | Number with moderate or severe, or profound hearing impairment |
|----------|---------------------------------|-------------------------------|---------------------------------------|--|
| 18-24 | 519 | 192 | 12 | 347 |
| 25-34 | 911 | 366 | 24 | 791 |
| 35-44 | 882 | 1,790 | 23 | 1,652 |
| 45-54 | 792 | 1,685 | 22 | 4,271 |
| 55-64 | 721 | 4,438 | 21 | 8,143 |
| 18-64 | 3,824 | 8,471 | 102 | 15,204 |

Table 5: Number of people aged 18-64 with mental health problems in Havering, 2020

| Mental health problem | Number |
|-----------------------------------|--------|
| Common mental disorder | 29,906 |
| Borderline personality disorder | 3,796 |
| Antisocial personality disorder | 5,184 |
| Psychotic disorder | 1,100 |
| Two or more psychiatric disorders | 11,327 |

Table 6: Number of people aged 65 & over unable to manage at least one mobility activity on their own in Havering, 2020

| Age band | Number |
|-------------|--------|
| 65-69 | 1,023 |
| 70-74 | 1,642 |
| 75-79 | 1,506 |
| 80-84 | 1,740 |
| 85 and over | 3,410 |
| 65 and over | 9,321 |

It is also worth mentioning that research on the impact of COVID-19 shows that the coronavirus pandemic has increased psychological distress both in the general population and among high-risk groups.

Behaviours such as physical distancing, as well as their social and economic impacts, are worsening mental health consequences. Research on the psychological impact of mass trauma (e.g., natural disasters, flu outbreaks) suggests that the pandemic might particularly harm the mental health of marginalized populations who have less access to socio-economic resources and supportive social networks (Galea S, 2020).

There are unique stressors and challenges that could worsen mental health for people with disabilities during the COVID-19 crisis. Research on past pandemics shows that disabled people find it harder to access critical medical supplies which can become even more challenging as resources become scarce (Goldmann E, 2014).

Some people with disabilities report higher levels of social isolation than their non-disabled counterparts. They may experience intensified feelings of loneliness in response to physical distancing measures.

Data on disabilities in Havering council stock is limited. The Housing Services diversity report in 2017 led to 18% of tenants self-declaring that they had a physical and/or mental disability, and 3% a sensory disability, albeit without any measurement of disability related benefit or medical evidence. Data extracted from Open housing indicates that 21.5% of council tenants have identified themselves as having a disability at some point during the process of applying and holding a tenancy.

In terms of demand, of the live applications on the housing register at this time, the primary reason is medical for 77 applicants meaning that they have a severe health condition that is significantly impacted by their current housing situation.

Sources:

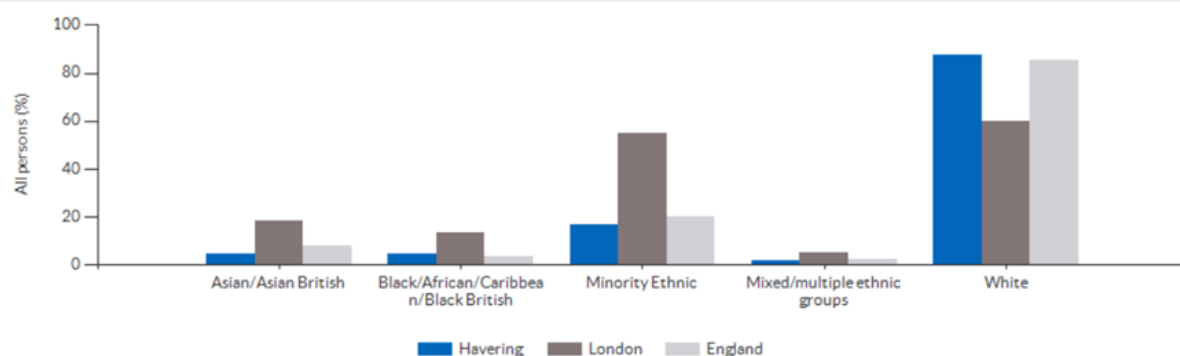
1. Outcomes for Disabled People in the UK report
2. Projecting Older People Population Information:
<https://www.poppi.org.uk/index.phpProjecting> Adults Needs and Services Information:
3. <https://www.pansi.org.uk>
4. Housing Service Diversity report (Open Housing)
5. Housing Waiting list report (Open Housing)

Protected Characteristic – SEX/GENDER

| | | |
|-----------------|----------|---|
| | | Overall impact: The demographic profile of Havering council tenants indicates that an increase in service charges is more likely to affect woman rather than men. |
| Positive | | |
| Neutral | | Many of these tenants will be the heads of single parent families who may be in lower paid/lower income jobs. |
| Negative | x | <p>The decision to increase rent and service charges might cause an increased financial burden on some of our vulnerable tenants, regardless of gender, when considered alongside other elements of welfare reform.</p> <p>Tenants within this protected characteristic who receive a full or partial award of Housing Benefit or UC may find that this covers or reduces the impact of the increase in rent and service charges. While they will still be responsible for meeting the service charges for heating and water charges.</p> |

| | | |
|---|--|---|
| | | <p>Tenants will be paying a fuller contribution towards the costs of these services and the increase genuinely reflects, and is required to meet, the actual cost of providing this service.</p> <p>We recognise that any increase in rent and service charges could potentially impact negatively on tenants who are not in receipt of Housing Benefit or UC.</p> <p>Housing services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist tenants to manage this increase in service charges. This applies to all tenants whether in general needs or sheltered housing accommodation.</p> <p>To this end, details of the increase in rent and service charges will be included in the end of year rent statement sent out to tenants. We will also include information on Housing Services' pages on the Havering website, the tenant magazine 'At the Heart' and in any direct contact our officers have with tenants.</p> |
| <p>Evidence:</p> <p>Of the estimated 260,651 people in Havering, 48.2% are male and 51.8% are female ¹.</p> <p>Working aged women are less likely to be economically active in Havering (78%, compared to 86% for men) and when they are in work, they continue to earn less than men because of a gender pay gap in Havering (15.4%).</p> <p>Women are also more likely than men to live in poverty. As a result, women are more likely to be eligible for social housing with 58% of social rented homes nationally are headed by a female.</p> <p>In terms of demand for local authority housing in Havering, of the main applicant's active on the housing register, 84.3% (of 1502 applicants) identify as female.</p> <p>Within current housing stock, 64.5% main tenants identify as female and 35.48% identify as male, with one tenant identified as "other". A slightly higher proportion of female tenants (70%) receive either UC or HB than men (64%). Only one lead tenant identified as "other" and in receipt of a benefit.</p> | | |
| <p>Sources:</p> <p>1 - Mid-year estimates of population (Office for National Statistics)</p> <p>2 - https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables</p> <p>3 - Housing Waiting List (Open Housing))</p> <p>4 - Current tenancies E&D (Open Housing)</p> | | |

| Protected Characteristic – ETHNICITY/RACE | | |
|--|---|--|
| | | <p>Overall impact: 17% of Havering's population is from an ethnic minority.</p> |
| Positive | | |
| Neutral | | <p>For those tenants who have provided us with the information only 8.3% are from ethnic minorities. However 22.0% of households on the Housing Register are from ethnic minorities so it is anticipated that the porportion of tenants from ethnicminotities will grow in future years.</p> |
| Negative | X | <p>We recognise that the increase in rent and service charges could potentially impact negatively on tenants who are not in receipt of Housing Benefit or UC.</p> <p>Housing Services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist all affected tenants to manage this increase in service charges. This applies to all tenants whether in general needs or sheltered housing accommodation.</p> <p>To this end, details of the increase in rent and service charges will be included in the end of year rent statement sent out to tenants. We will also include information on Housing Services' pages on the Havering website, the tenant magazine 'At the Heart' and in any direct contact our officers have with tenants.</p> <p>Any potential impact to this protected characteristic group is thought to be minimal and will be managed through translation services where necessary. These resources are available to the Council as part of its daily business which will ensure that tenants, whose first language is not English receive the help and support which they may need.</p> |
| <p>Evidence: Havering continues to be considered one of the most ethnically homogenous places in London, with 83% of its residents recorded as White British in the 2011 census, higher than both London and England.</p> <p>Table 8 – Population of Havering, London, and England by ethnicity¹</p> | | |



Source: ONS Census 2011

| | Havering | | London | | England | |
|---------------------------------------|----------|------|-----------|------|------------|------|
| | Count | % | Count | % | Count | % |
| Asian/Asian British | 11,545 | 4.9 | 1,511,546 | 18.5 | 4,143,403 | 7.8 |
| Black/African/Caribbean/Black British | 11,481 | 4.8 | 1,088,640 | 13.3 | 1,846,614 | 3.5 |
| Minority Ethnic - Total | 39,617 | 16.7 | 4,504,657 | 55.1 | 10,733,220 | 20.2 |
| Mixed/multiple ethnic groups | 4,933 | 2.1 | 405,279 | 5 | 1,192,879 | 2.3 |
| Other ethnic group | 1,324 | 0.6 | 281,041 | 3.4 | 548,418 | 1 |
| White | 207,949 | 87.7 | 4,887,435 | 59.8 | 45,281,142 | 85.4 |

It is estimated that the ethnically homogenous characteristic of Havering is gradually changing due to its growing cultural diversity. In this regard, the Borough's white population is projected to decrease from the current 84% to 78% in 2032.

The BME population, notably those from Black African heritage (though many of whom are likely to be British born) is projected to increase from 4.1% in 2017 to 5.3% of the Havering population in 2032. The number of Black & minority ethnic group residents in the borough is expected to rise from 18% currently to 22% by 2032.

This is further highlighted in the GLA ethnic projections (2020) There are approximately 40,500 (18%) people from BAME (Black Asian Minority Ethnic) groups living in Havering, the majority being of a Black African ethnicity (11,700, 4.5%).

The UK poverty rate is twice as high for black & minority ethnic groups as for white British groups. Nationally, ethnic minority groups are more likely than white British households to spend a high proportion of income on rent, regardless of whether they live in social or private rented housing.

However, the housing they live in tends to be of lower quality, especially among households of Pakistani origin, and overcrowding is more common, particularly among households of Bangladeshi origin.

Within Havering Council stock, we see the current population by ethnicity where the tenant has made the decision to provide this information:

Table 10: Ethnicity of Havering Council main tenants as a percentage of the tenant population ³

| Ethnicity | No. Tenants | Proportion of tenant population (%) |
|------------------------------------|--------------------|--|
| Asian or Asian British Bangladeshi | 14 | 0.2 |
| Asian or Asian British Chinese | 10 | 0.1 |
| Asian or Asian British Indian | 16 | 0.2 |
| Asian or Asian British Other | 38 | 0.4 |
| Asian or Asian British Pakistani | 11 | 0.1 |
| Black or Black British African | 262 | 3.1 |
| Black or Black British Caribbean | 86 | 1.0 |
| Black or Black British Other | 52 | 0.6 |
| Mixed Other | 33 | 0.4 |
| Mixed White & Asian | 15 | 0.2 |
| Mixed White & Black African | 41 | 0.5 |
| Mixed White & Black Caribbean | 53 | 0.6 |
| Other Ethnic Group: Other | 4 | 0.0 |
| Refused | 595 | 7.0 |
| White British | 6658 | 78.8 |
| White Irish | 74 | 0.9 |
| White Other | 206 | 2.4 |
| (blank) | 279 | 3.3 |

Most tenants are White British as would be expected with a homogenous population and secure tenancies, followed quite distantly by Black or Black British African.

There is, however, quite a notable change in ethnicity based on housing demand. Housing needs, based on the housing register data, see an increase in the proportion of Black or Black British African applicants, making up 9% of households, with White British households at 59.3% of applicants.

Table 11: Ethnicity of applicants with an assessed housing need ⁴

| Ethnicity | Percentage (%) with an assessed housing need |
|------------------------------------|---|
| Asian or Asian British Bangladeshi | 0.7 |
| Asian or Asian British Indian | 0.7 |
| Asian or Asian British Other | 1.3 |
| Asian or Asian British Pakistani | 0.6 |
| Black or Black British African | 9.7 |
| Black or Black British Caribbean | 2.4 |
| Black or Black British Other | 1.0 |
| Mixed Other | 0.7 |
| Mixed White & Asian | 0.4 |
| Mixed White & Black African | 1.5 |
| Mixed White & Black Caribbean | 2.3 |
| Other Ethnic Group: Arab | 0.1 |
| Other Ethnic Group: Other | 0.1 |

| | |
|---------------|------|
| Refused | 4.9 |
| White British | 59.3 |
| White Irish | 0.5 |
| White Other | 4.3 |
| (blank) | 9.6 |

Sources:

- 1 - Office for National Statistics/Havering Public Health Intelligence
- 2 - [Ethnic group population projections - London Datastore](#)
- 3 - Current tenancies E&D report (Open Housing)
- 4 - Housing Waiting List report (Open Housing)

Protected Characteristic – RELIGION/FAITH

| | | |
|-----------------|----------|--|
| | | Overall impact: |
| Positive | | There is insufficient data to suggest that an increase in rent and service charges will have any greater or lesser effect on the grounds of a tenant's faith or religious beliefs. |
| Neutral | | There is a deficit within our data on this protected characteristic with 32% of our tenants preferring not to say or where we have been unable to record this information. A further 30% of our tenants stated that they did not have a faith or religious belief. |
| Negative | x | <p>All tenants regardless of their religion or faith who are affected by the increase in service charges will be notified of the specific changes to their service charges and will be provided with information and guidance for money and debt advice.</p> <p>Housing Services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist tenants to manage this increase in service charges. This applies to all tenants whether in general needs or supported housing accommodation.</p> <p>Housing Services' will advise tenants to make welfare benefits claims and to refer tenants to sources of support. To this end, details of the increase in rent and service charges will be included in the end of year rent statement sent out to tenants.</p> <p>We will also include information on Housing Services' pages on the Havering website, the tenant magazine 'At the Heart' and in any direct contact our officers have with tenants.</p> |

Evidence:

Most recent available data shows that most Havering residents are Christians:

Table 12: Religion and Belief, Havering

| Faith | Number | % |
|----------------|----------------|-------------|
| Christian | 155,597 | 65.6% |
| Buddhist | 760 | 0.3% |
| Hindu | 2,963 | 1.2% |
| Jewish | 1,159 | 0.5% |
| Muslim | 4,829 | 2.0% |
| Sikh | 1,928 | 0.8% |
| Other Religion | 648 | 0.3% |
| No Religion | 53,549 | 22.6% |
| No Response | 15,799 | 6.7% |
| TOTALS | 237,232 | 100% |

However, data is lacking in relation to Havering tenants, with many tenants either refusing to provide this information or the field in Open housing has been left blank, meaning that this may not even have been an option for most tenants to answer. The limited information is as follows:

Table 13: Religion/belief of Havering Council main tenants

| | |
|-------------------------|------|
| Agnostic | 6 |
| Another Religion/Belief | 49 |
| Atheist | 12 |
| Buddhist | 6 |
| Christian | 459 |
| Hindu | 2 |
| Jewish | 2 |
| Muslim | 35 |
| No religion | 565 |
| Prefer not to answer | 90 |
| Sikh | 2 |
| (blank) | 7219 |

However, the Service recognises that as the demographics of the borough and London are changing, the variety of religious beliefs and faiths among our tenants will widen.

Sources:

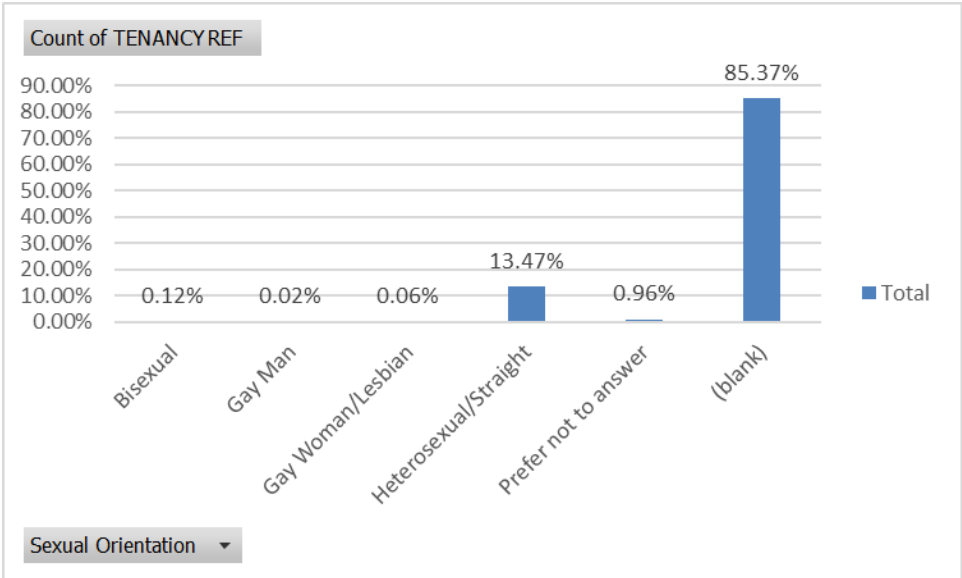
- 1 - Office for National Statistics (ONS)
- 2 - Current tenancies E&D report (Open Housing)
- 3 - Diversity Report (Open Housing)

| Protected Characteristic - Sexual orientation | | |
|---|---|---|
| | | <p>Overall impact: Although Housing Services has very limited data available, we have been unable to identify where the increase in service charges will have a disproportionate impact on this protected characteristic</p> |
| Positive | | |
| Neutral | | |
| | | <p>Sexuality is not relevant to the majority of Housing Services, with the exception of tackling harassment, hate crime or domestic abuse.</p> |
| | | <p>The increase in rent and service charges will be applied to tenants regardless of their sexual orientation. The increase will not have a disproportionate effect on the ground of this protected characteristic.</p> |
| | | <p>Housing Services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist tenants to manage this increase in service charges. This applies to all tenants whether in general needs or supported housing accommodation.</p> |
| | | <p>Housing Services will advise tenants to make welfare benefits claims and to refer tenants to sources of support. To this end, details of the increase in rent service charges will be included in the end of year rent statement sent out to tenants. We will also include information on Housing Services pages on the Havering website, the tenant magazine 'At the Heart' and in any direct contact our officers have with tenants.</p> |
| Negative | x | <p>On request, Housing Services can provide this information in an appropriate format according the needs of the tenant.</p> |
| | | <p>Housing Services would benefit from a better understanding of service take up by all service users. This information can then be provided to management so that they can have a clear picture of need, and therefore take appropriate action to plan services. It is anticipated that once Housing Services new IT system is embedded, we will be able to do so.</p> |

Evidence:

There remains a deficit in the data held on the sexual orientation of residents within the Borough. The data held has empty fields for over 85% of tenants.

Table 15: Sexual Orientation of main housing tenants



Nationally an estimated two-thirds (64%) of LGBTQ+ people had experienced anti-LGBT+ violence or abuse and 18% have experienced homelessness at some point in their lives ²

Additionally, people who are part of the LGBT+ community generally have an increased likelihood of mental health problems which are more likely to be exacerbated by external factors

Sources:

- 1 - Current tenancies E&D (Open Housing)
- 2 - Stonewall LGBTQ+ - Facts and figures (Galop - Hate crime report)

| Protected Characteristic - Gender reassignment | | |
|--|---|---|
| | | <p>Overall impact:</p> <p>There is no qualitative or quantitative data to suggest that the increase in Rent and Service Charges would have a greater or lesser effect on people from this protected characteristic</p> |
| Positive | | |
| Neutral | | <p>Housing Services would benefit from a better understanding of service take up by all service users. This information can then be provided to management so that they can have a clear picture of need, and therefore take appropriate action to plan services. It is anticipated that once Housing Services new IT system is embedded, we will be able to do so.</p> |
| Negative | x | <p>Gender reassignment is not relevant to the majority of housing services, with the exception of tackling harassment, hate crime or domestic abuse.</p> <p>The increase in rent and service charges will be applied to the tenant regardless of any protected group they may belong to. The increase will not have a disproportionate effect on the ground of this protected characteristic.</p> <p>Tenants within this protected characteristic who receive a full or partial award of Housing Benefit may find that this covers or reduces the impact of the increase in service charges.</p> <p>We recognise that the increase in rent and service charges could potentially impact negatively on tenants who are not in receipt of Housing Benefit.</p> <p>Housing Services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist all affected tenants to manage this increase in service charges. This applies to all tenants whether in general needs or sheltered housing accommodation.</p> <p>Housing Services' will advise tenants to make welfare benefits claims and to refer tenants to sources of support. To this end, details of the increase in rent and service charges will be included in the end of year rent statement sent out to tenants.</p> <p>We will also include information on Housing Services' pages on the Havering website, the tenant magazine 'At the Heart' and in any direct contact our officers have with tenants.</p> |

Evidence:

There is a deficit in the data held on residents who have undergone or are undergoing gender reassignment. In a similar vein to the protected characteristic of sexual orientation, there is a reticence among residents and tenants to disclose this information.

We recognise that this is an elective process on the part of the tenant and Housing Services will respect the confidence given to our officers when a tenant discloses this information to us.

Sources:

No data is currently available concerning this protected characteristic.

| Protected Characteristic - Marriage/Civil partnership | | |
|---|----------|---|
| | | Overall impact: There is no qualitative or quantitative data to suggest that the policy would have a greater or lesser effect on people on account of their marital status The marital status of residents does not have any impact on the management and delivery of Havering's housing services. Evidence of marriage or civil partnership holds use only to enable officers to determine if a person has the right to succeed a tenancy when their partner passes away. It is thought that this policy will not have any negative impact on persons within this protected characteristic. |
| Positive | | |
| Neutral | | |
| Negative | x | |
| Evidence: We do not collate data on the marital status of council tenants, only at the point of entry on to the Housing Register and for the purposes of succession of a tenancy. | | |
| Sources: No data is currently available concerning this protected characteristic. | | |

| Protected Characteristic - Pregnancy, maternity and paternity | | |
|---|---|---|
| | | Overall impact: An impact on this protected characteristic may be more likely as tenants within this group may be on a lower income, particularly where they are receiving maternity/paternity leave pay or benefits. Tenants within this protected characteristic who receive a full or partial award of Housing Benefit may find that this covers or reduces the impact of the increase in rent and service charges. To minimise the effect of any increase in rent and service charges, the Council have applied a cap of 25% on all service charges. Tenants will be paying a fuller contribution towards the costs of these services and the increase genuinely reflects, and is required to meet, the actual cost of providing this service. We recognise that the increase in rent and service charges could potentially impact negatively on tenants who are not in receipt of Housing Benefit. Housing Services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist tenants to manage this increase in rent and service charges. Housing Services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist tenants to manage this increase in rent and service charges. |
| Positive | | |
| Neutral | | |
| Negative | x | |
| Evidence: The only data which Housing Services collects for this protected characteristic is due dates for pregnancy, usually collated at the point of entry to the Housing Register. This data is used to ascertain the size of property/ the number of bedrooms a tenant is requires under the 'bedroom standard'. However, due to the nature of the protected characteristic, it would be difficult to collect accurate and up to date data. | | |
| Sources: No data is currently available concerning this protected characteristic | | |

| Socio-economic status | | |
|--|---|--|
| | | Overall impact: The increase in rent and service charges may have a disproportionate effect on those with a lower income, as they may have a lower level of disposable income available to cover this increase. |
| Positive | | |
| Neutral | | |
| Negative | x | An increase in rent and service charges will have a negative impact upon the finance of residents not currently in receipt of full Housing Benefit, or for those tenants who are working in lower paid employment. It could affect tenants of pension age whose income and savings fall just above the threshold to qualify for Housing Benefit. 45% of council tenants will be affected as they do not receive full or partial housing benefit. Approximately 55% of our tenants will have the impact reduced by their entitlement to Housing Benefit. To minimise the effect of any increase in service charges, the Council have applied a cap of 25% on supported housing service charges. Tenants will be paying a fuller contribution towards the costs of these services and the increase genuinely reflects, and is required to meet, the actual cost of providing this service. We recognise that the increase in service charges could potentially impact negatively on tenants who are not in receipt of Housing Benefit. Housing Services has a dedicated resource in our Financial Inclusion and Welfare Benefit team who can provide advice and support to assist tenants to manage this increase in service charges. |
| Evidence: Across London, the raw number of households in poverty in socially rented properties sits at 950,000. Whilst this is similar to the total number of private renters in a similar position (870,000) the actual rate of poverty is higher, at 51% (PRS 33%). As one of the least deprived boroughs in London, it still has over 8500 (16.6%) of children in households with a relatively low income, and almost 7000 (13.4%) children with absolute low incomes ¹ . After housing costs, 30-33% of children would be living in poverty, with the most deprived areas including Gooshays and Heaton. The map below shows deprivation patterns in Havering based on the IMD 2019 child poverty index by Lower Super Output Areas (LSOAs). ² Gooshays is the most deprived ward, with an IMD average score rank of 50 out of 633 and 2165 out of 32844 LSOAs, making it amongst the 10% most deprived neighbourhoods in the country. Upminster is the least deprived with an IMD average score rank average of 615 out of 633, and ranked 32563 out of 32844 LSOA's, meaning it is in the top 1% of least deprived neighbourhoods. | | |

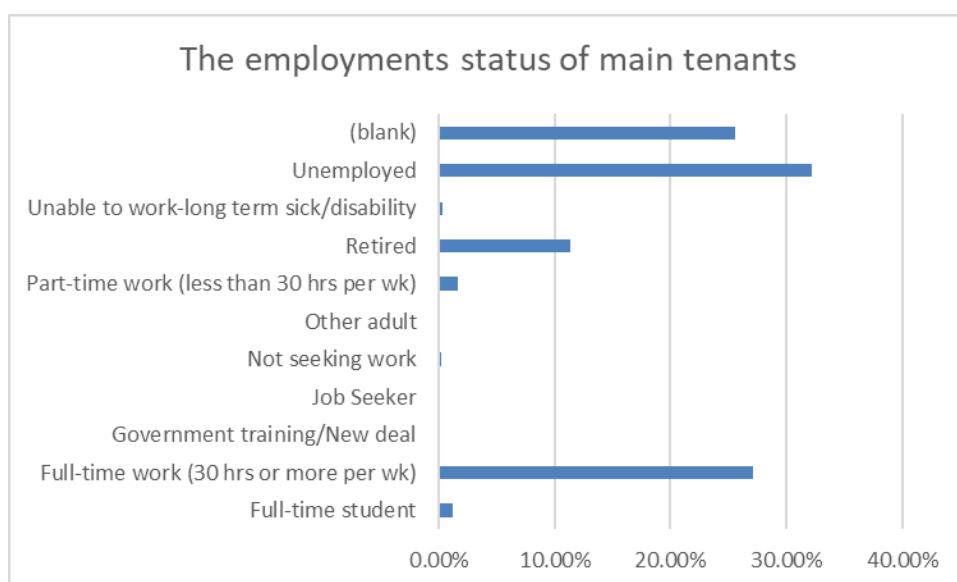
Despite generally low deprivation scores and high employment rates (economic activity 83%, 16 – 64), the median full time annual salary in Havering is £33,836, as measured in 2021, is low in comparison to the London median of £41,017 and slightly higher than the England median of £31,777.

The proportion of working age residents in Havering claiming out-of-work benefits (7.0%) is significantly lower than England (8.6%).

The employment rate within the Borough is higher than the London and England averages. About 79.4% of working age residents in Havering was employed in 2021, compared to 73.8% and 74.7% in London and England respectively.

The proportion of working age residents claiming out of work benefits (12.3%)⁴ is significantly lower than England (13.8%).

Table 16: Employment Status of all Council Tenants



Data held on current Council Tenants demonstrates that 28.8% of all Council Tenants are employed on a full-time or part-time basis, while just over 30% are unemployed. The number of tenant's whose employment status remains unrecorded will change as the process of reviews takes place over time.

It is worth adding once more that this data is not reliable in that this data is only picked up at the point where a tenant accepts an offer of council home, and individual circumstances can change over time.

Sources:

1 - HM Revenue and Customs - Personal Tax Credits: Children in low-income families local measure

2 - [Indices of Deprivation \(communities.gov.uk\)](https://communities.gov.uk)

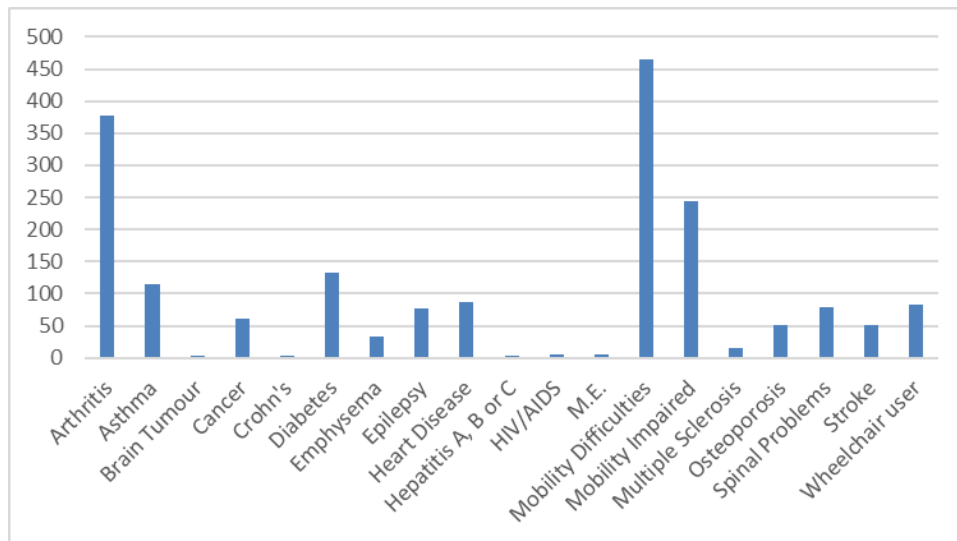
3 - Annual Survey of Hours and Earnings (ASHE), ONS and ONS CPI series

4 - People on out-of-work benefits, by London borough (Trust for London)

5 - Current tenancies E&D (Open Housing

| Health & Wellbeing | | |
|---|---|--|
| | | Overall impact: <u>Section 210(1)</u> of the Housing Act (1996) requires a housing authority to have regard to the following provisions when assessing the suitability of accommodation for an applicant: |
| Positive | | |
| Neutral | | |
| Negative | x | <p>1. (a) <u>Parts 9 and 10 of the Housing Act 1985</u> (the '1985 Act') (slum clearance and overcrowding); and</p> <p>2. (b) <u>Parts 1 to 4 of the Housing Act 2004</u> (the '2004 Act') (housing conditions, licensing of houses in multiple occupation, selective licensing of other residential accommodation, additional control provisions in relation to residential accommodation).</p> <p>The rent increase and increase in service charges will provide the resources to fund the development programme to deliver new high quality affordable housing in the borough through the regeneration programme. This will alleviate levels of overcrowding and households living in poor housing in the borough thereby improving the health outcomes.</p> <p>Do you consider that a more in-depth HIA is required as a result of this brief assessment? Please tick (ü) the relevant box</p> <p style="text-align: right;">Yes <input type="radio"/> No <input checked="" type="radio"/></p> |
| Evidence: <p>Average self-reported wellbeing in Havering has declined slightly from 2019/20 to 2020/21, decreasing from 7.7 to 7.5 out of 10 for Life Satisfaction, which is still high.</p> <p>For anxiety, we see a continuation of this increase, seen from 2015/16 (2.6 out of 10) to 2020/21 (3.1 out of 10), albeit this is still in the low category. "Happiness" saw a slight increase to 7.5 in 2020/21 from the previous year and "worthwhile" remained around the same at 8.</p> <p>Equalities data from the current Housing Register, (as at 2018), shows that 5.1% of applicants accepted on to the Housing Register have a sensory or physical disability which may necessitate the allocation of a property with a level of adaptation to meet their need.</p> <p>Where the tenant continues to have an ongoing housing need and continues to meet the eligibility criterion for social housing according to the Council's Allocation Scheme, the Council will offer the tenant a new tenancy for an appropriate property.</p> | | |

Table 17: Council Tenants who have identified a health issue



Data extracted from Open housing indicates that 21.5% of council tenants have identified themselves as having a disability. This is, however, a figure reliant on the self-reportage of tenants and does not necessarily mean that all instances of physical disability require an adaptation or change in housing.

Sources:

- 1 - [Personal well-being in the UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/personal-well-being-in-the-uk)
- 2 - Current tenancies, E&D (Open Housing)

Action Plan

| Item | Identified Negative impact | Recommended action/s | Outcomes and monitoring | Timescale | Lead officer |
|--------------------------------------|---------------------------------|--|--|-----------------------------------|--------------------------------|
| Increase in rent and service charges | Negative impact on most groups. | Increases are covered through welfare benefits. Letters and advice provided to tenants on UC. | Increases in rent and service charges are covered by Universal Credit and Housing Benefit. | Within one month of the increase. | Director of Housing & Property |

Review

The assessment will be reviewed on an annual basis.

Scheduled date of review: January, 2025

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CABINET

Subject Heading:

**2024/25 Budget and 2024-2028
Medium Term Financial Strategy**

Cabinet Member:

**Councillor Christopher Wilkins
Cabinet member for Finance**

SLT Lead:

Kathy Freeman
Strategic Director of Resources

Report Author and contact details:

Richard Tyler
Head of Financial Strategy and Business
Intelligence
01708 433 957

Richard.Tyler@haverling.gov.uk

Policy context:

This report sets out the Council's revenue budget requirement for 2024/25 and MTFS for the following three years. It makes proposals regarding the level of Council Tax required to meet the budget requirement. The report also provides an update on the outcome of the 2024/25 local government financial settlement.

Financial summary:

This report includes:

- The approach to setting the Council's 2024/25 budget and MTFS for the following three years
- The outcome of the local government finance settlement
- The recommended Council Tax level for 2024/25.
- The proposal to set a balanced budget.

Is this a Key Decision?

Yes:

Expenditure or saving (including anticipated income) of more than £500,000.

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

| | |
|--|-----|
| People - Things that matter for residents | (X) |
| Place - A great place to live, work and enjoy | (X) |
| Resources - A well run Council that delivers for People and Place. | (X) |

| |
|--------------------------|
| EXECUTIVE SUMMARY |
|--------------------------|

This report consists of the following sections:

- Introduction (Section 1)
- Background and Strategic Context (Section 2)
- The budget process and Medium Term Financial Strategy update (Section 3)
 - Update on the Medium Term Financial Strategy
 - Savings process and budget consultation
 - Fees and charges
 - Review of Corporate and Service pressures assumptions
 - Local Government Provisional Finance update
 - Council Tax Requirement
- Proposal for balancing the budget (Section 4)
- Balances, Reserves and Contingencies (Section 5)
- Dedicated Schools Budget (Section 6)
- Housing Revenue Account and 30-year business plan (Section 7)
- Five-year Capital Programme and Flexible use of receipts (Section 8)
- Robustness of the Council's Budget (Section 9)
- Council Tax policies (Section 10)
- The Council's Commitment to Climate Change (Section 11)
- Implications (Section 12 onwards)

RECOMMENDATIONS

Cabinet is asked to:

1. Note the requirements of Section 106 of the LGA 1992 Act as set out in Section 1 of this report
2. Note the Medium Term Financial Position and the Budget setting process of the Council as set out in Section 3 of this report
3. Note the key assumptions and risks to the 2024/25 budget as set out in **Appendix A** of this report
4. Note the outcomes from the Public Consultation response as set out in **Appendix B** and **agree** the savings proposals as set out in Sections 3.7 to 3.11 and **Appendix C** of this report and of this report.
5. Agree the proposed Fees and Charges schedule as set out in paragraph and **Appendix D** and for officers to proceed with implementation of the proposed fees and charges, subject to consultation where required.
6. Agree the proposed 2.99% increase in core Council Tax for 2024/25 as set out in paragraph 3.18;
7. Agree the proposed additional 2% Council tax increase for the Adult Social Care Precept as set out in paragraph 3.18;
8. Agree the proposed Council Band D basic amount of Council Tax for 2024/25 of £1736.52 being the amount calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its council tax excluding the GLA precept for the year (as set out in section 3.18 to 3.20 of this report
9. Agree the proposed Council Tax requirement for 2024/25 to be set at £158.023m as set out **Appendix E** of the report
10. Agree the budgets proposed in this report and as set out in **Appendix F**
11. Agree the Delegated Schools' draft budget set out in **Appendix G** of this report;
12. Note the S25 Statement of Robustness as set out in **Appendix H** of this report.
13. Agree the Council Tax Support Scheme for 2024/25 as set out in **Appendix I** to this report (unchanged from 2023/24).

14. Agree Council Tax discounts for early payment to be given at a rate of 1.5% as set out in **Appendix J** of this report.
15. To direct officers to disregard War Pension income in the assessment of Housing Benefit as detailed in see Section 11 and **Appendix J** and authorises the Chief Executive to approve any policy required to effect the same.
16. Note the Equalities Impact Assessment in respect of the Council Tax Support Scheme as set out in **Appendix K** to this report
17. Note that in the event the Capitalisation Direction is not awarded to the value requested before the emergency Full Council meeting on the 6th March, the Strategic Director of Resources (S151 Officer) will be required to issue a S114 report.

Cabinet is asked to make the following recommendation to Full Council

- That Full Council approves the proposals at 4 - 15 above
- That Full Council notes the proposals at 1 -3 and 16- 17 above
- That full Council resolves to authorise officers to proceed with the implementation of the fees and charges proposal once agreed by Full Council, subject to consultation where required.
- Adopt the Council Tax Support Scheme for 2024/25 as set out in **Appendix I** of this report (unchanged from 2023/24);
- Agree Council Tax discounts for early payment to be given at a rate of 1.5% as set out in **Appendix J** of this report.
- To direct officers to disregard War Pension income in the assessment of Housing Benefit as detailed in see Section 11 and **Appendix J** and authorises the Chief Executive to approve any policy required to effect the same.
- Agree to direct officers to consult on additional Council Tax charges for second homes in order to allow a decision to be made for the 2025/26 budget

Cabinet is asked to delegate the following decisions:

- Delegate to the Chief Financial Officer the power to accept on behalf of the Council all grant funding allocated to the Council by external bodies, including central government (but provided that any new application for

grant funding shall be in accordance with the Council's scheme of delegations).

- Delegate to the Strategic Director of Resources (S151 Officer) in consultation with Service Directors the authority to make any necessary changes to service and the associated budgets relating to any subsequent specific grant funding announcements up to the value of £500k, to administer funding where delays may otherwise adversely impact on service delivery and/or budgetary control, subject to consultation with Cabinet Members as appropriate.
- Delegate authority to the Cabinet Member for Adult Social Services and Health and the Leader to approve an annual expenditure plan for the Public Health grant, in consultation with the Strategic Director of Resources and the Director of Public Health.
- Delegate to the Strategic Director of People and the Director of Starting Well authority to agree uplift / inflation increases with relevant social care providers for 2024/2025.

REPORT DETAIL

1. Introduction

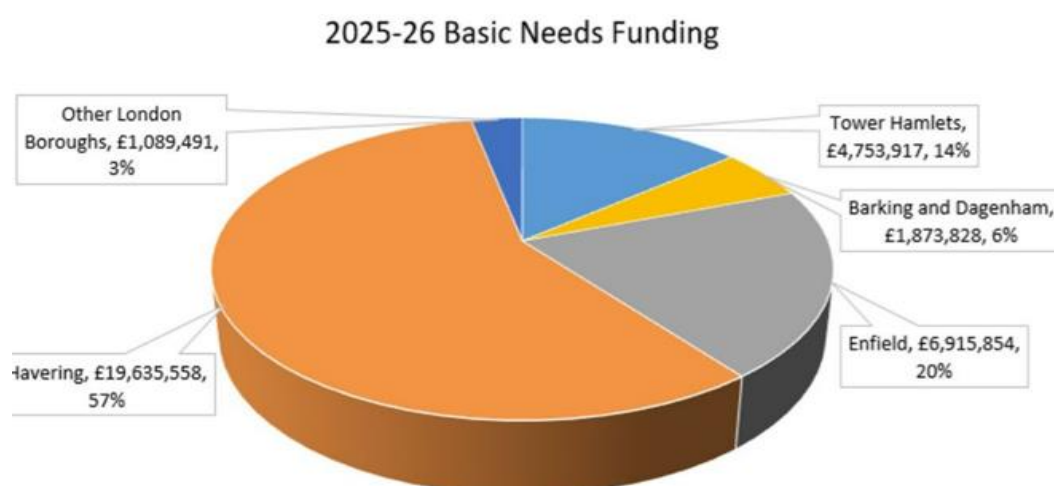
- 1.1 This report presents the proposed 2024/25 budget and also an update of the Medium Term Financial Strategy (MTFS) between 2024/25 and 2027/28 that will support the delivery of the Council's objectives and priorities. The report includes a recommendation to increase the Havering element of Council Tax by 4.99% (including the Adult Social Care precept) in order to meet the new budget requirement whilst maintaining tight financial control and ensuring prudent levels of reserves and balances are maintained.
- 1.2 Councillors are reminded that Section 106 of the Local Government Finance Act 1992 requires any Member who is two months or more in arrears on their Council Tax to declare their position and not to vote on any issue that could affect the calculation of the budget or the Council Tax. Any Member affected by Section 106 who fails to declare could be subject to prosecution.

2. Background and Strategic Context

- 2.1 The 2024/25 budget process has been one of the most difficult to date. For years Havering has made representation to the Government about its persistent underfunding position and yet the funding formula remains unchanged. This report sets out the steps that have been taken to develop and balance the 2024/25 budget.

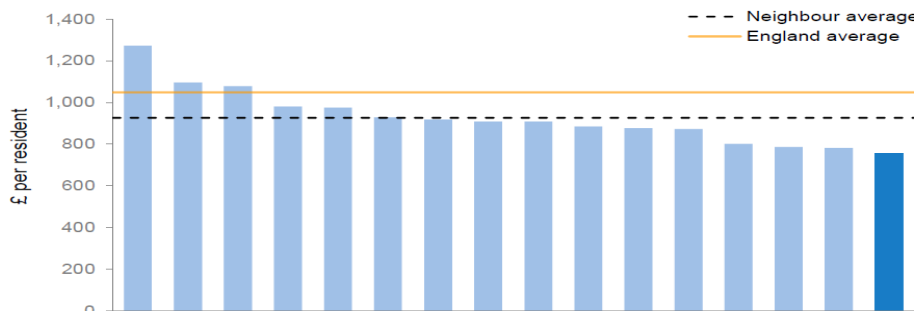
- 2.2 The Council has experienced large increases in demand for its social care services in recent years driven by a rapidly increasing young population and the 2nd highest number of older people in London. The increases in the cost of living coupled with a reduction in available Housing has also led to a significant increase in temporary accommodation costs. These pressures are being experienced by many boroughs but the changes in Havering's demographic profile is proportionally higher than most other London Boroughs. The Government froze the grant distribution formula over 10 years ago, resulting in demographic changes not being matched to the funding the Council receives. This growth is most notably seen with 25/26 Basic needs funding for school place provision, where Havering is receiving 57% of the funding for the whole of London, whilst the Council's core funding for Children's Services has not increased and remains allocated on the 2013 formula.

Chart 1: 2025/26 Basic Needs Funding London



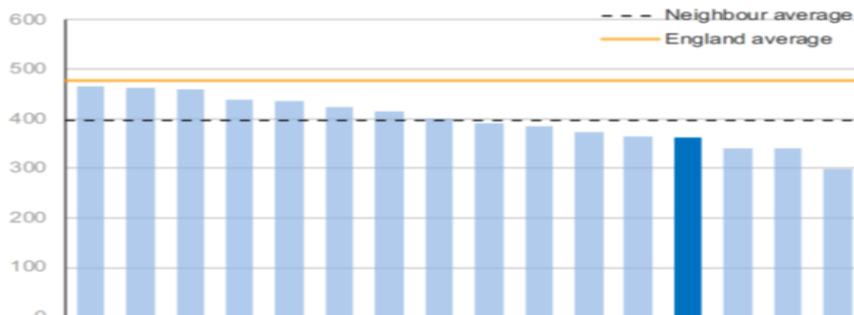
- 2.3 The accumulation of these pressures together with inadequate grant funding from central Government has resulted in overspends for the last three years on the revenue budget and significant budget pressures for 2024/25.
- 2.4 This report presents the budget process undertaken to balance the 2024/25 budget, includes £16.5m of savings proposals and recommends a 4.99% increase in Council Tax for 2024/25. The budget position will be balanced by requesting a Capitalisation Direction from the Government and the report explains why the Council has no alternative to setting a legally balanced budget.
- 2.5 Havering faces significant financial challenges despite being an efficient Council with low unit costs. The graphs below have been independently produced by LG Futures, show Havering's estimated spend per resident for 2023/24 compared to our near neighbours. It shows we have the lowest service costs amongst our near neighbours and are well below the national average spend.

Graph 1: 2023/24 estimated spend per resident compared to neighbour councils



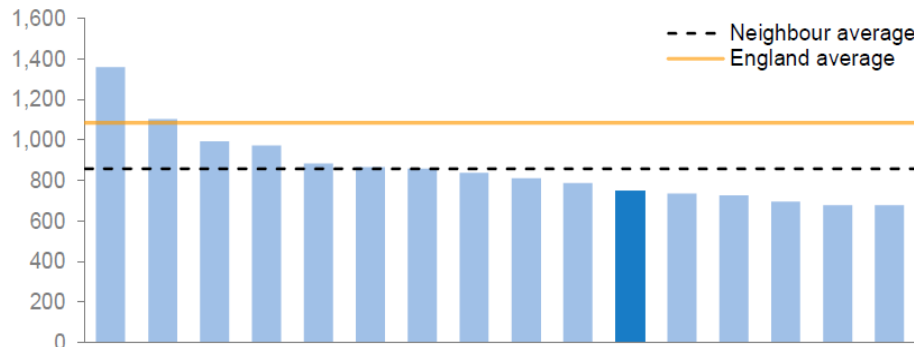
2.6 Havering's estimated spend per adult resident on social care was also amongst the lowest of our neighbours and significantly lower than the national average as shown in the graph below. This demonstrates that the Council has managed its limited resources well and its unit costs are low.

Graph 2: Estimated 23/24 Adult Social Care costs per resident compared to neighbour councils expenditure of Adults 18+



2.7 There is a similar pattern with regard to Children's social care. Havering's budgeted spend for 23/24 is 12.9% below the near neighbour average and 31.2% below the national average per child as set out in the graph below

Graph 3: Estimated 23/24 Childrens Social Care costs per resident (0-17) compared to near neighbours



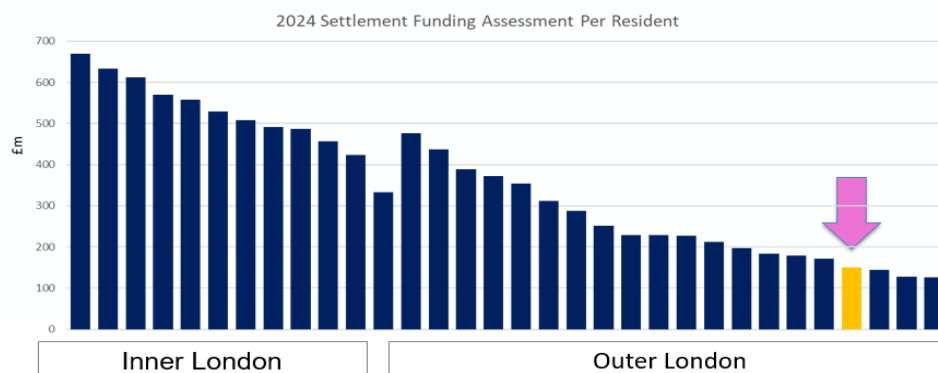
- 2.8 These comparisons show that Havering is an efficient borough which has managed its finances well and kept cost down despite rapidly rising demand. The recent 2021 census showed that Havering has the 2nd oldest population in London and it is estimated to grow. The census also showed Havering's population has the 10th fastest growth in the UK and our children's population has grown by over 20%, the 4th fastest growth in the UK.
- 2.9 The rapid increase in population has a direct correlation with demand on Council services. In 2022/23 the number of Children in residential placements increased from 16 to 29 placements and is now over 30. These placements on average cost over £6,000 per week and that cost is rising. The number of Children requiring a health care plan has increased by 13% a year which has resulted in a sharp increase in the numbers needing home to school transport support.
- 2.10 The increase in Cost of Living has directly impacted on the cost of Housing provision across London. Demand has increased and the Council has had no choice but to use high cost temporary accommodation on an increasing basis. The number of Private Sector Landlord (PSL) properties available has also decreased over the last couple of years again increasing the use of hotels and Bed and Breakfast. The table below shows the increase in of days purchased of temporary accommodation over the first 6 months of 2023/24

Table 1: Numbers in temporary accommodation April - Sept 2023

| | | Apr-23 | May-23 | Jun-23 | Jul-23 | Aug-23 | Sep-23 |
|-----------------|-------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| FAMILIES | Days of TA purchased | 2606 | 2941 | 3384 | 3515 | 3966 | 4160 |
| | Total cost in month (m) | 0.210 | 0.237 | 0.288 | 0.311 | 0.360 | 0.371 |
| SINGLES | Days of TA purchased | 1399 | 1531 | 1617 | 1698 | 1583 | 1543 |
| | Total cost in month (m) | 0.092 | 0.104 | 0.112 | 0.119 | 0.113 | 0.107 |

- 2.11 Havering has managed its finances well over many years despite significant cuts in Government Funding. The Council has made savings and efficiencies of over £160m over the last ten years in order to balance its budget each year. This is despite the Council being disadvantaged through the Government's failure to update its funding distribution over the same period.
- 2.12 Havering has historically received and continues to receive the lowest levels of grant funding in London. The graph below shows that Havering receives the third lowest level of Settlement Funding support (Revenue Support Grant and Business Rates top up grant) in London. This has forced the Council to rely on Council Tax to fund service demand and other inflationary pressures.

Graph 4: Breakdown of Core Grant per Resident across London
2024/25 Settlement Funding Assessment per Resident



- 2.13 The Government has also frozen the basis on which they allocate grant since 2013. This has had a significant impact on Havering as fundamentally, the Governments formula does not reflect the rapid population growth set out in paragraph 2.8. As an example, Havering will receive £29.5m of Social Care grants in 24/25 through the Governments formula. If updated demographic relative need data produced by the DHSC for social care had been used Havering would receive an additional £10m in social care grant per year.
- 2.14 The Government has also cut local Government Funding significantly since 2010. In 2010/11 Havering received nearly £100m in central grant. This was reduced over a decade of austerity to £39m for 2024/25. Whilst the actual reduction to grant took place between 2010 and 2017 Havering has now such a low grant base that the Governments latest inflationary increase to central grant only increases our grant by £1.7m. It should also be noted that the Government assume Councils will increase Council Tax each year by the maximum permissible as part of their funding strategy. This results in an ever increasing reliance on Council Tax as the main funding stream rather than Government grant.
- 2.15 The rapid rise in demand for services coupled with inadequate Government funding has left the Council facing significant pressures which even the savings and Council tax increase proposed in this report will not close. This report sets out the process the Council has taken to set the budget in 2024/25 and presents the medium term gap over the next four years which the Council will need to close.

3. The Budget Process and Medium Term Financial Strategy update

- 3.1 The process to set the budget and medium term financial strategy is an ongoing one and in effect starts at the beginning of the financial year. The process is robust and developing the budget gap takes account of the following factors:
- The ongoing impact of the 2023/24 overspend

- Inflation Rates
- Demographic Assumptions
- Interest Rates and the cost of borrowing
- Current in-year pressures
- Implications of the future Capital programme
- The need to establish prudent levels of balances and reserves
- Government Funding

- 3.2 When the 2023/24 budget was set in February 2023 the report included a high level future year forecast gap of £10m in 2024/25 rising to £31m by 2026/27. It became apparent at a very early stage that both the budget for 23/24 and the ongoing assumptions into 2024/25 were significantly understated to meet the unprecedented demand the Council was facing.
- 3.3 The 23/24 revenue budget is overspent for three main reasons being the rising costs of Adult and Childrens Social Care and the rapidly increasing numbers and cost of temporary accommodation. These pressures were identified at an early point in the year and by Period 4 a service overspend of £26.1m was forecasted.
- 3.4 The forecasts were updated in a report to October cabinet which provided Councillors with a clearer position to inform decision making.
- 3.5 The report to cabinet in October set out a £31.2m gap for 2024/25 rising to £77m over the 4 years to 2027/28. This report included the projected ongoing impact of the 2023/24 overspend and estimated the future cost of Social Care and Temporary Accommodation after an exercise considering best/worst and most likely outcomes. The table below sets out the position presented to October cabinet.

Table 2: Budget and Medium Term Strategy Position presented to October Cabinet

| | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | 4 Year Plan £m |
|--|---------------|---------------|---------------|---------------|----------------------|
| Corporate Pressures | 12.9 | 14.8 | 12.1 | 7.7 | 47.5 |
| Demographic and Service Pressures | 34.9 | 9.3 | 8.4 | 5.5 | 58.0 |
| Assumed Savings previously built into the strategy | -6.8 | -9.1 | -8.2 | -1.6 | -25.6 |
| Additional Government Funding | -9.8 | 1.0 | 6.0 | 0.0 | -2.8 |
| Budget Gap | 31.2 | 16.0 | 18.3 | 11.6 | 77.1 |

- 3.6 Significant work was undertaken to develop the assumptions in the budget. The Council adopted a best, worse and most likely basis to develop each assumption. The detail behind these assumptions and an assessment of the risks can be found at **Appendix A** of this report but the key drivers of costs are summarised in the table below.

Table 3: Key Assumptions built into the budget process

| Pressure | Best £m | Likely £m | Worst £m |
|-------------------------------|------------|--------------|-------------|
| Adults Ongoing Pressure | 12.0 | 14.3 | 17.8 |
| Childrens Ongoing pressure | 10.0 | 11.0 | 13.5 |
| Homelessness ongoing pressure | 3.0 | 3.9 | 6.5 |
| 24/25 Pay Award Assumption | 1.0 | 3.0 | 5.0 |

Savings Process and Budget Consultation

- 3.7 In order to help close the budget gap the Council identified and consulted on a series of savings and efficiency measures. These were presented as initial proposals in a report to November cabinet and then were reviewed to ensure that the savings values were robust and better profiled in line with what is achievable during 2024/25.
- 3.8 The budget consultation process asked the public, business rate payers and key stakeholders a series of questions relating to these proposals. The findings of the consultation process are set out in detail in **Appendix B** of this report. The main highlights of the consultation process were:
- 3,723 people took part in the Consultation of which 3,607 were Havering Residents
 - Responses came from people of all age groups with the 65-74 recording the highest level of replies (676)
 - Just over half (53.6%) of the respondents were female
 - The main areas respondents were concerned about was the cost of living, crime and community safety and Health care needs
 - The main savings respondents were most concerned about were Parking increases, Council Tax increases and alternate weekly refuse collection

The Council also ran four budget briefing sessions for staff between September and January. These were attended by over 2,000 people in total and both raised awareness of the Council's financial position and enabled staff to provide their views on the budget.

Savings proposals amended following Public Consultation

- 3.9 The Council reviewed carefully the outcomes of the budget consultation and the concerns residents raised. The savings proposals were reviewed following the consultation and the following changes have been made

- The proposed increase to charges for football pitches has been reduced from a 50% increase to an inflationary increase of 6.1%
- The proposed charges for parking in parks have been reviewed and will now be limited to a phased increase on weekdays with a £1.50 flat fee at weekends (both free for first 30 minutes)
- A further review and consultation on waste collection and waste minimisation options for the future.

3.10 After this exercise and taking into account the outcomes of the budget consultation it is proposed the savings (set out in detail in **Appendices C and C1**) are approved as part of the budget process. This Appendix sets out each saving on detailed pro-formas, profiled together with any cost implications of delivery.

These savings are summarised in the table below:

Table 4: Summary of New Savings Proposals

| Saving Area | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | TOTAL £m |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Place | -3.330 | -0.559 | -0.027 | 0.000 | -3.916 |
| People | -1.639 | -0.206 | -0.355 | 0.000 | -2.200 |
| Resources and O/S | -1.119 | 0.011 | 0.430 | 0.000 | -0.678 |
| Corporate | -4.136 | 3.352 | -0.045 | 0.000 | -0.829 |
| TOTAL | -10.224 | 2.598 | 0.003 | 0.000 | -7.623 |

3.11 It should be noted that the Council has a further £6.3m of previously agreed savings to deliver in 24/25. These savings are partly the continuation of proposals commenced in 23/24 and partly other initiatives put forward in the previous budget round. These savings are listed in the table below and are set out in more detail as part of **Appendix C2**

Table 5: Summary of Existing Savings Proposals

| Saving Area | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | TOTAL £m |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Place | -0.493 | 0.000 | 0.000 | 0.000 | -0.493 |
| People | -4.562 | -7.196 | -6.320 | 0.000 | -18.078 |
| Resources and O/S | -0.130 | 0.000 | 0.000 | 0.000 | -0.130 |
| Corporate | -1.100 | -1.100 | -1.100 | -1.100 | -4.400 |
| TOTAL | -6.285 | -8.296 | -7.420 | -1.100 | -23.101 |

Table 6: Total Proposed Combined Savings 2024-2028

| Saving Area | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | TOTAL £m |
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|

| | | | | | |
|-------------------|----------------|---------------|---------------|---------------|----------------|
| Place | -3.823 | -0.559 | -0.027 | 0.000 | -4.409 |
| People | -6.201 | -7.402 | -6.675 | 0.000 | -20.278 |
| Resources and O/S | -1.249 | 0.011 | 0.430 | 0.000 | -0.808 |
| Corporate | -5.236 | 2.252 | -1.145 | -1.100 | -5.229 |
| TOTAL | -16.509 | -5.698 | -7.417 | -1.100 | -30.724 |

Fees and Charges

3.12 The Council annually reviews its fees and charges to customers. **Appendix D** sets out the proposed fees and charges for 2024/25. It should be noted that some fees are set nationally and the Council has not control over those rates. In setting the fees and charges the Council takes account of:

- Full cost recovery where appropriate
- Statutory fees rates
- Inflation
- Benchmarking and other market comparators
- Delivery costs for social care providers.
- Current market conditions for any increase

3.13 Given the Council's current financial position it is imperative that the Council takes a prudent view of the pressures it faces in 2024/25 so the budget is a robust one and there are no further overspends when the new year starts. The autumn months since that report was written have shown that numbers and unit costs have continued to rise resulting in a need to take a more prudent review of likely demand and move the assumptions towards the higher end. However, assumptions are made at a point in time and despite using the best information available to officers at the time of writing this report, there will be a number of factors that will vary from what has been incorporated into the budget. Therefore, it is important the Council has capacity to manage financial risks that may arise during the next financial year.

Review of Corporate and Service Pressure assumptions

3.14 The following changes have been made to the assumptions since the October cabinet report.

- Increase in Temporary Accommodation costs - The service overspend in 2023/24 has risen in period 8 to over £5m as additional numbers presenting outstrip even the estimates previously forecasted. The MTFs assumption has been increased by **£2.6m** to reflect the ongoing costs into 2024/25
- Adult Social Care Costs - The Council has now reconsidered the assumptions on Adult Social Care in line with the higher/worse case scenario. This adds a further **£3.5m** to the expected pressure on Adult Social Care.

- Childrens Social Care - The number of Looked After Children has risen by over 30 in the last nine months and continues to rise beyond previous estimates. Placements will also be impacted by the inflationary factors described above. The assumption has moved towards the higher case scenario and added **£2.5m** to the expected pressure.

3.15 The Council has also reviewed its Corporate assumptions to ensure the Council has sufficient provision to cover known and emerging pressures in 2024/25. The updates to the plan are listed below:

- The current assumption for the pay award is £3m (3%). This has proved insufficient in the last two years and whilst inflation is falling it is still prudent to increase the provision by **2.0m** to £5m (5%)
- The Council has a total of £16.4m of savings to find in 2024/25 including the full year effect of previous proposals. These savings will be difficult to achieve and some delivery may experience delays. A savings provision (**£3.0m**) has been introduced into the MTFS to account for this although the aim will remain at 100% delivery
- Audit Fees – The cost of external audit fees is set to rise by **£0.2m**
- The expected costs of Licences are due exceed current budgets by **£0.5m**
- Insurance Premiums – It has become clear that the cost of insurance is rising significantly and an expected additional **£1.0m** pressure has been built into the MTFS as a result
- Waste Disposal Levy - The Waste Authority (ELWA) have reviewed their reserves and as a result have released reserves back to constituent boroughs in the form of reduction to the 2024/25 levy (**£0.7m**)

Table 7: Best, Worst, Most likely Assumptions 24/25 budget

| 24/25 Pressure | Best £m | Mid £m | Worst £m |
|--|--------------------|-------------------|---------------------|
| Adult Social Care | 12.0 | 14.3 | 17.8 |
| Childrens Social Care | 10.0 | 11.0 | 13.5 |
| Temporary Accommodation | 3.0 | 3.9 | 6.5 |
| 24/25 Pay Award | 1.0 | 3.0 | 5.0 |
| New Pressures and Capitalisation Direction Cost | 0.0 | 0.0 | 7.7 |
| Government Finance Settlement | -6.1 | -6.1 | -5.6 |

| | | | |
|--|------------|-------------|-------------|
| Savings Proposals | -18.2 | -18.2 | -16.5 |
| Other Pressures, and Council tax (no change to November) | 4.1 | 4.1 | 4.1 |
| Budget Gap 2024/25 | 5.8 | 12.0 | 32.5 |

Local Government Provisional Finance Settlement update

- 3.16 On 18th December 2023 the Government published the 2024/25 Provisional Local Government Finance Settlement. The announcement broadly confirmed the grant position which had been already announced by Government earlier in the year and then as part of a Government Policy Statement in early December.
- 3.17 The announcement was very disappointing news with no new funding in addition to already announced increases to Social Care Funding. The settlement once again failed to introduce any new methodology to re distribute grant based on current demographics and in effect rolled forward grant funding from 23/24. The total support was £0.5m lower than had been projected in the October cabinet report. Further details of the settlement and the Schools settlement can be found in section 6 of this report and in Appendix G of this report.

Proposed Council Tax levels and Council Tax Requirement

- 3.18 The Government settlement assumes the Council will increase Council Tax by the maximum permitted being 2% for the ASC Precept and a further 2.99% for a general Council tax increase. Given the financial situation set out in this report the Council has little alternative but to recommend the maximum 4.99% increase in Council Tax. The table below sets out the implications of this rise for taxpayers

Table 8: Proposed Council Tax Levels

| | Havering Base Council Tax (2.99% Inc) | ASC Precept (2% inc) | Total Havering Council Tax (4.99% inc) | GLA Precept (8.58 inc) | Total Council Tax (5.73% inc) |
|---------------|--|---------------------------------|---|-----------------------------------|--|
| BAND A | 987.47 | 170.21 | 1157.68 | 314.27 | 1471.95 |
| BAND B | 1152.05 | 198.58 | 1350.63 | 366.64 | 1717.27 |
| BAND C | 1316.63 | 226.94 | 1543.57 | 419.02 | 1962.59 |
| BAND D | 1481.21 | 255.31 | 1736.52 | 471.40 | 2207.92 |
| BAND E | 1810.37 | 312.04 | 2122.41 | 576.16 | 2698.57 |
| BAND F | 2139.53 | 368.78 | 2508.31 | 680.91 | 3189.22 |
| BAND G | 2468.68 | 425.52 | 2894.20 | 785.67 | 3679.87 |
| BAND H | 2962.42 | 510.62 | 3473.04 | 942.80 | 4415.84 |

Summary Medium Term Strategy Position (assuming worst -case scenario)

3.19 The changes set out in paragraphs 3.9 - 3.14 have been built in to the medium term financial strategy and the table below shows the revised budget position

Table 9: Updated 2024-2028 Medium Term Financial Strategy

| Medium Term Financial Strategy | 24/25 £m | 25/26 £m | 26/27 £m | 27/28 £m | TOTAL £m |
|--|-------------|-------------|-------------|-------------|--------------|
| Corporate Pressures | 22.2 | 18.0 | 12.7 | 7.2 | 60.1 |
| Adult Social Care Pressures | 17.8 | 3.5 | 4.4 | 3.5 | 29.2 |
| Childrens Social Care Pressures | 13.5 | 2.0 | 2.0 | 2.0 | 19.5 |
| Homelessness | 6.5 | 0.5 | 0.0 | 0.0 | 7.0 |
| Other Service Pressures (Public Realm IT, Property) | 5.6 | 3.3 | 2.0 | 0.0 | 10.9 |
| TOTAL PRESSURES | 65.6 | 27.3 | 21.1 | 12.7 | 126.7 |
| Savings Proposals | -16.5 | -5.7 | -7.4 | -1.1 | -30.7 |
| External Grant support | -9.3 | -0.4 | 5.1 | -2.2 | -6.8 |
| Council Tax Increase | -7.3 | 0.0 | 0.0 | 0.0 | -7.3 |
| REMAINING BUDGET GAP | 32.5 | 21.2 | 18.8 | 9.4 | 81.9 |

3.20 The Council is required to set out its statutory budget calculations as required by Sections 30 to 36 of the Local Government Finance Act 1992 ("the Act"). The proposed Council Tax requirement is calculated, as set out below: £649.915m being the aggregate of the expenditure, allowances, reserves and amounts which the Council estimates for the items set out in Section 31A(2) (a) to (f) of the Act; (b) £491.892m being the aggregate of the income and amounts which the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act; (c) £158.023m being the amount by which the aggregate at 2.6(a) above exceeds the aggregate at 2.6(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its council tax requirement for the year. This is set out in further detail in Appendix E of this report.

4. Proposal to balance the Budget

4.1 The Council is still facing a £32.5m budget gap as set out in section 3 of this report even after all the proposed savings have been taken and a 4.99% Council Tax increase has been applied. The Council has been fully aware of the budget situation throughout the year and has met DLUHC officials and ministers on a number of occasions to discuss our position.

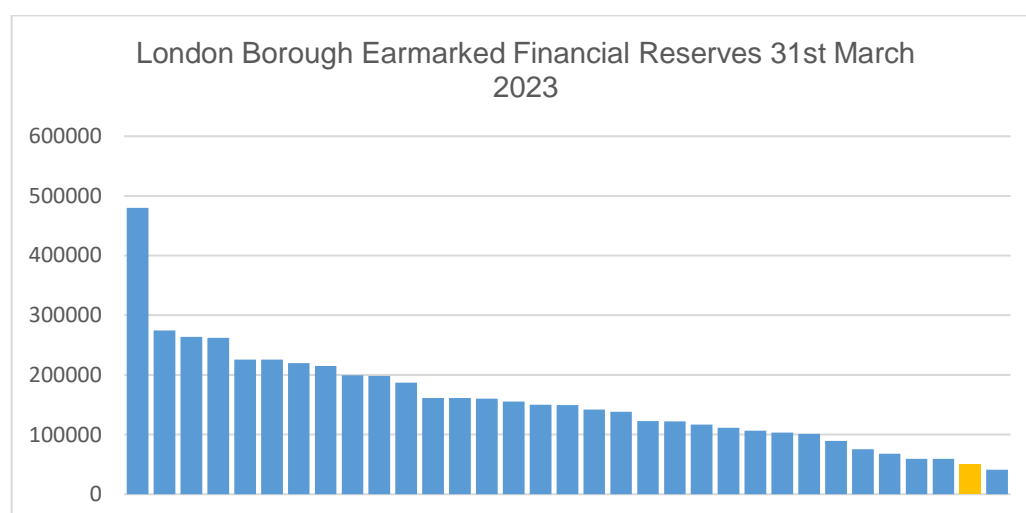
- 4.2 At the meetings with DLUHC, Havering clearly set out the difficulty it was having in setting a balanced budget for 2024/25. It was made clear that Havering was an efficient low cost authority and the current budget position was as a result of underfunding over several years rather than anything the Council has done wrong.
- 4.3 It was therefore very disappointing that no additional funding was forthcoming in the Local Government Finance Settlement leaving Havering with a significant budget gap even after new savings and Council Tax had been applied. The Government's only solution was to suggest to Havering that they apply for a Capitalisation Direction to close the budget gap, effectively allowing the Council to "borrow" to fund an on-going budget deficit.
- 4.4 The Council has taken King's Counsel advice around the process for setting local authority budgets, the prioritisation of statutory duties and the procedures of issuing of a S114 notice. This is in order to ensure that both the Council and the Government have fully complied with any legislation in place. Counsel advised as to possible action against the Government by way of judicial review, which may need to be considered going forward.
- 4.5 A Capitalisation Direction must be requested from central Government which allows the Council to fund a proportion of revenue spend as capital. The Direction effectively allows the Council to "borrow" to fund its annual revenue expenditure. If it is necessary to borrow to fund the Capitalisation Direction, then the borrowing must be undertaken from the PWLB and a rate 1% higher than normal borrowing. The Council must also allow for the repayment of this borrowing (otherwise known as the Minimum Revenue Provision MRP) on a 20 -year life span. The terms are punitive and it is disappointing Havering is being forced to borrow to fund an unsustainable budget position that has arisen solely due to an inadequate, out of date government funding formula that continually disadvantages the Borough's residents.
- 4.6 As this is the only solution the Government has put on the table Havering has applied for a Capitalisation Direction. This will allow the budget gap for 2024/25 to be closed and for the 23/24 projected overspend to be covered. By covering the projected overspend Havering will be able to keep General Balances and Earmarked Reserves at a level which allows a degree of financial resilience for next year.
- 4.7 Capitalising revenue spend in a year does not resolve the underlying structural funding deficit the Council faces but it will enable the Council to set a legally balanced budget for 2024/25. The Council will continue to lobby central Government for the funding reforms needed to adequately fund Social Care and manage temporary accommodation. This is a national problem and whilst Havering has been forced to act through its low reserves position other authorities will be faced with the same decisions in the coming months and years.

- 4.8 The revised budget position allows for a revenue cost of borrowing for the Capitalisation Direction. The Council will however review its existing capital receipts and their planned application in order that the most cost effective mechanism is used to finance the Capitalisation Direction
- 4.9 There are a number of financial risks and uncertainties which could potentially impact on the 2024/25 budget and also medium term forecasting. These risks have been incorporated into the gap set out in paragraph 3.19 and **Appendix A** sets out these risks in more detail.
- 4.10 Children's Social Care continues to be a high risk area where the growing younger population could potentially result in increased demand and additional costs. The 2021-22 budget for children's social care was £33.6m, rising to £38.3m in 2022-23 and £43.1m in 2023-24. This reflects the increased costs both through rising client numbers linked to demography and more significantly through additional inflationary cost of placements, which is a challenge shared by local authorities nationally.
- 4.11 The analysis of demographic pressures moving into 2024/25 has been robust, using metrics measuring both unit costs and client numbers and taking into account the sharp increases in the cost of living and inflation rates.
- 4.12 The Council undertook an internal self-evaluation of children's social care services in mid- 2023, ahead of the latest Ofsted inspection which took place later in the year. The council anticipates that Ofsted will share the local authority's assessment that services will need to significantly improve throughout 2023-24 and beyond, and this will add cost pressures. It is expected that the subsequent service improvement plan, based on the resulting Ofsted inspection report, will indicate potential further additional costs required to cover the recommendations made for improvement. If this is the case the Department for Education will be requested to provide additional support through the Sector Led Improvement Programme (SLIP) programme. These potential additional costs however represent a significant risk to future Council budgets.
- 4.13 Adopting the recommendations in this section of this report together with the Capitalisation Direction will enable a balanced budget for 2024/25 to be set. The Council will still be faced with a budget gap of £49.1m for the remaining three years of the strategy. The Council will also need to work with the Government on a fairer funding system in future to reduce or eliminate the need for a further capitalisation request in 2025/26
- 4.14 The Councils balanced budget for 2024/25 is set out in **Appendix F** of this report. This Appendix shows the revised 23/24 budget for each Service together with the growth, savings and the impact of the local government grant settlement.

5 Balances, Reserves and Contingencies

- 5.1 Havering recognises the need to have adequate reserves and balances and maintains a £1m corporate contingency for unforeseen in year pressures. Havering's general balances and earmarked reserves have been depleted in recent years through the pressures on services and are now amongst the lowest in London as shown in the graph below:

Graph 5; Havering Earmarked Reserves vs London Boroughs 31/03/23



- 5.2 When departments show an in-year overspend position the expectation is that they will develop an action plan to mitigate the pressure. The medium term financial strategy recognises demographic and inflationary pressures so the central contingency is maintained purely for unforeseen events.

5.3 Earmarked Reserves

Earmarked Reserves are time limited reserves for specific purposes. Some reserves such as the Insurance Fund will need to be replenished each year in line with projected future claims whilst others will be expected to be spent over the next four years. The Council makes decisions to set up reserves where funding is required in future years as projects are identified.

The Council's general fund earmarked reserves were £39.7m at 31st March 2023 and are forecast to reduce by a further £5.2m during 2023/24. It should be noted that the majority of the remaining earmarked reserves are either risk based or contractual and therefore are unavailable to mitigate the in-year overspend. The Council's earmarked and general reserve levels are amongst the lowest in London.

5.3 General Balances

The General Fund Balance stood at £8.1m at 31 March 2023. The Council has a further planned £2m contribution built into the 2023/24 budget but the continued pressures on social care due to inflation and demographics has resulted in a significant overspend being predicted in the current revenue monitor. The Council is working tirelessly to reduce this overspend but the outturn position will result in a draw on the general reserves position if the Capitalisation Direction is not granted.

6 Schools budget and DSG

- 6.1 The Dedicated Schools Grant (DSG) is a ring-fenced grant that is allocated to local authorities to meet their responsibilities for early years' education, the funding of schools and for provision and support for pupils with special educational needs and disabilities and for pupils requiring alternative provision.
- 6.2 There has been a large increase in the overall DSG for 2024/25 of £22.6m. The overall DSG budget will be £315.7m compared to £293m. This is in part the result of the rolling in of a previously separate grant and the new responsibility for wider entitlement to Early Years Education and Childcare. The table below sets out the increase in comparison to 2023/24

Table 10: Havering Dedicated Schools Grant 2024/25

| Financial Year | Pupil Numbers | Schools Block allocation - pupil led | Premises factors including NNDR and Growth | Mainstream School additional Grant | Total Schools Block | Central Services to schools block | High Needs Block | Early Years | Early Years New Funding | Total DSG |
|----------------|---------------|--------------------------------------|--|------------------------------------|---------------------|-----------------------------------|------------------|-------------|-------------------------|-----------|
| | | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| 2024/25 | 39654 | 233.444 | 4.172 | 0.000 | 237.616 | 1.747 | 42.959 | 23.777 | 9.593 | 315.692 |
| 2023/24 | 38898 | 217.322 | 4.476 | 7.479 | 229.277 | 1.696 | 40.630 | 21.439 | 0.000 | 293.042 |
| Difference | 756 | 16.122 | -0.304 | -7.479 | 8.339 | 0.051 | 2.329 | 2.338 | 9.593 | 22.650 |

- 6.3 Further details of the Dedicated Schools grant can be found as part of Appendix G to this report.

7 The HRA Budget and 30-year Business Plan

- 7.1 The Council has a separate report on this agenda to agree the HRA Budget for 2024/25 and the update of the 30 year HRA Business Plan. This report proposes a rent increase of 7.7% with effect from April 2024. This will mean the average weekly rent for general needs properties will be £133.45 and £113.72 for the sheltered housing.
- 7.2 The report also sets out the 30 year business plan and financial assumptions which have been updated to reflect the current national and global outlook. The plan projects a significant deficit in the debt position in the next 10 years gradually smoothing over the 30 year period. This will be continually monitored to ensure the plan remains viable.

8 The five-year Capital Programme and flexible use of capital receipts

- 8.1 The Capital Strategy and Programme is presented in a separate report on this agenda. The Medium Term Financial Strategy takes full account of the interest and borrowing cost of the proposed programme. This includes the revenue implications of a number of new bids which are included for approval by Council.
- 8.2 The proposed Capital programme will spend £1.4bn of which £0.5bn is for the General Fund and £0.9bn is HRA Capital Spend. The majority (0.37bn) of the general fund spend relates to the Councils regeneration schemes which will deliver new homes and help greatly with the current Housing shortage.
- 8.3 The Capital programme will be funded by a number of sources including receipts (£0.2bn), grants (£0.3bn), contributions from revenue and reserves (£0.05bn) and borrowing (£0.85bn). The affordability of the Capital programme is assessed using a series of prudential indicators which measure items such as the ratio of financing costs to net revenue stream and the Councils capacity to deliver the programme. Further details of the prudential indicators can be found in the Capital Strategy report elsewhere on this agenda.
- 8.4 In December 2023, the Government announced the continuation until 2030 of the flexible use of capital receipts directive which allows Authorities to use capital receipts to finance revenue transformation expenditure for any project that is designed to generate ongoing revenue savings. Authorities are required to list each project and the savings that are being generated as a result of the project.
- 8.5 Further to the flexible use of receipts directive the Government have also just issued consultation on proposals to potentially extend the directive further to improve sector stability and efficiency. Implications on the consultation are being assessed however the increased flexibility is more beneficial for those with excess capital receipts available. As Havering has traditionally used capital receipts to keep borrowing down initial thoughts are that the additional flexibility has limited benefits.
- 8.6 Flexible use of receipts is currently being reviewed and once implications of the new consultation have been established further updates will be made. Havering is reviewing eligible transformational work and a request for use of the flexible arrangements will be made when that plan is developed together with any associated savings

9 Executive Director of Resources (S151 Officer) statement regarding the robustness of the budget and MTFS

- 9.1 Section 25 of the Local Government Act 2003 requires Chief Financial Officers to report to their authorities about the robustness of estimates and the adequacy of reserves when determining their budget and level of Council Tax. Authorities are required to consider their Chief Financial Officer's report when setting the level of council tax. This statement is set out in **Appendix H** of this report.

10 Council Tax Policies and Proposals

10.1 The Council has a number of proposed policies regarding Council Tax which require formal approval. These proposed policies are listed below with further detail set out in **Appendices I & J** to this report.

- Proposed discount of 1.5% for Council Tax payers who pay their 2024/25 Council Tax in full before 1st April 2024
- The proposed Council Tax Support scheme for 2024/25
- Proposed Policy regarding war pension income in relation to Housing Benefit Assessment

10.2 The Equalities Impact Assessment of the Council Tax Support scheme is attached as Appendix K to this report.

11 The Council's commitment to Climate Change

11.1 Havering Council is fully committed to tackling climate change across the borough and has set a target of being carbon neutral by 2040. Many projects are already underway to help towards achieving this goal, including:

- The new waste contract with Urbaser came into effect at the end of October 2023. The new service enables residents to recycle more items such as plastic pots, tubs and trays, and glass can now be collected for the first time.
- The Home Upgrade Grant Phase 2 (HUG2) award has been received and a number of homes have been identified for energy efficiency upgrades and clean heating systems in low-income households. This grant will allow the Council to tackle fuel poverty in 30 homes. It is anticipated that further government grants will be made available to improve the thermal efficiency of homes and the ongoing data analysis will enable the Council to secure further grants for residents.
- As part of the UK Share Prosperity Fund (UKSPF) initiative a zero-carbon demonstration centre in Raphael's Park Lodge will be developed to inform colleges, schools, businesses and residents of the benefits and opportunities of undertaking energy improvement measures.
- The Council has secured funding from the UKSPF initiative to provide business advice, guidance, mentoring and training to 160 businesses across the borough with the objective of the businesses adopting greener processes within their ways of working. The Council will also commission a directory of sustainable services, providing businesses with a resource they can access to support their own efforts to tackle climate change.
- A Social Housing Decarbonisation Fund (SHDF) grant of £1.27m has been received from Wave 1 for social housing properties currently below Energy Performance Certificate (EPC) C rating to be upgraded, helping to cut fuel bills

for social housing tenants as well as delivering warm homes and reducing carbon emissions. The Council has delivered fabric retrofit to 106 properties as part of this programme and will be delivering similar improvements to approximately 300 properties over the next two years.

- Building of the new Family Welcome Centre in Harold Hill is due to start on site early in 2024 and will have a heat pump as its primary source of heating and hot water, as will two new supported accommodation schemes for Social Services which are due to start on site in February 2024.
- Working with the Havering Volunteer Centre Climate Change Champions and the Green Forum with grant applications to raise community awareness about the role everyone has to play in tackling climate change.
- The Data Centre is an important opportunity for Havering Council to not only realise inward investment but also to allow the Council to be at the forefront of innovative technology. Senior Members of the Cabinet have been actively investigating the possibility of developing heat networks in the operation of the data centre.
- Further funding from the UKSPF initiative has been secured for tree planting to the Romford Ring Road scheme and for 'greening central Romford'.
- To demonstrate the Council's commitment and to emphasise both the seriousness and urgency of our work, the Council declared a climate and ecological emergency for Havering on 22 March 2023. The current Havering Climate Change Action Plan is being reviewed and an updated version will be in place in the new financial year.

11.2 For the coming year, the Council will, through the continued implementation of the Havering Climate Change Action Plan, embed the journey to carbon neutrality into the delivery of everyday services and model performance to ensure that it aligns to the Council's ambitions. It is particularly important for Havering residents that the Council co-ordinates climate mitigation which addresses flood and fire prevention and the impacts of extreme weather. This will require a robust programme of information for residents which will enable them to boost borough wide resilience. Delivery will be in concert with other stakeholders where the Council will demonstrate its leadership in this field and will realise benefits for residents through addressing not only the causes of climate change but mitigating the impacts of climate change on local communities.

REASONS AND OPTIONS

Reasons for the decision:

The Council is required to set a balanced budget in advance of the beginning of each financial year. This report sets out the process to reach a balanced budget for 2024/25 and sets out the Council's future plans for balancing the budget in the medium term from 2024/25 to 2027/28.

Other options considered:

The report outlines all the options identified for balancing the 2024/25 budget. Officers will continue to seek further options for balancing the budgets in future years.

The only alternative to the Capitalisation Direction would be for the S151 to issue a S114 Report, declaring the Council unable to set a legally balanced budget for 2024/25.

IMPLICATIONS AND RISKS

12 Financial Implications and Risks

- 12.1 The financial implications of the Council's Medium Term Financial Strategy are fully set out in this report and are therefore implicit in the body of this report.
- 12.2 The Council is proposing a 4.99% Council Tax increase and will be using a Capitalisation order to balance the budget. This will enable the Council to charge revenue expenditure to capital in 2024/25. The Council will need to either reduce its net expenditure or receive additional grant funding to prevent a similar scenario in the setting of the 2025/26 budget.
- 12.3 The report contains prudent assumptions on future pressures and £16.7m of savings to be delivered in 2024/25. If the Council is to stay within budget demand will need to be contained within these assumptions and the savings will need to be delivered

13 Legal Implications and Risks

- 13.1 The Council is required under Part 1, Chapter III of the Local Government and Finance Act 1992 (the 1992 Act) to set its council tax for the forthcoming year. In accordance with section 30(6) and 31A of the 1992 Act this must be set before 11 March of the preceding year, but is not invalid merely because it is

set on or after that date.

- 13.2 The Council's calculation of its "council tax requirement" in accordance with sections 31A and 31 B of the 1992 Act is reflected in the body of this report. A delay in setting council tax can have serious financial consequences and may be challenged by way of an application for judicial review under section 66 of the Act.
- 13.3 Under section 25 of the Local Government Act 2003, the Chief Finance Officer is required to report to the Authority on the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. Cabinet is required to consider these estimates when determining whether the proposals should be submitted to Council for approval.
- 13.4 The process for preparing the budget proposals for each municipal year, including any consultation requirements, is set out in the Budget and Policy Framework Procedure Rules within the Council's Constitution. The setting of the budget is a function reserved to Council following consideration of the initial proposals submitted by the Executive.
- 13.5 The Council's duty is to set a balanced budget, taking into account a range of factors, including consultation feedback and decision makers must also have regard to the Council's public sector equality duties under the Equality Act 2010. Each Member has a duty to ensure that the Council complies with its legal obligations by agreeing a balanced budget.
- 13.6 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.
- 13.7 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 of responses and the feedback should be taken into account in any decision taken.
- 13.8 Local Authorities owe a fiduciary duty to council taxpayers, which means the Council must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term, the need to strike a fair balance between the interests of council taxpayers and ratepayers and the community's interest in adequate and efficient services and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers.
- 13.9 The Council has an ongoing duty to maintain a balanced budget throughout the year and, accordingly, members are required to monitor the Council's financial position regularly in accordance with section 28 of the Local Government Act 2003 and take appropriate action if there is any significant deterioration in its financial position.

- 13.10 Where it appears that the expenditure the Authority proposes to incur in a financial year is likely to exceed the resources available to meet that expenditure, the Chief Finance Officer is under an obligation to prepare a report to Council under section 114 of the Local Government Finance Act 1988.

14 Human Resource Implications and Risks

- 14.1 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. The specific workforce impact has yet to be assessed at the present time. However, all savings proposals or changes to the funding regime that impact on staff numbers or job roles, will be managed in accordance with both statutory requirements and the Council's Organisational Change policy and associated procedures.

15 Equalities and Social Inclusion Implications and Risks

- 15.1 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.
- 15.2 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, gender, race, disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

- 15.3 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.

- 15.4 Any decisions which need to be taken in furtherance of the budget proposals will be undertaken in accordance with the duty set out in Section 149 of the Equality Act 2010 and where appropriate full Equality Assessments will be undertaken and form part of the decision making process.

16. Health and Wellbeing Implications and Risks

- 16.1 The Council considers health and wellbeing implications in all the decisions it takes. The impact on general health and wellbeing is fully considered in developing the savings proposals in this report and in setting the Council's budget each year

17 Climate Change Implications and Risks

- 17.1 The establishment of the Havering Climate Action Plan signals a commitment by the Council to tackle climate change and will affect all Council policies and decisions. This budget and financial strategy has been developed with this Climate Action Plan at its forefront with good financial stewardship and procurement contributing to the Council's aim of achieving net-zero annual carbon emissions by 2040. In addition, all projects included in the programme will follow the principles set out in the action plan and adhere to its key values.

BACKGROUND PAPERS

List of appendices

| | | |
|---------------|---|--|
| APPENDIX A1 | - | Budget Assumptions and Risks |
| APPENDIX A2 | - | Key Cost Drivers |
| APPENDIX B | - | Budget Consultation Outcomes |
| APPENDIX C,C1 | - | Summary schedule and Updated/Amended Savings Proposals |
| APPENDIX C2 | - | Savings Proposals brought forward from 2023/24 |
| APPENDIX D | - | Fees and Charges schedule |
| APPENDIX E | - | Council Tax Requirement and Resolution |
| APPENDIX F | - | 2024/25 Council Budget |
| APPENDIX G | - | Dedicated Schools Budget |
| APPENDIX H | - | Statement of Robustness on the budget |
| APPENDIX I | - | Summary of the Council Tax Support scheme |

| | | |
|------------|---|---|
| APPENDIX J | - | Council Tax policies |
| APPENDIX K | - | EQIA for the Council Tax Support scheme |

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

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APPENDIX B



Havering

LONDON BOROUGH

BUDGET CONSULTATION OUTCOMES

| | |
|-----------------------|---|
| Name | The London Borough of Havering, Budget Consultation Analysis |
| Version number | V2 |
| Status | Final |
| Author | Louise Warner, Insight Manager |
| Date | 10th January 2024 |

Budget 2024 Consultation

Webpage Address: <https://consultation.havering.gov.uk/corporate/budget24>

Open Date: 9 November 2023

Close Date: 18 December 2023

Responses

Online 3580

Paper 143

Total 3723

| Budget events | Date | Start Time | Attendance |
|---------------|------|------------|------------|
|---------------|------|------------|------------|

| | | | |
|--------------------|-------------|--------|----|
| Town Hall, Romford | 16 November | 7.30pm | 41 |
|--------------------|-------------|--------|----|

| | | | |
|---------------------------|-------------|--------|----|
| Online Consultation Event | 30 November | 7.30pm | 31 |
|---------------------------|-------------|--------|----|

| | | | |
|----------------------------|------------|-----|----|
| Langtons House, Hornchurch | 4 December | 2pm | 52 |
|----------------------------|------------|-----|----|

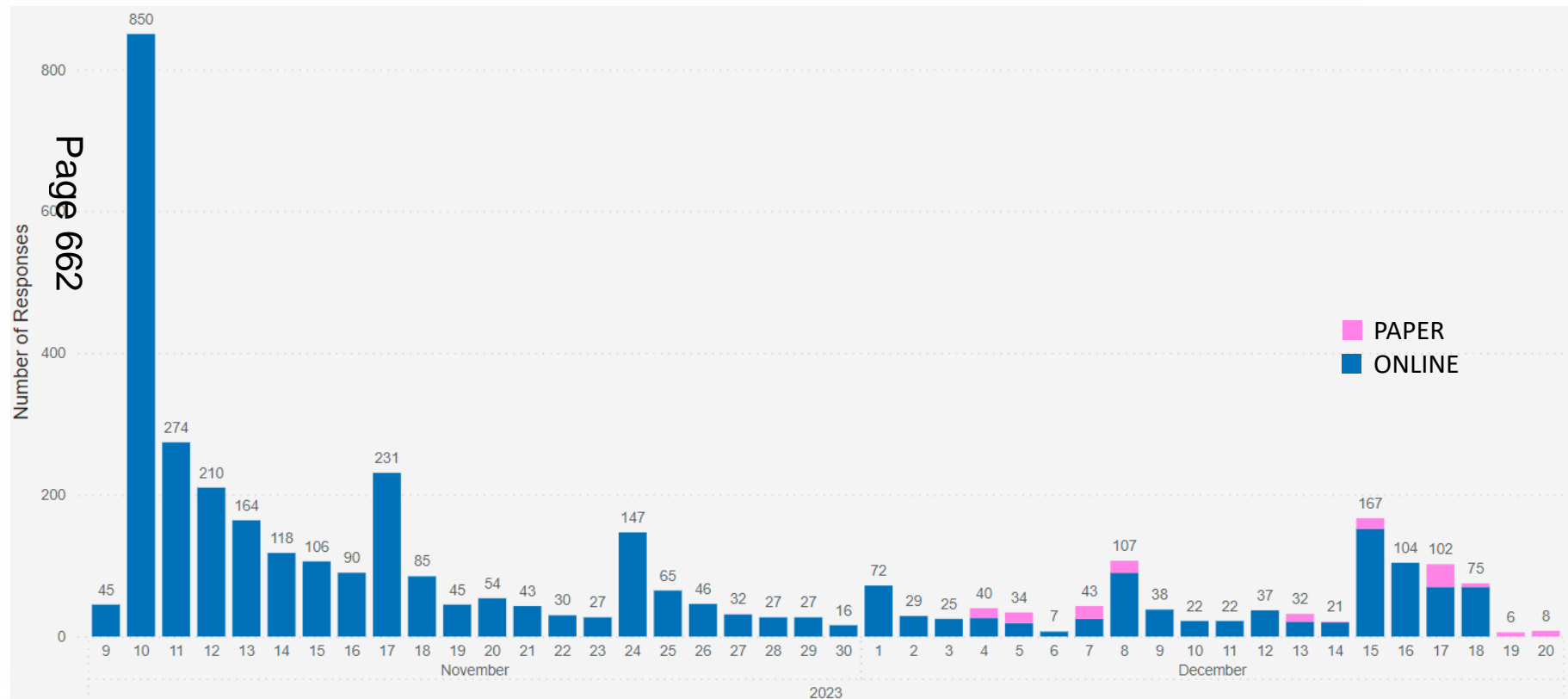
| | | | |
|------------------------------|-------------|--------|---|
| Royals Youth Centre, Rainham | 12 December | 7.30pm | 3 |
|------------------------------|-------------|--------|---|

| | | | |
|--|-------------|--------|---|
| Most Holy Redeemer Church, Harold Hill | 14 December | 7.30pm | 1 |
|--|-------------|--------|---|

Response breakdown

Response dates

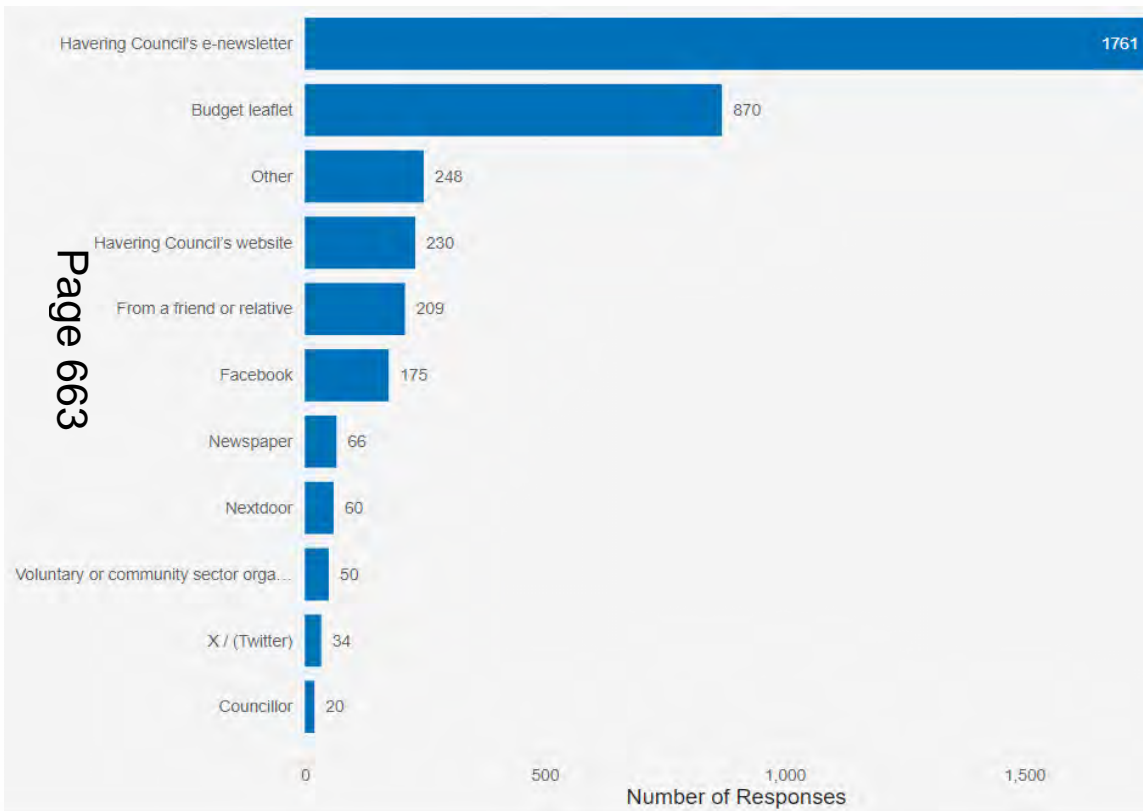
Almost a quarter of responses (23%) were submitted on Friday 10th November, the day after the consultation opened. There was an increase in responses every Friday throughout the consultation which is the day the Living in Havering e-newsletter is distributed.



Response breakdown

How did you find out about this consultation?

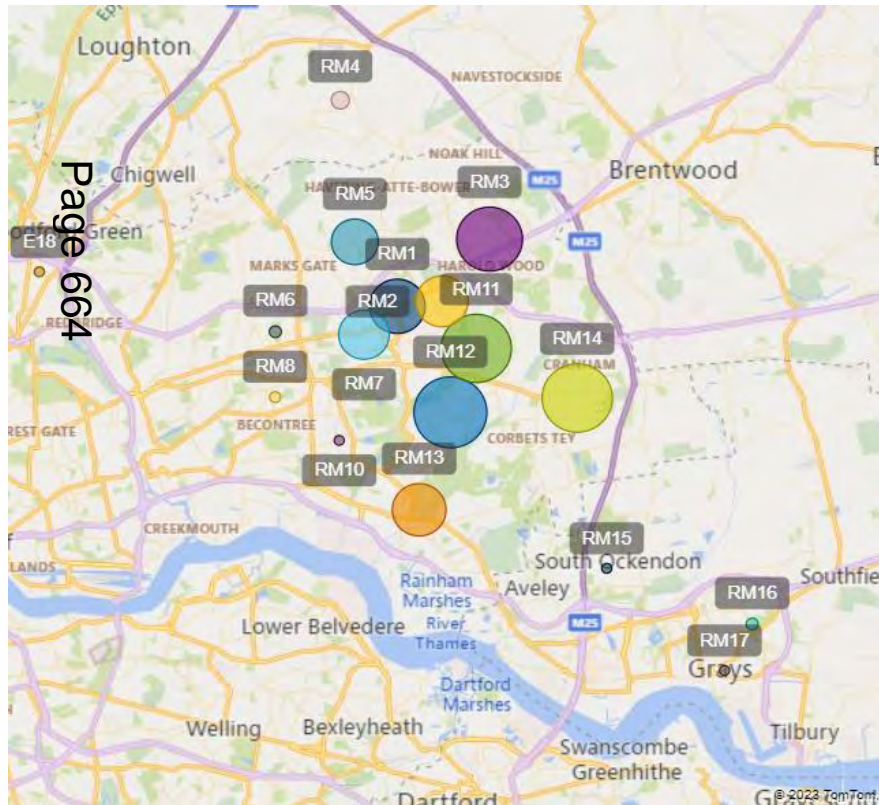
Almost half the respondents (47%) found out about the consultation from the Council's e-newsletter and almost a quarter (23%) from the budget leaflet. 43 out of the 143 respondents (30%) who submitted a paper copy found out from the library.



Response breakdown

Response postcode

3667 out of 3723 responses provided a valid, partial postcode. 99% of these were from Havering. The highest number of responses were from the RM12, RM14 and RM11 postcode areas.



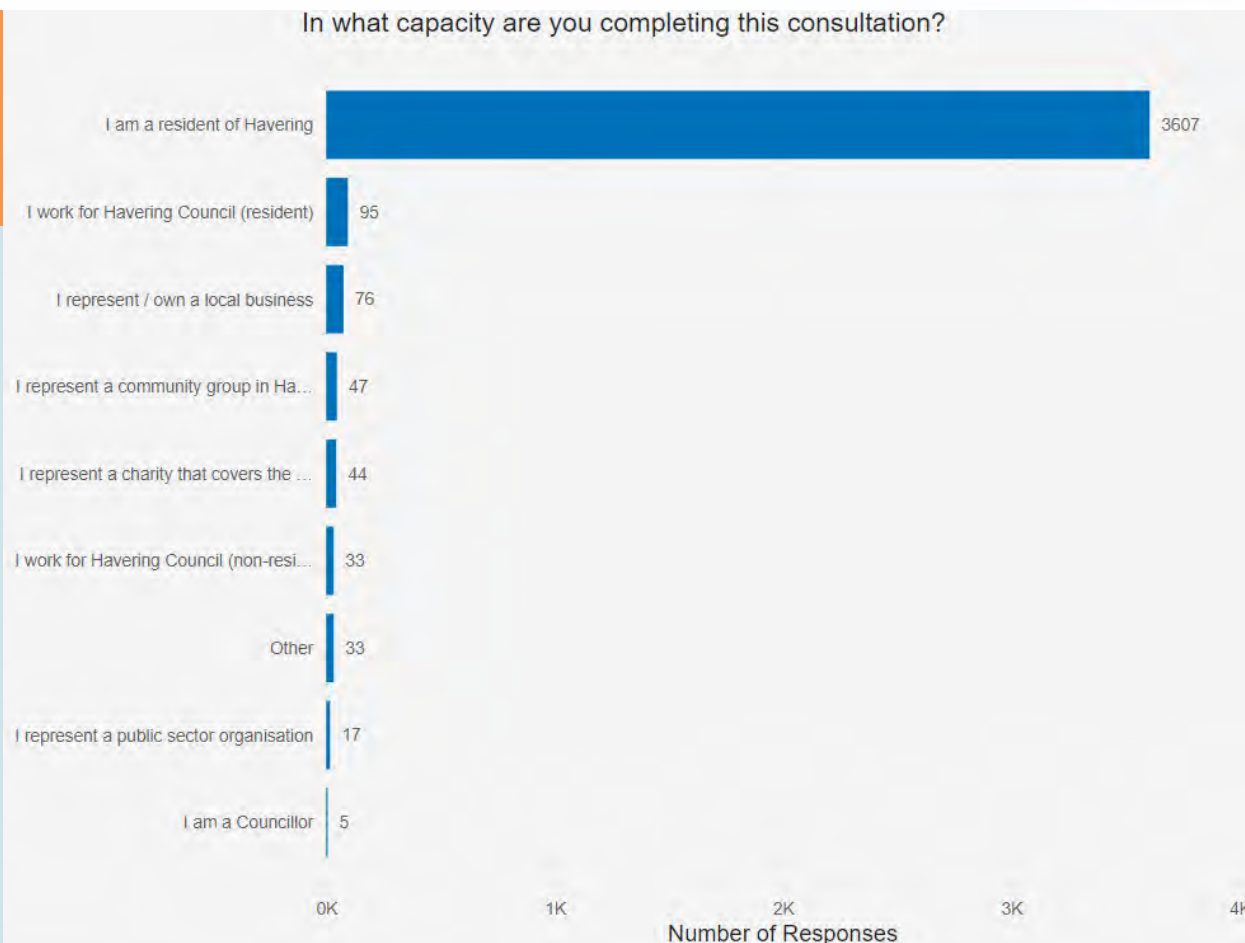
| Postcode | Number of responses |
|--------------------|---------------------|
| RM12 | 608 |
| RM14 | 560 |
| RM11 | 559 |
| RM3 | 483 |
| RM1 | 332 |
| RM13 | 304 |
| RM2 | 286 |
| RM7 | 264 |
| RM5 | 221 |
| RM4 | 16 |
| Other RM postcodes | 13 |
| Non RM postcodes | 21 |

Response breakdown

In what capacity are you completing this consultation?

3607 of the 3723 completed consultations (97%) were from Havering residents.

N.B. Respondents were able to select more than one option if applicable.



Response breakdown

Employment Status

There were 2691 responses to this question, and 1032 not answered.

Of those who provided a response, (2691) the majority were employed (1327) or retired (1143).

Comparison with employment data suggests almost twice as many retired residents responded (43%) than the Havering average (22%). This is also reflected in the age profile of respondents.

| Employment status | Consultation responses | | Havering average (aged 18 and over only)* | |
|--|------------------------|-------------|---|-------------|
| | Number | Percent | Number | Percent |
| Employed (permanent, self-employed, or fixed-term) | 1327 | 49.3% | 124294 | 61% |
| Unemployed (looking and not looking for work) | 64 | 2.4% | 7211 | 3.5% |
| Retired | 1143 | 42.5% | 43978 | 22% |
| Other (including student and prefer not to say) | 157 | 5.8% | 2801 | 14% |
| Total | 2691 | 100% | 203500 | 100% |
| <i>Not answered</i> | <i>1032</i> | - | - | - |

*Averages for Havering population aged 18 and over, taken from ONS 2021 Census builder. N.B. These figures have been calculated to allow a comparison with the budget respondent cohort (aged 18 plus) only, and do not reflect official employment / unemployment statistics which are based on population aged 16-64 and therefore exclude the significant number of retired Havering residents. Actual numbers from Census 2021 included for clarity.

Response breakdown

Gender

There were 2690 responses to this question, and 1033 not answered.

Of those who provided a response, 53.6% were female and 43.5% male. This is almost identical to the borough average from the Census 2021. (Comparison data for non-binary residents is not available).

| Gender | Consultation responses | | Havering average (aged 18 and over only)* |
|--|------------------------|-------------|--|
| | Number | Percent | Percent |
| Female | 1442 | 53.6% | 52.6% |
| Male | 1171 | 43.5% | 47.4% |
| Another description (including non-binary and prefer not to say) | 77 | 2.9% | Not available |
| Total | 2690 | 100% | 100% |
| <i>Not answered</i> | <i>1033</i> | <i>-</i> | <i>-</i> |

* Census 2021: <https://www.ons.gov.uk/datasets/create>

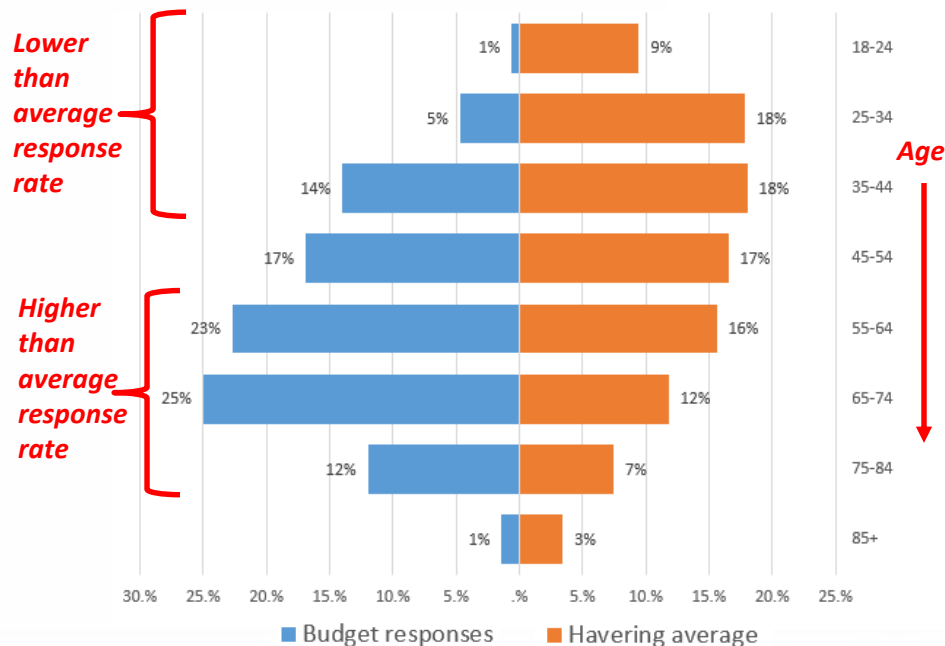
Response breakdown

Age

There were 2700 responses to this question, and 1023 not answered. There was a significantly lower proportion of responses from younger age groups (18-24 and 25-34), and a significantly higher proportion of responses from older age groups (55-64, 65-74 and 75-84) than the borough average.

NOTE: A separate budget survey for children and young people under 18, and up to 25 with SEND*, was undertaken by Mind of My Own. Results available as a separate appendix.

| Age | Consultation responses | | Havering average (aged 18 and over only)* |
|---------------------|------------------------|-------------|--|
| | Number | Percent | Percent |
| Under 18 | 1 | <0.1% | - |
| 18-24 | 17 | 0.6% | 9.5% |
| 25-34 | 128 | 4.7% | 17.8% |
| 35-44 | 379 | 14.0% | 18.0% |
| 45-54 | 457 | 16.9% | 16.5% |
| 55-64 | 612 | 22.7% | 15.6% |
| 65-74 | 676 | 25.0% | 11.8% |
| 75-84 | 324 | 12.0% | 7.4% |
| 85+ | 38 | 1.4% | 3.4% |
| Prefer not to say | 68 | 2.5% | - |
| Total | 2700 | 100% | 100% |
| <i>Not answered</i> | <i>1023</i> | - | - |



*Census 2021: <https://www.ons.gov.uk/datasets/create>

*Special Educational Needs and Disability

Response breakdown

Faith, religion, belief

There were 2620 responses to this question, and 1103 not answered.

Of those who provided a response, 55% were Christian, which is the same as the borough average. 32% had no religion, compared to the borough average of 29%. There were fewer responses from non-Christian religions (i.e. Buddhist, Hindu, Jewish, Muslim and Sikh) than the borough average.

| Religion | Consultation responses | | Havering average (aged 18 and over only)* |
|---------------------|------------------------|-------------|--|
| | Number | Percent | Percent |
| Buddhist | 8 | <1% | <1% |
| Christian | 1451 | 55% | 55% |
| Hindu | 21 | <1% | 2% |
| Jewish | 21 | <1% | 1% |
| Muslim | 39 | 1.5% | 5% |
| Sikh | 6 | <1% | 2% |
| No religion | 846 | 32% | 29% |
| Other | 37 | 1.5% | <1% |
| Prefer not to say | 191 | 7% | 5% |
| Total | 2620 | 100% | 100% |
| <i>Not answered</i> | <i>1103</i> | - | |

* Census 2021: <https://www.ons.gov.uk/datasets/create>

Response breakdown

Ethnic origin

There were 2714 responses to this question, and 1009 not answered.

Of those who provided a response, 89% were 'White or White British', which is greater than the borough average of 79%.

There were significantly fewer responses from respondents from other ethnic origins than the borough average.

| Ethnic origin | Consultation responses | | Havering average (aged 18 and over only)* |
|--------------------------------|------------------------|-------------|--|
| | Number | Percent | Percent |
| Asian or Asian British | 74 | 3% | 10% |
| Black or Black British | 58 | 2% | 7% |
| Mixed or multiple ethnic group | 63 | 2% | 2% |
| Other ethnic group | 26 | 1% | 2% |
| White or White British | 2418 | 89% | 79% |
| Prefer not to say | 75 | 3% | - |
| Total | 2714 | 100% | 100% |
| <i>Not answered</i> | <i>1009</i> | - | |

* Census 2021: <https://www.ons.gov.uk/datasets/create>

Response breakdown

Sexual orientation

There were 2664 responses to this question, and 1059 not answered.

Of those who provided a response, 91% were heterosexual.

There is no suitable data available for a comparison with the borough average.

Sexual orientation

Consultation responses

| | Number | Percent |
|--------------------------|-------------|-------------|
| Straight or heterosexual | 2426 | 91% |
| Gay or lesbian | 45 | 2% |
| Bisexual | 43 | 2% |
| Another description | 11 | <1% |
| Prefer not to say | 139 | 5% |
| Total | 2664 | 100% |
| <i>Not answered</i> | <i>1059</i> | <i>-</i> |

Marital status

There were 2670 responses to this question, and 1053 not answered.

Of those who provided a response, the majority were married (63%). This is higher than the borough average.

Marital status

Consultation responses

Havering average (aged 18 and over only)*

| | Number | Percent | Percent |
|------------------------------|-------------|-------------|-------------|
| Married or civil-partnership | 1702 | 64% | 48% |
| Single | 434 | 16% | 33% |
| Co-habiting | 220 | 8% | 12% |
| Widowed | 163 | 6% | 6% |
| Another description | 46 | 2% | 1% |
| Prefer not to say | 105 | 4% | - |
| Total | 2670 | 100% | 100% |
| <i>Not answered</i> | <i>1053</i> | <i>-</i> | |

* Census 2021: <https://www.ons.gov.uk/datasets/create>

Response breakdown

Disability

There were 2667 responses to this question, and 1056 not answered. Of those who provided a response, 25% considered themselves to have a disability, impairment or health-condition. This has been compared to data from the Census 2021 for Havering residents aged 18 and over only. A higher proportion of respondents who consider themselves to have a disability responded to the consultation than the borough average.

Of the 665 respondents declaring a disability, the most common disability was long-term illness, followed by sensory e.g. hearing or sight impairment.

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| Do you consider yourself to have a disability, impairment or health-condition? | Consultation responses | | Havering average (aged 18 and over only) ⁴ |
|--|------------------------|-------------|---|
| | Number | Percent | Percent |
| Yes | 665 | 25% | 17.3% |
| No | 1906 | 71% | 82.7% |
| Prefer not to say | 96 | 4% | - |
| Total | 2667 | 100% | 100% |
| <i>Not answered</i> | 1056 | - | |

Description of disability*

*respondents were able to select more than one description

| | Number of respondents | |
|---------------------------------|-----------------------|---------|
| | Number | Percent |
| Sensory | 183 | 28% |
| Physical | 112 | 17% |
| Mental illness | 103 | 15% |
| Developmental or Educational | 46 | 7% |
| Learning disability / condition | 3 | <1% |
| Long-term illness | 313 | 47% |
| Other | 106 | 16% |

4 Census 2021: <https://www.ons.gov.uk/datasets/create>

Issues affecting Havering

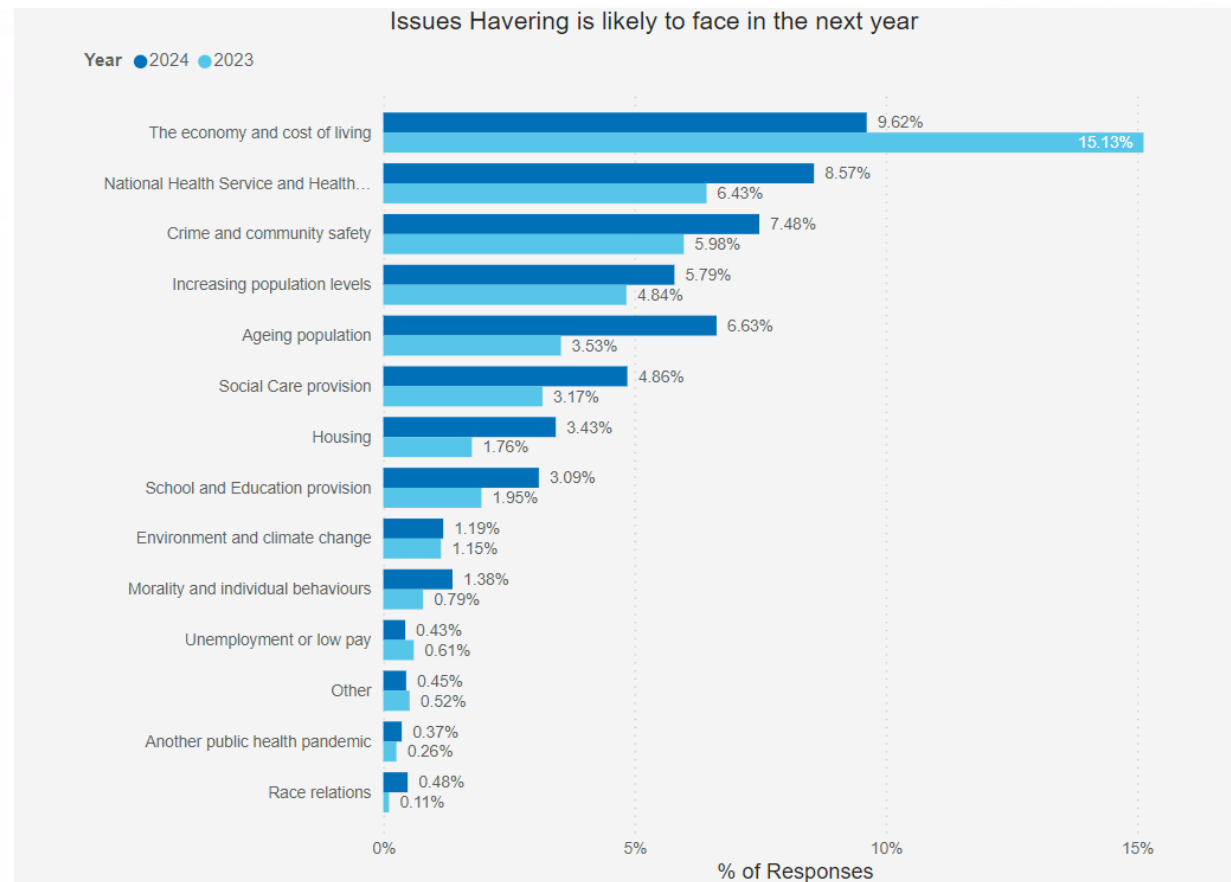
What would you say are the three most important issues Havering is likely to face in the next year?

The top 3 issues reported were:

- The economy and cost of living
- National Health Service and Healthcare needs
- Crime and community safety

These are the same top 3 issues as reported in the 2023 budget consultation.

There have been large increases in concern over the ageing population, housing provision and race relations.



The following categories from the 2023 budget consultation have been combined into one option for 2024:

'Cost of living crisis', 'Economy / economic situation', 'Inflation / prices' and 'Personal finances' combined into 'The economy and cost of living'. 'Immigration' and 'Population levels/over-population' combined into 'Increasing population levels'.

'EU/Brexit' and 'Other' combined into 'Other'

'Low pay/wages' and 'Unemployment' combined into 'Unemployment or low pay'

This needs to be considered when comparing the response rates for each category between the two years.

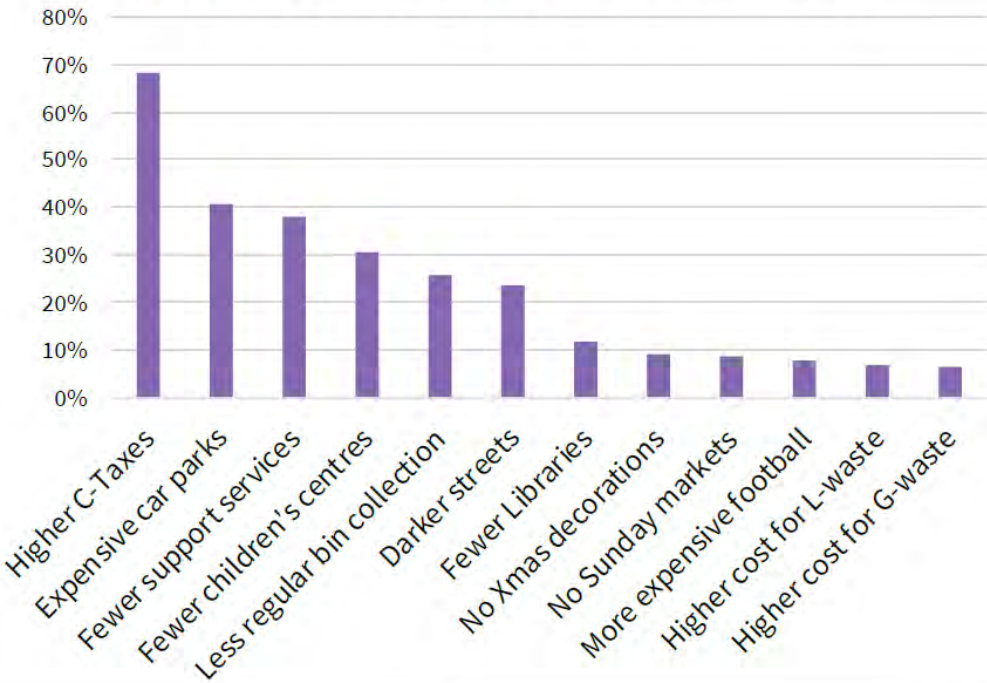
Issues affecting Havering
What would you say are the three most important issues Havering is likely to face in the next year?

The top 3 issues reported were:

- Council tax
- Carp park
- Fewer support services

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Which of the following do you think will have the worst impact on the community?



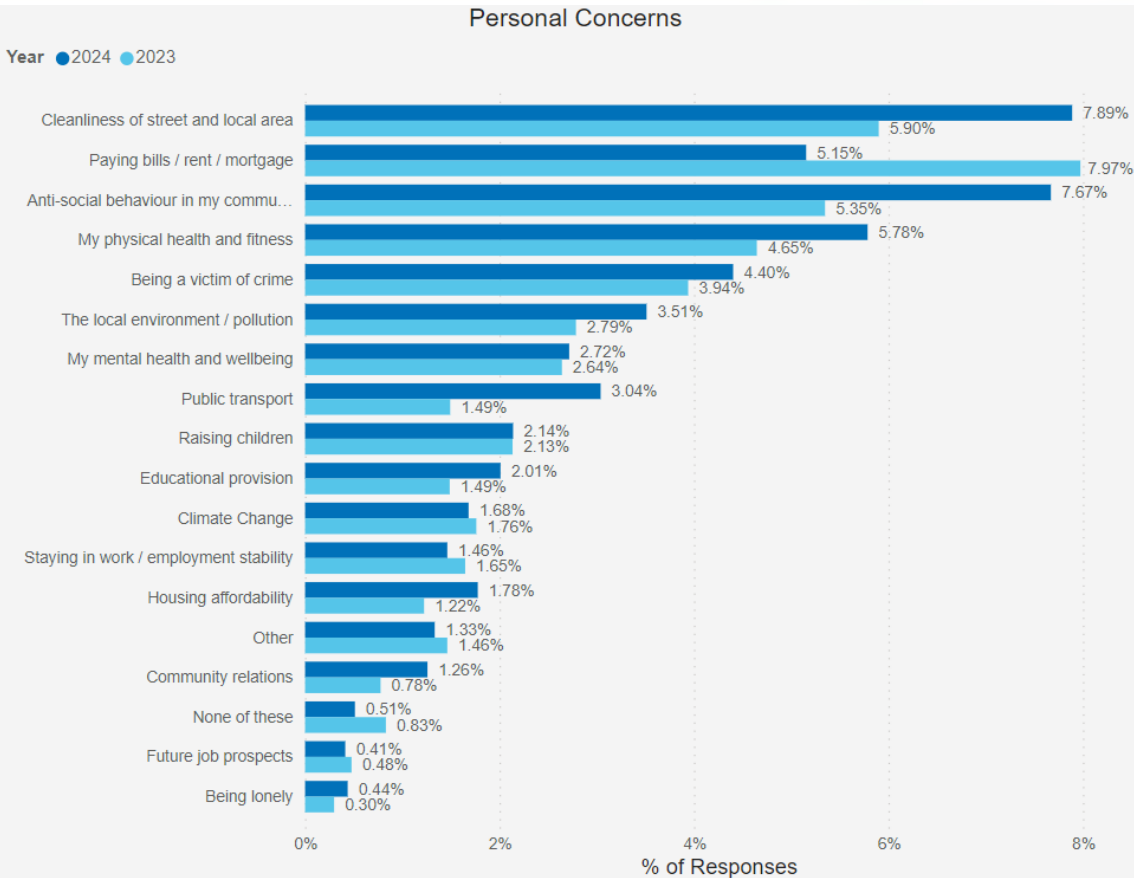
Issues affecting you personally

Which three things are you personally most concerned about at the moment?

The top 3 issues reported were:

- Cleanliness of street and local area
- Anti-social behaviour in my community
- My physical health and fitness

There has been a large increase in concern over public transport, and a decrease in concern over paying bills/ rent/ mortgage.



The following categories from the 2023 budget consultation have been combined into one option for 2024: 'Paying bills' and 'Keeping a roof over my head' have been combined into 'Paying bills/rent/mortgage' This needs to be considered when comparing the response rates for each category between the two years.

Issues affecting you personally

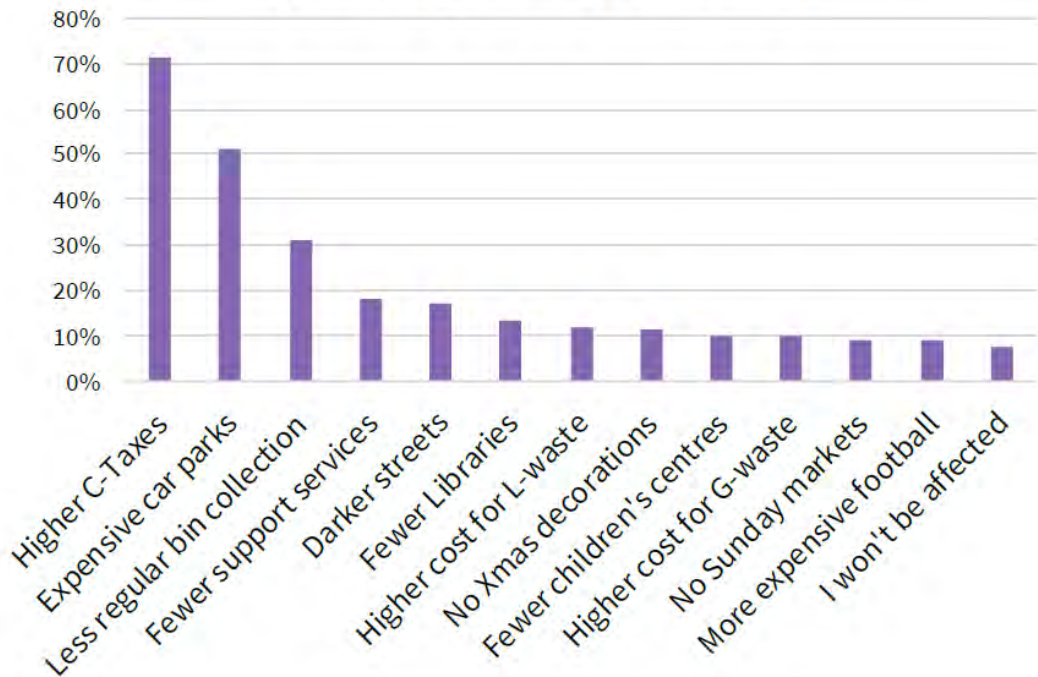
Which three things are you personally most concerned about at the moment?

The top 3 issues reported were:

- Council tax
- Car parks costs
- Less regular bin collections

Page 676

Which of the following will have the worst impact on you and your family?



1819 respondents commented on this question. The most common themes were:

| | |
|-------------------------------------|---|
| “Roads / streets” | 410 mentions, the majority of which were about cleanliness and safety |
| “Police” | 293 mentions, the majority of which requested increased police presence |
| “Housing / flats / building” | 293 mentions, some requesting more social and affordable housing and some requesting no further new housing to be built |
| “Tax / Council Tax” | 203 mentions, the majority of which requested no further increases. |

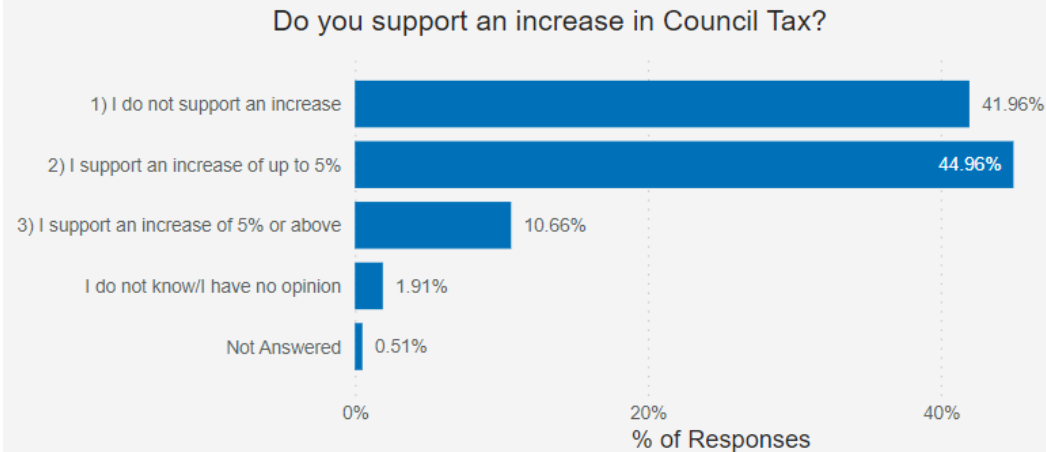
[illegible]

Do you support an increase in Council Tax?

There were 3704 responses to this question, and 19 not answered.

Overall, 56% of respondents support an increase in Council Tax (45% support an increase of up to 5%, and 11% support an increase of 5% or above).

42% of respondents do not support an increase.

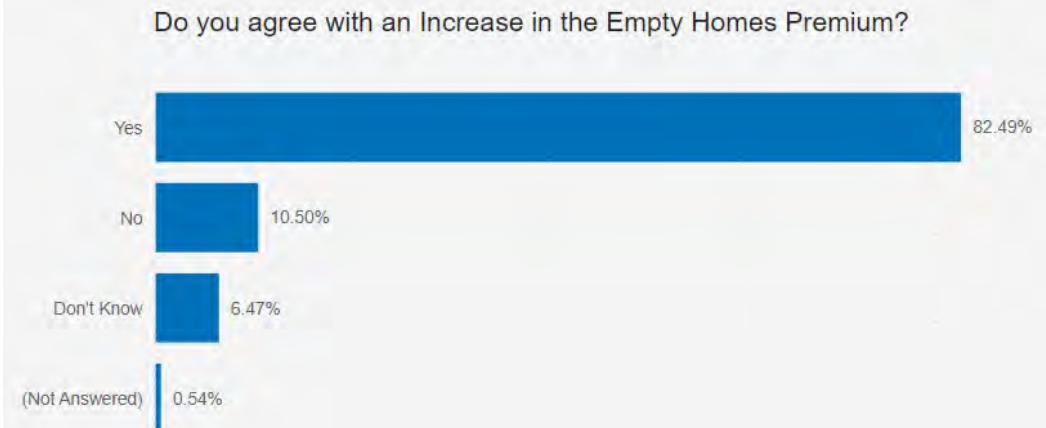


Do you agree with an increase in the Empty Homes premium?

There were 3703 responses to this question, and 20 not answered.

82.5% of respondents support an increase in the Empty Homes Premium.

10.5% of respondents do not support an increase.



Traffic Schemes

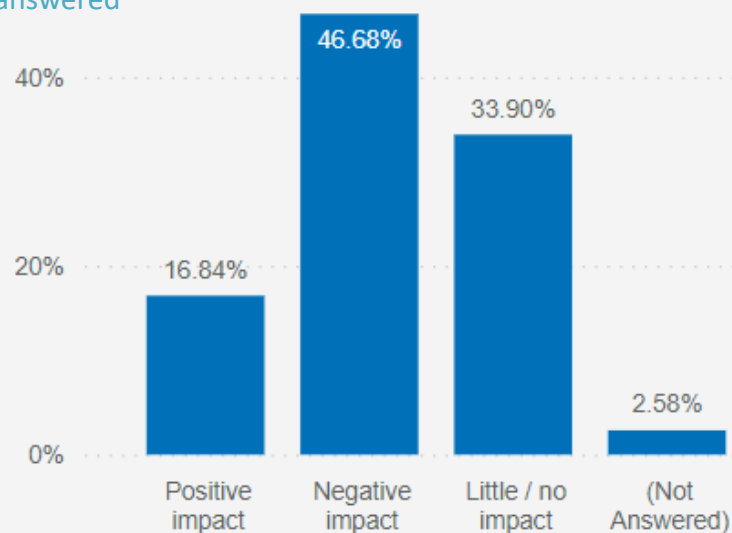
The majority of respondents felt the traffic schemes proposals would have little or no impact on them personally (53%), and a negative impact on the community (47%).

Overall, there were more responses indicating a neutral (little/no impact) or positive impact than a negative impact, on both the community and on individuals.

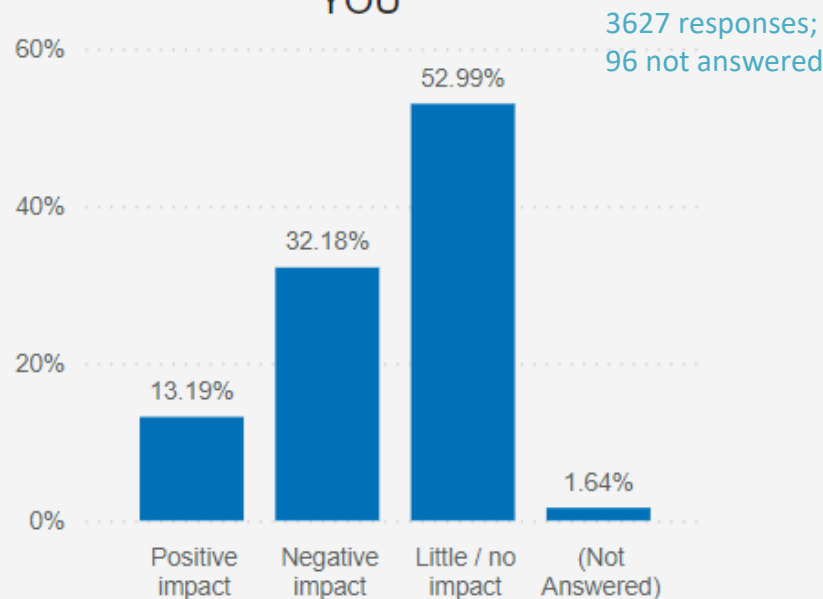
3662 responses;
66 not answered

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Traffic Schemes Proposal - Impact on
COMMUNITY



Traffic Schemes Proposal - Impact on
YOU



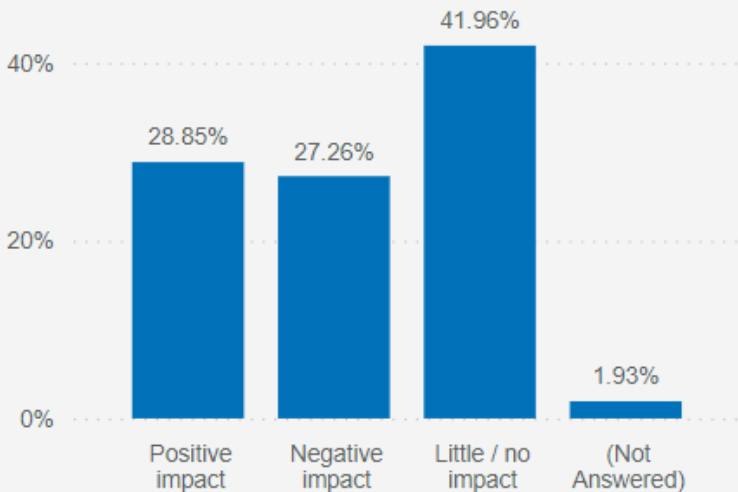
Street lighting

The majority of respondents felt the street lighting proposals would have little or no impact on either them personally (59%) or the community (42%).

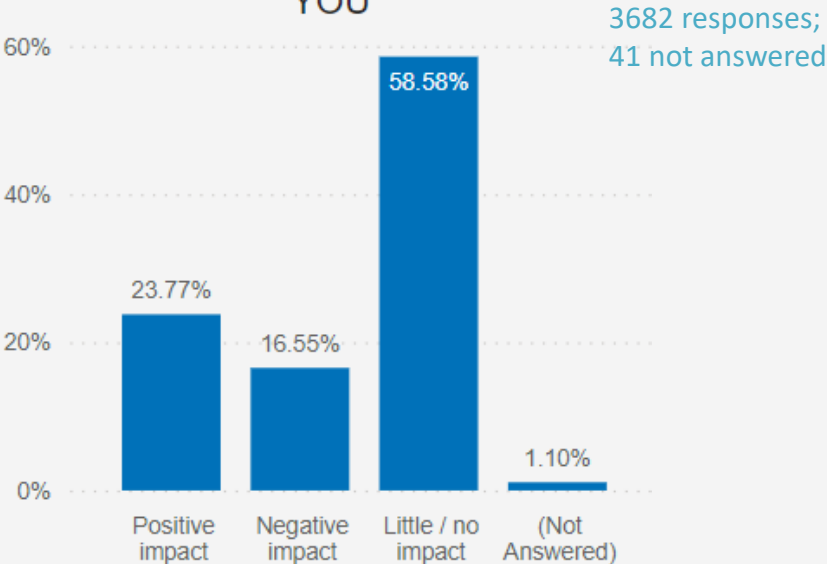
More respondents felt the proposals would have a positive impact on themselves (24%) and on the community (29%) than a negative impact.

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Street Lighting Proposal - Impact on
COMMUNITY



Street Lighting Proposal - Impact on
YOU



1679 respondents commented on the highways proposals. The most common themes were:

331 mentions, including concerns about the impact of reduced maintenance on road safety, and personal safety in areas with dimmed lighting

234 mentions, including concerns about increasing crime levels in areas with dimmed or lower lighting.

200 mentions, including concerns over the number of potholes in the borough / damage to vehicles / health and safety.

174 mentions, including concerns over poorly marked parking bays / requests to improve parking bay maintenance

[illegible]

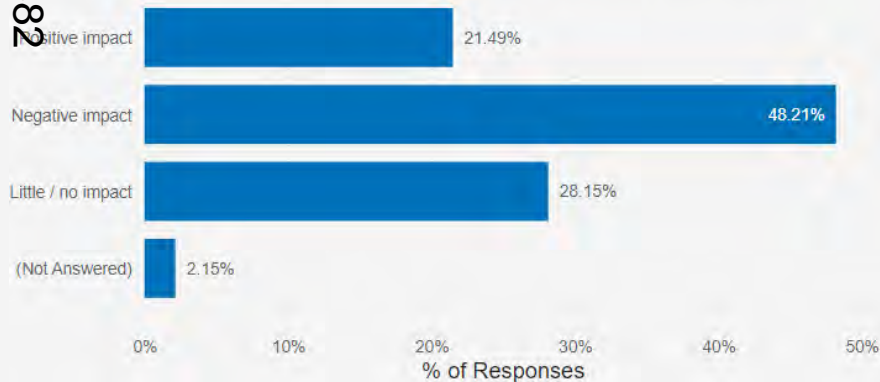
Penalty Charge Notices

The majority of respondents felt the removal of the early payment discount for unsuccessful challenges would have little or no impact on them personally (54%), but a negative impact on the community (48%).

More respondents felt the proposals would have a minimal or positive impact on themselves (65%), and on the community (50%), than a negative impact.

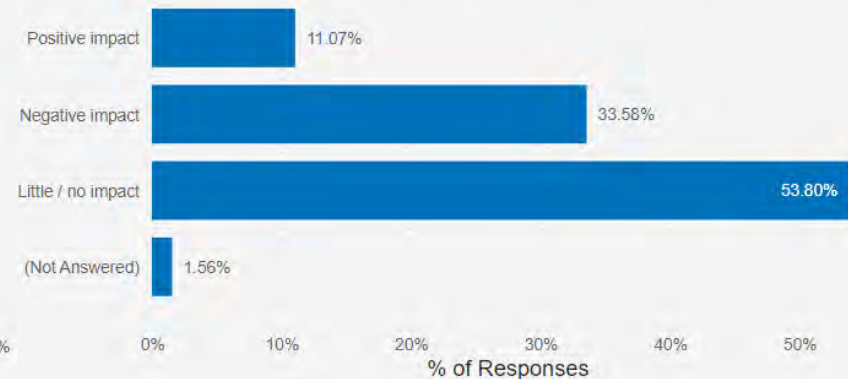
Page 682

Penalty Charge Notice (PCN) Proposal - Impact on COMMUNITY



3643 responses;
80 not answered

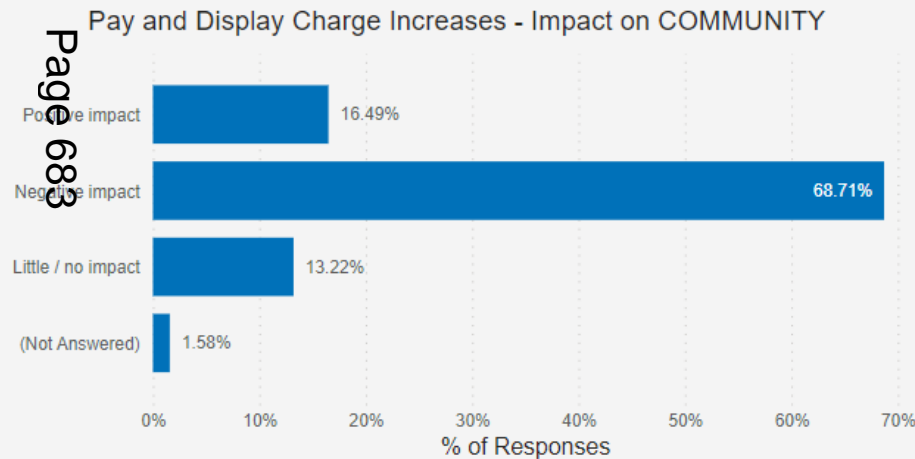
Penalty Charge Notice (PCN) Proposal - Impact on YOU



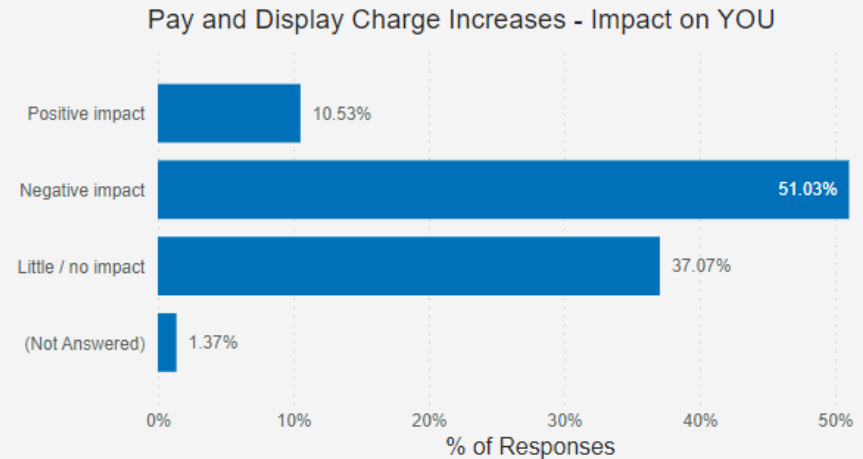
3665 responses;
58 not answered

Pay and Display charges

The majority of respondents felt the proposed increase to pay and display charges would have a negative impact on them personally (51%) and a negative impact on the community (69%).



3664 responses;
59 not answered



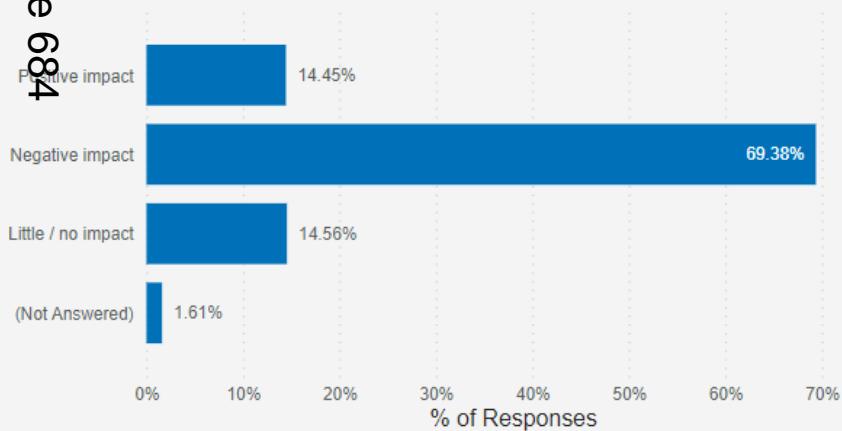
3672 responses;
51 not answered

Sunday Parking

The majority of respondents felt the proposal to introduce Sunday parking charges would have a negative impact on them personally (49%) and a negative impact on the community (69%).

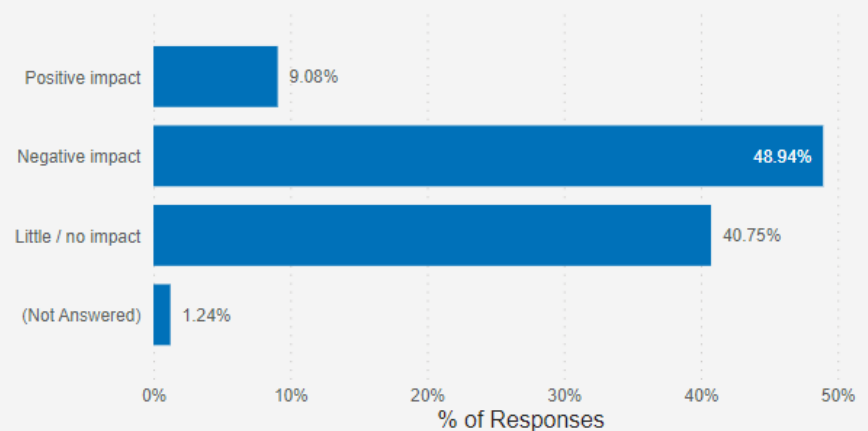
Page 684

Sunday Parking Changes - Impact on COMMUNITY



3663 responses;
60 not answered

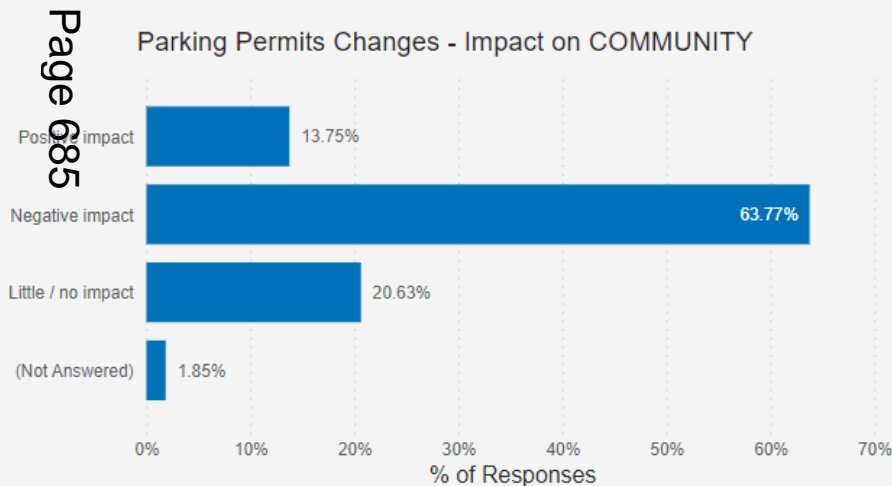
Sunday Parking Changes - Impact on YOU



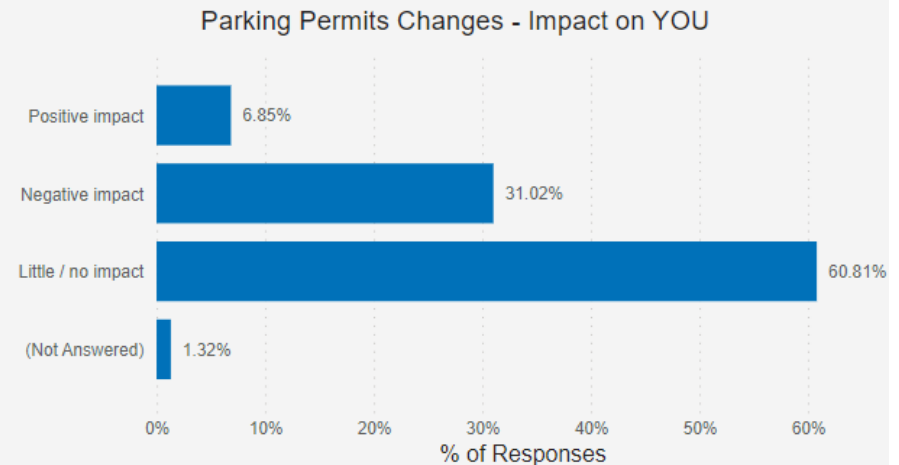
3677 responses;
46 not answered

Parking Permits

The majority of respondents felt the proposal to increase the price of parking permits and season tickets would have little or no impact on them personally (61%) and a negative impact on the community (64%).



3654 responses;
69 not answered

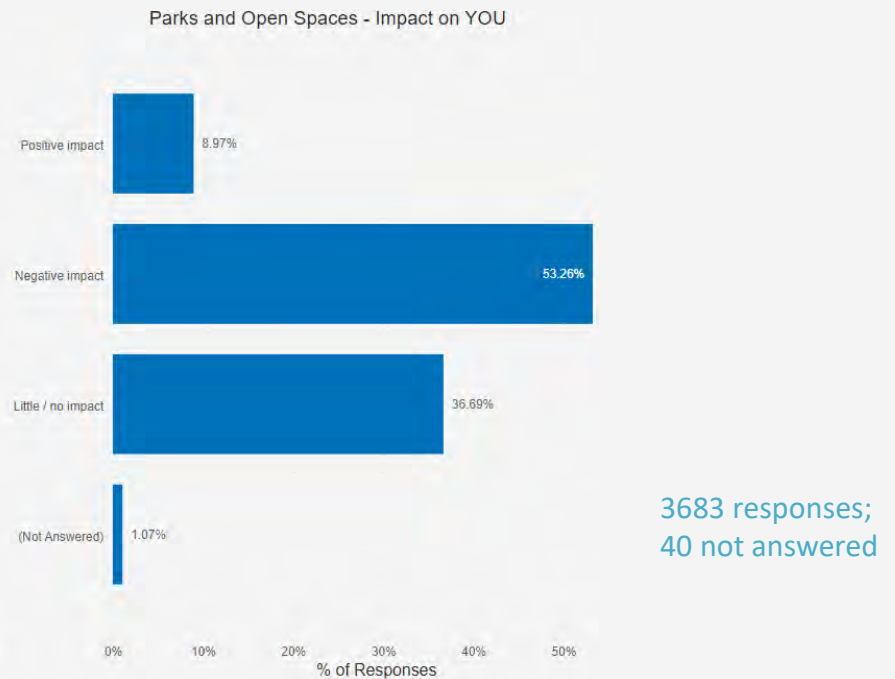
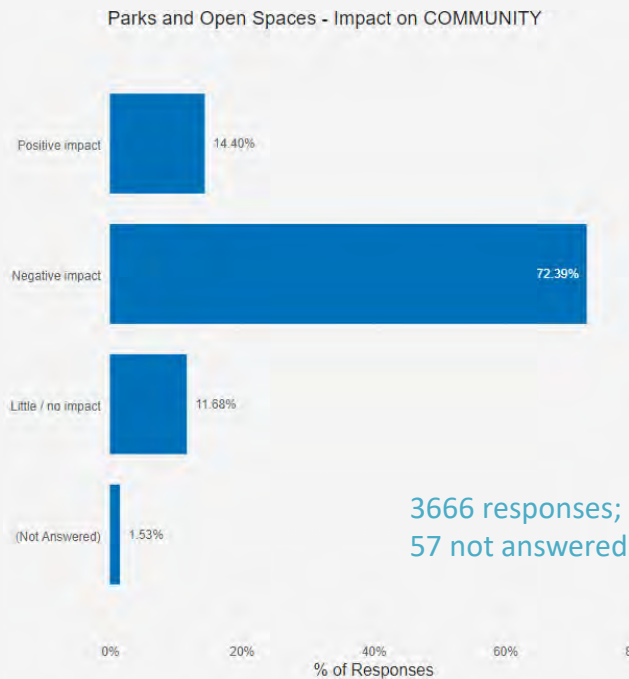


3674 responses;
49 not answered

Parks and open spaces

The majority of respondents felt the proposal to introduce parking charges in parks and open spaces would have a negative impact on them personally (53%) and a negative impact on the community (72%).

Page 686

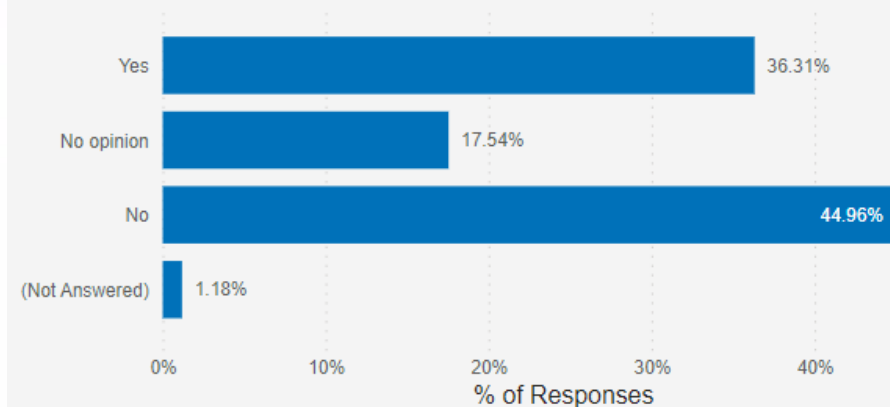


Expansion of Controlled Parking Zones

There were 3679 responses to this question, and 44 not answered.

45% of respondents do not agree with the proposal to conduct a CPZ review.
54% of respondents either agreed to the proposal, or had no opinion.

Expansion of Controlled Parking Zones - Do you agree with the proposal to conduct a CPZ review?

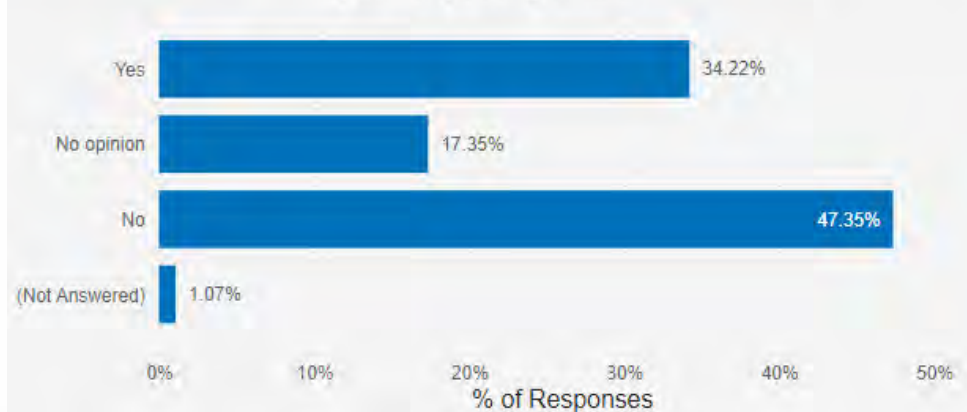


Paid for Parking review

There were 3683 responses to this question, and 40 not answered.

47% of respondents do not agree with the proposal to conduct a paid for parking review.
52% of respondents either agreed to the proposal, or had no opinion.

Additional Parking Provision - Do you agree with the proposal to conduct a paid for parking review?



1795 respondents commented on the parking proposals. The most common themes were:

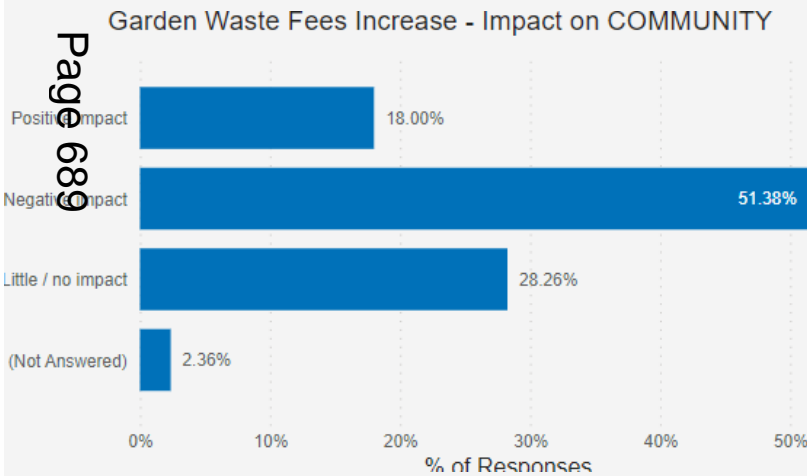
“ULEZ”

Page 688

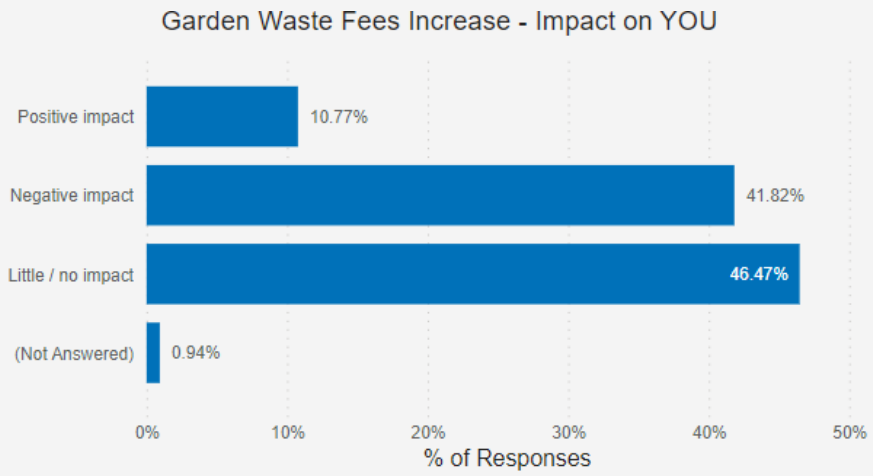


Garden Waste Fees

The majority of respondents felt the proposal to increase Garden Waste fees would have little or no impact on them personally (46%), and a negative impact on the community (51%).



3635 responses;
88 not answered



3688 responses;
35 not answered

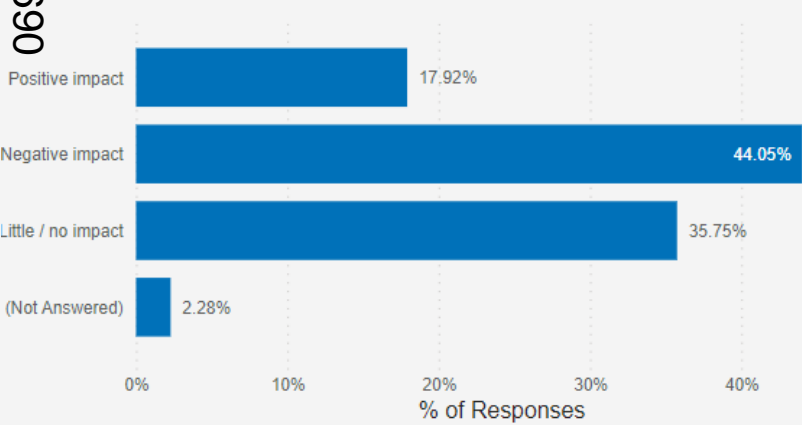
Bulky Waste Fees

The majority of respondents felt the proposal to increase Bulky Waste fees would have little or no impact on them personally (68%), and a negative impact on the community (44%).

More respondents felt the proposals would have a minimal or positive impact on themselves (77%) and on the community (54%) than a negative impact.

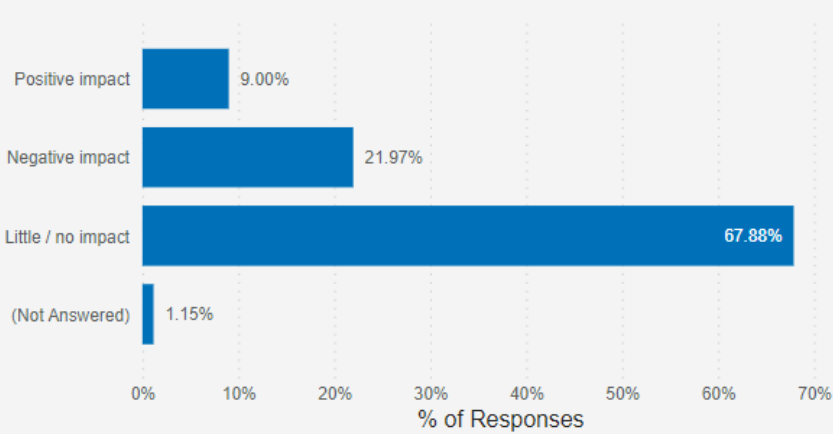
Page 690

Bulky Waste Fees Increase - Impact on COMMUNITY



3638 responses;
85 not answered

Bulky Waste Fees Increase - Impact on YOU



3680 responses;
43 not answered

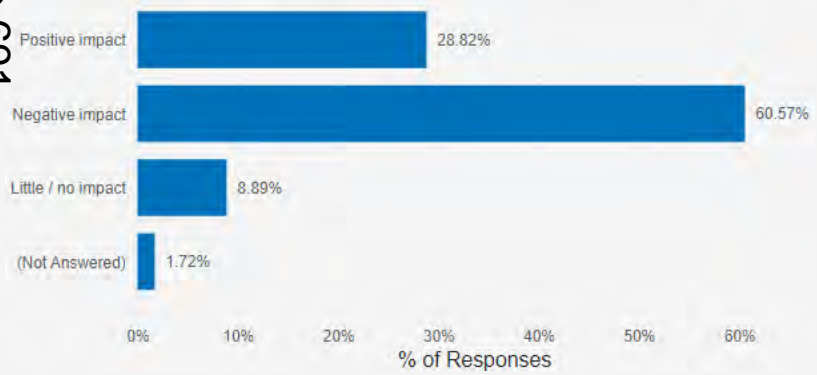
Alternate Weekly Collection

The majority of respondents felt the proposal to introduce an alternate weekly bin collection would have a negative impact on them personally (56%), and a negative impact on the community (61%).

Just over a quarter of respondents welcomed the proposal and felt it would have a positive impact on them personally (25%) and on the community (29%).

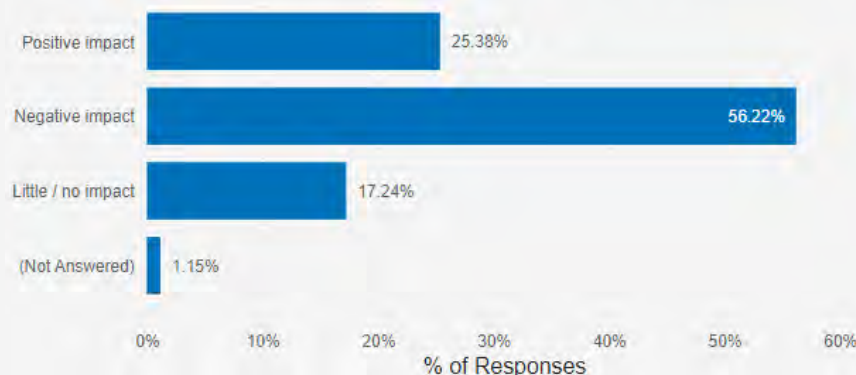
Page 691

Alternate Weekly Bin Collection - Impact on COMMUNITY



3659 responses;
64 not answered

Alternate Weekly Bin Collection - Impact on YOU



3680 responses;
43 not answered

2285 respondents commented on the waste proposals. The most common themes were:

| | |
|---|--|
| <p>“Size of bins / storage space / weight of bins”</p> | <p>183 mentions relating to wheeled bins, including comments that residents are unable to move heavy wheeled bins on their own</p> |
|---|--|

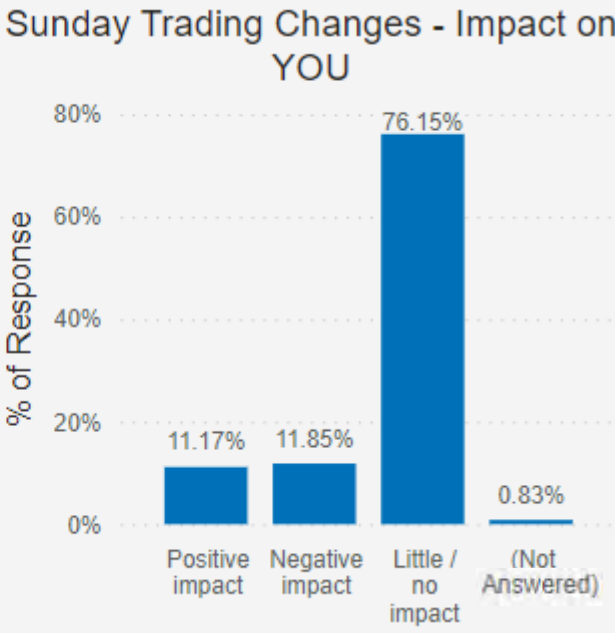
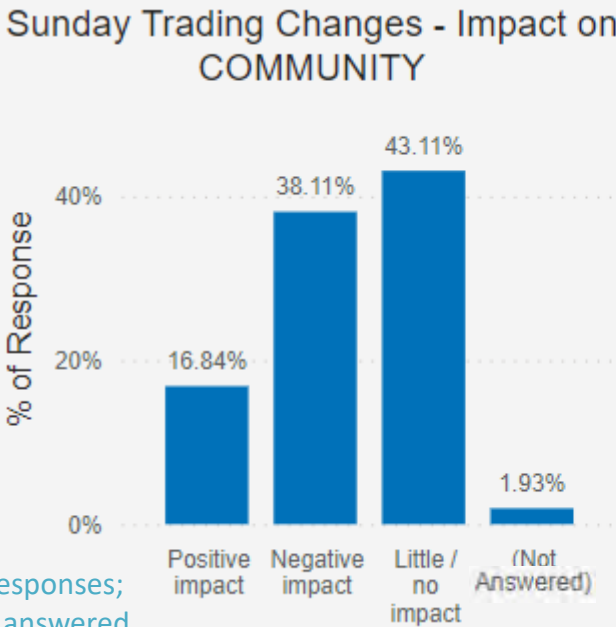
Page 692



Sunday Trading

The majority of respondents felt the proposal to stop opening Romford Market on a Sunday would have little or no impact on them personally (76%), or on the community (43%).

Page 693

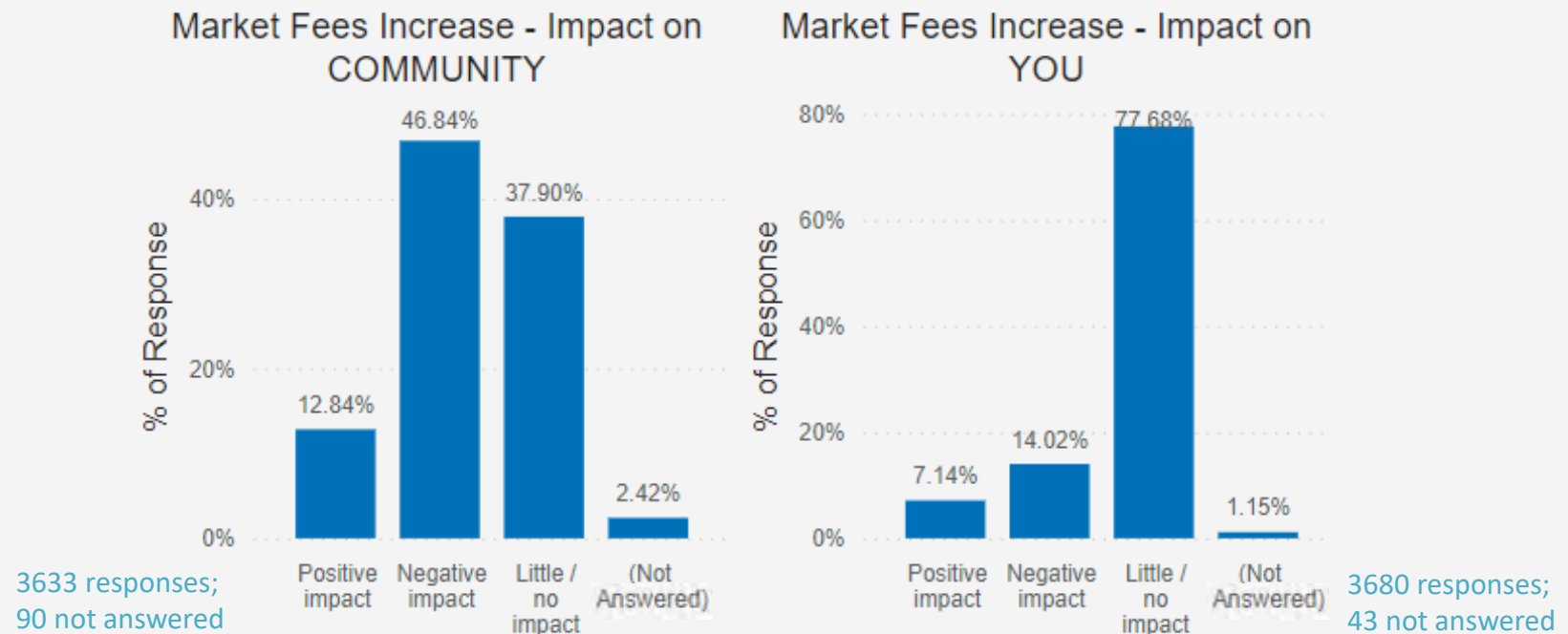


Market fees

The majority of respondents felt the proposal to increase market pitch fees by 10% annually would have little or no impact on them personally (78%), and a negative impact on the community (47%).

More respondents felt the proposals would have a minimal or positive impact on the community (51%) than a negative impact.

Page 694



1622 respondents commented on the market proposals. The most common themes were:

“Tradition / history / heritage” 88 mentions

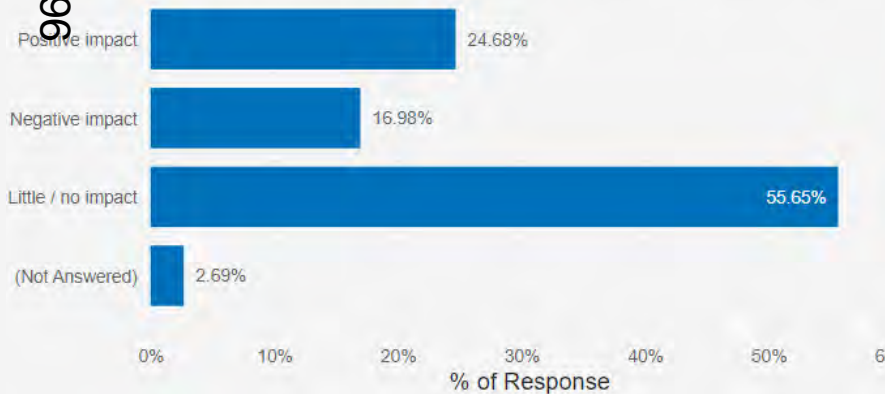


Increase in fees for non-statutory ceremonies

The majority of respondents felt the proposal to increase fees on a range of non-statutory ceremonies would have little or no impact on them personally (85%), or on the community (56%).

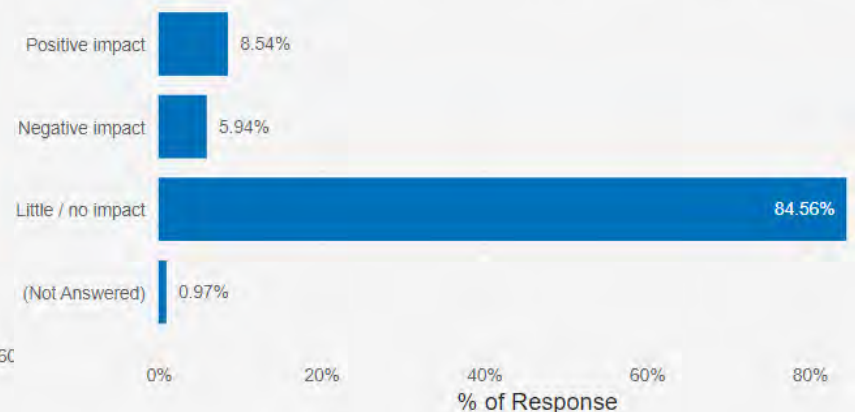
Page 696

Weddings & Other Ceremonies - Impact on COMMUNITY



3623 responses;
100 not answered

Weddings & Other Ceremonies - Impact on YOU



3687 responses;
36 not answered

726 respondents commented on the registrations service proposal. The most common themes were:

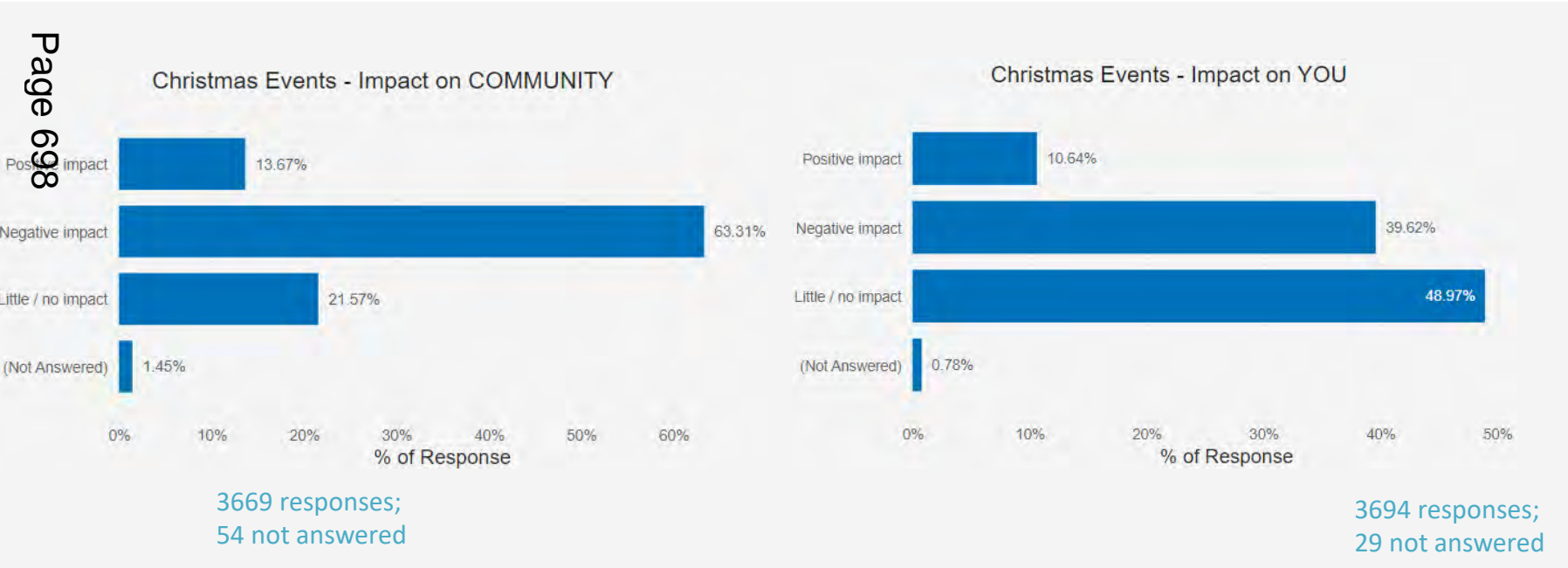
“Expensive / people will go elsewhere” 50 mentions

Page 697



Stop Council expenditure relating to Christmas events in the borough.

The majority of respondents felt the proposal to stop Council expenditure relating to Christmas events in the borough would have little or no impact on them personally (49%), and a negative impact on the community (63%).



1898 respondents commented on the Christmas proposals. The most common themes were:

“Community / Christmas spirit” 343 mentions. Many responses included the suggestion to continue with the events but on a smaller scale.

“Families / children” 132 mentions

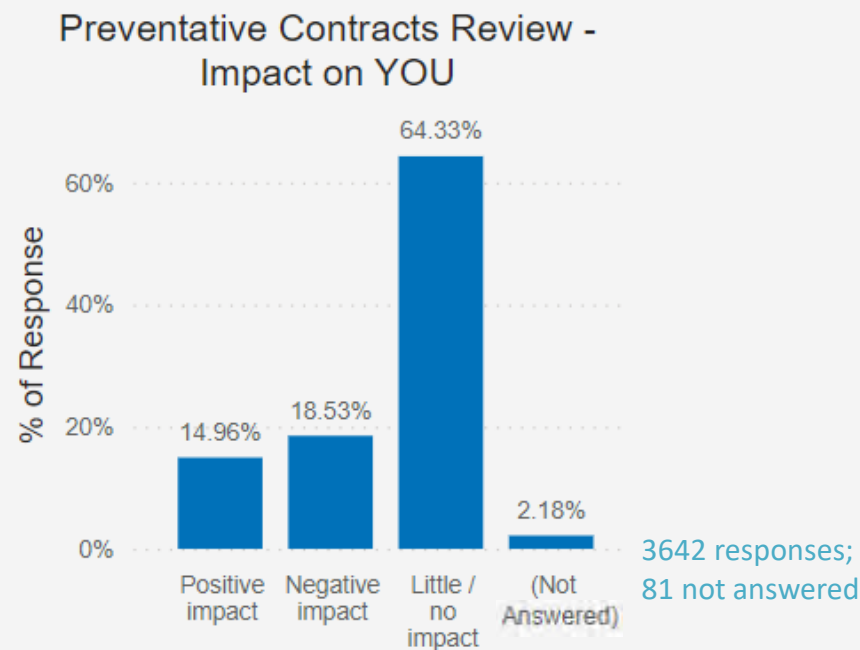
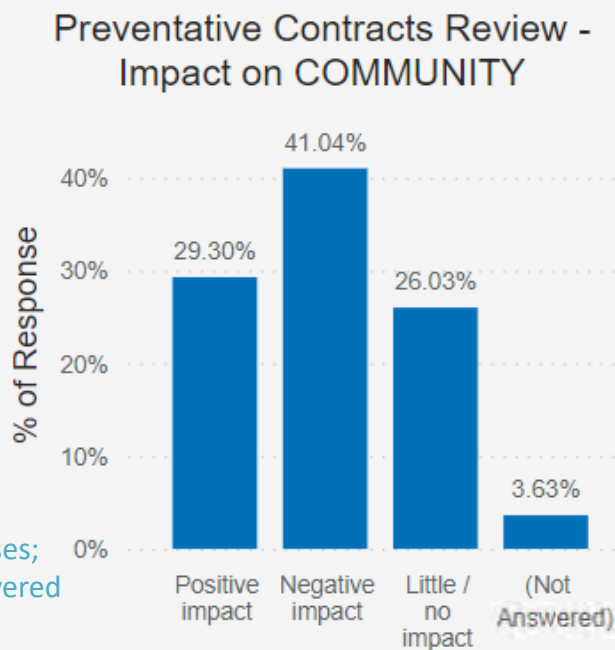


Preventative contracts review

The majority of respondents felt the proposal to conduct a preventative contracts review would have little or no impact on them personally (64%), and a negative impact on the community (41%).

More respondents felt the proposals would have a minimal or positive impact on the community (55%) than a negative impact.

Page 700

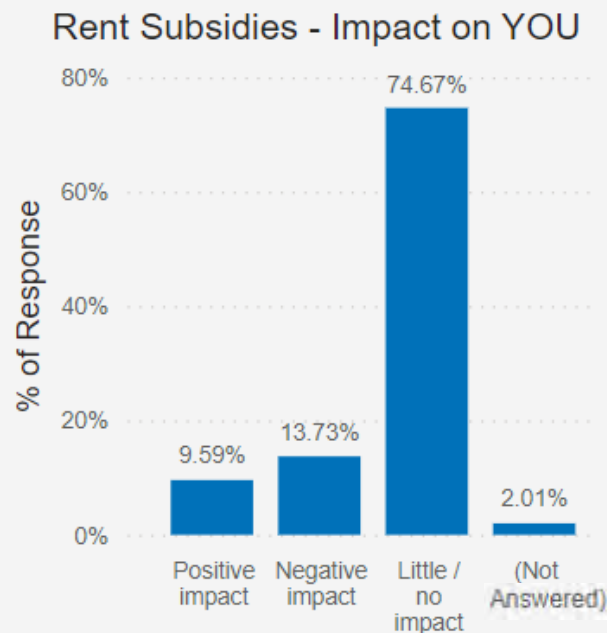
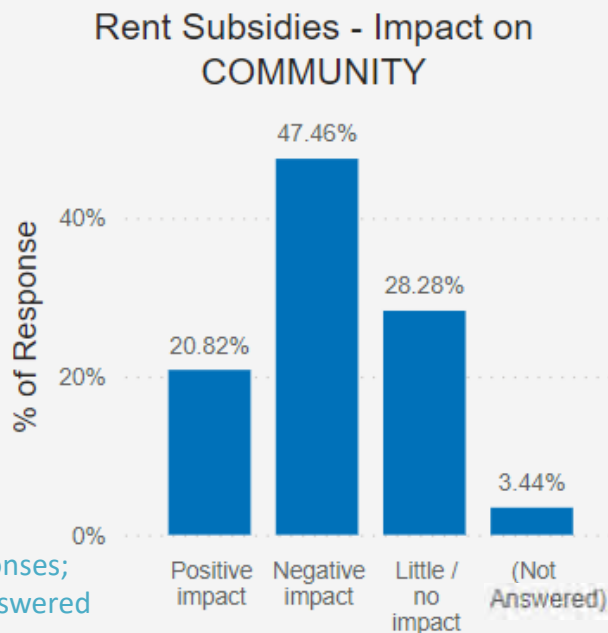


Rent subsidies

The majority of respondents felt the proposal to amend rent subsidies would have little or no impact on them personally (75%), and a negative impact on the community (47%).

Slightly more respondents felt the proposals would have a minimal or positive impact on the community (49%) than a negative impact.

Page 701



1019 respondents commented on the VCS proposals. The most common themes were:

| | |
|--------------------|---|
| “Community” | 276 mentions concerning loss of community support and impact on local communities |
|--------------------|---|

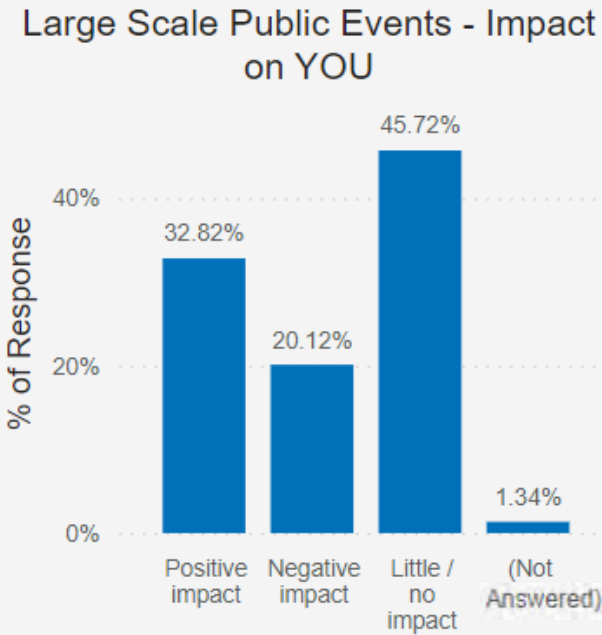
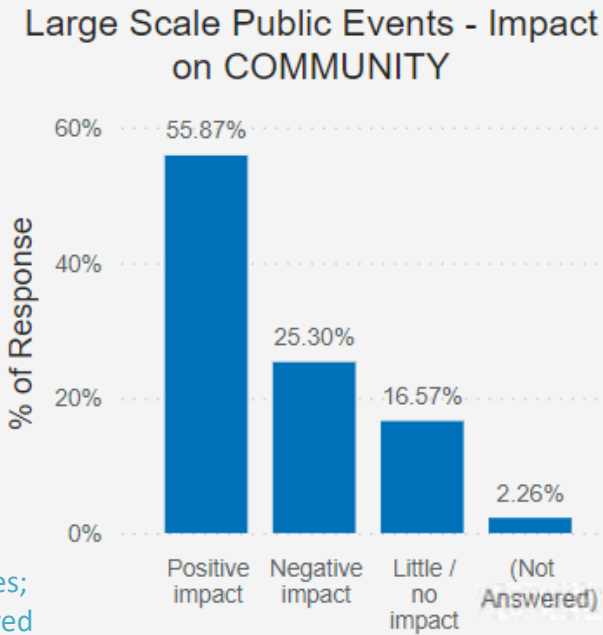
Page 702



Large scale public events

The majority of respondents felt the proposal to host large scale public events in Havering parks would have little or no impact on them personally (46%), and a positive impact on the community (56%).

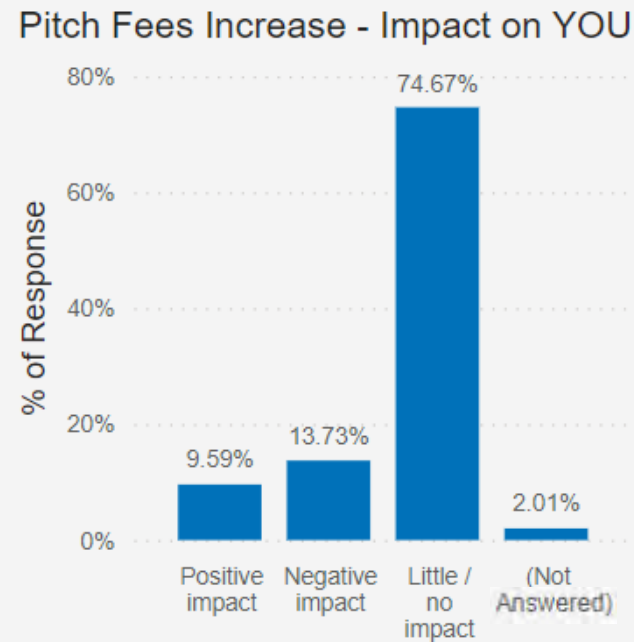
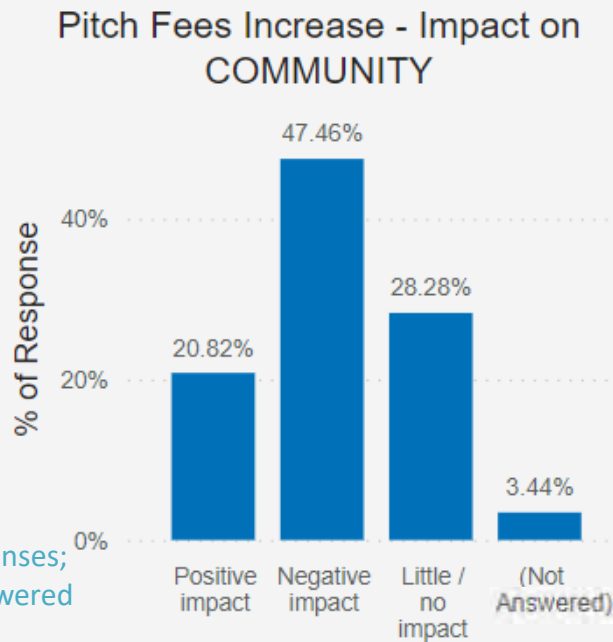
Page 703



Pitch fees

A large majority of respondents felt the proposal to increase the fees for pitch hire would have little or no impact on them personally (75%), and a negative impact on the community (47%). Slightly more respondents felt the proposals would have a minimal or positive impact on the community (49%) than a negative impact (47%).

Page 704



1463 respondents commented on the parks proposals. The most common themes were:

“Health / wellbeing / exercise” 350 mentions about the impact of increasing pitch fees on health and wellbeing

“Noise / damage / crime / anti social behaviour / mess / cleaning”

282 mentions about the impact of large scale events on the local area



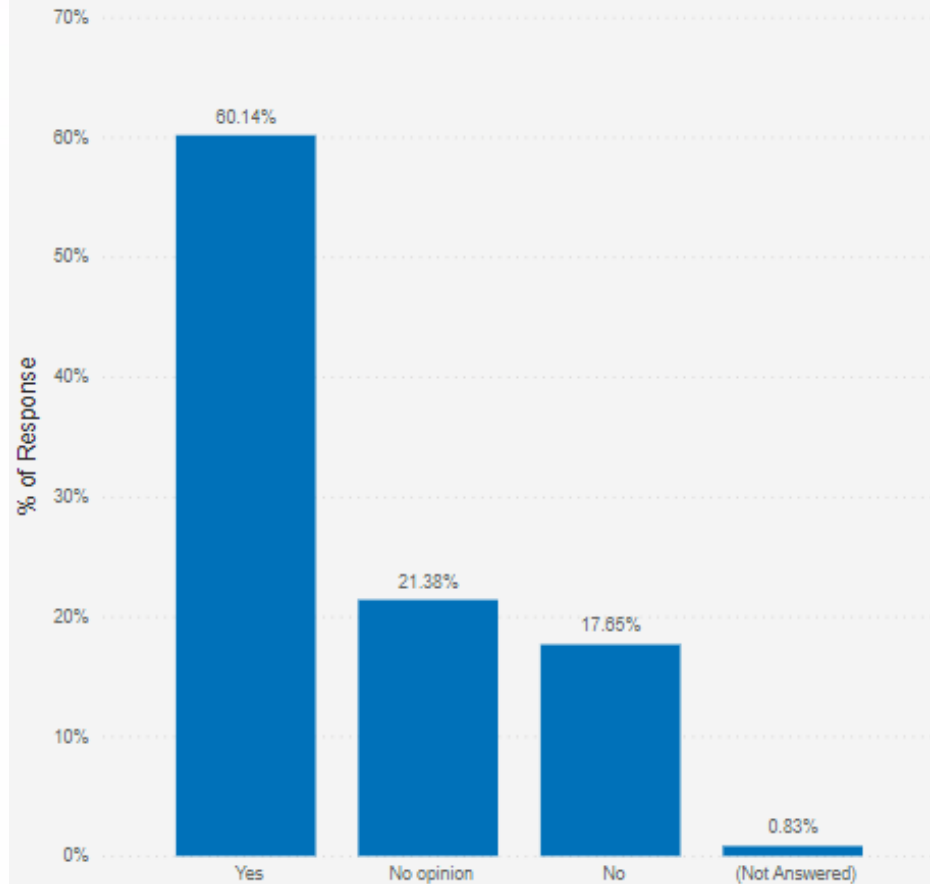
Do you agree with the proposal to conduct a full review of Children's Centres and Early Help provision?

There were 3962 responses to this question, and 31 not answered.

81% of respondents either agreed to the proposal, or had no opinion.

18% of respondents did not agree with the proposal to conduct a review.

Reviewing Children's Centre & Early Help Provision - Do you agree with a full strategic review?



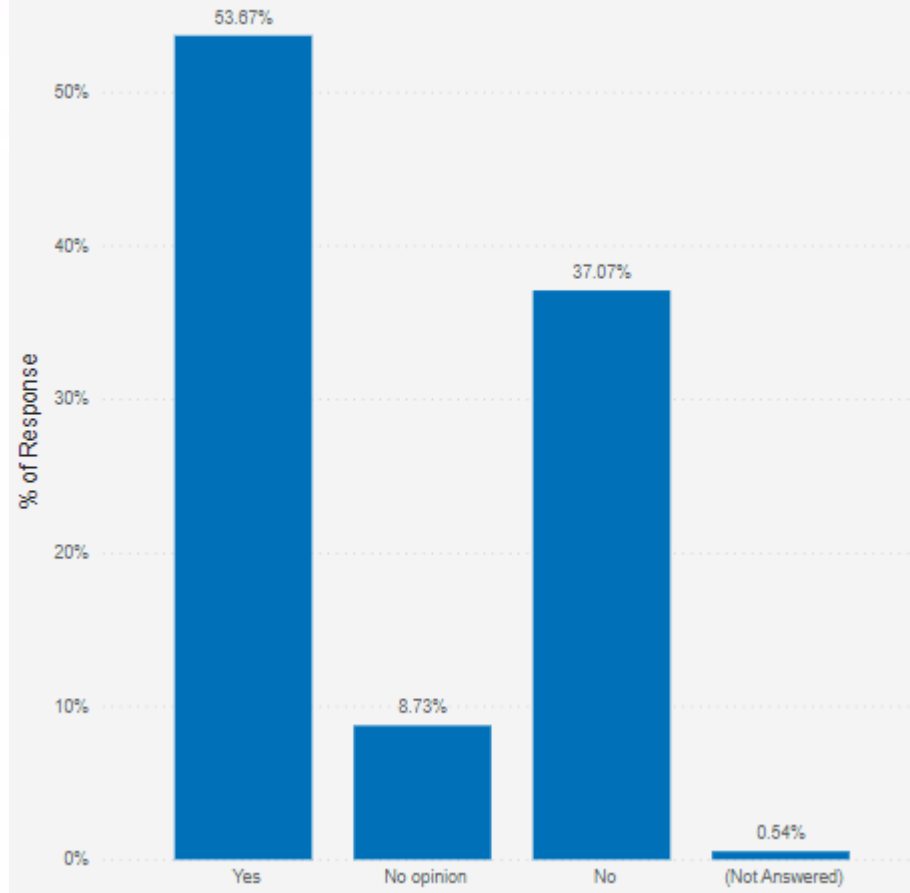
Do you agree with the proposal to conduct a full libraries review?

There were 3703 responses to this question, and 20 not answered.

62% of respondents either agreed to the proposal, or had no opinion.

37% of respondents did not agree with the proposal to conduct a full libraries review.

Reshaping the Library Estate - Do you agree with a full strategic review?



1761 respondents provided a comment. The most common themes were:

| | |
|--|---|
| “Library / libraries” | 320 mentions, nearly all requesting to keep libraries open |
| “Central government / parliament” | 181 mentions, including suggestions the Council should lobby central government more |
| “Staff / managers / Councillors / salaries” | 118 mentions, including suggestions for a review of council leadership and management structures and staff salaries |



- Good spread of responses from across the borough
- Most responders are employed or retired
- More female than male
- Most aged above 45 with 65+ being highest group
- In young person's survey most where from 7-11 age group, followed by 16+ and under 7

Top three issues affecting Havering adults vs young people

| Adults | Young people |
|--|------------------------|
| The economy and cost of living | Higher Council Tax |
| National Health Service and Healthcare needs | Car park costs |
| Crime and community safety | Fewer support services |

Top three issues affecting adults vs young people in havering

| Adults | Young people |
|---------------------------------------|------------------------------|
| Cleanliness of street and local area | Higher Council Tax |
| Anti-social behaviour in my community | Car park costs |
| My physical health and fitness | Less regular bin collections |

Conclusions

| Question | Adults | Young people | Comments |
|----------------------|------------|--------------|---|
| Council tax increase | Yes | No | Young people concerned about cost of living |
| Traffic Schemes | Yes | N/A | |
| Street lights | Yes | Yes | |
| Pay and Display | No | No | |
| Sunday parking | No | No | |
| Parking permits | Yes and no | No | Yes for individual but no for wider community |
| Parking in Parks | No | No | |
| CPZs | Yes | No | For individual, but wider community no |
| Paid for Parking rev | Yes | No | But wider community no |
| Green waste fees | Yes | Yes | But no to wider community |

Conclusions

| Question | Adults | Young people | Comments |
|------------------------|--------|--------------|--|
| Bulky waste | Yes | | |
| Bin collections | No | No | Very close and recommend further consultation |
| Market fees | Yes | Yes | |
| Christmas | Yes | N/A | |
| Preventative contracts | Yes | N/A | |
| Vol sector | Yes | N/A | |
| Public events | Yes | Yes | |
| Pitch fees | Yes/No | Yes | Individually little impact, but impact to community. However, received representation at public events plus a petition against has been launched |

| Question | Adults | Young people | Comments |
|--------------------------------|--------|--------------|----------|
| Market Sunday trading and fees | Yes | | |
| Children's Centres | Yes | | |
| Libraries | Yes | Yes | |
| | | | |

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SUMMARY OF NEW SAVINGS PROPOSALS

APPENDIX Ci

| NEW SAVINGS | DESCRIPTION | 24/25 £m | 25/26 £m | 26/27 £m |
|-------------|---|-------------|-------------|-------------|
| CORP 1 | Redirect agency levy for 24/25 to assist General Fund Budget | 1.500 | -1.500 | 0.000 |
| CORP 2 | Business rates Pool with Thurrock, Havering & Barking & Dagenham | 1.000 | -1.000 | 0.000 |
| CORP 3 | Temporarily stop payments to the Zurich Insurance imprest account | 0.900 | -0.900 | 0.000 |
| CORP 4 | Review of charges to Capital and the HRA | 0.300 | 0.000 | 0.000 |
| CORP 5 | Alternative funding source for Section 92 Police Team | 0.300 | 0.000 | 0.000 |
| CORP 6 | Empty Homes – increase in council tax premium | 0.116 | 0.048 | 0.045 |
| CORP 7 | Market large scale events in Parks | 0.020 | 0.000 | 0.000 |
| PEOPLE 1 | Pay to stay – paying families to keep people in their homes | 0.055 | 0.055 | 0.055 |
| PEOPLE 4 | Voluntary Sector preventative contracts review | 0.188 | -0.042 | 0.000 |
| PEOPLE 7 | Reablement and Ward based enablement pilots | 0.785 | 0.000 | 0.000 |
| PEOPLE 8 | Acquisition of land and buildings from Notting Hill JV (decision on acquisition already agreed at Cabinet) | 0.131 | 0.073 | 0.000 |
| PEOPLE 9 | Capitalisation of Telecare equipment | 0.180 | -0.180 | 0.000 |
| PLACE 1 | Reduce Capital Spend on roads and pavements by £1.5m per year (full year) | 0.038 | 0.097 | 0.000 |
| PLACE 2 | Introduce Parks Parking in all areas at a stepped rate for Mon to Fri and a flat rate of £1.50 for weekends (free 30 mins for both proposals) | 0.210 | 0.340 | 0.000 |
| PLACE 3 | Remove 50% discount if PCN appeals unsuccessful | 0.300 | 0.000 | 0.000 |
| PLACE 4 | Increase Highway Licence Fees | 0.050 | 0.000 | 0.000 |
| PLACE 5 | Expansion of Controlled Parking Zones and Pay and Display Areas , subject to resident engagement and consultation | 0.100 | 0.000 | 0.000 |
| PLACE 6 | Traffic Schemes Reductions, only essential Health and Safety to be completed | 0.025 | 0.075 | 0.000 |
| PLACE 7 | Reduce street lighting on main roads by 30%, after midnight to 5am (invest in automation) | 0.030 | 0.020 | 0.000 |

| NEW SAVINGS | DESCRIPTION | 24/25 £m | 25/26 £m | 26/27 £m |
|-------------|---|---------------|---------------|---------------|
| PLACE 8 | P & D increase to approximately 40% (£3.00, £5.00, £7.00 :1, 2,3 hours). Retaining 30 mins free where currently available | 1.250 | 0.000 | 0.000 |
| PLACE 8 | Introduce charging on Sunday in line with proposed fees | 0.350 | 0.000 | 0.000 |
| PLACE 9 | Increase parking permits between 12 AND 16% impact on Residents permits : £40 - £45 , £80 -£90, £120 -£140 | 0.200 | 0.000 | 0.000 |
| PLACE 10 | Voluntary and Community Sector to pay a higher proportion of their rental costs, subject to a case by case basis | 0.027 | 0.027 | 0.027 |
| PLACE 12 | Acquisition of property jointly to relieve Temporary Accommodation Pressures | 0.300 | 0.300 | 0.300 |
| PLACE 13 | Cease trading at Romford Market on Sundays | 0.125 | 0.000 | 0.000 |
| PLACE 13 | Increase Romford market trading fees by an average 10% | 0.030 | 0.000 | 0.000 |
| PLACE 14 | Increase Garden waste fees by 20% to £84 | 0.397 | 0.000 | 0.000 |
| PLACE 14 | Increase bulky waste fees by 20% | 0.023 | 0.000 | 0.000 |
| PLACE 15 | Gully Cleansing, re-profiling of the programme based on need. Reactive works will still be maintained | 0.075 | 0.000 | 0.000 |
| PLACE 17 | Highways reactive maintenance based on essential Health and Safety works | 0.100 | 0.000 | 0.000 |
| RES 1 | Reduce or cancel buying new/replacement book stock for all our libraries. One year only | 0.161 | -0.131 | 0.000 |
| RES 1 | Consult on principle of reducing the number of public libraries in the Borough – based on review of public need and change in usage | 0.150 | 0.150 | 0.000 |
| RES 2 | Additional income generated via weddings/ceremonies | 0.050 | 0.000 | 0.000 |
| RES 3 | Review of utilisation of the eligible Public Health Grant expenditure and Reserve | 0.500 | 0.000 | -0.500 |
| RES 4 | Pause recruitment of Assistant Director of Innovation post | 0.100 | -0.100 | 0.000 |
| RES 5 | Review income from advertising opportunities – boards/fleet | 0.050 | 0.070 | 0.070 |
| RES 6 | Remove Christmas festivities budget | 0.108 | 0.000 | 0.000 |
| | TOTAL | 10.224 | -2.598 | -0.003 |

SUMMARY OF SAVINGS WITHDRAWN DURING BUDGET PROCESS

| | SAVINGS TAKEN OUT | 24/25 £m | 25/26 £m | 26/27 £m |
|-----------|---|--------------|--------------|--------------|
| PEOPLE 2 | Close children's centres | 0.000 | 0.000 | 0.000 |
| PEOPLE 3 | Recovery of former tenant debt | 0.169 | 0.000 | 0.000 |
| PEOPLE 5 | Review of accommodation requirements for Education Services | 0.070 | 0.000 | 0.000 |
| PEOPLE 6 | Review of accommodation requirements for Adult College | 0.100 | 0.000 | 0.000 |
| PEOPLE 10 | Charge MASH Worker to the HRA | 0.050 | 0.000 | 0.000 |
| PLACE 11 | Increase sports/pitches fees by 50% | 0.037 | 0.000 | 0.000 |
| PLACE 16 | Alternate Weekly Collection (Future year) | 0.000 | 0.000 | 0.000 |
| | TOTAL | 0.426 | 0.000 | 0.000 |

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2024-25 SAVINGS TEMPLATE

Council Ward(s)

All

Directorate

Description of Directorate

Library service, Resources

Director Lead

Paul Fisher, Director of Customer Services

The Customer Services Directorate is responsible for delivering customer services to residents and businesses across the borough. It operates the contact centre, manages the appointment centre, run the library service, and covers all our statutory Registration services as well as our Bereavement services. We are also responsible for business support and other internal business services to the council.

Current Forecast Position

Original Budget £ 2,530,000; Forecast £2,610,000 Variance £80,000

- Variance due to extra costs due to hosting of community hubs and reliance on agency roles to cover service-critical functions pending restructure.

Staffing: *Number of FTE in area*

38.4 FTE

Main Savings Item Description

Savings to the library budget that would result in:

- 1) A reduction in the number of libraries in Havering, consulting on the principle that some may be required to close as part of the Council's budget savings programme and to focus the service on areas with the greatest need in the Borough, amongst other factors..
- 2) 61% one-off reduction to the service stock budget, the maximum deliverable as the balance is tied up in contractual obligations. This would result in the service purchasing no hard copy stock during 24/25. This would deliver a saving of £0.161m in 24/25. It is proposed that the stock budget is reduced by £0.030m in 25/26 and 26/27.

0.0

| Savings Proposals | | | | | | | | | | | | |
|---|-------|--|-------|--|-------|-------|-------|-------|-------|-------|-------|-------|
| Savings Details | | Value of Saving and Year(s) | | | | | | | | | | |
| <p><i>Gross savings</i></p> <p>A review of the library provision will be part of a wider review of the most efficient provision of services using our asset estate. High level modelling indicates that a full year saving net of any costs would be expected to yield in excess of £300k.</p> <p>It is recognised that any developed proposal will need to be fully consulted on over 12 weeks so a prudent savings figure is included in the budget of £150k for 24/25 rising to £300k full year effect in 25/26</p> <p>The options regarding the estate are still being considered and developed. The proposals may involve the closure of one or more library but this will be clarified in the option paper to be consulted on</p> <p>The second element of the savings proposal relates to the book fund where it is proposed to stop purchase of new stock for 24/25 and reduce the budget by 30k thereafter</p> <p>Gross saving of book stock reduction = 0.161m in 24/25 and 0.030m in years 25/6 and 26/7</p> | | <p>TOTAL: £m's</p> <p><i>Incremental value</i></p> <table><tr><th>24/25</th><th>25/26</th><th>26/27</th><th>Total</th></tr><tr><td>0.311</td><td>0.019</td><td>0.000</td><td>0.330</td></tr></table> | | | 24/25 | 25/26 | 26/27 | Total | 0.311 | 0.019 | 0.000 | 0.330 |
| 24/25 | 25/26 | 26/27 | Total | | | | | | | | | |
| 0.311 | 0.019 | 0.000 | 0.330 | | | | | | | | | |

| Associated Costs | | | | | |
|--|--|---|-------|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | | |
| <i>Description of related costs e.g. Re-provisioning Costs (if stopping a service)</i> If libraries were to close there would be costs through release of staff and potentially security on any buildings vacated. These costs cannot be quantified until more formal proposals are developed | | TOTAL: £m's <i>Incremental value</i> | | | |
| | | 24/25 | 25/26 | 26/27 | Total |
| | | TBC | 0.0 | 0.0 | TBC |

| Savings Net Value | | | | | |
|--|--|--------------------------|-------|-------|-------|
| | | Net Value and Year(s) | | | |
| <i>Add savings and costs together for each year. Value to be added to MTFS if approved</i> | | TOTAL: £m's | | | |
| | | <i>Incremental value</i> | | | |
| | | 24/25 | 25/26 | 26/27 | Total |
| | | 0.311 | 0.019 | 0.0 | 0.330 |

| Proposed Benefits | |
|--|--|
| <p>The proposal to not replenish the book stock is achievable in the short term and can be reviewed each year. Reviewing library provision will be part of a wider strategy rebasing the Councils provision whilst delivering efficiencies to assist the budget position</p> | |

Identified Risks and Dependencies

Consultation on principle that some libraries should close will be followed by separate and specific public consultation meeting the Gunning principles. Proposals would be likely to be subject to potential local public opposition so a clear communications strategy will need to be adopted

A full library needs assessment is being developed and will be based on both the Borough's new JSNA published in November 2023 and on library membership, usage and demographic data.

Analysis/Commentary

Decisions on closure should be informed by a library strategy which would be consulted on.

Recommendation

That members consult on the principle that in order to help overcome the Council's financial challenge consultation should commence on the principle that some libraries in the borough should close and provision should be focused on those areas with highest need, amongst other factors.

That members agree that the number and nature of the libraries that should close should be based on a needs assessment and criteria including library usage, library estate condition and affordability. Such decisions should be subject to full public consultation once a decision on principle has been taken.

| Submitted by | | |
|--------------|------------------|------------|
| Signature | Print Name | Date |
| GD Nicholson | GARETH NICHOLSON | 25/10/2023 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| N/A |

| Directorate | Resources |
|--|-----------------------------|
| Director Lead | Bereavement & Registration. |
| Paul Fisher, Director of Customer Services | |

| Current Forecast Position | |
|--|------|
| <p><i>Current Forecast position as reported to EMT for period 5. Include the cost centre(s) original and revised budget and forecast variance.</i></p> <p>Minor underspend reported £10k</p> | |
| Staffing: 13fte | |
| Main Savings Item Description | |
| <p><i>E.g. 15 agency staff across Strategic Directorate</i></p> <p>This saving relates to <u>additional income</u> for Ceremonies for 24/25 onwards.</p> <p>The Registration Service plan to achieve this via a re-branding/re-launch of weddings and ceremonies in Havering planned for Spring 2024; more promotion via social media; increase in marketing activities e.g: wedding fairs/open evenings and via a fee increase on a range of non-statutory ceremonies effective from 1 April 2024.</p> <p>It is anticipated all these measures will help to raise the profile of weddings at Langtons House and generate an increase in bookings of 10%.</p> <p>To provide some background, the range of Ceremonies that the Service offers is extensive and varies in price according to day of the week and whether it is High or Low Season. Fees start from £350 for a basic ceremony in Low Season to £3,300 for an exclusive package in High season. To meet the saving/additional income, the target number of ceremonies for 24/25 will be £776 and a fee increase applied to each of the ceremonies, fair and proportionate to the fee and based on demand and popularity.</p> <p>It is expected that the combination of increased booking coupled with the increases in fees will deliver the proposed saving of £50k per year.</p> | |
| Anticipated reduction in FTE as a result of proposals | None |

| Savings Proposals | | | | |
|---|--|-----------------------------|-------|-------|
| Savings Details | | Value of Saving and Year(s) | | |
| <i>Gross savings</i> | | | | |
| As above. Additional income generated via weddings/ceremonies | | 24/25 | 25/26 | 26/27 |
| | | | | Total |
| | | 0.050 | 0.0 | 0.0 |
| | | | | 0.050 |


| Associated Costs | | | | |
|--|--|----------------------------|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | |
| <i>Description of related costs e.g. Re-provisioning Costs (if stopping a service)</i> | | TOTAL: £m's | | |
| None. | | <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | | | Total |
| | | 0.0 | 0.0 | 0.0 |
| | | | | 0.0 |

| Savings Net Value | | | | |
|--|--|--------------------------|-------|-------|
| | | Net Value and Year(s) | | |
| <i>Add savings and costs together for each year. Value to be added to MTFS if approved</i> | | TOTAL: £m's | | |
| | | <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | | | Total |
| | | 0.050 | 0.0 | 0.0 |
| | | | | 0.050 |

| Proposed Benefits |
|---|
| It is anticipated that a re-launch of the ceremony offering at Langtons House will re-invigorate the business and generate more business following a turbulent period following the Covid pandemic. A fee increase will also assist towards meeting the proposed additional income. |

| Identified Risks and Dependencies |
|--|
| There is a risk that the service does not meet its target for sales following the fee increase. There are no dependencies. |

| Analysis/Commentary |
|---------------------|
| |

| Recommendation | | |
|---|--------------|----------|
| | | |
| Submitted by | | |
| Signature | Print Name | Date |
|  | Louise Roast | 26.10.23 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate | Public Health |
|---------------|----------------------------|---------------|
| Director Lead | | Public Health |
| Mark Ansell | | |

| Current Forecast Position |
|--|
| <p>The Public Health reserve was accumulated during the pandemic when spend on activity based services dropped and some staff costs were charged to the COMF. The reserve was £2.8m at start of 2023/24.</p> <p>Prior to the request for savings proposals the plan has been to use the PH reserve to</p> <ul style="list-style-type: none"> • delay the impact on the MTFS of a previous decision to invest £867K more in the 0 -19 HCP • meet any increase cost of existing commissioned services due to demographic and / or cost of living pressures • invest more to fill gaps in the local health improvement offer identified with NHS partners through the borough partnership (smoking cessation and obesity services) <p>The current year is expected to draw down circa £300k in 23/24 reducing reserve to £2.5m at year end.</p> <p>Current forecasts show there is an estimated draw down from reserves of a further £500K in 24/25 and similar amount in 25/26 reducing remaining reserve to £1.5m.</p> |

| | |
|---|-----|
| Staffing: | 0.0 |
| Main Savings Item Description | |
| <p>The proposal is that an additional £500K be charged against the reserve in 24/25 and 25/26 to prevent the closure of services that otherwise would have to be cut and that are eligible for funding from the PHG.</p> <p>Next steps: -</p> <ol style="list-style-type: none"> Thus far two bids have been received that appear to be eligible for charging against the PH reserve <ul style="list-style-type: none"> community hubs (£84K pa) – not a statutory function; hosts food banks that contribute to reducing obesity which is a priority in the joint health and wellbeing strategy and supports Council's aspiration to mitigate cost of living crisis. the Farringdon Road hostel (£350K pa) – serves to reduce street homelessness which is not a statutory duty but is a priority in the joint health and wellbeing strategy as street homeless have amongst the worst health outcomes of any group. <p>It is proposed to agree the health and wellbeing outcomes to be delivered by each service and mechanism to give reassurance regarding delivery of health outcomes.</p> <ol style="list-style-type: none"> Check on eligibility of existing services charged to the grant in light of recent guidance from ADPH; agree outcomes and oversight mechanism. . <p>The Council is reviewing further services to establish whether the remaining £66k can be utilised from the reserves to support General Fund Health initiatives</p> | |
| Anticipated reduction in FTE as a result of proposals | 0.0 |

| Savings Proposals | | | | |
|--------------------------|--|------------------------------------|--------------|--------------|
| Savings Details | | Value of Saving and Year(s) | | |
| | | TOTAL: £m's | | |
| | | 24/25 | 25/26 | 26/27 |
| | | Total | | |
| | | 0.500 | 0.00 | (0.500) |
| | | | | 0.000 |

| Associated Costs | | | | | | |
|--|--|--|----------------------------|-------|-------|-------|
| Costing Details | | | Value of Costs and Year(s) | | | |
| Savings Net Value | | | | | | |
| | | | Net Value and Year(s) | | | |
| There are no further costs associated with this proposal | | | TOTAL: £m's | | | |
| | | | 24/25 | 25/26 | 26/27 | Total |
| | | | 0.000 | 0.000 | 0.000 | 0.000 |
| | | | | | | |

| Proposed Benefits | | |
|-------------------|--|--|
| | | |

| Identified Risks and Dependencies | | |
|---|--|--|
| <p>There is future uncertainty of the level of the Public Health Grant in future years. Clearly if the allocation were to reduce then decisions would need to be taken as to which aims could be fully delivered. In this event the Council would either need to cease services or identify alternative funding for these services</p> <p>There is a risk that Councils will be instructed by Secretary of State to pay increases to NHS providers. This may impact on the level of grant available to support other Council led health aims</p> <p>•</p> | | |

| Analysis/Commentary | | |
|---------------------|--|--|
| | | |

| Recommendation | | |
|--|--|--|
| <p>The recommendation is to proceed with the savings proposal based on assessment of costs and risks</p> | | |

| Submitted by | | |
|--------------|------------|------|
| Signature | Print Name | Date |



2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate | Resources |
|---|----------------------------|-----------|
| Director Lead | | Corporate |
| Kathy Freeman – Strategic Director of Resources | | |

| Current Forecast Position | |
|--|------|
| <ul style="list-style-type: none">This is a vacant post which will now not be recruited to pending further review of structures | |
| Staffing: <i>Number of FTE in area</i> | 0.0 |
| Main Savings Item Description | |
| <p>Pause to the recruitment of the Assistant Director of Innovation.</p> <p>The responsibilities of this position will be allocated as follows:</p> <ul style="list-style-type: none">Procurement will report into the Director of FinanceAll-age brokerage will remain within the Integrated Commissioning Team. The Director of Place will determine which post this team will report into. <p>The Corporate PMO function will transfer out of the Insights team into the AD for IT & Digital. The Systems Team will also move across to the IT & Digital Team.</p> | |
| Anticipated reduction in FTE as a result of proposals | None |

| Savings Proposals | | | | |
|---|--|-----------------------------|---------|-------|
| Savings Details | | Value of Saving and Year(s) | | |
| <i>Gross savings</i> Post value is £100k | | 24/25 | 25/26 | 26/27 |
| | | | | Total |
| | | 0.100 | (0.100) | 0.0 |
| | | | | 0.00 |

| Costing Details | Value of Costs and Year(s) | | | |
|--|---|-------|-------|-------|
| <i>Description of related costs e.g. Re-provisioning Costs (if stopping a service)</i> | TOTAL: £m's <i>Incremental value</i> | | | |
| There are no costs associated with this proposal | 24/25 | 25/26 | 26/27 | Total |
| | 0.0 | 0.0 | 0.0 | 0.0 |

| Savings Net Value | | | | |
|--|---|---------|-------|-------|
| | Net Value and Year(s) | | | |
| Saving is currently assumed as one off in 24/25. This will be reviewed over the next 6 months before a final decision is taken as on this post | TOTAL: £m's <i>Incremental value</i> | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.100 | (0.100) | 0.0 | 0.0 |

| Proposed Benefits |
|---|
| This is a funded post in the new structure which can be held vacant during 2024/25 pending a further review |

| Identified Risks and Dependencies |
|---|
| This will be subject to further review in due course but is a position which can be paused at least for 24/25 |

| Analysis/Commentary |
|---------------------|
| |

| Recommendation | | |
|----------------|---------------|----------|
| | | |
| Submitted by | | |
| Signature | Print Name | Date |
| | Richard Tyler | 19.10.23 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate | Resources | Communications |
|---------------------|----------------------------|-----------|----------------|
| Director Lead | | | |
| Marcus Chrysostomou | | | |

| Current Forecast Position | |
|---|---|
| <i>Current Forecast position as reported to EMT for period 5. Include the cost centre(s) original and revised budget and forecast variance.</i> | |
| On budget for P5 | |
| Staffing: | |
| Main Savings Item Description | |
| Anticipated reduction in FTE as a result of proposals | 0 |

| Savings Proposals | | | | | |
|--|--|-----------------------------|-------|-------|-------|
| Savings Details | | Value of Saving and Year(s) | | | |
| <p>Look at making the most of our assets for advertising. This includes a new contract for wide format boards, roundabouts and lamp post advertising. It also includes looking at car parks, railings, rubbish trucks and other Havering owned vehicles.</p> <p>This will be a rolling plan to build income.</p> | | TOTAL: £m's | | | |
| | | Incremental value | | | |
| | | 24/25 | 25/26 | 26/27 | Total |
| | | 0.050 | 0.070 | 0.070 | 0.190 |

| Associated Costs | |
|------------------|---|
| Costing Details | Value of Costs and Year(s) |
| | TOTAL: £m's <i>Incremental value</i> |

A commercial and marketing role has been created following a restructure to support delivery of this and other commercial and income related activity. This is a fixed two year contract. The post will be expected to raise income and sponsorship for assets, events and other opportunities. This post was created using funds from other posts which were deleted and so there are no further costs associated with this project

| 24/25 | 25/26 | 26/27 | Total |
|-------|-------|-------|-------|
| 0.0 | 0.0 | 0.000 | 0.000 |

Savings Net Value

Net Value and Year(s)

TOTAL: £m's

Incremental value

| 24/25 | 25/26 | 26/27 | Total |
|--------|--------|--------|--------|
| £0.050 | £0.070 | £0.070 | £0.190 |

Proposed Benefits

This proposal would generate new income for the borough and services.

Identified Risks and Dependencies

There is a risk that the value of income is not achieved as expected. There will be interdependencies on other services such as planning, procurement and legal support to enable this work to take place. Any delays may impact on when new contracts are delivered and therefore when income is realised.

Analysis/Commentary

This income is based on the work needed to take place by a new post. The assumptions made in this are conservative. In other work we have realised more income than expected and therefore as the post beds in and looks at new advertising contracts, promoting our assets, and creating advertising revenue we accept it to lead to additional income etc.

Recommendation

The recommendation is to proceed with the savings proposal based on assessment of costs and risks

Submitted by

| Signature | Print Name | Date |
|---------------------|---------------------|----------|
| Marcus Chrysostomou | Marcus Chrysostomou | 19/10/23 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate | Resources |
|---------------------|----------------------------|----------------|
| Director Lead | | Communications |
| Marcus Chrysostomou | | |

| Current Forecast Position | |
|---|---|
| <p><i>Current Forecast position as reported to EMT for period 5. Include the cost centre(s) original and revised budget and forecast variance.</i></p> <p>Current budgeted spend on Christmas events is £108k</p> | |
| Staffing: | |
| Main Savings Item Description | |
| Anticipated reduction in FTE as a result of proposals | 0 |

| Savings Proposals | | | | | | | | | | | | |
|---|-------|--|-------|--|-------|-------|-------|-------|-------|-------|-------|-------|
| Savings Details | | Value of Saving and Year(s) | | | | | | | | | | |
| <p><u>Romford</u></p> <p>Christmas Trees x 2 (Town Hall and Town Centre) = £7,620</p> <p>Festive Lights x 61 columns = £6,690</p> <p>Havering Christmas Lights switch-on event (this event is for the whole borough and only takes place in Romford as it is the only suitable location) = £31,000.</p> <p><u>Total spend = £45,310</u></p> | | <p>TOTAL: £m's</p> <p><i>Incremental value</i></p> <table><tr><th>24/25</th><th>25/26</th><th>26/27</th><th>Total</th></tr><tr><td>0.108</td><td>0.000</td><td>0.000</td><td>0.108</td></tr></table> | | | 24/25 | 25/26 | 26/27 | Total | 0.108 | 0.000 | 0.000 | 0.108 |
| 24/25 | 25/26 | 26/27 | Total | | | | | | | | | |
| 0.108 | 0.000 | 0.000 | 0.108 | | | | | | | | | |

Collier Row

Christmas Tree x 1 = £3387

Festive Lights x 28 columns = £1945

Grant towards Christmas event = £3400

Total spend = £8,732

Elm Park

Christmas Tree x 1 = £3387

Festive Light columns x 39 = £2605

Grant towards Christmas event = £3400

Total Spend = £9,392

Harold Hill

Christmas Tree x 1 = £3387

Festive Light columns x 21 = £1830

Grant towards Christmas event = £3400

Total spend = £8,617

Hornchurch

Christmas Tree x 1 = £3387

Festive Lights columns x 49 columns = £3540

Grant towards Christmas event = £3400

Total spend = 10,327

Harold Wood

No Christmas tree

Festive Light columns x 12 = £1170

Grant towards Christmas event £3400 (they chose not to have an event)

Total spend - £4,570

Upminster

Christmas Tree x 1 = £3387

Festive lighting x 38 columns = £4550

Grant towards Christmas event = £3400

Total spend = £11,337

Rainham

Christmas tree x 1 = £3387

Festive Lighting x 38 columns = £2565

Grant towards Christmas event = £3400

Total spend = £9352

Rush Green

No tree

No Christmas Event

Festive lighting x 5 columns = £390

Total spend £390

Associated Costs**Costing Details**

There are no costs associated with this proposal

Value of Costs and Year(s)

TOTAL: £m's

Incremental value

| 24/25 | 25/26 | 26/27 | Total |
|-------|-------|-------|-------|
| 0.000 | 0.000 | 0.000 | 0.000 |

Savings Net Value**Net Value and Year(s)**

Page 734

TOTAL: £m's

| | | | | |
|--|--------------------------|--------------|--------------|--------------|
| | <i>Incremental value</i> | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.108 | 0.000 | 0.000 | 0.108 |

| Proposed Benefits |
|---|
| This is a reduction in costs which will assist the Councils overall budget position |

| Identified Risks and Dependencies |
|---|
| Residents could potentially react in a negative way. This will make our town centres less attractive and therefore could impact trade as well during the Christmas season. |

| Analysis/Commentary |
|---|
| The Council could mitigate by seeking that our communities and businesses fund next year. This year we received £12,600 in sponsorship. However, there is no guarantee enough sponsorship can be brought in to cover all costs of the Christmas spending and events |

| Recommendation | | |
|--|---------------------|----------|
| Although this is a hard saving to make, by confirming the saving in February there will be time to work with communities and businesses to look at some form of mitigations. | | |
| Submitted by | | |
| Signature | Print Name | Date |
| Marcus Chrysostomou | Marcus Chrysostomou | 13/10/23 |



2024-25 SAVINGS TEMPLATE

Council Ward(s)

All

| Directorate | Description of Directorate |
|---|----------------------------|
| Resources Director Lead | Corporate |
| Kathy Freeman – Strategic Director of Resources | |

Current Forecast Position

Current Forecast position as reported to EMT for period 5. Include the cost centre(s) original and revised budget and forecast variance.

The Council currently has about £20m of agency staff. The overhead is applied on agency costs. Clearly if the agency costs for the Council reduced significantly this would impact on the overhead payable. Whilst this would reduce the benefit in the centre this would be far outweighed by the service benefit of reduction in agency costs through either projects ending or success in recruiting permanent staff

| | |
|---|-----|
| Staffing: No direct staffing implications which would affect FTE's | 0.0 |
|---|-----|

Main Savings Item Description

Havering currently has around £20m of Agency costs. Some years ago an overhead was agreed on service budgets for two reasons

1. To encourage service managers to try and recruit to permanent roles rather than holding expensive agency staff
2. To compensate the pension fund for the reduced contributions caused by having agency staff instead of permanent staff

The actuary when calculates our cashflow is based on payroll and the expected contributions as set out in the valuation and therefore the 8% surcharge is not factored into their cashflow projections.

The Council does its own internal cash projections but given our current cash flow position (£21.8m as at Aug 23) then there is scope for the 8% payments to be ceased for 2024/25. The pension cash flow position will change over time as cash is used to fund investments or capital drawdowns so this position would need to be reviewed annually based on the cash position of the pension fund

| | |
|--|-------------|
| Anticipated reduction in FTE as a result of proposals | None |
|--|-------------|

| Savings Proposals | | | | |
|--|--|-----------------------------|---------|-------|
| Savings Details | | Value of Saving and Year(s) | | |
| <i>Gross savings</i> | | | | |
| As above. This is a one off saving which would be subject to renewal each year based on the cash position of the pension fund. At present approximately £1.7m is collected each year so £1.5m represents a prudent estimate and also allows for an expected reduction in agency staff through efficiencies | | 24/25 | 25/26 | 26/27 |
| | | 1.500 | (1.500) | 0.000 |
| | | | | Total |
| | | | | 0.000 |

| Associated Costs | | | | |
|--|--|----------------------------|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | |
| There are no anticipated Costs for this proposal | | TOTAL: £m's | | |
| | | <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.000 | 0.000 | 0.000 |
| | | | | Total |
| | | | | 0.000 |

| Savings Net Value | | | | |
|---|--|--------------------------|---------|-------|
| | | Net Value and Year(s) | | |
| Assumed yield is based on an assumed agency level of £18.8m – This has been exceeded for the last three years but as stated above a lower figure is actually financially beneficial to the authority – Note this will need to be reviewed annually so is assumed as one off initially | | TOTAL: £m's | | |
| | | <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 1.500 | (1.500) | 0.000 |
| | | | | Total |
| | | | | 0.000 |

| Proposed Benefits | |
|---|--|
| Services already include the overhead in their budget forecasts so retaining the levy centrally will generate a saving of approximately £1.5m | |


| Identified Risks and Dependencies | |
|--|--|
| There are no risks. The consequence of a shortfall in the saving would be a greater saving across the authority through reduced agency levels. | |

| Analysis/Commentary | |
|---------------------|--|
| | |

Recommendation

It is recommended that the 8% is retained in the general fund for 24/25 and is reviewed annually. It should be noted that there is also an element of the agency levy relational to the HRA. It is proposed for the HRA to retain their element for the period for which the levy is not charged to the pension fund

Submitted by

| Signature | Print Name | Date |
|---|---------------|----------|
|  | Richard Tyler | 12.10.23 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Current Forecast Position | |
|---|------|
| <p><i>Current Forecast position as reported to EMT for period 5. Include the cost centre(s) original and revised budget and forecast variance.</i></p> <p>The Business Rate budget is forecasted to be on budget for 23/24</p> | |
| Staffing: <i>Number of FTE in area</i> | 0.0 |
| Main Savings Item Description | |
| <p><i>E.g. 15 agency staff across Strategic Directorate</i></p> <p>The proposal is to join a business rate pool with Thurrock and Barking and Dagenham – The expected annual benefit would be £1m based on the 2023/24 NNDR1 Returns</p> <p>The main aim of the pool is to maximise the retention of locally generated business rates and to ensure that it further supports the economic regeneration of the pooling area.</p> <p>Tariff authorities are required to pay a levy to the Government each year. Pooling allows the 3 authorities to combine their top up and tariff values and if this is a net top up then no levy is payable by the pool</p> <p>Thurrock's tariff of £25.9m would be completely offset by the top ups of Havering and Barking & Dagenham This would mean a 0% levy and therefore all of Thurrock's levy due would be retained by the pooling partners. This would be split on a 50/25/25 ratio between the three boroughs with Thurrock as the tariff authority gaining most benefit.</p> <p>The only risk would be if the three authorities fell below the safety net at which point a payment would need to be made. All three boroughs are currently well above their respective safety nets with further growth forecasted</p> <p>Havering was previously in a Londonwide Pool. Westminster as the main tariff authority are still currently below their safety net and so the pool is not reforming for 2024/25. This may change in future years.</p> <p>The agreement is for one year only and would need to be renewed each year. Havering therefore has the option of exiting the pool or continuing on an annual basis.</p> | |
| Anticipated reduction in FTE as a result of proposals | None |

| Savings Proposals | | | | |
|--|--|-----------------------------|---------|-------|
| Savings Details | | Value of Saving and Year(s) | | |
| <i>Gross savings</i> | | | | |
| As above. Additional retained income from Business Rates of £1m – This is a one off saving which would be subject to renewal each year | | 24/25 | 25/26 | 26/27 |
| | | 1.000 | (1.000) | 0.000 |
| | | | | Total |
| | | | | 0.000 |

| Associated Costs | | | | |
|--|--|----------------------------|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | |
| <i>Description of related costs e.g. Re-provisioning Costs (if stopping a service)</i> | | TOTAL: £m's | | |
| There are no additional costs in delivering this proposal | | <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.000 | 0.000 | 0.000 |
| | | | | Total |
| | | | | 0.000 |

| Savings Net Value | | | | |
|--|--|--------------------------|---------|-------|
| | | Net Value and Year(s) | | |
| Assumed saving based on the initial pooling papers and the levy payable by Thurrock – The Local Government Finance Settlement 24/25 has confirmed that Thurrock remain a tariff authority and that the Government have approved the establishment of the pool. | | TOTAL: £m's | | |
| The benefit is renewable each year and so for prudent planning purposes has been included for 24/25 only. This allows the authority to consider future options each year. | | <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 1.000 | (1.000) | 0.0 |
| | | | | Total |
| | | | | 0.0 |

| Proposed Benefits | |
|--|--|
| The benefit is that Thurrock will no longer pay a levy over to the Government and the benefit (estimated at £4m) will be shared between the three boroughs with Havering standing to gain £1m | |


| Identified Risks and Dependencies | |
|--|--|
| The only real risk is that if borough's yield falls below the safety net then the pool (3 boroughs) would have to meet the deficit | |

| Analysis/Commentary | |
|---------------------|--|
| | |

Recommendation

The Government have formally approved the setting up of the pool. It is proposed that Havering join the pool with Thurrock and LBBD and share the benefits as set out in this report.

Submitted by

| Signature | Print Name | Date |
|---|---------------|----------|
|  | Richard Tyler | 12.10.23 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Current Forecast Position | |
|--|------|
| <p><i>Current Forecast position as reported to EMT for period 5. Include the cost centre(s) original and revised budget and forecast variance.</i></p> <p>The Council has a centrally held budget of £900k to make contributions into an Imprest account to enable Zurich to settle insurance claims on behalf of the Council. It is proposed to stop contributions until April 2025. This would save £900k for 24/25 although the base budget would need to be retained in the medium term</p> | |
| Staffing: <i>Number of FTE in area</i> | 0.0 |
| Main Savings Item Description | |
| <p>The Council has a centrally held budget of £900k to make contributions into an Imprest account to enable Zurich to settle insurance claims on behalf of the Council. Zurich hold the funds and re-imburse the Council for any interest earned on the account.</p> <p>As at 30th September 2023 there is around £2m in the Imprest fund. The Council has paid out less than £1m every year for the last 5 years and so based on that expectation the Council can take a holiday from making further contributions to the fund.</p> <p>This will be closely monitored and if the fund falls significantly then a decision would need to be made about a top up. Based on the current payment levels and associated risk this is very unlikely before April 2025. It is proposed to review the imprest level next year to take a decision on when contributions would need to be resumed</p> <p>As such the saving is initially for one year only</p> | |
| Anticipated reduction in FTE as a result of proposals | None |

| Savings Proposals | | | | |
|---|--|-----------------------------|---------|-------|
| Savings Details | | Value of Saving and Year(s) | | |
| <i>Gross savings</i> | | | | |
| As above. Saving through not contributing to the Imprest account in 24/25. This saving is initially for one year only | | 24/25 | 25/26 | 26/27 |
| | | Total | | |
| | | 0.900 | (0.900) | 0.0 |
| | | | | 0.0 |


| Associated Costs | | | | |
|--|--|---|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | |
| There are no costs associated with this proposal | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.0 | 0.0 | 0.0 |

| Savings Net Value | | | | |
|--|--|---|---------|-------|
| | | Net Value and Year(s) | | |
| Saving based on current imprest bank balance level but will need to be closely monitored through 24/25 | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.900 | (0.900) | 0.0 |

| Proposed Benefits | | | | |
|-------------------|--|--|--|--|
| | | | | |

| Identified Risks and Dependencies | | | | |
|--|--|--|--|--|
| This is low risk. It is important to retain the base budget for future contributions. In the event of a large number of payments in 24/25 it is possible a top up will be needed to the fund but this is very unlikely based on the profile of payments made in settlements over the last 5 years. | | | | |

| Analysis/Commentary | | | | |
|---------------------|--|--|--|--|
| | | | | |

| Recommendation | | | | |
|--|---------------|--|----------|--|
| It is recommended that the £900k budget centrally for payments to the imprest account is retained but a one off saving is applied to 24/25 through a planned holiday on contributions to the Zurich account. | | | | |
| Submitted by | | | | |
| Signature | Print Name | | Date | |
|  | Richard Tyler | | 12.10.23 | |



2024-25 SAVINGS TEMPLATE

Council Ward(s)

All

Current Forecast Position

Current Forecast position as reported to EMT for period 5. Include the cost centre(s) original and revised budget and forecast variance.

The Council already recharges values to the HRA Pension Fund and Capital. This is largely based on historical formulae developed as part of the central support process. There is an opportunity for a review of these charges to more accurately reflect appropriate charges to these different funds.

Staffing: *Number of FTE in area*

0.0

Main Savings Item Description

It is recognised that there are opportunities to review IT expenditure in particular to increase the proportion of costs chargeable to the pension fund and capital. The pension fund element is correctly reflecting systems and licencing costs which relate to the fund rather than the general fund.

There is also an opportunity to review all posts within the organisation (not just support posts) that have an element that supports Housing

Anticipated reduction in FTE as a result of proposals

None

Savings Proposals

Savings Details

Gross savings

It is expected that the reviews described above will generate increased recharges to other funds of £300k

Value of Saving and Year(s)

| 24/25 | 25/26 | 26/27 | Total |
|-------|-------|-------|-------|
| 0.300 | 0.0 | 0.0 | 0.300 |

Associated Costs

Costing Details

Description of related costs e.g. Re-provisioning Costs (if stopping a service)

Value of Costs and Year(s)

TOTAL: £m's
Incremental value


| | | | | |
|--|-------|-------|-------|-------|
| There are no costs associated with this proposal | | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.0 | 0.0 | 0.0 | 0.0 |

| Savings Net Value | | | | |
|-------------------|-----------------------|-------|-------|-------|
| | Net Value and Year(s) | | | |
| | TOTAL: £m's | | | |
| | Incremental value | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.300 | 0.0 | 0.0 | 0.300 |

| Proposed Benefits |
|--|
| Estimated benefit to the general fund of £300k |

| Identified Risks and Dependencies |
|---|
| No risks as long as the charges can be transparently identified |

| Analysis/Commentary |
|---------------------|
| |

| Recommendation | | |
|---|---------------|----------|
| | | |
| Submitted by | | |
| Signature | Print Name | Date |
|  | Richard Tyler | 19.10.23 |



2024-25 SAVINGS TEMPLATE

Council Ward(s)

All Wards

Current Forecast Position

Not applicable. Current full year cost of Section 92 Officers is £0.296m. In 2023-24, this has been met from the Corporate Risk Budget. Cost for 24/25 expected to be £0.300m

Staffing:

0.0

Main Savings Item Description

Identification of alternative funding source for Section 92 Police Officers

Anticipated reduction in FTE as a result of proposals

0.0

Savings Proposals

Savings Details

These officers will now be funded from the newly set up Neighbourhood CIL fund

Value of Saving and Year(s)

TOTAL: £m's

| 24/25 | 25/26 | 26/27 | Total |
|--------|-------|-------|--------|
| £0.300 | | | £0.300 |

Associated Costs

Costing Details

There are no additional costs associated with this proposal

Value of Costs and Year(s)

TOTAL: £m's

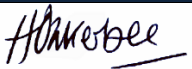
| 24/25 | 25/26 | 26/27 | Total |
|-------|-------|-------|-------|
| 0.0 | 0.0 | 0.0 | 0.0 |

| Net Value and Year(s) | | | | |
|-----------------------|--------|-------|-------|--------|
| TOTAL: £m's | | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | £0.300 | | | £0.300 |

| Proposed Benefits |
|--|
| Corporate Business Risk Reserve budget used to fund the officers is released as a saving |

| Identified Risks and Dependencies |
|--|
| There are no risks with this approach in 24/25. This would however need to be reviewed on an annual basis thereafter |

| Analysis/Commentary |
|---------------------|
| |

| Recommendation | | |
|---|----------------|-----------------|
| | | |
| Submitted by | | |
| Signature | Print Name | Date |
|  | Helen Oakerbee | 20 October 2023 |

2024-25 SAVINGS TEMPLATE

Council Ward(s)

All

Current Forecast Position

Income from council tax empty homes premium is currently forecast as follows:

| 2024/25 (000,s) | 2025/26 (000's) | 2026/27 (000,s) |
|--------------------|--------------------|--------------------|
| 184 | 273 | 349 |

Staffing: NA

0.0

Main Savings Item Description

There is an option to increase the empty homes premium for council tax which is currently at 100%. This rate was implemented in April 2019.

Our policy aligns with the latest permissible national policy except for two areas.

1. 200% premium for empty properties between 5-10 years empty; and
2. 300% for properties empty for 10 or more years.

Currently there is circa 80 empty properties that have been empty for more than 5 years and 28 properties that have been empty for more than 10 years.

It is proposed to introduce these charges commencing 1st April 2024

These changes are part of the budget consultation process in Nov-Dec 2023 and have been presented as options at the Overview Budget Scrutiny session

Anticipated reduction in FTE as a result of proposals

Additional resources may be required to monitor the scheme

Savings Proposals

Savings Details

Gross savings
The total additional income for 24/25 if all properties remained vacant would be £232k. It is anticipated that the introduction of the fee will change behaviour resulting in higher occupancy and a reduction in the total premium collectable. As such it is estimated that 50% of the premium would actually be collected with the remainder of the properties changing status to become occupied

Value of Saving and Year(s)

TOTAL: £m's
Incremental value

| 24/25 | 25/26 | 26/27 | Total |
|-------|-------|-------|-------|
| 0.116 | 0.048 | 0.045 | 0.209 |

| Associated Costs | | | | |
|---|--|---|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | |
| <i>Description of related costs e.g. Re-provisioning Costs (if stopping a service)</i> n/a | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.0 | 0.0 | 0.0 |

| Savings Net Value | | | | |
|---|--|---|-------|-------|
| | | Net Value and Year(s) | | |
| <i>Add savings and costs together for each year. Value to be added to MTFS if approved</i> n/a | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.116 | 0.048 | 0.045 |

| Identified Risks and Dependencies | | | | |
|--|--|--|--|--|
| <p>The increase in council tax income is estimated in the table below. However, a proportion of the estimated income is unlikely to be realised as taxpayers will endeavour to occupy, sell or demolish these properties to not pay the premium. If empty properties are brought back into use this whilst the premium would not be payable this would potentially benefit the overall Housing situation in the borough by increasing the number of usable properties in the borough</p> <p>As a control measure, every empty property that would become occupied after 2 years (and so avoid a premium) will be inspected to ensure there is actual occupation. It is anticipated this can be covered from within existing resources.</p> | | | | |

Estimate of income from empty Property Premiums

| | No. of Properties | 2024/5 Year 1 (000,s) 300.00% | 2025/6 Year 2 (000,s) | 2026/7 Year 3 (000,s) | 2027/8 Year 4 (000,s) |
|----------------------------------|----------------------|--|-----------------------------|-----------------------------|-----------------------------|
| 2013 Extra Income | 28 | 145 | 145 | 145 | 145 |
| | | 97 | 97 | 97 | 97 |
| 2014 Extra Income | 5 | 200% 17 | 300% 25 | 25 | 25 |
| | | 8 | 17 | 17 | 17 |
| 2015 Extra Income | 8 | 200% 27 | 200% 27 | 300% 40 | 40 |
| | | 13 | 13 | 27 | 27 |
| 2016 Extra Income | 36 | 200% 113 | 200% 113 | 200% 113 | 300% 169 |
| | | 56 | 56 | 56 | 113 |
| 2017 Extra Income | 16 | 200% 62 | 200% 62 | 200% 62 | 200% 62 |
| | | 31 | 31 | 31 | 31 |
| 2018 Extra Income | 15 | 200% 53 | 200% 53 | 200% 53 | 200% 53 |
| | | 26 | 26 | 26 | 26 |
| 2019 Extra Income | 49 | 0 | 200% 177 | 200% 177 | 200% 177 |
| | | | 89 | 89 | 8 |
| 2020 Extra Income | 43 | 0 | 0 | 200% 154 | 200% 154 |
| | | | | 77 | 77 |
| 2021 Extra Income | 121 | 0 | 0 | 0 | 200% 533 |
| | | | | | 266 |
| 2022 Extra Income | 292 | 0 | 0 | 0 | 0 |
| 2023 Extra Income | 596 | 0 | 0 | 0 | 0 |
| Totals Max Extra Income | | 416, | 602 | 769 | 1358 |
| | | 232 | 329 | 419 | 742 |
| Est Saving | | 116 | 164 | 209 | 371 |

| |
|--|
| |
|--|

| Recommendation | | |
|---|-------------|----------|
| Implementing the additional premiums will encourage these empty properties to be put back into use or sold which will help with the housing shortage. | | |
| Submitted by | | |
| Signature | Print Name | Date |
| Chris Henry | Chris Henry | 17.10.23 |



2024-25 SAVINGS TEMPLATE

Council Ward(s)

All

Current Forecast Position

Current Forecast position as reported to EMT for period 5. Include the cost centre(s) original and revised budget and forecast variance.

This would be a new income target based on a series of planned events

Staffing:

Main Savings Item Description

Anticipated reduction in FTE as a result of proposals

0

Savings Proposals

Savings Details

Managing events in parks is moving to the communications team. Current income is approx. £30,000 a year. The proposal is to increase this year on year. This work will be picked up by the events team.

Initially a £20k target has been introduced but this can be revisited in future budget rounds

Value of Saving and Year(s)

TOTAL: £m's

Incremental value

| 24/25 | 25/26 | 26/27 | Total |
|-------|-------|-------|-------|
| 0.020 | 0.000 | 0.000 | 0.020 |

Associated Costs

Costing Details

| |
|--|
| |
|--|

Value of Costs and Year(s)

TOTAL: £m's

Incremental value

| 24/25 | 25/26 | 26/27 | Total |
|-------|-------|-------|-------|
| 0.000 | 0.000 | 0.000 | 0.000 |

Savings Net Value

| | | | | |
|--------------------------|---|-------|-------|-------|
| This is an income target | TOTAL: £m's <i>Incremental value</i> | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.020 | 0.000 | 0.000 | 0.020 |

| Proposed Benefits |
|----------------------------------|
| Additional income to the Council |

| Identified Risks and Dependencies |
|---|
| <p>This is dependant on attracting more events to our parks. We will also look at creating our own new events which should generate income.</p> <p>Finally, it also depends on the views of residents and members where issues arise from parking, road closures etc due to running the events.</p> |

| Analysis/Commentary |
|--|
| <p>The new marketing and commercial manager post would compliment this work as they will help market our parks and other venues.</p> |

| Recommendation | | |
|--|---------------------|----------|
| We proceed with plans, however, resource will need to be considered as part of this. | | |
| Submitted by | | |
| Signature | Print Name | Date |
| Marcus Chrysostomou | Marcus Chrysostomou | 20/10/23 |

2024-25 SAVINGS TEMPLATE

Council Ward(s)

Directorate

People

Director Lead

Patrick Odling-Smee

Description of Directorate

Living Well

Current Forecast Position

The projected position for Housing Demand is a £4.419m overspend.

The driver for this position is a combination of increased demand, particularly in single individuals presenting, and the lack of properties for placements resulting in the need for hotel or nightly charged accommodation.

Staffing:

0.0

Main Savings Item Description

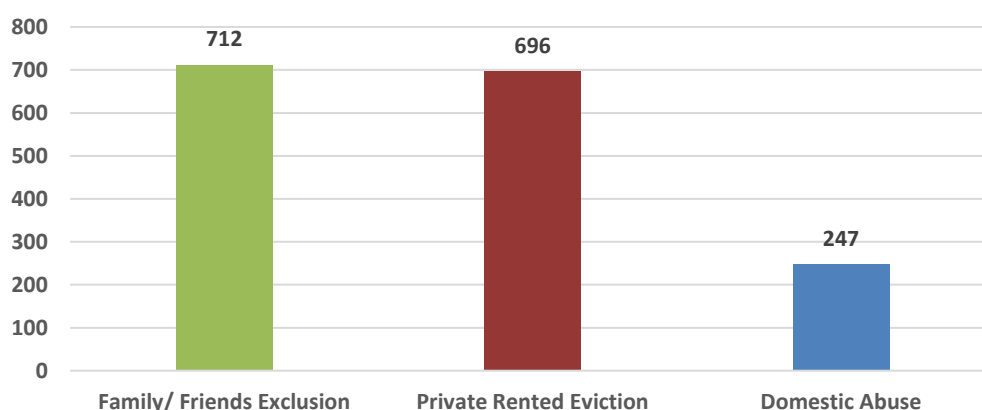
Pay to Stay incentive Proposal

The Council has an ambition to reduce the number of clients in bed and breakfast accommodation. This was set out in the Homelessness Prevention and Rough Sleeping Strategy 2020-25.

Bed and breakfast accommodation is only suitable for a client as a last resort in emergency cases. However an increased number of people are struggling to pay their rents or mortgages after paying for food, energy bills etc. therefore face evictions and repossessions. This has resulted in an increase in homelessness approaches and subsequent emergency placements into high cost chain hotels. Which is costing the Council over £2m a year.

The 3 main reasons for homeless approaches are family and friend exclusions, private rented evictions and domestic abuse.

Top 3 Reasons for Homelessness Approaches 2022/23



Friend and family exclusions

The proposal recognises that friends and family exclusions represent 43% of the number of approaches into the service. Due to the nature of the exclusion i.e. breakdown in family relationships it has been very difficult for the local authority to ask for upto 56 days' notice to leave in comparison with the private rented sector where a section 21 notice, possession order and bailiff warrant can provide the local authority with as much as 6 months relief before making a placement.

We also are unable to rely on the wider family network as this has already been exhausted and we find that homeless families are generally homeless on the day resulting in placement into Bed and Breakfast hotels as an emergency. The purpose of the proposal therefore is to offer relief to those hosting families who may already be facing financial hardship.

We are offering a Pay to Stay incentive to the host to allow their family members to remain in the home for at least 6 months or until such time as they find alternative property in the private rented sector. This would enable us to avoid the use of B&B hotels.

Families and friends would be asked to sign an agreement and be paid incentives of up to £1000 a month to help with their household bills, debts etc.

Anticipated reduction in FTE as a result of proposals

0.0

Savings Proposals

Savings Details

Savings are anticipated through reduction in temporary accommodation costs based on 11 families take up per year

Value of Saving and Year(s)

TOTAL: £m's

Incremental value

| 24/25 | 25/26 | 26/27 | Total |
|-------|-------|-------|-------|
| 0.092 | 0.092 | 0.092 | 0.276 |

| Associated Costs | | | | |
|---|--|---|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | |
| Costs anticipated for the value of the incentives paid at £1k per month. The costs would be for a maximum of 6 months but are anticipated to be less as solutions are developed | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.037 | 0.037 | 0.037 |
| | | Total | | |
| | | 0.111 | | |


| Savings Net Value | | | | |
|--|--|---|-------|-------|
| | | Net Value and Year(s) | | |
| Total net savings per year for all = £55k. | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.055 | 0.055 | 0.055 |
| | | Total | | |
| | | 0.165 | | |

| Proposed Benefits |
|--|
| <ul style="list-style-type: none"> Negotiating with families to allow applicants to remain in the existing accommodation to offset more expensive temporary accommodation provision Reduce B&B costs |

| Identified Risks and Dependencies |
|---|
| <ul style="list-style-type: none"> Depends on successful negotiations and mediation with families. Families receiving payments however subsequently evicting the applicants. It is very unlikely that families will take up this offer and this is therefore reflected in the lower percentage |

| Analysis/Commentary |
|---------------------|
| |

| Recommendation |
|---|
| To proceed with the savings proposal based on assessment of costs and risks |

| Submitted by | | |
|---|------------------------------------|------------|
| Signature | Print Name | Date |
|  | Darren Alexander / Alfreda Boateng | 19/10/2023 |



2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate | Resources |
|------------------|----------------------------|-----------|
| Director Lead | | JCU |
| Barbara Nicholls | | |

| Current Forecast Position | |
|--|-----|
| The voluntary sector contracts reviewed forecast position for 23/24 is £1.742m | |
| Staffing: | 0.0 |
| Main Savings Item Description | |
| <p>Review of all voluntary sector / preventative contracts to establish value for money and potential decommissioning where contractual arrangements allow.</p> <p>There is further opportunity to identify efficiencies as the Joint Commissioning Unit integrates with the ICB team – we are in the process of reviewing all contracts collectively with the aim of reducing duplication and rationalising where possible.</p> | |
| Anticipated reduction in FTE as a result of proposals | N/A |

| Savings Proposals | | | | |
|--|--|---|--------------|--------------|
| Savings Details | | Value of Saving and Year(s) | | |
| <i>Gross savings</i> The following contracts have been identified for potential decommissioning / reduction: | | TOTAL: £m's <i>Incremental value</i> | | |
| 24/25 - Floating Support - £365k (8 months as contract end date is 31/7 and based on budget not actual contract spend) | | 24/25 | 25/26 | 26/27 |
| | | 0.410 | 0.081 | 0.0 |
| | | | | Total |
| | | | | 0.491 |

| | |
|--|--|
| <ul style="list-style-type: none"> - Safe at Home – £45k saving based on the current extension until Sept 24 and a continuation of a DV element of the service for the remaining 6 months <p>The savings for 24/25 are estimated at £410k</p> <p>25/26 - FYE Floating Support - £423k Safe at Home - £68k</p> | |
|--|--|

| Associated Costs | | | | |
|---|--|---|--------------|--------------|
| Costing Details | | Value of Costs and Year(s) | | |
| <i>Description of related costs e.g. Re-provisioning Costs (if stopping a service)</i> | | TOTAL: £m's <i>Incremental value</i> | | |
| Re provision costs for Floating Support: | | 24/25 | 25/26 | 26/27 |
| It is expected there will be a £200k cost for the recommissioning of a remodelled service for the remaining 8 months of 24/25 following end date of the contract in July. This is just under half of the current contract value and is based on the assumption the service will be remodelled to ensure on duplication across other advice and guidance contracts is removed and efficiencies are realised through a different model of delivery. | | | | Total |
| Contract cost for 25/26 is assumed at £300k | | 0.222 | 0.123 | 0.0 |
| Safe At Home: | | | | 0.345 |
| The contract has been extended for 9 months (until Sept 24) whilst a full review and re-commissioning takes place. The contract cost for the remaining 6 months in 24/25 will be £22k which includes a recommissioned service at approx. half of the current contract value. | | | | |
| Contract cost for 25/26 is assumed at £45k | | | | |

| Savings Net Value | | | | |
|--|--|---|--------------|--------------|
| | | Net Value and Year(s) | | |
| <i>Add savings and costs together for each year. Value to be added to MTFS if approved</i> | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | | | Total |
| | | 0.188 | -0.042 | 0.0 |
| | | | | 0.146 |

Identified Risks and Dependencies

- Reduced advocacy support for people in the community
- Carers breakdown (mental health, physical health)
- Increased need for stat services when people are unable to access community care and support
- Increase in social isolation / loneliness
- Decrease in independence
- Reduced community links
- Very limited prevention offer
- HSSS is commissioned (by us) on behalf of BHR partners so would be complex to unravel commissioning arrangements in a short timeframe. It is also a key partnership service within the BCF
- Impact on discharges and re admissions to hospital – greater demand for other services when the lower level 'softer' support is not available upon discharge
- Re provision would include some service users being supported by the LAC service which would very quickly have a demand issue

Analysis/Commentary

A brief review has been undertaken of all voluntary sector contracts and due to contractual dates and T&Cs the only ones that we can decommission for a saving in 24/25 are Floating support and the Havering Safe at Home.

The Floating Support service is being reviewed in more detail and the plan is to remodel the service removing duplication across other provisions and achieve efficiencies through a different model of delivery. The savings have assumed a **£200k** cost for the recommissioning of a remodelled service for the remaining 8 months of 24/25 following end date of the contract in July. This is just under half of the current contract value. The expected contract cost for the service in 25/26 is £300k

The Havering Safe at Home contract has been extended for 9 months (until Sept 24) whilst a full review and re-commissioning takes place. The contract cost for this for the remaining 6 months in 24/25 will be **£22k** which includes a recommissioned service at half of the current contract value. The expected cost of the contract in 25/26 is £45k

There are further opportunities in 25/26 as most of the contracts require 12 months notice – this will include the care Navigation service which is currently being reviewed.

Work is underway with the ICB to look at the rationalisation of the mental health contracts

| Recommendation | | |
|---|------------|------|
| Continue contract review to identify further savings opportunities for 24/25 and clarifying risks around re-provision | | |
| Submitted by | | |
| Signature | Print Name | Date |
| | | |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate | Resources |
|------------------|----------------------------|-----------|
| Director Lead | | |
| Barbara Nicholls | | |

| Current Forecast Position | |
|--|-----|
| | |
| Staffing: | 0.0 |
| Main Savings Item Description | |
| <p>4 key pilots are underway:</p> <p>Ward Led Enablement (WLE) – expected to reduce hospital acquired decline and therefore the amount of care required upon discharge</p> <p>Discharge to Assess Residential – aligning therapy support to block booked beds to improve outcomes and increase the likelihood of people returning home at the end of the assessment period</p> <p>Discharge to assess enhanced homecare – supporting people to return home with an enhanced package of care, also supported by therapists with the aim of gradually reducing the package of care and the person remaining independent in their own home, avoiding a residential admission</p> <p>Community Reablement – trialling a direct access route from primary care into reablement to prevent admission. Also making reablement the default pathway for new service users contacting the ASC front door to reduce the number of people converting into an assessment which results in a long term package of care</p> | |
| Anticipated reduction in FTE as a result of proposals | N/A |

| Savings Proposals | | | | |
|--|--|---|--|--|
| Savings Details | | Value of Saving and Year(s) | | |
| <i>Gross savings</i> | | TOTAL: £m's <i>Incremental value</i> | | |
| D2A residential –The estimated saving for 24/25 is £200k based on a based on 2 referrals a month. It has been modelled on 40% people being discharged from the beds with an average package size of 4 calls per day. | | | | |
| D2A Enhanced Homecare- The estimated saving for 24/25 is £546k which is based on a 1 referral per week, a combination of 6x calls per day (80% single and 20% double) with 2 per month requiring overnight care. This is expected to reduce to 4 calls per day at week 5 and continues at that level of care. It is assumed that 15% will move into residential care following the 6 week assessment period. | | | | |
| Ward Led Enablement is currently unknown as all of the patients involved so far have been discharged into Reablement – the level of care required at the end of the reablement period is not yet known. The discharges from the ward into pathways 2 and 3 will be monitored – it is expected that there will be a shift from 2 and 3 to pathway 1. It is difficult to put a value against it at this time | | | | |
| Community Reablement | | | | |
| 24/25 – Total £351k based on a max 6-months savings per person at £101.12pw for original pilot clients and 3 new clients per week for 52 weeks less 20% for self-funders. | | | | |

| Associated Costs | | | | |
|--|--|---|--|--|
| Costing Details | | Value of Costs and Year(s) | | |
| <i>Description of related costs e.g. Re-provisioning Costs (if stopping a service)</i> | | TOTAL: £m's <i>Incremental value</i> | | |
| D2A Residential and enhanced homecare social worker and care assessor - £112k | | | | |
| Community reablement pilot - £200k | | | | |

| Savings Net Value | | | | |
|---|----------------------------------|-------|-------|-------|
| | Net Value and Year(s) | | | |
| Add savings and costs together for each year. Value to be added to MTFS if approved | TOTAL: £m's Incremental value | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.785 | 0.0 | 0.0 | 0.785 |

| |
|--|
| |
| |

| Identified Risks and Dependencies |
|--|
| <p>There is a risk that some of the patients that are discharged home with an enhanced package of care remain with a high level package of care which is unable to be reduced as planned. As long as there is no long term overnight care this would still remain lower cost than a residential placement due to current market rates</p> <p>There is an increased risk of re-admission for the people discharged home with enhanced care which could ultimately result in them being discharged into Residential care or requiring a more high cost package upon discharge. This is being mitigated by linking with community services such as the Community Treatment Team and the virtual ward teams to ensure medical support is available.</p> <p>There is a risk around the WLE expected outcomes – we already see excellent outcomes in terms of no of people requiring care at the end of reablement so the real benefit is a release of capacity within the service due to people requiring less care at the point of discharge. The real financial benefit would come from a shift from pathway 2 and 3 discharges due to people not deteriorating so much whilst in hospital.</p> |

| Analysis/Commentary |
|---|
| <p>The Residential D2A pilot went live early Nov and the Enhanced homecare in Dec, both are small scale due to the number of beds that were available to block contract. The processes and pathways will be reviewed continually during the pilot periods and there are weekly review points for the service users to ensure everything is being done to reduce the packages where possible and the right services are being linked in to achieve the planned outcomes. There is scope for increasing the bed base if initial analysis demonstrates success.</p> <p>Ward Led enablement is live and analysis is currently underway regarding savings for LBH and wider system. It is expected that this will contribute to more people being discharged via pathway 1 as opposed to pathway 2 and 3.</p> <p>Community reablement is also live and is being fully utilised by both the GPs and the HAT – the initial evaluation is being undertaken to determine if we are seeing the expected outcomes and the shift away from people going directly into long term care at the first point of contact.</p> |

| Recommendation | | |
|--|------------|------|
| Recommendation is to continue with all pilots as planned with weekly review points to inform any further savings opportunities for 24/25 | | |
| Submitted by | | |
| Signature | Print Name | Date |
| | | |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|---------------------|
| Rainham & Beam Park |

| Directorate | Description of Directorate | | |
|---------------------|----------------------------|--------|----------------------|
| | | People | |
| Director Lead | | | People – Living Well |
| Patrick Odling-Smee | | | |

| Current Forecast Position | |
|--|-----|
| Based on the assumption of hotel-type accommodation in place of the proposed additional affordable housing units, the estimated annual cost would be £204k. | |
| Staffing: | 0.0 |
| Main Savings Item Description | |
| <p>The Council has an ambition to end long term rough sleeping. This was set out in the Homelessness and Rough Sleeping Strategy 2020-25. Whilst this ambition was supported by MHCLG, it has created a costly reliance on temporary housing stock including hotels, hostels, PSL and the like. These general fund costs can be mitigated through allocations to affordable housing properties, which are managed through the Housing Revenue Account.</p> <p>The savings proposal takes advantage of properties being made available by the Council's acquisition of Notting Hill Genesis' member interest in the Rainham & Beam Park joint venture. The acquisition will see the Council acquire land and buildings from the joint venture vehicle, including nine housing units which can be utilised as affordable housing.</p> <p>Whilst there may be a small saving created in the 2023/24 budget, the main savings are achieved from 2024/25 onwards. An initial three-year savings proposal is recommended, as the area is earmarked for future regeneration once the issues of Beam Park Station and high-inflation are resolved.</p> | |
| Anticipated reduction in FTE as a result of proposals | 0.0 |

| Savings Proposals | | | | | |
|--|--|-----------------------------|-------|-------|-------|
| Savings Details | | Value of Saving and Year(s) | | | |
| The savings relate to cost-avoidance in the homelessness budget based on the availability of an addition seven one-bed properties and two two-bed properties | | TOTAL: £m's | | | |
| | | 24/25 | 25/26 | 26/27 | Total |
| | | 0.204 | 0.0 | 0.0 | 0.204 |

| Associated Costs | | | | | | | | | | | | | | | | | | | |
|---|-----------|--|----------------------------|-----------|---------|-----------|-------|-----------|---|-----------|---|----------|---|-----------|---|-----------|-------------|--|--|
| Costing Details | | | Value of Costs and Year(s) | | | | | | | | | | | | | | | | |
| <p>Annual property costs of £62k are covered by the Housing Revenue Account and therefore do not impact the proposed saving through reduced general fund homelessness costs.</p> <p>However, there are upfront costs for roofing works which will be covered by the general fund and they are as follows:</p> <table><tr><th colspan="2">Roofing works</th></tr><tr><td>£</td><td>14,144.49</td></tr><tr><td>£</td><td>19,133.57</td></tr><tr><td>£</td><td>19,233.57</td></tr><tr><td>£</td><td>6,626.44</td></tr><tr><td>£</td><td>14,260.53</td></tr><tr><td>£</td><td>73,398.60</td></tr></table> | | | Roofing works | | £ | 14,144.49 | £ | 19,133.57 | £ | 19,233.57 | £ | 6,626.44 | £ | 14,260.53 | £ | 73,398.60 | TOTAL: £m's | | |
| | | | Roofing works | | | | | | | | | | | | | | | | |
| | | | £ | 14,144.49 | | | | | | | | | | | | | | | |
| | | | £ | 19,133.57 | | | | | | | | | | | | | | | |
| | | | £ | 19,233.57 | | | | | | | | | | | | | | | |
| £ | 6,626.44 | | | | | | | | | | | | | | | | | | |
| £ | 14,260.53 | | | | | | | | | | | | | | | | | | |
| £ | 73,398.60 | | | | | | | | | | | | | | | | | | |
| | | | 23/24 | 24/25 | 25/26 | 26/27 | Total | | | | | | | | | | | | |
| | | | | 0.073 | (0.073) | 0.0 | 0.00 | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |

| Savings Net Value | | | | | |
|-------------------|--|-----------------------|-------|-------|-------|
| | | Net Value and Year(s) | | | |
| As above | | TOTAL: £m's | | | |
| | | 24/25 | 25/26 | 26/27 | Total |
| | | 0.131 | 0.073 | 0.0 | 0.204 |

| Proposed Benefits | |
|--|--|
| <p>Use of suitable affordable housing to offset more expensive temporary accommodation provision</p> <p>Makes best use of new council assets</p> | |

Identified Risks and Dependencies


Depends on successful transfer of Notting Hill member interests to the Council, Cabinet have agreed to the action but due diligence is ongoing

Analysis/Commentary

Recommendation

The recommendation is to proceed with the savings proposal based on assessment of costs and risks

Submitted by

| Signature | Print Name | Date |
|---|------------------|------------|
|  | Darren Alexander | 12/10/2023 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate | People |
|------------------|----------------------------|--------|
| Director Lead | | People |
| Barbara Nicholls | | |

| Current Forecast Position | |
|---|-----|
| Staffing: | |
| | 0.0 |
| Main Savings Item Description | |
| <p>Following unit costing work undertaken by Housing (who manage the Assistive Technology Service), elements of the weekly unit cost of £6.05 per week (more where there are multiple items supplied/monitored) can be capitalised, including the purchase of equipment and installation. This would reduce the revenue costs to Adult Social Care (Ageing Well and Living Well).</p> | |
| Anticipated reduction in FTE as a result of proposals | 0 |

| Savings Proposals | | | | |
|---|--|-----------------------------|---------|-------|
| Savings Details | | Value of Saving and Year(s) | | |
| At present the saving is only assumed for 2024/25 but this will be reviewed during the year to test if it can be expended to future years | | TOTAL: £m's | | |
| | | <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.180 | (0.180) | 0 |
| | | Total | | |
| | | 0 | | |

| Associated Costs | | | | |
|--|--|---|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | |
| <i>Description of related costs e.g. Re-provisioning Costs (if stopping a service)</i> | | TOTAL: £m's <i>Incremental value</i> | | |
| This will be funded from existing DFG grant so no additional costs | | 24/25 | 25/26 | 26/27 |
| | | | | Total |
| | | 0.000 | 0.000 | 0.0 |
| | | | | 0.000 |

| Savings Net Value | | | | |
|-------------------|--|---|---------|---------|
| | | Net Value and Year(s) | | |
| | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | | | Total |
| | | 0.180 | (0.180) | 0.0 |
| | | | | (0.000) |

| Identified Risks and Dependencies | | | | |
|--|--|--|--|--|
| Ongoing availability of government grant capital funding (DFG). Will need to be reviewed year on year to ensure availability of capital funding and the value that can be appropriately capitalised | | | | |

| Analysis/Commentary | | | | |
|--|--|--|--|--|
| Assistive Technology can be provided to people who may be at risk of an acute medical event (such as a fall), enabling access to a response service by phone and/or in person. Equipment is purchased on an ongoing basis, both to supply residents with the most up to date technology and to replace any equipment that reaches the end of its life or that is broken. The amount that can be capitalised will need reviewing at the end of each financial year. | | | | |

| Recommendation | | | | |
|----------------|--------------|--|--|------------|
| | | | | |
| Submitted by | | | | |
| Signature | Print Name | | | Date |
| | Katri Wilson | | | 13.10.2023 |

PLACE 01

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate |
|---------------------|---|
| Place - Environment | Highways Services, Environment Service |
| Director Lead | Reduce the Capital Highways Investment Programme by £1.5m per year. |
| Imran Kazalbash | |

| Current Forecast Position | |
|--|----|
| C41000 Highways (Roads and Pavements) and C41010 Street Lighting | |
| Budget £34.608m (over 5 years includes 2023/24) | |
| Forecast Spend £34.608m | |
| Staffing: | NA |

| Main Savings Item Description |
|--|
| <p>The Council has a capital highways programme of just under £7m per year for five years.</p> <p>This is approximately split annually by:</p> <ul style="list-style-type: none"> £4m roads £2m pavements £1m street lighting <p>Roads and lamp columns deteriorate, and this deterioration can be modelled. Recent surveys and analysis of has been carried out to model the deterioration. This has indicated that the 'backlog' of deteriorated roads is approximately 400 streets. In real terms this means that between £5-£6m of annual investment is required to keep the condition of the roads pavements and street lighting at a 'steady state' and for the network in overall terms not to deteriorate any further. Similar analysis has been carried out for street lighting stock indicating a £1m investment per annum is required.</p> <p>Vehicle action and adverse weather mean deteriorated roads quickly exhibit potholes and the rate of deterioration increases over time. A programme to renew surfaces is required to prevent a very large backlog from building up. If a programme did not exist there would be significantly increased demand on reactive maintenance (and increased claims)</p> <p>Street light columns have a finite life. They corrode in the ground and from the inside and metal fatigue causes weaknesses. A programme of replacement is required to prevent catastrophic failure.</p> |

Footways deteriorate differently and are less predictable. Many of the footway renewals at present are to replace slab paved areas with tarmac surfaces. If the work was not completed the defects would remain but would not increase significantly over time. The risk is managed through the councils regime of inspections.

Whilst it is desirable and sensible to continue with footway renewals this work could be paused with limited risk. The programme could be reduced by £1.5m in 2024/25 to only target high amenity sites, shop parades, approaches to town centres etc.

Officers will continue to press TfL for a greater share of capital funding for our A classified roads (of which we currently receive no funding). There will be a further review annually to review the capital requirements to ensure statutory functions can be met.

Anticipated reduction in FTE as a result of proposals

0.0

Savings Proposals

| Savings Details | | | Value of Saving and Year(s) | | | |
|---|----------------|--------------|---|-------|-------|-------|
| Saving achieved through reduced borrowing and repayment costs | | | TOTAL: £m's <i>Incremental value</i> | | | |
| | | | 24/25 | 25/26 | 26/27 | Total |
| | | | 0.038 | 0.097 | 0.0 | 0.135 |
| Interest Cost | 24/25 0.038 | FYE 0.075 | | | | |
| Repayment cost | 0.000 | 0.060 | | | | |
| Costs Avoided | 0.038 | 0.135 | | | | |

Associated Costs

| Costing Details | | | Value of Costs and Year(s) | | | |
|--|--|--|---|-------|-------|-------|
| There are no Costs associated with this proposal. The risks below should be noted but it is considered that for 24/25 existing Highways capital could be redirected if it was identified that a particular footway was in need of urgent attention | | | TOTAL: £m's <i>Incremental value</i> | | | |
| | | | 24/25 | 25/26 | 26/27 | Total |
| | | | 0.0 | 0.0 | 0.0 | 0.0 |

Savings Net Value

| | | | Net Value and Year(s) | | | |
|--|--|--|---|-------|-------|-------|
| | | | TOTAL: £m's <i>Incremental value</i> | | | |
| | | | 24/25 | 25/26 | 26/27 | Total |
| | | | 0.038 | 0.097 | 0.0 | 0.135 |

Proposed Benefits

Reduced Capital expenditure this would result in a reduced level on borrowing and interest for the general fund budget

| |
|--|
| |
|--|

| Identified Risks and Dependencies |
|--|
| Potential Public complaints. Possible increased insurance claims and financial risk associated with this. Simply pushes problem down the road and requires higher investment at some point in the future, but helps the financial position in short to mid-term. |

| Analysis/Commentary |
|---------------------|
| As above |

| Recommendation | | |
|-------------------|--------------|----------|
| As set out above. | | |
| Submitted by | | |
| Signature | Print Name | Date |
| Mark Hodgson | Mark Hodgson | 12.10.23 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate | Place - Environment |
|-----------------|----------------------------|---|
| Director Lead | | Parking Services, Parks, Environment service |
| Imran Kazalbash | | Introduce paid for parking in ALL council run parks car parks. |

| Current Forecast Position | |
|---|----|
| <p>These proposals result in additional income and help the Council meet budget.</p> <p>This is a new source of income, no income is currently received / budgeted.</p> | |
| Staffing: | NA |

| Main Savings Item Description | | | | | | |
|---|---------------------|---------|----------|---------|---------|--|
| <p>Currently all parks, small and large, have free parking where car parks are provided. The proposal is to introduce pay and display charges in all parks.</p> <p>Smaller parks will be pay by phone / app only. Larger parks can be considered for a parking payment machine.</p> | | | | | | |
| | Duration and Charge | | | | | |
| | 0-30mins | 0-1 Hrs | 1-2* Hrs | 2-3 Hrs | 3-6 Hrs | |
| Mon to Fri | Free 30 Mins | £1.50 | £2.50 | £3.50 | £5.00 | |
| <p>Charges would apply Monday to Friday 7am-7pm (or shorter when the park is closed / gates locked)</p> <p>It is also proposed to add a flat £1.50 charge at weekends which would generate an additional net £250k in a full year (first 30mins remains free)</p> <p>The lead in to deliver this in order to design arrangements, review car parks and implement legal orders would be around 6 months from approval.</p> | | | | | | |

| | |
|---|-----|
| | |
| Anticipated reduction in FTE as a result of proposals | 0.0 |

| Savings Proposals | | | | |
|---|--|---|-------|-------|
| Savings Details | | Value of Saving and Year(s) | | |
| Figures are based on estimates This model includes 20% VAT charge. | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.260 | 0.390 | 0.0 |
| | | Total | | |
| | | 0.650 | | |

| Associated Costs | | | | |
|--|--|---|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | |
| There are one off costs associated with implementation The cost of 15 new ticket machines would need to be factored in (£40k) Officer time – one full time officer for 2 months (£10k) Maintenance and making good of surfaces and lining (£50k) Total £100k in total of one off implementation costs – met from existing capital resources Additional ongoing enforcement and maintenance cost of £0.100m per year (part year effect in 2024/25) | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.050 | 0.050 | 0.0 |
| | | Total | | |
| | | 0.100 | | |

| Savings Net Value | | | | |
|-------------------|--|---|-------|-------|
| | | Net Value and Year(s) | | |
| | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.210 | 0.340 | 0.0 |
| | | Total | | |
| | | 0.550 | | |

| Proposed Benefits |
|---|
| Help support behaviour change, modal shift, active travel Allow customer trends to be understood. Might lead to other opportunities. A proportion of current car customers would use public transport / walk / cycle or avoid the journey entirely. This helps air quality, climate change and traffic / congestion / road safety. Higher level of income |

| |
|--|
| |
|--|

| Identified Risks and Dependencies |
|-----------------------------------|
|-----------------------------------|

| |
|---|
| Lack of reliable data means estimated forecast could be inaccurate Displacement impact – would need to monitor and use income to fund measures to mitigate displacement. |
|---|

| Analysis/Commentary |
|---------------------|
|---------------------|

| |
|----------|
| As above |
|----------|

| Recommendation |
|----------------|
|----------------|

| |
|---|
| As set out above. Rates can be reviewed in year and amended within 6-8 weeks. |
|---|

| Submitted by | | |
|--------------|--|--|
|--------------|--|--|

| Signature | Print Name | Date |
|-----------|------------|----------|
| M Hodgson | M Hodgson | 12/10/23 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate | Place - Environment |
|-----------------|----------------------------|---|
| Director Lead | | Parking Services, Environment Service |
| Imran Kazalbash | | Remove the 50% discount on informal challenge |

| Current Forecast Position | |
|---|----|
| <p>These proposals result in additional income and help the Council meet budget.</p> <p>A24670 PCN Income Income Budget: £10.056m Current Forecast: £9.455m</p> | |
| Staffing: | NA |
| Main Savings Item Description | |
| <p>Rules that apply pan-London require a 50% discount if a PCN is paid within 14 days of issue.</p> <p>In Havering we also allow the 50% discount to remain if the appellant informally challenges the PCN within 14 days and is unsuccessful in the process. This is a discretionary policy set locally by the Council.</p> <p>This leads to a very high number of speculative informal challenges as appellants.</p> <p>In 2023/24 we are expecting 30,000 informal challenges (about 15% of all PCNs). Over 70% will be unsuccessful.</p> <p>Removing the discount will result in more PCNs being paid at the full rate and would also significantly reduce the administration costs in the parking back office.</p> <p>It is estimated a net £0.300m would be generated if this approach was adopted. This is estimated as follows:</p> | |

The Council is likely to receive 30,000 challenges this year. 20,000 will be unsuccessful. Around 10,000 will be paid at reduced rate (ie no change to income but better cash flow), 4,000 will continue to be contested, 6,000 will be paid at higher rate. The average additional paid rate would be £40. Therefore (6,000 x £40=) £240k additional payment would be expected.

It is estimated 10,000 fewer challenges would be received. This would save £70k staff costs.

Total additional would be approximately £0.300m

Anticipated reduction in FTE as a result of proposals

tbc

Savings Proposals

| Savings Proposals | | | | |
|---|---|-------|-------|-------|
| Savings Details | Value of Saving and Year(s) | | | |
| As set out above the saving would be partly additional income from those who choose to challenge and are unsuccessful and partly from a staffing saving through reduced appeals | TOTAL: £m's <i>Incremental value</i> | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.300 | 0.0 | 0.0 | 0.300 |

Associated Costs

| Associated Costs | | | | | |
|---|--|---|-------|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | | |
| There would be no additional costs related to this proposal | | TOTAL: £m's <i>Incremental value</i> | | | |
| | | 24/25 | 25/26 | 26/27 | Total |
| | | 0.0 | 0.0 | 0.0 | 0.0 |

Savings Net Value

| Savings Net Value | | | | |
|-------------------|-----------------------|-------|-------|-------|
| | Net Value and Year(s) | | | |
| | TOTAL: £m's | | | |
| | Incremental value | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.300 | 0.0 | 0.0 | 0.300 |

Proposed Benefits

Reduced overhead from assessing speculative informal challenges. Allows staff to focus on genuine challenges and appeals.
Deterrent – the full value of the PCN should act as the deterrent and encourage compliance
Higher level of Income

Identified Risks and Dependencies

Resident dissatisfaction. Complaints.

Analysis/Commentary

As above

Recommendation

As set out above.

Submitted by

| Signature | Print Name | Date |
|------------------|-------------------|-------------|
| Mark Hodgson | Mark Hodgson | 12.10.23 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate | Place - Environment |
|-----------------|----------------------------|--|
| Director Lead | | Highways – Fees and Charges, Environment service |
| Imran Kazalbash | | Increase highway fees and charges (licences etc) |

| Current Forecast Position | |
|--|----|
| Current Budget -£0.707m Current Forecast -£0.667m | |
| Staffing: | NA |

| Main Savings Item Description | | | | |
|---|-----------------------|----------------------------|------------|----------------------------|
| <p>This proposal increases income through the setting of fees and charges.</p> <p>The current highways fees and charges have been reviewed, costs of providing the service assessed and benchmarked against other nearby authorities.</p> <p>In all cases the current fees and charges cover the cost of providing the service.</p> <p>In order to determine whether there is scope to increase the fees and charges a benchmarking exercise has been carried out with neighbouring authorities to determine the relationship against the fees / charges levied in Havering.</p> <p>A summary of changes is shown in the table below:</p> | | | | |
| Item | Current Charge | Revised Fee / Charge | % Increase | Potential increased income |
| Skip licence on highway | £90 for up to 14 days | £150 for 14 days | 66% | £9000 |
| Additional skip licence | £80 per 7 days | Additional £100 per 7 days | 25% | £3000 |
| Scaffolding licence on highway | £790 per month | £870 per month | 10% | £3000 |

| | | | | |
|---|--|---|-------------------|----------------|
| Crane licence on highway | £378 / £685 per crane | £415 Non TSS / £755 TSS | 10% / 9% | £1000 |
| Hoarding licence on highway | £790 per month | £870 per month | 10% | £3000 |
| Building material licence on highway | £105 per 14 days | £115 per 14 days | 9.5% | £1000 |
| Welfare Unit or other container | £283 per 7 days | £700 per 7 days | 147% | £10,000 |
| Section 50 licence | Minor - £1055 Standard - £1214 Major - £1426 | Minor - £1161 Standard- £1335 Major - £1569 | 10% 10% 10% | £7000 |
| Temporary Traffic Regulation Order (TTRO) | Event - £1200 Works activity - £2500 | Event - £1320 Works activity - £2750 | 10% 10% | £13,000 |
| TOTAL | | | | £50,000 |

A total of £0.050m additional income could be achieved through increased fees and charges. There is a strong caveat that an increase in fees and charges may result in a lower uptake and therefore reduced licence applications and also that these licence applications do vary year on year. There is no guarantee from one year to the next that numbers would remain consistent.

| | |
|--|-----|
| Anticipated reduction in FTE as a result of proposals | 0.0 |
|--|-----|

| Savings Proposals | | | | |
|-------------------|---|-------|-------|-------|
| Savings Details | Value of Saving and Year(s) | | | |
| | TOTAL: £m's <i>Incremental value</i> | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.050 | 0.0 | 0.0 | 0.050 |

| Associated Costs | | | | |
|------------------|---|-------|-------|-------|
| Costing Details | Value of Costs and Year(s) | | | |
| | TOTAL: £m's <i>Incremental value</i> | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.0 | 0.0 | 0.0 | 0.0 |

| Savings Net Value | | | | |
|-------------------|---|-------|-------|-------|
| | Net Value and Year(s) | | | |
| | TOTAL: £m's <i>Incremental value</i> | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.050 | 0.0 | 0.0 | 0.050 |

| Proposed Benefits |
|-------------------|
| Income |

| Identified Risks and Dependencies |
|---|
| Potential Reduced volume of permits/licenses. |

| Analysis/Commentary |
|---------------------|
| As above |

| Recommendation | | |
|-------------------|------------|----------|
| As set out above. | | |
| Submitted by | | |
| Signature | Print Name | Date |
| M. Hodgson | M. Hodgson | 11.10.23 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate | Place - Environment |
|-----------------|----------------------------|---|
| Director Lead | | Parking and Traffic Services, Environment service |
| Imran Kazalbash | | Support residents and businesses through increased extent and numbers of Controlled Parking Zones Additional paid for parking locations, converting many resident permit zones to shared use – paid for parking and permit holders |

| Current Forecast Position | |
|--|----|
| A24670 – Permit Income Budget -£0.826m (includes season tickets) Forecast -£0.748m | |
| Staffing: | NA |

| Main Savings Item Description |
|--|
| <p>Permits and CPZs</p> <p>A Controlled Parking Zone (CPZ) is an area where on-street parking is restricted during specified times of the day to non-permit holders. Introducing a CPZ is a way of dealing with parking problems and making an area safer if existing parking issues are causing safety concerns – ie parking at the mouth of a junction impeding on visibility. The parking places are marked by bays and single yellow lines.</p> <p>The main aim of a CPZ is to prioritise local parking and protect residents and businesses from commuter parking, shoppers and the impact of developments. It can also be used to help drivers use local car parks, rather than on street parking, and encourage mode shift.</p> <p>CPZs are patrolled by the councils parking staff and PCNs are issued to vehicles parked in contravention. Usually only local residents are permitted to buy a permit.</p> <p>The sales price of the permit helps the council administer the scheme and covers the overhead. Enforcement income is budgeted by the council although these schemes are not designed to be revenue generating.</p> |

The council only has around 5,000 resident permit holders as most of the borough is not within a CPZ. This is a small number in comparison to the size of the borough. We often receive requests for new controls and the expansion (either the extent of an area or the hours of operation) of existing zones.

There is no current specific budget or resource to undertake area wide and routine reviews of CPZs apart from s106 contributions and some limited LIP funding.

This proposal would be to re-allocate existing resource to progress a review. Engagement with all ward members and a prioritisation process would be completed. Resident engagement would follow. The project would take around one year.

Paid for Parking

An exercise to determine streets that might be converted to combined paid for parking and permit holders only would be completed.

A further exercise to determine where additional parking provision is needed would be completed. This would generate income.

Financial case

The below is an in principle potential income and is subject to feasibility, local ward member support and more detailed assessment. There is a strong caveat in that any new parking controls on the highway require a traffic management order that would need to be legally advertised. This process invites residents and businesses to be able to object to proposals. Whilst formal objections would not stop any parking restrictions from being implemented it does mean that an Executive Decision would be required to then implement the restrictions.

| Item | Income | Notes |
|--|-----------|--|
| 1,000 extra permit holders @ £56.00 (assumes increase) | (£0.056m) | About 20% increase. Less annual cost of administration |
| Additional parking spaces | (£0.050m) | 5% increase in volume / income v current on street provision |
| Additional enforcement | (£0.044m) | Assumed |
| Administration costs | £0.050m | |
| Total Net | £0.100m | |

It is assumed a net £0.100m could be generated subject to scheme approvals. Suggest budget is not adjusted until we know there would be local support for this.

It should be noted that any new schemes will only be implemented to protect residents from the impact of commuter and other such parking, where there is a known problem and resident support. This savings template anticipates an assumed financial benefit based on preliminary calculations and a high level estimate of demand areas where it is known there are potential hot spots. The Council will only implement any scheme following full (statutory) consultation with affected parties.

| | |
|--|-----|
| Anticipated reduction in FTE as a result of proposals | 0.0 |
|--|-----|

Savings Proposals

| | | | | |
|---|---|-------|-------|-------|
| The saving would have a lead in period through consultation and stator notices so a part year effect is assumed for 2024/25 | TOTAL: £m's <i>Incremental value</i> | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.075 | 0.075 | 0.000 | 0.150 |

| Associated Costs | | | | | |
|---|--|----------------------------|-------|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | | |
| Staff and administration time to prepare and activate the schemes | | TOTAL: £m's | | | |
| | | Incremental value | | | |
| | | 24/25 | 25/26 | 26/27 | Total |
| | | | | | |
| | | 0.050 | 0.0 | 0.0 | 0.050 |

| Savings Net Value | | | | |
|-------------------|---|-------|-------|-------|
| | Net Value and Year(s) | | | |
| | TOTAL: £m's <i>Incremental value</i> | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.025 | 0.075 | 0.000 | 0.100 |

| Proposed Benefits | |
|--|--|
| Help support behaviour change Support residents Customer focused service Income | |

| Identified Risks and Dependencies |
|-----------------------------------|
| |

| Analysis/Commentary |
|---------------------|
| |

| Recommendation |
|----------------|
| |

| Submitted by | | |
|--------------|------------|----------|
| Signature | Print Name | Date |
| M. Hodgson | M. Hodgson | 12.10.23 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate | Place - Environment |
|-----------------|----------------------------|--|
| Director Lead | | Traffic and Parking, Environment service |
| Imran Kazalbash | | Reduce budget for minor traffic and parking amendments |

| Current Forecast Position | |
|--|----|
| A26910 Schemes Budget £0.140m (combined) Forecast £0.140m (combined) | |
| Staffing: | NA |

| Main Savings Item Description |
|--|
| <p>Minor traffic and parking amendments like adjustment to bays, extension of double yellow lines and local upgrades are completed by the traffic team.</p> <p>These amendments are usually at the request of residents, supported by ward members, but do not rely on data. They create incremental improvements, but it is not essential work.</p> <p>Local safety work would continue to be delivered. Funding for Disabled Parking Bay implementation also comes from this budget. It is envisaged that this work would continue and be contained within the remaining budget.</p> <p>Sites with a pattern of injury accidents are prioritised for funding via external funding using collision data, and speed surveys as the main source of data to justify the intervention. This work would continue. Similarly, new CPZ's, CPZ reviews and expansions would continue to be funded from s106/CIL and LIP.</p> <p>Ceasing this work could save £0.075m. Requests would need to be refused that could not be funded from the remaining budget.</p> |

| | |
|---|-----|
| | |
| Anticipated reduction in FTE as a result of proposals | 0.0 |

| Savings Proposals | | | | |
|---|--|---|-------|-------|
| Savings Details | | Value of Saving and Year(s) | | |
| Saving is a reduction in budget through a reduction in the quantity of services delivered | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.075 | 0.0 | 0.0 |

| Associated Costs | | | | |
|--|--|---|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | |
| No costs associated with this proposal | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.0 | 0.0 | 0.0 |

| Savings Net Value | | | | |
|-------------------|--|---|-------|-------|
| | | Net Value and Year(s) | | |
| | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.075 | 0.0 | 0.0 |

| Proposed Benefits | |
|---------------------|--|
| Reduced expenditure | |

| Identified Risks and Dependencies | |
|--|--|
| Safety risks would need to be assessed and managed | |

Analysis/Commentary

As above, continue to explore external funding

Recommendation

As set out above.

Submitted by

| Signature | Print Name | Date |
|------------------|-------------------|-------------|
| M Hodgson | M Hodgson | 12/10/23 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate | Place - Environment |
|-----------------|----------------------------|---|
| Director Lead | | Highways / Street Lighting, Environment Service |
| Imran Kazalbash | | Review of technology to enable power consumption reductions (main roads only) |

| Current Forecast Position | |
|--|----|
| <p>A27700 / 621280 Street Lighting / Energy</p> <p>Budget £0.992m Forecast £0.606m</p> | |
| Staffing: | NA |

| Main Savings Item Description |
|--|
| <p>This proposal is to reduce power input by approximately 30% to street lights on main roads between 12am and 5am using technology to control consumption and light output</p> <p>The cost reduction is achieved through lower electricity bills.</p> <p>Reducing power on residential roads would not recover the initial investment, and hence not viable, due to the existing very low levels of power those lights consume.</p> <p>There is no statutory duty to light the highway (but where street lighting is provided duties are attached).</p> <p>Currently all street lights in the borough burn at full power all night. They have sensors to turn on in the evening and off in the morning according to ambient light levels.</p> <p>The Council broadly adopts the British Standard for street lighting. The British Standard for lighting uses environmental factors to determine the level of light required in a street. The light levels can reduce for quieter streets. The standards are there for Officer guidance, not requirements / duties.</p> <p>It is also legal to turn street lights off.</p> |

Each column would be visited and technology installed to adjust power consumption.

The capital cost to install the technology would be c.£0.300m. This would be met from the existing highways and lighting capital resources.

At current electricity rates the annual cost reduction would be £0.070m. However, there would be an annual management and licence cost. This is subject to tender but best estimate is £0.020m. The net annual cost reduction would be approximately £0.050m.

Anticipated reduction in FTE as a result of proposals

0.0

Savings Proposals

| Savings Details | Value of Saving and Year(s) | | | |
|---|---|-------|-------|-------|
| If this were to be implemented it is anticipated that there would be a 2-3 month lead in time for the project | TOTAL: £m's <i>Incremental value</i> | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.050 | 0.020 | 0.0 | 0.070 |

Associated Costs

| Costing Details | Value of Costs and Year(s) | | | |
|---|---|-------|-------|-------|
| Borrowing cost 0.015 0.027 Licencing costs of £0.020m per annum | TOTAL: £m's <i>Incremental value</i> | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.020 | | 0.0 | 0.020 |

Savings Net Value

| | Net Value and Year(s) | | | |
|--|---|-------|-------|-------|
| | TOTAL: £m's <i>Incremental value</i> | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.030 | 0.020 | 0.0 | 0.050 |

Proposed Benefits

Reduce power consumption
 Reduce impact on environment and climate change
 Limited appreciable impact
 Automated performance reporting on units

| Identified Risks and Dependencies |
|-----------------------------------|
| none |

| Analysis/Commentary |
|---------------------|
| As above |

| Recommendation |
|------------------|
| As set out above |

| Submitted by | | |
|--------------|------------|----------|
| Signature | Print Name | Date |
| M Hodgson | M Hodgson | 12/10/23 |



2024-25 SAVINGS TEMPLATE

Council Ward(s)

All

| Directorate | Description of Directorate | Place - Environment |
|-----------------|----------------------------|---|
| Director Lead | | Parking Services, Environment |
| Imran Kazalbash | | Increase Pay and Display Charges by an average of 40% Start charging for parking on a Sunday |

Current Forecast Position

On and off street pay and display income is forecast to be £2.7m in 23/24. New machines and cash/app payments will help ensure all sessions are captured and paid for and is factored in the below.

A24670 and A24600 (pay and display income)

Budget -£2.616m

Forecast -£2.591m

Staffing:

NA

Main Savings Item Description

Charges help manage demand, drive behaviour change and increase parking space turnover
Increasing charges means customers may find alternatives.

The new rates would be

| Time Period | Current | Increase to (rounded) |
|---------------|---------|-----------------------|
| 0 to 30 mins* | 0 | 0 |
| Up to 1 hr | £2.10 | £3.00 |
| Up to 2 hr | £3.60 | £5.00 |
| Up to 3 hr* | £5.10 | £7.00 |
| Up to 4 hr | £6.60 | £9.00 |
| Up to 5 hr | £8.10 | £11.00 |
| Up to 6 hr | £9.60 | £13.00 |

| | | |
|------------|--------|-----------|
| Up to 7 hr | £11.50 | £14.00 ** |
| Up to 8 hr | £13.00 | £15.00 ** |
| All day | £14.50 | £15.00 ** |
| overnight | £1.50 | £2.10 |

*where offered, ** increase is less than 40% to align with a max charge of £15 per day

It is estimated the above changes would result in £1.250m of additional income. Attrition (ie reduction of customers due to higher charges) is factored into the calculations.

Start charging for parking on a Sunday

Currently, all council on street and car park pay and display locations offer free parking on a Sunday. Introducing Sunday charging would generate an estimated £0.350m annually.

| | |
|---|-----|
| Anticipated reduction in FTE as a result of proposals | 0.0 |
|---|-----|

| Savings Proposals | | | | |
|--|--|---|-------|-------|
| Savings Details | | Value of Saving and Year(s) | | |
| Combining the above results in | | TOTAL: £m's <i>Incremental value</i> | | |
| These figures all are based on estimates. Reviews would need to be undertaken after implementation to understand changes in customer behaviour as a result of these charges. The estimate takes into account an assumed reduction in usage | | 24/25 | 25/26 | 26/27 |
| | | 1.600 | 0.0 | 0.0 |
| | | Total | | |
| | | 1.600 | | |

| Associated Costs | | | | |
|------------------|--|---|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | |
| | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.0 | 0.0 | 0.0 |
| | | Total | | |
| | | 0.0 | | |

| Savings Net Value | | | | |
|--|--|---|-------|-------|
| | | Net Value and Year(s) | | |
| 40% increase = £1.250m Sunday yield = £0.350m | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 1.600 | 0.0 | 0.0 |
| | | Total | | |
| | | 1.600 | | |

Proposed Benefits

Help support behaviour change

Modelling results in a few hundred thousand fewer customers per year. A proportion of these customers would use public transport / walk / cycle or avoid the journey entirely. This helps air quality, climate change and traffic / congestion / road safety.

Income

Identified Risks and Dependencies

Attrition could be higher than modelled meaning much less income than forecast (as a result of fewer customers). Local private car parks tended to be cheaper than the new rates.

Significant risk of displaced parking into local streets on a Sunday.

Analysis/Commentary

There is rounding in the charging so not all prices are 40% and higher attrition rates for longer hours

Recommendation

As set out above.

Submitted by

| Signature | Print Name | Date |
|-----------|------------|----------|
| M Hodgson | M Hodgson | 24/10/23 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate | Place Environment |
|-----------------|----------------------------|--|
| Director Lead | | Parking Services, Environment service |
| Imran Kazalbash | | Increase resident permit for 1, 2 and 3 plus vehicles by 12.5-16% and other resident visitor, business permit, visitor permits and season tickets by approximately 40% |

| Current Forecast Position | |
|--|----|
| <p>The parking service is forecasting a £1.5m overspend. Savings cannot be made until we can meet budget. These proposals result in additional income and help the Council meet budget.</p> <p>A24670 (Permit Parking) Budget -£0.826m Forecast -£0.748m</p> | |
| Staffing: | NA |

| Main Savings Item Description | | |
|---|-------------|-------------------------|
| <p>The Council provides the below parking permits / products.</p> <p>Increasing the charges increases the income and supresses demand. Lower demand, as a result of fewer customers, helps improve traffic, environmental and public health outcomes.</p> <p>Benchmarking with other boroughs has been completed.</p> <p>The changes will generate additional income helping the service meet budget.</p> | | |
| Product | Current Fee | New Fee after Increase* |
| Business Visitors Permits | £3.20 | £4.50 |
| Business Permits | £300 | £420 |
| Residents Visitors Permits - 1 session OR | £2.00 | £2.80 |
| Residents Visitors Permits - all day | £5.00 | £7.00 |

| | | |
|---|---|-----------|
| NEW VISITOR PERMIT – pay per hour. | Discuss this principle with members. It is more customer friendly. We can model impact of charging 50p, 75p, £1 etc per hour. | |
| Residents 1st vehicle permit | £40.00 | £45.00** |
| Residents 2nd vehicle permit | £80.00 | £90.00** |
| Residents 3rd + vehicle permit | £120.00 | £140.00** |
| Health & Homecare Permits (NHS, Social Carers etc.) | £80.00 | £80.00 |
| Season Ticket Romford and Balgores - Monthly | £120.00 | £168.00 |
| Season Ticket Romford and Balgores - Quarterly | £336.00 | £470.00 |
| Season Ticket Romford and Balgores - Annual | £1344.00 | £1,882.00 |
| Season Ticket - other - Monthly | £104.00 | £146.00 |
| Season Ticket - other - Quarterly | £291.00 | £408.00 |
| Season Ticket - other - Annual | £1165.00 | £1,631.00 |
| Voucher Permit - On Street (Commuter Bays Romford) - Annual | £952.00 | £1,400.00 |
| Domestic Permits | £40.00 | £40.00 |

*not all charges increased by full 40% due to fact they are already high and attrition with further increases

** these rates are still below many other London Boroughs

If the charges increased as stated an additional income of £0.200m could be expected.

Benchmarking

Benchmarking with other boroughs has been completed. Havering is about mid table in terms of not currently the lowest or highest chargers. Accordingly, increasing charges could be defended (and the narrative of supporting behaviour change, reduce car use can be used)

| Product | Redbridge | Barking & Dagenham | Newham | Tower Hamlets | Thurrock |
|--|-------------|--------------------|---------------|---------------|----------|
| Business Visitors Permits | | £3.00 / £5.00 | | | |
| Business Permits | £520.00 | £470.00 | £330 - £990 | £109 - £856 | £400.00 |
| Residents Visitors Permits - 1 session or 1 hour | N/A | £0.75 | £1.38 | N/A | £0.45 |
| Residents Visitors Permits - all day | £1.10 | £1.38 | £5.56 | £3.30 | £0.75 |
| Residents 1st vehicle permit | £22.50 | £45.00 | £33.00 | £93.00 | £15.00 |
| Residents 2nd vehicle permit | £123.50 | 45.00 | £220.00 | £191.50 | £15.00 |
| Residents 3rd + vehicle permit | £223.00 | £56.25 | £330.00 | £333.00 | £15.00 |
| Season Ticket - Monthly | £88/£99 | | £130 / £152 | | |
| Season Ticket - Quarterly | £240 / £265 | | £298 / £350 | | |
| Season Ticket - Annual | £915 / £955 | £882 / £907 | £1014 / £1188 | | £750.00 |

Anticipated reduction in FTE as a result of proposals

0.0

| Savings Proposals | | | | |
|-------------------|--|---|-------|-------|
| Savings Details | | Value of Saving and Year(s) | | |
| | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.200 | 0.0 | 0.0 |
| | | Total | | |
| | | 0.200 | | |

| Associated Costs | | | | |
|---|--|---|-------|-------|
| 0.Costing Details | | Value of Costs and Year(s) | | |
| There are no additional costs due to this proposal. | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.0 | 0.0 | 0.0 |
| | | Total | | |
| | | 0.0 | | |

| Savings Net Value | | | | |
|-------------------|--|---|-------|-------|
| | | Net Value and Year(s) | | |
| | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.200 | 0.0 | 0.0 |
| | | Total | | |
| | | 0.200 | | |

| Proposed Benefits | |
|---|--|
| Help support behaviour change Higher level of Income | |

| Identified Risks and Dependencies | |
|---|--|
| Resident dissatisfaction. Attrition could be higher than modelled meaning less income than forecast (as a result of fewer customers). | |

| Analysis/Commentary | |
|---------------------|--|
| As above | |

| Recommendation | | |
|---|-------------|----------|
| Increase rates as set out above. Rates can be reviewed in year and amended within 4-8 weeks. Changes in rates need political approval | | |
| Submitted by | | |
| Signature | Print Name | Date |
| M Hodgson | M Hodgson | 12/10/23 |
| N Stubbings | N Stubbings | 31/10/23 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate | Place |
|---------------|----------------------------|----------------------------|
| Director Lead | | Housing, Property & Assets |
| Paul Walker | | |

| Current Forecast Position | | |
|--|---|-------------------------------|
| <i>Current Forecast position as reported to EMT for period 5. Include the cost centre(s) original and revised budget and forecast variance.</i> | | |
| Review of rent subsidies for VCS (multiple cost centres) | | |
| The Council has, since 2004, applied an Equitable Rents policy to specific lettings, typically community associations whereby the rent applied is reduced to 1/3 of market value | | |
| The following table confirms the assets where Equitable Rents are currently applied. | | |
| Community Centre | Community Association | Current (Equitable) Rent p.a. |
| Ardleigh House Community Centre | Trustees of Ardleigh House | 15700 |
| Harold Wood Neighbourhood Centre - Gubbins Lane | Trustees of Harold Wood Neighbourhood Centre | 12450 |
| Cranham Social Centre, Front Lane | Front Lane Community Association | 3205 |
| South Hornchurch Social Hall | Trustees of South Hornchurch and Airfield Community Association | 3366 |
| Cranham Community Centre, Marlborough Road | Trustees of Cranham Community Association | 15000 |
| Forest Lodge Community Centre | Forest Row Community Association | 24000 |
| Harold Wood Social Hall and Car Park | Trustees of the New Ingrebourne Trust | 3490 |
| Rush Green Community Association | Rush Green Community Association | 4999 |
| North Romford Community Centre | North Romford Community Association | 24052 |
| Betty Strathern Centre, Myrtle Road | Briar Community Association | 6714 |
| New Windmill Hall | Trustees of New Windmill Hall Community Association | 6150 |

| | | |
|---|---|----------------|
| Tweed Way Hall with Car Parking | Trustees of Tweed Way Hall Community Association, Holding | 4925 |
| Tweed Way Hall (Shed only) | Trustees of Tweed Way Hall Community Association, Holding | 75 |
| Mardyke Social Hall | Trustees of Mardyke Youth & Community Association, | 4385 |
| Kilmartin Way Tenants Hall (HASWA) | Trustees of Havering Asian Social Welfare Association | 3800 |
| Emerson Park Social Centre | Trustees for the Emerson Park Community Association | 3869 |
| Elm Park Assembly Hall | Trustees of Elm Park Community Association | 6370 |
| Rainham Social Hall (Brenda Blakemore Community Centre) | Trustees of Rainham & Wennington Community Association | 3283 |
| Harold Hill Community Association - Gooshays Drive | Trustees of Harold Hill Community Association | 17701 |
| | Total | 163,534 |

| | |
|--|-----|
| | |
| Main Savings Item Description | |
| Anticipated reduction in FTE as a result of proposals | 0.0 |

| Savings Proposals | | | | | |
|--|--|---|-------|-------|-------|
| Savings Details | | Value of Saving and Year(s) | | | |
| <p>Discussions have already been held with Cabinet Members concerning the possibility of withdrawing/reducing the rent subsidy represented by the Equitable Rent approach.</p> <p>Financial accounts are current being examined for each of the community associations as their commercial activities and financial positions vary.</p> <p>It may not be practical to immediately amend the level of subsidy due to the provisions within existing leases, so a phased implementation is more likely. For illustrative purposes: Varying existing equitable rent policy applied to community associations from 1/3 market rent to 50% market rent would generate an additional £81k p.a. Varying existing equitable rent policy applied to community associations from 1/3 market rent to 2/3rds (66%) market rent would generate an additional £163k p.a. Ceasing Equitable Rents in their entirety would theoretically generate an additional £326k p.a., but it is assumed that a significant number of community associations would surrender their leases if no subsidy were applied</p> <p>The saving's table to the right assumes that the equitable rent policy is amended to 50% subsidy over a three year period.</p> | | TOTAL: £m's <i>Incremental value</i> | | | |
| | | 24/25 | 25/26 | 26/27 | Total |
| | | 0.027 | 0.027 | 0.027 | 0.081 |

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| Associated Costs | | | | |
|--|--|----------------------------|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | |
| The are no extraordinary costs associated with this measure as the amendment would be applied as BAU within lease renewal negotiations | | TOTAL: £m's | | |
| | | <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | Total | | |
| | | 0.000 | 0.000 | 0.000 |

| Savings Net Value | | | | |
|-------------------|--|--------------------------|-------|-------|
| | | Net Value and Year(s) | | |
| | | TOTAL: £m's | | |
| | | <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | Total | | |
| | | 0.027 | 0.027 | 0.081 |

| Proposed Benefits | |
|---|--|
| Reduced level of ongoing rental subsidy Resultant level of subsidy is more proportionate to financial need | |

| Identified Risks and Dependencies | |
|--|--|
| Withdrawal/reduction of rent subsidy may impact upon the level of community benefit/support to local communities Delay in implementation due to lease renewal dates | |

| Analysis/Commentary | |
|---------------------|--|
| | |

| Recommendation | | |
|----------------|-------------|------------|
| | | |
| Submitted by | | |
| Signature | Print Name | Date |
| | Mark Butler | 11/10/2023 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| TBC |

| Directorate | Description of Directorate | Place |
|---------------|----------------------------|----------------------|
| Director Lead | | Regeneration Service |
| Paul Walker | | |

| Current Forecast Position | |
|---|-----|
| <p>This proposal is at concept stage and an outline business case needs to be developed to test the concept and to establish all of the potential costs and benefits. Critically, this depends on whether the market can supply enough suitable properties to purchase.</p> | |
| Staffing: No direct Council employees | 0.0 |
| Main Savings Item Description | |
| <p>The proposed idea is to acquire blocks / packages of new homes at a discount from property developers using the Housing Revenue Account (capital).</p> <p>It is intended to prioritise the re-housing of those households in Bed & Breakfast and other third party accommodate into the newly acquired Affordable Homes. This would have the impact of reducing pressure on existing homeless budgets. It is estimated that a household placed in Bed & Breakfast costs £5,000 to £9,000 annually, as Housing Benefit subsidy does not cover the full cost of accommodation.</p> <p>Initial modelling suggests that re-housing 50 such households into HRA accommodation could save £438k per annum in irrecoverable costs.</p> <p>A wholly HRA scheme would deliver a better return to the General Fund as opposed to a mixed PRS / Affordable option.</p> <p>Capital Funding would be required for the HRA capital programme (Approximately £13m for every 50 homes) to acquire the affordable housing. This is underpinned by an assumption that HRA investment could be repaid within a reasonable period (30 to 40 years).</p> <p>It may be possible to obtain GLA grant funding through the CHAP programme of between 30-40% to offset the purchase costs.</p> | |
| Anticipated reduction in FTE as a result of proposals | 0 |

| Savings Proposals | | | | |
|--|--|---|-------|-------|
| Savings Details | | Value of Saving and Year(s) | | |
| The savings need to be considered through further work/development of an outline business case, but the concept will require investment. | | TOTAL: £m's <i>Incremental value</i> | | |
| At this stage, preliminary concept work indicates that based on the assumption of 50 homes being acquired per annum. Savings would be directly proportionate to the number of homes acquired. This does depend on there being sufficient properties being on the market to purchase. | | 24/25 | 25/26 | 26/27 |
| | | 0.300 | 0.300 | 0.900 |

| Associated Costs | | | | |
|--|--|---|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | |
| This proposal is at concept stage and an outline business case needs to be developed to help establish costs and benefits. | | TOTAL: £m's <i>Incremental value</i> | | |
| The savings above are reported net of cost. | | 24/25 | 25/26 | 26/27 |
| | | 0.0 | 0.0 | 0.0 |

| Savings Net Value | | | | |
|--|--|---|-------|-------|
| | | Net Value and Year(s) | | |
| This proposal is at a concept stage and an outline business case needs to be developed to help establish costs and benefits. | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.300 | 0.300 | 0.900 |

| Proposed Benefits | |
|---|--|
| <p>Reduction of pressure on existing homelessness budgets.</p> <p>Increasing Council controlled housing supply, reduced reliance on third party accommodation, in particular Bed & Breakfast.</p> <p>Flexibility to levy a more sustainable level of rent via HRA to TA households.</p> <p>Support developers complete housing developments, which are in danger of being mothballed / delayed.</p> <p>Avoiding the mothballing of sites, would increase depth of Council Tax revenue base.</p> | |

| Identified Risks and Dependencies | |
|--|--|
| Risks are: | |
| Sufficient suitable properties are not available to purchase | |

Development/purchase costs make the scheme financially unviable
Council borrowing not available when required
Costs of property management
Proposal cannot be delivered within the required timescales due to time taken for negotiations and completion of sale/purchase

Analysis/Commentary

Recommendation

It is suggested that the concept be taken forward with each proposal being assessed on its financial merits

Submitted by

| Signature | Print Name | Date |
|-----------|-------------|----------|
| | Mark Butler | 12/10/23 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| Romford Town |

| Directorate | Description of Directorate | Place |
|---------------|----------------------------|----------------------------|
| Director Lead | | Housing, Property & Assets |
| Paul Walker | | |

| Current Forecast Position | | | |
|---|------------------|-----------------|--|
| <i>Current Forecast position as reported to EMT for period 5. Include the cost centre(s) original and revised budget and forecast variance.</i> | | | |
| Cost Centre: A46550 | | | |
| Romford Market | | | |
| Table below shows the 22/23 outturn both for a) all 4 trading days and b) Sunday trading in isolation | | | |
| Sunday trading commenced in July 2020 as a 6 month pilot and was agreed for adoption in January 2021 | | | |
| Annual income/expenditure summary 2022/23 | | | |
| | All trading days | Sunday | Comments |
| Income (£ p.a) | 375,169 | 42,878.00 | |
| | | | |
| Staffing (Management) | 237,281 | 68,014 | |
| Staffing (Cleansing) | 119,996 | 45,128 | |
| Waste Removal (Biffa/Serco?) | 54,360 | 13,208 | Pro rata'd to determine Sunday costs |
| Utility costs | 16,179 | 3,934 | Pro rata'd to determine Sunday costs |
| Other costs | 160,997 | 39,121 | Includes business rates of £136,203 – Market Place is used as a public car park for 3 days a week, but rates liability is wholly absorbed within the Market cost centre. Liability would not diminish if Market activity ceased/diminished |
| Total expenditure | 588,813 | 169,405 | |
| Net annual surplus/deficit | 213,644 Deficit | 126,527 deficit | |

| | |
|--|--|
| | |
| Staffing: Staff work 36 hours (12hours shifts) over the three original trading days (Weds, Fri, Sat) and Sundays are currently worked as overtime. | 3FTE – Market management 3FTE – Cleansing (now Urbaser) |
| Main Savings Item Description | |
| Anticipated reduction in FTE as a result of proposals | 0.0 |

| Savings Proposals | | | | |
|---|--|-----------------------------|-------|-------|
| Savings Details | | Value of Saving and Year(s) | | |
| Savings options are as follows: | | TOTAL: £m's | | |
| | | <i>Incremental value</i> | | |
| Option A : Cease Sunday trading - the above table highlights that whilst Sunday trading was originally generating a small net surplus, it now generates an annual deficit in the region of £125k. This would also free up more parking capacity in the Market Place, albeit Sunday parking is currently free. Option B: Review of fees and charges – pitch fees were increased in April 2023 by 3%, having been frozen since the Covid pandemic in 2020 to assist recovery. A saving averaging 10% annual increase would generate c £30k p.a., once discounting Sunday trading in a) above and allowing for an element of potential fall-off in trader numbers | | 24/25 | 25/26 | 26/27 |
| | | Total | | |
| | | | | |
| | | 0.125 | 0.000 | 0.000 |
| | | 0.030 | 0.000 | 0.000 |
| | | | | |

| Associated Costs | | | | |
|--|--|--------------------------------|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | |
| There are no costs associated with implementing options a) and b) above. | | TOTAL: £m's | | |
| | | <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.000 | 0.000 | 0.000 |
| | | Total | | |
| | | 0.000 | | |
| | | (No Costs for options A and B) | | |

| Savings Net Value | | | | |
|--|--|--------------------------|-------|-------|
| | | Net Value and Year(s) | | |
| Savings shown to the right assume options a) and b) are implemented by April 2024 | | TOTAL: £m's | | |
| | | <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.155 | 0.000 | 0.000 |
| Note there 'savings' are essentially measures to reduce the current trading deficit, rather than generate additional revenue against the base budget | | Total | | |
| | | 0.155 | | |

| Proposed Benefits |
|---|
| <p>Ceasing of Sunday market trading will eliminate over 50% of the current operating deficit.</p> <p>Traders on the original trading days have expressed concern that the decision to extend trading to Sundays has in some cases led to no additional income for them, only increased hours/costs, so the move may be supported by those traders.</p> <p>Additional parking capacity will be available in the Market Place on Sundays to support local retailers</p> |

Identified Risks and Dependencies

Counsel has advised against making any changes to trading days (Option a) pending conclusion of the parliamentary process relating the City of London (Markets) Bill

Increasing pitch fees (Option b) may potentially result in the loss of some existing traders to deter potential new traders from signing up.

Analysis/Commentary

Recommendation

Submitted by

| Signature | Print Name | Date |
|-----------|-------------|------------|
| | Mark Butler | 11/10/2023 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |
| |

| Directorate | Description of Directorate | Place - Environment |
|-----------------|----------------------------|---|
| Director Lead | | Household Waste services within Public Realm, Environment Service |
| Imran Kazalbash | | |

| Current Forecast Position | |
|--|-----|
| A27535 516460: -£1.970m – Gross Income budget for green waste A27540 515460: -£0.138m – Gross income budget for Bulky waste | |
| Staffing: | N/A |
| Main Savings Item Description | |
| Increase charges for garden waste and bulky waste collections by 20%. Under the Controlled Waste Regulations (2012), Local Authorities are permitted to charge for collection of these items (but not disposal, which would fall under the ELWA Levy). | |
| Anticipated reduction in FTE as a result of proposals | N/A |

| Savings Proposals | | | | | | | | |
|--|-------|---|-------|-------|-------|-------|-------|-----|
| Savings Details | | Value of Saving and Year(s) | | | | | | |
| <i>Gross savings</i> | | TOTAL: £m's <i>Incremental value</i> | | | | | | |
| <p>Increasing garden waste subscription charges by 20% would increase the overall income by £0.393m. For the individual customer, this represents a price increase from £70 to £84 per year, either for collection of a green bin or compostable sacks on a fortnightly basis (25 collections per year).</p> <p>Increasing bulky waste collection charges by 20% would increase overall income by £0.027m, assuming the number of collection requests remains stable. For the individual customer, this represents a price increase from £55 to £66 for 1 to 3 items, and from £14 to £17 (round up from £16.80) for each additional item.</p> | | | | | | | | |
| | | <table><tr><th>24/25</th><th>25/26</th><th>26/27</th><th>Total</th></tr><tr><td>0.420</td><td>0.0</td><td>0.0</td><td>0.420</td></tr></table> | 24/25 | 25/26 | 26/27 | Total | 0.420 | 0.0 |
| 24/25 | 25/26 | 26/27 | Total | | | | | |
| 0.420 | 0.0 | 0.0 | 0.420 | | | | | |

| Associated Costs | | | | | |
|--|--|---|-------|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | | |
| <i>Description of related costs e.g. Re-provisioning Costs (if stopping a service)</i> <i>The Council will continue to market the services to improve customer participation, Any marketing costs will be contained from existing resources</i> | | TOTAL: £m's <i>Incremental value</i> | | | |
| | | 24/25 | 25/26 | 26/27 | Total |
| | | 0.0 | 0.0 | 0.0 | 0.0 |

| Savings Net Value | | | | |
|---|---|-------|-------|-------|
| | Net Value and Year(s) | | | |
| The expected additional income would be an increase of £0.420m. | TOTAL: £m's <i>Incremental value</i> | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.420 | 0.0 | 0.0 | 0.420 |

| Proposed Benefits | | | | |
|--|--|--|--|--|
| <p>An increase in income for Havering of £0.420m, comprising £0.393m for garden waste and £0.027m for bulky waste.</p> | | | | |

Identified Risks and Dependencies

The increased bulky waste charges would average at £20 per item for 5 items which is towards the upper end when compared to other Authorities, however it is likely that other authorities will increase their prices. The current average Garden Waste fees across London for those who charge is approximately £70, again this is likely to increase as other Authorities may increase charges for next year.

Analysis/Commentary

This is an opt-in service for residents, free disposal of garden waste and bulky waste is available at recycling centres.

Recommendation

To increase the subscription price for garden waste collections to £84 and increase the cost of bulky waste collections to £66 for 1 to 3 items, and £17 for each item thereafter.

Submitted by

| Signature | Print Name | Date |
|-----------|------------|----------|
| J Ager | J Ager | 12/10/23 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate | Place - Environment |
|-----------------|----------------------------|---|
| Director Lead | | Highways – Gully Cleaning, Environment Service. |
| Imran Kazalbash | | Reduction in frequency of gully cleaning |

| Current Forecast Position | |
|--|-----|
| Cost centre A27020 Current Budget £0.324 Current Forecast £0.324 | |
| Staffing: | NA |
| Main Savings Item Description | |
| <p>The council aims to clean each gully once per year on average. Hot spots are cleaned more frequency and reports / ad hoc cleans also completed when needed.</p> <p>In recent years, the asset data set has improved significantly, and more knowledge of the asset gained.</p> <p>Reducing the cleaning cycle to 15 monthly, rather than annually, would save c£0.075m. Hot spots and reports would still be attended to.</p> <p>There would be limited appreciable reduction in level of service generally, although the risk of some gully's becoming blocked between cleans increases. This can be managed through ad hoc visits</p> | |
| Anticipated reduction in FTE as a result of proposals | 0.0 |

| Savings Proposals | | | | |
|-------------------|--|---|-------|-------|
| Savings Details | | Value of Saving and Year(s) | | |
| | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.075 | 0.0 | 0.0 |
| | | Total | | |
| | | 0.075 | | |

| Associated Costs | | | | |
|---|--|---|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | |
| There are no additional costs associated with this proposal | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.0 | 0.0 | 0.0 |
| | | Total | | |
| | | 0.0 | | |

| Savings Net Value | | | | |
|-------------------|--|---|-------|-------|
| | | Net Value and Year(s) | | |
| | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.075 | 0.0 | 0.0 |
| | | Total | | |
| | | 0.075 | | |

| Proposed Benefits | |
|--------------------------|--|
| Reduction in expenditure | |

| Identified Risks and Dependencies | |
|---|--|
| Slight increase in risk of standing water in highway. | |

| Analysis/Commentary | |
|---------------------|--|
| As above | |

Recommendation

As set out above. Reduce cleaning cycle to 15 monthly but do not change approach to hot spots and ad hoc call outs.

Submitted by

| Signature | Print Name | Date |
|------------------|-------------------|-------------|
| Mark Hodgson | Mark Hodgson | 12.10.23 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |
| |

| Directorate | Description of Directorate | Place – Environment |
|-----------------|----------------------------|--|
| Director Lead | | Household Waste Collection services, Environment service |
| Imran Kazalbash | | |

| Current Forecast Position | |
|--|-----|
| £0.080m overspend for waste and street cleansing under new integrated contract for 23/24. The budget has been uplifted to recognise the new contractual arrangements for 2024/25 | |
| Staffing: | N/A |
| Main Savings Item Description | |
| Introduce alternate weekly collections for residual waste and recycling, along with the government-mandated separate food waste collection. | |
| Anticipated reduction in FTE as a result of proposals | N/A |

| Savings Proposals | | | | |
|--|--|---|-------|-------|
| Savings Details | | Value of Saving and Year(s) | | |
| <p>Of 41 Essex and London boroughs surveyed, 23 collect residual waste on a fortnightly basis, all of them offering a weekly collection of food waste alongside this. Nationally, 257 local authorities in England collect residual waste on a fortnightly basis, with just 59 collecting it weekly, and 8 collecting 30 weekly.</p> <p>Authorities with the highest recycling rates are generally those collecting residual and recycling waste on alternate weeks (AWC)</p> <p>A reduction in collection frequency for residual waste, along with a comprehensive recycling and separate food waste collection service, has been proven to reduce overall household waste. In Bexley, considered a “nearest neighbour” to Havering based on demographics, rurality and housing make-up, the reduction was 8%.</p> <p>Applied to Havering, even with a more conservative estimated reduction of 5%, this has the potential to generate overall waste disposal savings of up to £0.500m. This does not take into account the cost of food waste collections, which may be funded centrally through New Burdens due to legislative requirements.</p> <p>The financial impacts assume the provision of wheelie bins for residual waste and recycling, with associated costs for fitting bin lifts to vehicles. Capital costs could be reduced by £5m if the alternate weekly collections were introduced without the provision of wheelie bins, however there are risks around the lack of containment for waste, both in terms of increased spillages from animal attack, as well as the unchecked presentation of waste, therefore potentially defeating one of the objectives of waste reduction. This may result in demand for increases to the collection resource, negating any potential benefit.</p> <p>It should be noted that further savings are likely to be achieved through a reduction in overall waste tonnages, leading to lower disposal costs through the ELWA Levy. This may reach in the region of £0.500m, however is impacted by various factors, including inflation, services provided by other ELWA boroughs, population changes, etc.</p> | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.0 | 0.0 | TBC |
| | | Total | | |
| | | TBC | | |

| Associated Costs | | | | |
|---|--|---|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | |
| <p>£5m Upfront Capital outlay for bin lifts for vehicles of £0.387m, plus £4.670m to purchase bins, etc., assuming the UEL of 5 years and a midyear purchase MRP borrowing costs estimated to be £1.302 per annum.</p> <p>It should be noted that reductions in tonnages will impact on the LEVY which is held corporately.</p> | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.0 | TBC | TBC |
| | | Total | | |
| | | 0.0 | | |

| Savings Net Value | | | | |
|-------------------|---|-------|-------|-------|
| | Net Value and Year(s) | | | |
| | TOTAL: £m's <i>Incremental value</i> | | | |
| | 24/25 | 25/26 | 26/27 | Total |
| | 0.0 | TBC | TBC | TBC |

| Proposed Benefits |
|--|
| There would be cost benefits through anticipated reduced tonnages both in terms of collection and disposal as set out above. |
| It is anticipated that AWC would change customer behaviour improving and enhancing waste minimisation. |

| Identified Risks and Dependencies |
|--|
| Further modelling is required to ascertain any changes in market rates and consumer behaviour. Proposal based on pricing schedule provided by Urbaser at the time of bid, however, does not reflect inflationary costs, and assumes the cost of the food waste - scheme capital and revenue is funded by Central Government. If this funding does not come forward, this would represent an additional pressure of £2.2m capital and £2m annual operational revenue costs. |
| There is a lead in time for this proposal of 12 months. Anticipated savings will follow in future years when the project is underway |

| Analysis/Commentary |
|---------------------|
| |

| Recommendation | | |
|---|------------|----------|
| Introduce alternate weekly collections of residual waste and recycling, including the introduction of separate food waste collections, in line with the Environment Act 2021. | | |
| Submitted by | | |
| Signature | Print Name | Date |
| J Ager | J Ager | 12/10/23 |

2024-25 SAVINGS TEMPLATE

| Council Ward(s) |
|-----------------|
| All |

| Directorate | Description of Directorate | Place - Environment |
|-----------------|----------------------------|--|
| Director Lead | | Highways, Environment service. |
| Imran Kazalbash | | Reduce expenditure in Highways General / Reactive Maintenance |

| Current Forecast Position | |
|--|-----|
| <p>Highways General / Reactive Maintenance A27002 Budget £3.572mm Forecast £3.602m</p> | |
| Staffing: | NA |
| Main Savings Item Description | |
| <p>By exercising a strict regime of only doing essential and statutory work, and declining requests that are in addition to this, small savings in each of the below areas could be made.</p> <p>Highways General / Reactive Maintenance By adopting an approach to only carry out essential work would generate a saving of £100k per annum. No requests for damaged items like benches would be accommodated. Bent but safe posts would remain. Non-mandatory advisory signs would not be replaced. Decorative fencing would be removed and not replaced if damaged. Bollards, except where their presence prevents future damage would not be replaced. Small defects/ trips in the footways would remain until they meet safety intervention levels. All flag paving defects would be replaced with poured materials – concrete or tarmac. Higher specification natural stone areas would not be maintained like for like. More expensive street furniture would be replaced with lower specification products when damaged.</p> | |
| Anticipated reduction in FTE as a result of proposals | 0.0 |

| Savings Proposals | | | | |
|---|--|---|-------|-------|
| Savings Details | | Value of Saving and Year(s) | | |
| Saving through reduction in service to only essential items | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.100 | 0.0 | 0.0 |

| Associated Costs | | | | |
|------------------|--|---|-------|-------|
| Costing Details | | Value of Costs and Year(s) | | |
| | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.0 | 0.0 | 0.0 |

| Savings Net Value | | | | |
|-------------------|--|---|-------|-------|
| | | Net Value and Year(s) | | |
| | | TOTAL: £m's <i>Incremental value</i> | | |
| | | 24/25 | 25/26 | 26/27 |
| | | 0.100 | 0.0 | 0.0 |

| Proposed Benefits | |
|---------------------|--|
| Reduced expenditure | |

| Identified Risks and Dependencies | |
|--|--|
| Risks around insurance and safety would need to be managed | |

| Analysis/Commentary | |
|---------------------|--|
| As above | |

| Recommendation | | |
|-------------------|------------|----------|
| As set out above. | | |
| Submitted by | | |
| Signature | Print Name | Date |
| M. Hodgson | M. Hodgson | 11.10.23 |

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EXISTING SAVINGS PROPOSALS – AS AGREED BY CABINET IN 2022/23

APPENDIX C2

| Savings Proposals | Department | Detail | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | 4 Year Plan £m |
|--|------------|---|---------------|---------------|---------------|---------------|----------------------|
| Review of single person discounts and increase in Tax base | Corporate | Annual review of single person discounts and uplift in the Tax base through net new builds from regeneration | (1.100) | (1.100) | (1.100) | (1.100) | (4.400) |
| Full review of Early Help Provision | People | A restructure of the Children's Social care department is being undertaken. It is expected that this reorganisation of roles will enable the service to permanently recruit to roles that have been hard to fill, with the development of a corporate parenting service and rationalisation of posts. | (0.520) | | | | (0.520) |
| Education Administrative Savings | People | Restructures across Education Services are expected to deliver savings and also increase income from trading activities | (0.041) | | | | (0.041) |
| Assistive Technology - review ASC subsidy (funded by BCF) | People | At present adult social care subsidises free assistive technology (such as care line) for around 1,700 residents. However only 700 of them are eligible for services. It is proposed that the subsidy be removed for anyone not eligible for services. | (0.100) | | | | (0.100) |
| Merge welfare rights function into oneSource | People | This proposal is to merge the welfare rights function in adults with a similar service in oneSource. There will be a small reduction in service to residents | (0.015) | | | | (0.015) |

| Savings Proposals | Department | Detail | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | 4 Year Plan £m |
|------------------------------------|------------|--|---------------|---------------|---------------|---------------|----------------------|
| Review of Home to School Transport | People | The savings proposed in this business case will result in changes to the entitlement to transport for families. The business proposal will update our policy so some children and young people will have changes in their current model of transport assistance. The saving is subject to a cabinet decision in March 2024, following the public consultation on our Home to School Transport Policy in late 2023. The Policy changes and saving proposals seek to look at efficiencies and giving families more choice and control over arrangements for their child with personal transport budgets. | (0.200) | (0.500) | (0.600) | | (1.300) |
| Better Living | People | Better Living is a strength based approach to working with residents, both with and without identified social care needs. Frontline staff work with individuals to divert people away from statutory services by connecting them to family and community and voluntary networks to meet some, or all, of their needs. | (1.000) | (1.000) | (1.000) | | (3.000) |
| Targeted Reviews - Adult Services | People | There has been a programme of work in the Service to review high cost packages of care. This includes packages with 121 support or more, and packages with multiple services to support their needs. The savings will be achieved by reducing package costs in these areas | (1.100) | (1.100) | (1.100) | | (3.300) |

| Savings Proposals | Department | Detail | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | 4 Year Plan £m |
|-------------------------------------|------------|--|---------------|---------------|---------------|---------------|----------------------|
| Grow Shared Lives | People | Shared Lives is a service that supports people, usually with someone with a learning disability, by working with residents who are able to have the vulnerable person live with them, meaning they are living with a family rather than in expensive residential care. We want to expand this scheme, to move people currently in residential care to living with families | (0.020) | (0.020) | (0.020) | | (0.060) |
| Full review of Early Help Provision | People | We propose to undertake a reorganisation of Children's Services in order to drive efficiencies and improve workflows and pathways for children and families requiring preventative and statutory services. We also plan to permanently close Chippenham Road, Elm Park and Hildene Children's Centres and instead deliver services that happened at those centres from other locations. The wider reorganisation of children's services will seek to address any shortfall in services and management capacity in this area by ensuring some targeted resources to continue to deliver on the Early Help strategy. | (0.422) | (0.212) | | | (0.634) |
| Reprovision of Youth Services | People | Review and rationalise youth service provision within the borough and maximise the commercial potential of the MyPlace building to create long term sustainability | (0.054) | | | | (0.054) |

| Savings Proposals | Department | Detail | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | 4 Year Plan £m |
|---|------------|--|---------------|---------------|---------------|---------------|----------------------|
| Shared Supported Housing Saving | People | Proposal to hand back some shared supported Housing properties to Landlords. To mitigate the reduction the Council is actively looking for better quality, self-contained accommodation from Housing associations and CICs, where we transfer the management and support to external providers. It should be noted that shared housing in HMOs is problematic, difficult to manage and unpopular, with some external Landlords not investing in their properties to keep them in good condition. | (0.090) | | | | (0.090) |
| Increase internal fostering placements | People | Advertising marketing and promotion of internal fostering opportunities in order to reduce other more expensive care options | | (0.120) | (0.120) | | (0.240) |
| Review of Commissioned Placements | People | Joint work between Housing Childrens and Adults to identify new commissioned solutions to reduce future package costs and make savings | | (1.980) | (1.980) | | (3.960) |
| Review of existing sites for placements | People | Identification of new sites at Mawney close and Mowbray close and the family resource centre to provide facilities for more efficiency costs of social care | | (0.764) | | | (0.764) |

| Savings Proposals | Department | Detail | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | 4 Year Plan £m |
|---|------------|--|----------------|----------------|----------------|----------------|----------------------|
| Review of social care provider services (Adults) | People | Exploration of buying or building care home facilities for older adults and commissioning a provider (such as a not for profit organisation) to run the service at a more cost effective unit cost for the council. | (0.500) | (1.000) | (1.000) | | (2.500) |
| Review of transition cases (Adults) | People | Review of packages for young adults following transfer from childrens services . Careful review of user needs can identify the best solutions for these adults and also generate efficiencies for the Council | (0.500) | (0.500) | (0.500) | | (1.500) |
| Restructure planning applications team and improve processes including the deletion of vacant posts | Place | Restructure to save costs and improve efficiency | (0.043) | | | | (0.043) |
| FYE of Waste, Highways and Parking savings originally proposed in 23/24 | Place | Full year effect of efficiencies including the implementation of new parking meters and procurement exercises in highways and waste services | (0.450) | | | | (0.450) |
| Review of funding to CAB and HVC | Resources | Review of future funding arrangements with the CAB and HVC. The Council will continue to work closely with both organisations to identify future funding options. This saving is a reduction in direct financial support | (0.130) | | | | (0.130) |
| TOTAL | | | (6.285) | (8.296) | (7.420) | (1.100) | (23.101) |

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Process/Parameters

The Council annually reviews its fees and charges to customers in line with the Corporate Charging Policy (see link below).

https://www.havering.gov.uk/download/downloads/id/373/corporate_charging_policy.pdf

In setting the fees and charges the Council takes account of:

- Statutory and Nationally set fee rates
- Non-Statutory fee rates
- Current Inflation levels
- Full cost recovery where appropriate
- Current market conditions for an increase

Appendix D sets out the proposed fees and charges for 2024/2025 and the fees are denoted by the following basis of increases. In principle, the Council has applied changes to Fees & Charges with a view of recovering the cost of delivery the service.

| Denoted by | Basis of Increase |
|------------|--|
| (A) | Statutory/Nationally |
| (B) | To be agreed by Cabinet and/or subject to corporate savings plan |
| (C) | Inflationary and rounding increases |
| (D) | A local charging policy that deviates from the Corporate Charging Policy |

Officers have applied the corporate charging policy of 6.1% where possible

Below is a summary of deviations from the recommended increase, including the increases in over and above the agreed RPI of 6.1%.

| | |
|--------|---|
| People | <ul style="list-style-type: none"> • Music School have increased fees by 3.5% to remain competitive in the market • Traded services in Education and Catering have recommended a 3.5% increase to maintain competitive fees. |
| Place | <ul style="list-style-type: none"> • Some fees have a maximum value set by central government. Where applicable, Havering charges the maximum chargeable amount • Trading standards have frozen some fees on the basis of the service fully recovering costs • Where the proposals are subject to a separate savings process |

| | |
|-----------|---|
| Resources | <ul style="list-style-type: none"> • Registrars have increased charges in excess of inflation based on comparable rates elsewhere. • Bereavement services have fixed rates at 23/24 prices in line with other service providers in the local area. • Libraries fees have largely been frozen following benchmarking across London. |
|-----------|---|

**Fees and Charges
Schedule
2024/25**

People Childrens Services

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| MY PLACE: (All charges are for 1hr unless stated otherwise) | | | | |
| Off Peak (Mon - Fri 9am - 6pm) | | | | |
| Performance Hall | 27.00 | 28.70 | 01/04/24 | C |
| Performance Hall with sound and lighting: | 35.00 | 37.10 | 01/04/24 | C |
| Performance Hall with staging | | | 01/04/24 | |
| 4 hrs (if stage erected by myplace staff) | 158.00 | 167.70 | 01/04/24 | C |
| Music Studio | | | 01/04/24 | |
| 1 hr | 14.00 | 14.90 | 01/04/24 | C |
| Technician | 27.00 | 28.70 | 01/04/24 | C |
| Games Room | 22.00 | 23.40 | 01/04/24 | C |
| Art Room | 12.00 | 12.80 | 01/04/24 | C |
| Health Room | 11.00 | 11.70 | 01/04/24 | C |
| IAG Room | 10.00 | 10.60 | 01/04/24 | C |
| Counselling Room | 10.00 | 10.60 | 01/04/24 | C |
| Large Meeting Room | 18.00 | 19.10 | 01/04/24 | C |
| N.B The above room hire charges are maximum charges that are to be applied. Managers will have the discretion to negotiate lower charges per hour/session if a hirer pays in advance and commits to a long term hire, with such discounts to be agreed by the Head of Service. | | | | |
| | | | | |

Basis of Increase:

- A - Statutory/National
- B - To be agreed by Cabinet and/or subject to corporate savings plan
- C - Inflationary and rounding increases
- D - A local charging policy that deviates from the Corporate Charging Policy

People Childrens Services

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Off Peak (Mon - Fri 9am - 6pm) | | | | |
| Small Meeting Room | 12.00 | 12.80 | 01/04/24 | C |
| Youth Wing | 16.50 | 17.50 | 01/04/24 | C |
| IT Hub - reservation fee per computer | No charge | no charge | | N/A |
| Bike Shed | 13.50 | 14.30 | 01/04/24 | C |
| Peak (Mon - Fri after 6pm) | | | | |
| Performance Hall | 33.00 | 35.00 | 01/04/24 | C |
| Performance Hall with sound and lighting: | 48.00 | 51.00 | 01/04/24 | C |
| Performance Hall with staging 4 hrs (if stage erected by myplace staff) | 221.00 | 234.50 | 01/04/24 | C |
| Music Studio | | | | |
| 1 hr | 18.00 | 19.10 | 01/04/24 | C |
| Technician | 27.00 | 28.70 | 01/04/24 | C |
| Games Room | 28.50 | 30.30 | 01/04/24 | C |
| Art Room | 16.50 | 17.50 | 01/04/24 | C |
| Health Room | 14.00 | 14.90 | 01/04/24 | C |
| IAG Room | 13.50 | 14.30 | 01/04/24 | C |
| N.B The above room hire charges are maximum charges that are to be applied. Managers will have the discretion to negotiate lower charges per hour/session if a hirer pays in advance and commits to a long term hire, with such discounts to be agreed by the Head of Service. | | | | |

Basis of Increase:

- A - Statutory/National
- B - To be agreed by Cabinet and/or subject to corporate savings plan
- C - Inflationary and rounding increases
- D - A local charging policy that deviates from the Corporate Charging Policy

**People
Childrens Services**

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|---|--------------------------|
| Peak (Mon - Fri after 6pm) | | | | |
| Counselling Room | 13.50 | 14.30 | 01/04/24 | C |
| Large Meeting Room | 21.00 | 22.30 | 01/04/24 | C |
| Small Meeting Room | 15.00 | 15.90 | 01/04/24 | C |
| Youth Wing | 20.00 | 21.20 | 01/04/24 | C |
| IT Hub - reservation fee per computer | No charge | no charge | | N/A |
| Bike Shed | 15.50 | 16.50 | 01/04/24 | C |
| N.B The above room hire charges are maximum charges that are to be applied. Managers will have the discretion to negotiate lower charges per hour/session if a hirer pays in advance and commits to a long term hire, with such discounts to be agreed by the Head of Service. | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

People Childrens Services

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Saturday and Sunday | | | | |
| Performance Hall | 85.00 | 90.20 | 01/04/24 | C |
| Performance Hall with sound and lighting: | 110.00 | 116.70 | 01/04/24 | C |
| Performance Hall with staging 4 hrs (if stage erected by myplace staff) | 490.00 | 520.00 | 01/04/24 | C |
| Music Studio | | | | |
| 1 hr | 55.00 | 58.40 | 01/04/24 | C |
| Technician | 33.00 | 35.00 | 01/04/24 | C |
| Games Room | 83.00 | 88.00 | 01/04/24 | C |
| Art Room | 61.00 | 64.70 | 01/04/24 | C |
| Health Room | 57.00 | 60.50 | 01/04/24 | C |
| IAG Room | 55.00 | 58.40 | 01/04/24 | C |
| Counselling Room | 57.00 | 58.40 | 01/04/24 | D |
| Large Meeting Room | 70.00 | 74.30 | 01/04/24 | C |
| Small Meeting Room | 59.00 | 62.60 | 01/04/24 | C |
| Youth Wing | 67.00 | 71.10 | 01/04/24 | C |
| IT Hub - reservation fee per computer | No charge | no charge | | N/A |
| Bike Shed | 64.00 | 68.00 | 01/04/24 | C |
| N.B The above room hire charges are maximum charges that are to be applied. Managers will have the discretion to negotiate lower charges per hour/session if a hirer pays in advance and commits to a long term hire, with such discounts to be agreed by the Head of Service. | | | | |

Basis of Increase:

- A - Statutory/National
- B - To be agreed by Cabinet and/or subject to corporate savings plan
- C - Inflationary and rounding increases
- D - A local charging policy that deviates from the Corporate Charging Policy

**People
Childrens Services**

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Weekly Charges Storage Charge for Hirers (per week) | 6.25 | 6.25 | 01/04/24 | C |
| One off Event Charges Stall Hire for Events | £10 Per Hour | 10.00 | 01/04/24 | C |
| Hirer indemnity insurance for 1 off bookings/parties etc where they would not have their own public liability insurance New charge on top of room fee per hour | | 1.50 | 01/04/24 | NEW |

Basis of Increase:

- A - Statutory/National
- B - To be agreed by Cabinet and/or subject to corporate savings plan
- C - Inflationary and rounding increases
- D - A local charging policy that deviates from the Corporate Charging Policy

People Catering

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| 1 Schools Meals | | | | |
| 1a Primary School Meal** | 2.45 | TBC | 01/04/23 | N/A |
| 1b Secondary School Meal | 2.70 | 2.79 | 01/04/24 | D |
| 1c Special Infant | 2.45 | TBC | 01/04/23 | N/A |
| Special Junior | 2.45 | TBC | 01/04/23 | N/A |
| 1d Adult | 3.63 | 3.85 | 01/04/24 | C |
| <p>** Key Stage 1 and 2 school meals are fully grant funded until August 2024. Charges will be reviewed with effect from 01/09/2024</p> | | | | |

Basis of Increase:

- A - Statutory/National
- B - To be agreed by Cabinet and/or subject to corporate savings plan
- C - Inflationary and rounding increases
- D - A local charging policy that deviates from the Corporate Charging Policy

People
Education

(A) Statutory and Nationally Agreed Charges

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| 1 Non Attendance and Holiday Fines | | | | |
| 1a Penalty Notices | | | | |
| Penalty Notice paid within 21 days | 60.00 | 60.00 | 01.09.12 | A |
| Penalty Notice paid after 21 days | 120.00 | 120.00 | 01.09.12 | A |
| Charges are per child, per parent | | | | |
| Fines must be paid within 28 days to avoid prosecution | | | | |

Basis of Increase:

- A - Statutory/National
- B - To be agreed by Cabinet and/or subject to corporate savings plan
- C - Inflationary and rounding increases
- D - A local charging policy that deviates from the Corporate Charging Policy

People Adult Services

(A) Statutory and Nationally Agreed Charges

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------------------|
| 1 Respite Care Weekly charges* Age over Pension Credit age Age 25 up to Pension Credit age Age 18 to 24 Annual increase subject to DWP minimum income allowance Net of personal expense allowance set by DOH * These charges will change in Jan/Feb 2024 when the new benefit, pension, and personal expense allowance rates are announced. | 158.75 92.50 76.10 | TBC TBC TBC | 01/04/22 01/04/22 01/04/22 | N/A N/A N/A |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

People Adult Services

(A) Statutory and Nationally Agreed Charges

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|--|
| 2 Court of Protection Annual charges - Fixed Costs as directed by Court of Protection* 1 Work up to and including the date upon which the court makes an order appointing a deputy for property and affairs Annual management fee where the court appoints a local authority deputy for property and affairs, payable on the anniversary of the court 2a for the first year: 2b for the second and subsequent years: Where the net assets are below £16,000, an annual management fee not exceeding 3.5% of net assets on the anniversary of the court order appointing the local authority as deputy 3 Annual property management fee to include work involved in preparing property for sale, instructing agents, conveyancers, etc or the ongoing maintenance of property including management and letting of a rental property | 745.00 775.00 650.00 300.00 | 745.00 775.00 650.00 300.00 | 01/04/17 01/04/17 01/04/17 01/04/17 | A A A A |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

People Adult Services

(A) Statutory and Nationally Agreed Charges

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| 2 Court of Protection (cont) | | | | |
| 4 Preparation of Annual Report for the Public Guardian | 216.00 | 216.00 | 01/04/17 | A |
| 5 Preparing basic HMRC tax return | 70.00 | 70.00 | 01/04/17 | A |
| 6 Preparing complex HMRC tax return | 140.00 | 140.00 | 01/04/17 | A |
| 7 Travel time £40 per hour in units of £10/15 mins | 40/hour | 40/hour | 01/04/17 | A |
| 8 Recoup of Application fee paid from HMRC Account | 365.00 | 365.00 | 24/07/18 | A |
| 9 Court of protection Filing Fee | 371.00 | 371.00 | 21/09/21 | A |
| Increase subject to Court of Protection/Direction and the 2017 Rate is the 1st increase since 2011 | | | | |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

People Adult Services

(A) Statutory and Nationally Agreed Charges

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Burials & Cremations (Public Health Act 1984 Section 46) | | | | |
| 1 Administration of arrangements to Bury/Cremate -Liaison with Hospital Bereavement Team -Investigation to trace next of kin -Liaison with various friends of the deceased, regarding funeral arrangements -Death Registration and purchase of certificates -Liaison with Funeral Directors and Travel -Liaison with the Local Authority Housing Department, regarding termination of tenancy and property clearance -Referral to Treasury Solicitor -Investigation of assets and liaison with financial institutions by post and in person | 745.00 | 745.00 | 01/04/17 | A |
| 2 Forensic searches of property with 2 staff | 300.00 | 300.00 | 01/04/17 | A |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

People Adult Services

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| 1. Personal care and Support | | | | |
| Provision of homecare delivery to Service Users | | | | |
| Homecare rate - hourly charge; per minute of actual care <i>The individual contribution is subject to the individual means test assessment</i> | 21.84 | TBC | 01/04/23 | N/A |
| Homecare rates are currently subject to review and may change following the publishing of these fees and charges | | | | |
| 2. Care home | | | | |
| Provision of care home delivery to Service Users | | | | |
| Care home rate based on authority's 'usual costs' -weekly charge | | | | |
| Residential Standard Rate | 700.60 | TBC | 01/04/23 | N/A |
| Residential Enhanced Rate | 771.45 | TBC | 01/04/23 | N/A |
| Nursing Standard Rate | 714.16 | TBC | 01/04/23 | N/A |
| Nursing Enhanced Rate | 752.58 | TBC | 01/04/23 | N/A |
| Care home rates are currently subject to review and may change following the publishing of these fees and charges | | | | |
| 3. Day Centre - Avelon Road & Yew Tree | | | | |
| Day care delivery to Service Users | | | | |
| Day Centre daily rate | 55.00 | TBC | 01/04/23 | N/A |
| Transport to Day Centre (inclusive of return journey) | 20.00 | TBC | 01/04/23 | N/A |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

People Adult Services

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| <u>4. Day Centre - HOPWA & Paines Brook</u> | | | | |
| Day care delivery to Service Users | | | | |
| Day Centre daily rate | 61.00 | TBC | 01/04/23 | N/A |
| Transport to Day Centre (inclusive of return journey) | 22.00 | TBC | 01/04/23 | N/A |
| <u>5. Extra Care Housing</u> | | | | |
| Dreywood Court - hourly rate | 16.36 | TBC | 01/12/23 | N/A |
| St Ethelburga Court - hourly rate | 16.36 | TBC | 01/12/23 | N/A |
| Paines Brook Court - hourly rate | 16.36 | TBC | 01/12/23 | N/A |
| <u>6. Deferred Payment Admin fees</u> | | | | |
| Initial set-up fee | 658.00 | TBC | 11/04/16 | N/A |
| Annual review charge | 89.00 | TBC | 11/04/16 | N/A |
| <u>8. Brokerage Fee</u> | | | | |
| Charge for Care Packages brokered by the Council | 210.98 | TBC | 26/06/23 | N/A |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

People Culture and Heritage

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| FAIRKYTES | | | | |
| Off Peak: Mon-Fri up to 6pm (per hour unless otherwise stated) | | | | |
| Main Room | 23.00 | 24.50 | 01/04/24 | C |
| Three hour hire discounted rate | 47.50 | 50.50 | 01/04/24 | C |
| Room 12 | 17.50 | 18.50 | 01/04/24 | C |
| Three hour hire discounted rate | 37.00 | 39.00 | 01/04/24 | C |
| Room 13 | 14.00 | 15.00 | 01/04/24 | C |
| Three hour hire discounted rate | 29.50 | 31.50 | 01/04/24 | C |
| Room 9 | 14.00 | 15.00 | 01/04/24 | C |
| Three hour hire discounted rate | 29.50 | 31.50 | 01/04/24 | C |
| Art Room | 17.50 | 18.50 | 01/04/24 | C |
| Three hour hire discounted rate | 37.00 | 39.00 | 01/04/24 | C |
| Sculpture (includes access to Kiln Room when available) | 14.00 | 15.00 | 01/04/24 | C |
| Three hour hire discounted rate | 29.50 | 31.50 | 01/04/24 | C |
| Studio 1 | 32.00 | 34.00 | 01/04/24 | C |
| Three hour hire discounted rate | 68.00 | 72.00 | 01/04/24 | C |
| Studio 2 | 22.00 | 23.50 | 01/04/24 | C |
| Three hour hire discounted rate | 46.00 | 49.00 | 01/04/24 | C |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

People Culture and Heritage

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Off Peak: Mon-Fri up to 6pm (continued) (per hour unless otherwise stated) | | | | |
| Studio 3 | 14.00 | 15.00 | 01/04/24 | C |
| Three hour hire discounted rate | 29.50 | 31.50 | 01/04/24 | C |
| Billet Studio 1 | 22.00 | 23.50 | 01/04/24 | C |
| Three hour hire discounted rate | 46.00 | 49.00 | 01/04/24 | C |
| Billet Studio 2 | 15.00 | 16.00 | 01/04/24 | C |
| Three hour hire discounted rate | 31.00 | 33.00 | 01/04/24 | C |
| Gallery Studio | 20.00 | 21.00 | 01/04/24 | C |
| Three hour hire discounted rate | 41.50 | 44.00 | 01/04/24 | C |
| Peak rate: Mon-Fri 6pm to close; All day Sat, Sun & public holidays (per hour unless otherwise stated) | | | | |
| Main Room | 27.00 | 28.50 | 01/04/24 | C |
| Three hour hire discounted rate | 55.50 | 58.50 | 01/04/24 | C |
| Room 12 | 22.00 | 23.50 | 01/04/24 | C |
| Three hour hire discounted rate | 46.00 | 48.50 | 01/04/24 | C |
| Room 13 | 17.00 | 18.00 | 01/04/24 | C |
| Three hour hire discounted rate | 36.50 | 38.50 | 01/04/24 | C |
| Room 9 | 17.00 | 18.00 | 01/04/24 | C |
| Three hour hire discounted rate | 36.50 | 38.50 | 01/04/24 | C |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

People Culture and Heritage

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Peak rate: Mon-Fri 6pm to close; All day Sat, Sun & public holidays (per hour unless otherwise stated) | | | | |
| Art Room | 22.00 | 23.50 | 01/04/24 | C |
| <i>Three hour hire discounted rate</i> | 46.00 | 48.50 | 01/04/24 | C |
| Sculpture (includes access to Kiln Room when available) | 15.50 | 16.50 | 01/04/24 | C |
| <i>Three hour hire discounted rate</i> | 32.00 | 34.00 | 01/04/24 | C |
| Studio 1 **** | 41.50 | 44.00 | 01/04/24 | C |
| <i>Three hour hire discounted rate</i> | 87.00 | 92.00 | 01/04/24 | C |
| Studio 2 | 25.00 | 26.50 | 01/04/24 | C |
| <i>Three hour hire discounted rate</i> | 53.00 | 56.00 | 01/04/24 | C |
| Studio 3 | 16.00 | 17.00 | 01/04/24 | C |
| <i>Three hour hire discounted rate</i> | 34.00 | 36.00 | 01/04/24 | C |
| Billet Studio 1 | 25.00 | 26.50 | 01/04/24 | C |
| <i>Three hour hire discounted rate</i> | 53.00 | 56.00 | 01/04/24 | C |
| Billet Studio 2 | 18.00 | 19.00 | 01/04/24 | C |
| <i>Three hour hire discounted rate</i> | 37.00 | 39.50 | 01/04/24 | C |
| Gallery Studio | 24.00 | 25.50 | 01/04/24 | C |
| <i>Three hour hire discounted rate</i> | 51.00 | 54.00 | 01/04/24 | C |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

People Culture and Heritage

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Peak rate: Mon-Fri 6pm to close; All day Sat, Sun & public holidays (per hour unless otherwise stated) | | | | |
| Private Studio/Workshop/Office (flat rate per calendar month) | 235.00 | 250.00 | 01/04/24 | C |
| Private Studio/Workshop/Office larger space (flat rate pcm) | | 315.00 | 01/04/24 | NEW |
| Private/Commercial Function Rates in Studio 1 (Main Hall) (The below charged at a flat rate per hire including staffing charge) | | | | |
| Saturday 6.00pm - 11pm † | 330.00 | 350.00 | 01/04/24 | C |
| Sunday & Public Holidays 6.00pm - 10.30pm † | 300.00 | 320.00 | 01/04/24 | C |
| Friday 6.00-10.30pm † | 240.00 | 255.00 | 01/04/24 | C |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

People Culture and Heritage

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| HORNCHURCH STADIUM | | | | |
| Weekday Use by Athletics Clubs (excluding training session)* | | | | |
| Half Day* | 97.60 | 103.55 | 01/04/24 | C |
| Full Day* | 184.65 | 195.90 | 01/04/24 | C |
| Saturday Use by Athletics Clubs (excluding training session)* | | | | |
| Half Day* | 123.00 | 130.50 | 01/04/24 | C |
| Full Day* | 227.10 | 240.95 | 01/04/24 | C |
| Sunday Use by Athletics Clubs (excluding training session)* | | | | |
| Half Day* | 161.20 | 171.00 | 01/04/24 | C |
| Full Day* | 308.00 | 326.80 | 01/04/24 | C |
| Use by Schools (excluding training session)** | | | | |
| Half Day** | 116.90 | 124.00 | 01/04/24 | C |
| Full Day** | 241.00 | 255.70 | 01/04/24 | C |
| Schools Training Sessions (per hour Inc. equipment)** | 43.50 | 46.15 | 01/04/24 | C |
| Occasional use - Football - without lights Seniors (3 hours)** | 227.10 | 240.95 | 01/04/24 | C |
| Occasional use - Football - without lights Juniors (2.5 hours)** | 125.15 | 132.80 | 01/04/24 | C |
| Occasional use - Football - with lights Seniors (3 hours)** | 356.40 | 378.15 | 01/04/24 | C |
| Occasional use - Football - with lights Juniors (2.5 hours)** | 158.10 | 167.75 | 01/04/24 | C |
| * VATable unless block (10 or more) booking | | | | |
| ** VATable unless block (10 or more) booking or Havering schools | | | | |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

People Culture and Heritage

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Marketing Advertising in Fairkytes and other culture publications | | | | |
| Full page (A4) | 290.50 | 308.20 | 01/04/24 | C |
| Full page (A5) or Half page (A4) | 145.20 | 154.00 | 01/04/24 | C |
| Half page (A5) or Quarter page (A4) | 74.70 | 79.25 | 01/04/24 | C |
| Quarter page (A5) or Eighth page (A4) | 40.70 | 43.20 | 01/04/24 | C |
| Online ticket sales | | | | |
| 10% of ticket price to be added to the charge for Culture Events when sold on-line | 10% of ticket price | 10% of ticket price | 01/04/16 | C |

Basis of Increase:

- A - Statutory/National
- B - To be agreed by Cabinet and/or subject to corporate savings plan
- C - Inflationary and rounding increases
- D - A local charging policy that deviates from the Corporate Charging Policy

People Education

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| MUSIC SCHOOL: | | | | |
| Peripatetic tuition in schools and colleges (per hour pro rata) | | | | |
| Academies and non-LA | | | | |
| Basic | 48.41 | 50.10 | 01/04/24 | D |
| Whole class instrumental | 41.20 | 42.65 | 01/04/24 | D |
| LA schools in Havering | | | | |
| Basic | 48.41 | 50.10 | 01/04/24 | D |
| Over 15 hours per week | No charge | No charge | 01/04/22 | N/A |
| Over 25 hours per week | No charge | No charge | 01/04/22 | N/A |
| Whole class instrumental | 41.20 | 42.65 | 01/04/24 | D |
| NCC A-Level Tuition | | | | |
| Basic | 47.90 | 49.60 | 01/04/24 | D |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

People Education

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| MUSIC SCHOOL: | | | | |
| Direct Debit (weekly cost, charged monthly over 52.14 weeks) | | | | |
| Bronze (36 shared 20mn lessons, Musicianship & 30mn Ensemble) | | | | |
| First instrument | 7.75 | 8.05 | 01/04/24 | D |
| Second instrument | 6.20 | 6.40 | 01/04/24 | D |
| Third instrument | 6.20 | 6.40 | 01/04/24 | D |
| Silver (36 shared 15min lessons, including Musicianship & Ensemble & Summer School) | | | | |
| First instrument | 12.90 | 13.35 | 01/04/24 | D |
| Second instrument | 9.80 | 10.15 | 01/04/24 | D |
| Third instrument | 7.75 | 8.05 | 01/04/24 | D |
| Adult Second instrument | 9.80 | 10.15 | 01/04/24 | D |
| Gold (36 shared 30min lessons, including Musicianship & Ensemble & Summer School) | | | | |
| First instrument | 20.60 | 21.35 | 01/04/24 | D |
| Second instrument | 16.50 | 17.10 | 01/04/24 | D |
| Third instrument | 13.90 | 14.40 | 01/04/24 | D |
| Adult Second instrument | 16.50 | 17.10 | 01/04/24 | D |
| Summer School (individual purchase) | 190.50 | 197.50 | 01/04/24 | D |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

People Education

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| <u>MUSIC SCHOOL:</u> | | | | |
| Direct Debit (continued) | | | | |
| Kindergarten | No charge | No charge | 01/04/22 | N/A |
| Reception Pupils - Saturdays per month per pupil | 16.50 | 17.10 | 01/04/24 | D |
| One Ensemble only | No charge | No charge | 01/04/22 | N/A |
| One Ensemble only - per month per pupil | 16.50 | 17.10 | 01/04/24 | D |
| Unlimited Ensembles only | No charge | No charge | 01/04/22 | N/A |
| Unlimited Ensembles - per month per pupil | 30.40 | 31.50 | 01/04/24 | D |
| <p>Note: DDs are charged monthly and the weekly DD amounts are set to make the monthly figures rational.</p> | | | | |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

People Education

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| <u>MUSIC SCHOOL</u> | | | | |
| Remissions Scheme charges (reduced fees) | | | | |
| Pupil Premium students: | | | | |
| Bronze first instrument | No charge | No charge | 01/04/22 | N/A |
| Silver first instrument | No charge | No charge | 01/04/22 | N/A |
| Gold first instrument | No charge | No charge | 01/04/22 | N/A |
| | | | | |
| Kindergarten | No charge | No charge | 01/04/22 | N/A |
| One Ensemble only | No charge | No charge | 01/04/22 | N/A |
| Unlimited Ensembles only | No charge | No charge | 01/04/22 | N/A |
| | | | | |
| Instrument Hire (annual charge) | No charge | No charge | 01/04/22 | N/A |
| | | | | |
| Looked After Children (all services in scope of Remissions Scheme) | No charge | No charge | 01/04/22 | N/A |
| | | | | |
| Eligibility for reduced fees for children aged 5-18: | | | | |
| Students school receive pupil premium for child or child is LAC | | | | |
| Current Free School Meals eligibility or similar | | | | |
| One package fee remitted but Music School Manager retains discretion, e.g. where existing multi-instrumentalist becomes eligible for remission. | | | | |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

People Education

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| <u>MUSIC SCHOOL:</u> | | | | |
| Associate Ensemble Membership (termly charge) Associate Member (Adult) | No charge | No charge | 01/04/22 | N/A |
| Sounds Company Choir/Adult Music Groups - per term | 54.50 | 56.45 | 01/04/24 | D |
| Hire of Instruments (annual charge) | 43.80 | 45.50 | 01/04/24 | D |
| Administration fees | | | | |
| Examination entries | 2.60 | 2.70 | 01/04/24 | D |
| Assisted Instrument Purchase Scheme | 7.20 | 7.45 | 01/04/24 | D |
| Timetable changes | 21.60 | 22.50 | 01/04/24 | D |
| Exam fees Including piano accompaniment as required (most instruments except piano/guitar/percussion) collected on a cost recovery basis | No charge | No charge | 01/04/17 | N/A |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

oneSource
Legal & Governance

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|------------------------------------|--|--|--|-------------------|
| Electoral Registration | | | | |
| Sale of Electoral Registers | | | | |
| Data format | 20.00 | 20.00 | 01/02/01 | A |
| Additional charge per 1000 entries | 1.50 | 1.50 | 01/02/01 | A |
| Paper format | 10.00 | 10.00 | 01/02/01 | A |
| Additional charge per 1000 entries | 5.00 | 5.00 | 01/02/01 | A |

Basis of Increase:
A - Statutory/National
B - To be agreed by Cabinet and/or subject to corporate savings plan
C - Inflationary and rounding increases
D - A local charging policy that deviates from the Corporate Charging Policy

oneSource
Legal & Governance

(A) Statutory and Nationally Agreed Charges

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Electoral Registration | | | | |
| Registration Certificate | No charge | No charge | 01/04/19 | A |
| Charge for each additional year checked | No charge | No charge | 01/04/18 | A |
| Ward Map | 4.20 | 4.20 | 01/04/20 | A |
| Photocopying: | | | | |
| First page | 2.40 | 2.40 | 01/04/20 | A |
| Cost per | 0.36 | 0.36 | 01/04/20 | A |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

oneSource
Legal & Governance

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Legal & Democratic Services | | | | |
| Licences to Assign (Seal) | 929.00 | 987.00 | 01/04/24 | C |
| Licence to Alter | 929.00 | 987.00 | 01/04/24 | C |
| Sale of Council Houses - Mortgage Fees | 172.00 | 182.00 | 01/04/24 | C |
| Mortgage Redemption Fees: | | | | |
| Early redemption | 155.00 | 164.00 | 01/04/24 | C |
| Complete term | 184.00 | 195.00 | 01/04/24 | C |
| Deeds of release for pre-emption discount repayment | 182.00 | 193.00 | 01/04/24 | C |
| Release from Mortgage Covenant | 121.00 | 128.00 | 01/04/24 | C |
| Second Charge Questionnaire | 123.00 | 131.00 | 01/04/24 | C |
| Enquiries re: Discount repayment from Commercial sources | 88.00 | 93.00 | 01/04/24 | C |
| Administration fee re:enquiries from commercial sources on 2nd charges | 66.00 | 70.00 | 01/04/24 | C |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

oneSource
Legal & Governance

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Reserve/Access Licences: | | | | |
| Single payment | 70.00 | 74.00 | 01/04/24 | C |
| Annual payment | 23.00 | 24.00 | 01/04/24 | C |
| Lease of shops/offices: | | | | |
| Town centre | 1,804.00 | 1,914.00 | 01/04/24 | C |
| Other | 1,202.00 | 1,275.00 | 01/04/24 | C |
| Complex Commercial Leases | | | | |
| (fees dependent on complexity, urgency and time) | | | | |
| Sale of surplus land/property | | | | |
| N.B. All other conveyancing costs where Council can charge when terms so provide are by agreement in terms of solicitors Remuneration Order 1972. | | | | |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

oneSource
Legal & Governance

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Planning Agreements (Section 106 Town & Country Planning act 1990) | £173-£284ph | £200 - £350ph | 01/04/24 | D |
| Unilateral Undertaking | £173-£284ph | £200 - £350ph | 01/04/24 | D |
| Legal Charges | | | | |
| S38 Highways Act 1980 Supervision | £173-£284ph | £5,500 fixed fee | 01/04/24 | D |
| Section 278 Highways Act 1980 | £173-£284ph | £5,500 fixed fee | 01/04/24 | D |
| Highway Agreements (Minimum Fee) | 602.00 | 5,500.00 | 01/04/24 | D |

Basis of Increase:
A - Statutory/National
B - To be agreed by Cabinet and/or subject to corporate savings plan
C - Inflationary and rounding increases
D - A local charging policy that deviates from the Corporate Charging Policy

oneSource
Legal & Governance

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Use of Council Chamber and Committee Rooms – Town Hall | | | | |
| Council Chamber | | | | |
| Monday to Friday - per whole day | 402.00 | 402.00 | 01/04/22 | D |
| Monday to Friday - per half day | 202.00 | 202.00 | 01/04/22 | D |
| Weekends - per whole day | 556.00 | 556.00 | 01/04/22 | D |
| Weekends - per half day | 280.00 | 280.00 | 01/04/22 | D |
| Evenings - after 6pm (Fridays and weekends only) | 243.00 | 243.00 | 01/04/22 | D |
| Committee Room 3 | | | | |
| Monday to Friday - per whole day | 250.00 | 250.00 | 01/04/22 | D |
| Monday to Friday - per half day | 125.00 | 125.00 | 01/04/22 | D |
| Monday to Friday - per 2 hour session | 96.00 | 96.00 | 01/04/22 | D |
| Evening - after 6pm (Fridays and weekends only) | 125.00 | 125.00 | 01/04/22 | D |
| Other Committee Rooms - per hour (daytime & evening) | | | | |
| Room 1 | 38.00 | 38.00 | 01/04/22 | D |
| Room 2 | 38.00 | 38.00 | 01/04/22 | D |
| Room 4 | 38.00 | 38.00 | 01/04/22 | D |
| Lettings to Charities and Voluntary Organisations | | | | |
| Lettings to charities and voluntary organisations will usually attract a 50% discount. | | | | |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

oneSource
Legal & Governance

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Land and Property Services Various charges for services to private sector | | | | |
| Democratic Services Copies of the Constitution | 34.00 | 34.00 | 01/04/22 | D |
| All Departments Local Government (Access to Information) Act 1985 Inspection of papers in background paper list | | | | |
| Copying | | | | |
| Supply of photocopies of background papers | | | | |
| First page | 2.06 | 2.06 | 01/04/22 | D |
| Cost per additional page | 0.21 | 0.21 | 01/04/22 | D |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

oneSource
Legal & Governance

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Applications to correct the Registers of Common Land and Town and | | | | |
| Declaration of entitlement to exercise a right of common | 41.00 | 44.00 | 01/04/24 | C |
| Creation of a right of common resulting in the registration of new common land | No charge | No charge | | N/A |
| Creation of a right of common over existing common land | 160.00 | 170.00 | 01/04/24 | C |
| Variation of a right of a common | 160.00 | 170.00 | 01/04/24 | C |
| Apportionment of a right of common | 160.00 | 170.00 | 01/04/24 | C |
| Attachment of a right of common | No charge | No charge | | N/A |
| Re-allocation of attached rights | 160.00 | 170.00 | 01/04/24 | C |
| Transfer of a right in gross | 66.00 | 70.00 | 01/04/24 | C |

Basis of Increase:

- A - Statutory/National
- B - To be agreed by Cabinet and/or subject to corporate savings plan
- C - Inflationary and rounding increases
- D - A local charging policy that deviates from the Corporate Charging Policy

oneSource
Exchequer and Transactional Services

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Legal Fees | | | | |
| Recovery of Rates/Community Charge/Council tax | | | | |
| Summons Council Tax (inc £3 paid to the court) | 105.00 | 105.00 | 01/04/11 | A |
| Liability Order | 10.00 | 10.00 | 01/04/10 | A |
| Summons NNDR (inc £3 paid to the court) | 180.00 | 180.00 | 01/04/11 | A |
| Liability Order NNDR | 47.00 | 47.00 | 01/04/11 | A |
| Means Enquiry Summonses Council Tax (£245.00 paid to the court) | 305.00 | 305.00 | 22/04/14 | A |
| Arrest Warrants with Bail Council Tax (inc. £75 paid to the court) | 145.00 | 145.00 | 22/04/14 | A |
| Arrest Warrants without Bail Council Tax (inc. £75 paid to the court) | 130.00 | 130.00 | 22/04/14 | A |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Asset Management

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Licenced Trader Market Charges | | | | |
| Monthly Charges (Includes Weds, Fri, Sat & Sun Markets) | | | | |
| Market - All Locations | | | | |
| Ground space/6ft frontage | 176.00 | 194.00 | 01/04/24 | B |
| Electricity Charge per Ground Space/6ft frontage | 12.00 | 13.00 | 01/04/24 | B |
| <i>(Electricity Charges will be applied to all licences other than to</i> | | | | |
| Extra Land (Daily Charge) | 6.00 | 6.50 | 01/04/24 | B |
| Other one-off charges | | | | |
| Nomination of Licence | 263.00 | 289.00 | 01/04/24 | B |
| Nomination of Licence to member of Family | 191.00 | 210.00 | 01/04/24 | B |
| Other alterations to Licences | 44.00 | 48.00 | 01/04/24 | B |
| Casual Trader Market Charges | | | | |
| Daily Charges | | | | |
| Saturday and Sunday Market – Ground Space/6ft frontage including electricity | 28.00 | 31.00 | 01/04/24 | B |
| Wed or Friday Market – Ground Space/6ft frontage including electricity | 20.00 | 22.00 | 01/04/24 | B |
| Extra Land (Daily Charge) | 6.00 | 6.50 | 01/04/24 | B |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Asset Management

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Extra Market Days – At Christmas/Banks Holidays Daily Charges Market - All Locations Licenced Traders - Ground space/6ft frontage including electricity (Must have held a Licence for at least 2 mths to qualify for this rate) Casual Traders - Ground space/6ft frontage including electricity Extra Land (Daily Charge) | | | | |
| | 19.00 | 21.00 | 01/04/24 | B |
| | 25.00 | 27.50 | 01/04/24 | B |
| | 6.00 | 6.50 | 01/04/24 | B |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Resources Library

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| LIBRARY SERVICES: | | | | |
| Fines (per item, per day) | | | | |
| Adults | 0.42 | 0.42 | 01/04/23 | D |
| Children | No charge | No charge | 01/04/14 | N/A |
| Spoken Words | 0.42 | 0.42 | 01/04/23 | D |
| Lost Tickets | 4.60 | 4.60 | 01/04/23 | D |
| Lost Items - Replacement Cost (Minimum charge £10 + fines) | Cost + fines | Cost + fines | 01/04/14 | D |
| Pre Overdue by email - no longer applicable. | No charge | No charge | 01/04/14 | N/A |
| Overdue notifications | | | | |
| 1st Overdue (E-Mail) | No charge | No charge | 01/04/14 | N/A |
| 1st Overdue (Text/Telephone) | No charge | No charge | 01/04/19 | N/A |
| Reservations- internal | | | | |
| Adult (E-mail) | No charge | No charge | 01/04/19 | N/A |
| Adult (Text/Telephone) | No charge | No charge | 01/04/19 | N/A |
| Children | No charge | No charge | 01/04/14 | N/A |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Resources Library

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Items not held within borough | | | | |
| Adult - Items within the London Library Consortium (LLC) | No charge | No charge | 01/04/23 | N/A |
| British Library Loans (plus postage) | Quoted | Quoted | 01/04/20 | D |
| Children | No charge | No charge | 01/04/14 | N/A |
| CDs N/A We no longer have CD's for hire. | | | | |
| Per week: | | | | |
| Singles | As before | As before | 01/04/21 | D |
| Sets | As before | As before | 01/04/21 | D |
| Per 3 weeks: | | | | |
| Spoken Word | No charge | No charge | 01/04/19 | N/A |
| Music Scores (3 Months) | | | | |
| Cost to be agreed with customer before progressing order | Quoted | Quoted | 01/04/15 | D |
| Computer Use | | | | |
| IT Hub - reservation fee per computer, per hour | No charge | No charge | 01/04/15 | N/A |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Resources Library

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Photo Copies | | | | |
| B/W A4 | 0.38 | 0.38 | 01/04/23 | D |
| B/W A3 | 0.47 | 0.47 | 01/04/23 | D |
| Colour A3 | 2.43 | 2.43 | 01/04/23 | D |
| Colour A4 | 0.50 | 0.50 | 01/04/23 | D |
| Photocopying single sided | 0.38 | 0.38 | 01/04/23 | D |
| Photocopying double sided | 0.57 | 0.57 | 01/04/23 | D |
| People's Network - Printing | | | | |
| B/W A4 (Printout per page) | 0.38 | 0.38 | 01/04/23 | D |
| Colour A4 (Printout per page) | 0.50 | 0.50 | 01/04/22 | D |
| Library Space | | | | |
| 2 hours for sole & guaranteed use of specific space, to include use of a desk/table & chair(s) to organisations for activities that benefit their members or participants, or where "drop in" services are being offered | 18.00 | 18.00 | 01/04/23 | D |
| Office Space in libraries | 18.00 | 18.00 | 01/04/23 | D |

Basis of Increase:

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Resources Library

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Community Group Room Hire | 20% Discount | 20% Discount | 01/04/17 | D |
| Elm Park Library | | | | |
| Elm Park Meeting Room per hour (Equiv. Hornchurch CR2) | 21.00 | 22.00 | 01/04/24 | D |
| Harold Hill Library | | | | |
| Harold Hill Meeting Room per hour | 26.00 | 27.00 | 01/04/24 | D |
| Harold Hill Office Space per hour | 19.00 | 20.00 | 01/04/24 | D |
| Hornchurch Library | | | | |
| Hornchurch Large meeting room - First Hour | 31.00 | 32.00 | 01/04/24 | D |
| Hornchurch Large meeting room - Additional Hours | 25.00 | 26.00 | 01/04/24 | D |
| Hornchurch - After 10pm, locking up fees | No charge | No charge | 01/04/23 | N/A |
| Hornchurch Class Room One, per hour | 26.00 | 27.00 | 01/04/24 | D |
| Hornchurch Class Room Two, per hour | 21.00 | 22.00 | 01/04/24 | D |
| Hornchurch Office Space per hour | 17.00 | 18.00 | 01/04/24 | D |

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Resources Library

(B) Charges determined by Cabinet

*VAT inclusive

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|--|--|--|--|-------------------|
| Rainham Library | | | | |
| Rainham Library Meeting Room 1 (large room) First Hour | 31.00 | 32.00 | 01/04/24 | D |
| Rainham Library Meeting Room 1 (large room) Additional Hours | 26.00 | 27.00 | 01/04/24 | D |
| Rainham Library Meeting Room 2 per hour | 26.00 | 27.00 | 01/04/24 | D |
| Rainham Library Meeting Room 3 per hour | 26.00 | 27.00 | 01/04/24 | D |
| Rainham Library Meeting Room 4 per hour | 21.00 | 22.00 | 01/04/24 | D |
| Rainham Library Meeting Room 5 per hour | 21.00 | 22.00 | 01/04/24 | D |
| Rainham - After closing time, locking up fees | 41.00 | 43.00 | 01/04/24 | D |
| Nursery Room | 26.00 | 27.00 | 01/04/24 | D |
| South Hornchurch Library | | | | |
| South Hornchurch Library Room 1 per hour | 17.00 | 18.00 | 01/04/24 | D |
| South Hornchurch Library Room 2 per hour | 17.00 | 18.00 | 01/04/24 | D |
| South Hornchurch Library Room 3 per hour | 21.00 | 22.00 | 01/04/24 | D |
| Harold Wood Library | | | | |
| Harold Wood Library Meeting Room per hour | 20.00 | 21.00 | 01/04/24 | D |

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Resources
Library

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Room Hire Cancellation | | | | |
| Notice of cancellation of room hire under 24 hours | 75% of room hire fee | 75% of room hire fee | 01/04/14 | D |
| Notice of cancellation of room hire 1-3 days | 50% of room hire fee | 50% of room hire fee | 01/04/15 | D |
| Notice of cancellation of room hire 3-7 days | 25% of room hire fee | 25% of room hire fee | 01/04/15 | D |

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Resources Library

(B) Charges determined by Cabinet

*VAT inclusive

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|--|--|--|--|-------------------|
| Exhibitions (per week) | | | | |
| Upminster at exhibitors liability for one week | No charge | No charge | 01/04/12 | N/A |
| Hornchurch at exhibitors liability for one week | No charge | No charge | 01/04/12 | N/A |
| Cost of Digital images | | | | |
| Image on disc (including disc) | 4.70 | 5.00 | 01/04/24 | C |
| Image on USB (excluding USB) | 4.70 | 4.80 | 01/04/24 | D |
| Image on Paper price on application plus postage | No charge | No charge | 01/04/20 | N/A |
| Commercial Reproduction price on application | No charge | No charge | 01/04/20 | N/A |
| Hourly rate for project work + | 30.00 | 32.00 | 01/04/24 | C |

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Resources Bereavement Services

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| BEREAVEMENT SERVICES: | | | | |
| Interments - Cemeteries (fees doubled for non-residents of LBH) | | | | |
| Over 16 years | 1,462.00 | 1,462.00 | 01/04/23 | D |
| 2 simultaneous full body interments aged over 16 years | 2,183.00 | 2,183.00 | 01/04/23 | D |
| Cremated remains | 276.00 | 276.00 | 01/04/23 | D |
| 2 simultaneous cremated remains burials | 497.00 | 497.00 | 01/04/23 | D |
| 2 simultaneous cremated remains burials (one of which is non resident) | 745.00 | 745.00 | 01/04/23 | D |
| Surcharge for cremated remains in full coffin | 254.00 | 254.00 | 01/04/23 | D |
| Non resident child cremated remains not over 16 years in any grave type | 121.00 | 121.00 | 01/04/23 | D |
| Extra depth (each interment over two) or casket/walled grave per depth | 267.00 | 267.00 | 01/04/23 | D |
| Surcharge for casket in walled grave | 267.00 | 267.00 | 01/04/23 | D |
| Resident child not over 16 Years | No charge | No charge | 01/04/20 | N/A |
| Non resident stillborn to 1 month in child's grave or public grave | 267.00 | 267.00 | 01/04/23 | D |
| 2 simultaneous non resident stillborn/to 1 month in child's or public grave | 400.00 | 400.00 | 01/04/23 | D |
| Non resident child not over 10 years in child's grave or public grave | 414.00 | 414.00 | 01/04/23 | D |
| Non resident child not over 16 years in child's grave | 2,806.00 | 2,806.00 | 01/04/23 | D |
| Use of chapel without organist | 175.00 | 175.00 | 01/04/23 | D |
| Hospital contract NVB (Non Viable baby) burials | 270.00 | 270.00 | 01/04/23 | D |

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Resources Bereavement Services

(B) Charges determined by Cabinet

*VAT inclusive

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|--|--|--|--|-------------------|
| Exclusive Right of Burial (50 years with option of further 10 years) | | | | |
| Lawn section Grave | 2,266.00 | 2,266.00 | 01/04/23 | D |
| Traditional Grave | 3,522.00 | 3,522.00 | 01/04/23 | D |
| Walled Grave for two | 7,578.00 | 7,578.00 | 01/04/23 | D |
| Memorial Headstone for Lawn Grave | 1,300.00 | 1,300.00 | 01/04/23 | D |
| Children's section (under 10) | 482.00 | 482.00 | 01/04/23 | D |
| Children's section (under 16) | 966.00 | 966.00 | 01/04/23 | D |
| Surcharges | | | | |
| Child (under 16) Week-end full burial surcharge | 731.00 | 731.00 | 01/04/23 | D |
| Child (under 16) Week-end cremated remains burial surcharge | 275.00 | 275.00 | 01/04/23 | D |
| Adult Week-end full burial surcharge | 1,097.00 | 1,097.00 | 01/04/23 | D |
| Adult Week-end cremated remains surcharge | 276.00 | 276.00 | 01/04/23 | D |
| Adult Week-end cremated remains surcharge for 2 simultaneous | 497.00 | 497.00 | 01/04/23 | D |
| Adult Week-end cremated remains surcharge for 2 simultaneous where one is non resident | 745.00 | 745.00 | 01/04/23 | D |
| Funeral after published time or 48 hours of booking | 350.00 | 350.00 | 01/04/23 | D |
| Booking cancelled after 48 hours of booking | 350.00 | 350.00 | 01/04/23 | D |
| Booking cancelled within 48 hours of burial | 350.00 | 350.00 | 01/04/23 | D |

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Resources Bereavement Services

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Extension of Right of Burial for 10 years | | | | |
| Lawn section Grave | 560.00 * | 560.00 * | 01/04/23 | D |
| Traditional Grave | 720.00 * | 720.00 * | 01/04/23 | D |
| Children's section (under 10) | 127.00 * | 127.00 * | 01/04/23 | D |
| Children's section (under 16) | 261.00 * | 261.00 * | 01/04/23 | D |
| Walled graves | 1,377.00 * | 1,377.00 * | 01/04/23 | D |
| Other Charges | | | | |
| Transfer of Exclusive Rights by Will, Letters of administration or assignment | 57.00 | 57.00 | 01/04/23 | D |
| Transfer of Exclusive Rights by statutory declaration/combination of methods | 104.00 | 104.00 | 01/04/23 | D |
| Certified extract from Burial Register | 67.00 * | 67.00 * | 01/04/23 | D |
| Exhumation of cremated remains resident | 276.00 | 276.00 | 01/04/23 | D |
| Exhumation of cremated remains non-resident | 552.00 | 552.00 | 01/04/23 | D |

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Resources Bereavement Services

(B) Charges determined by Cabinet

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|--|--|--|--|-------------------|
| Permit Charge | | | | |
| Clean and renovate/National Association of Memorial Massons(NAMM) fixing Lawn (standard) headstone & small garden kerb / additional memorial (heart or book if fixed) and up to 3ft wide | No charge 175.00 | No charge 175.00 | 01/04/20 01/04/23 | N/A D |
| Lawn (standard) headstone & small garden kerb over 3ft wide and up to 7ft 6" | 263.00 | 263.00 | 01/04/23 | D |
| Lawn (standard) headstone & small garden kerb over 7ft 6" and up to 12ft | 350.00 | 350.00 | 01/04/23 | D |
| Additional inscription on headstone or permit for a vase only / Lawn kerb/ heart or book if not fixed | 92.00 | 92.00 | 01/04/23 | D |
| Full kerb traditional grave up to 3ft wide | 347.00 | 347.00 | 01/04/20 | D |
| Full kerb traditional grave over 3ft wide and up to 7ft 6" | 520.00 | 520.00 | 01/04/23 | D |
| Full kerb traditional grave over 7ft wide and up to 12ft. | 694.00 | 694.00 | 01/04/23 | D |
| Child Grave Memorial | 175.00 | 175.00 | 01/04/23 | D |
| Lawn memorial on a traditional grave | 175.00 | 175.00 | 01/04/23 | D |

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Resources Bereavement Services

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|---|--|--|--|-------------------|
| Grave Maintenance Fees | | | | |
| Biannual Spring and Summer planting service | 293.00 * | 293.00 * | 01/04/23 | D |
| Annual maintenance clean and tidy service | 183.00 * | 183.00 * | 01/04/23 | D |
| Turfing (winter months only after grave has settled) | 118.00 | 118.00 | 01/04/23 | D |
| Cremated Remains Burial Plots | | | | |
| Purchase of exclusive rights (25 year term) | 668.00 | 668.00 | 01/04/23 | D |
| Extension of exclusive rights of burial for 10 years flat stone cremated remains plot | 398.00 | 398.00 | 01/04/23 | D |
| Tablet with first inscription | 508.00 | 508.00 | 01/04/23 | D |
| Additional / subsequent inscriptions | 189.00 | 199.00 | 01/04/24 | D |
| First inscription on a pre-purchased tablet | 259.00 | 259.00 | 01/04/23 | D |
| Reguild/repaint per letter | 2.20 * | 2.25 * | 01/04/24 | D |
| Admin fee for reguild/repaint | 25.00 | 30.00 | 01/04/24 | D |
| Blank stone | 389.00 | 389.00 | 01/04/23 | D |
| Photograph fixed to memorial | 327.00 | 327.00 | 01/04/23 | D |
| Granite memorial vases for use with cremated remains tablets | 103.00 | 103.00 | 01/04/23 | D |
| Additional letter on granite vase | 3.90 | 3.99 | 01/04/24 | D |

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|--|--|--|--|-------------------|
| South Essex Crematorium Cremation includes organ/organist/polytainer or biodegradable casket: | | | | |
| 1 Hospital Contract Non-viable foetus cremation | 85.00 | 90.00 | 01/04/24 | D |
| 2 Resident child not exceeding 16 years | No charge | No charge | 01/04/20 | N/A |
| 3 Non resident up to 6 years | 123.00 | 129.00 | 01/04/24 | D |
| 4 Non resident from 6 years but not exceeding 16 years | 242.00 | 254.00 | 01/04/24 | D |
| 5 Unattended Cremation (adult) | 580.00 | 580.00 | 01/04/21 | D |
| 6 Early morning adult cremation 15 minute service | 780.00 | 780.00 | 01/04/21 | D |
| 7 Over 16 years in the East Chapel 40 min slot | 1,060.00 | 1,060.00 | 01/12/23 | D |
| 8 Week-end cremation (Subject to availability) in South Chapel 1 hour slot | 1,855.00 | 1,855.00 | 01/04/23 | D |
| 9 Two adult cremations in the East Chapel using same 40 min slot | 1,575.00 | 1,671.00 | 01/04/24 | C |
| 10 Over 16 years in the South Chapel one hour slot | 1,115.00 | 1,115.00 | 01/12/23 | D |
| 11 Two adult cremations in the South Chapel using same one hour slot | 1,640.00 | 1,740.00 | 01/04/24 | C |
| 12 Non-resident unattended non-viable baby up to 23 weeks and 6 days | 73.00 | 76.00 | 01/04/24 | D |

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|---|--|--|--|-------------------|
| Additional Services and Surcharges | | | | |
| Bookings cancelled after 10am one working day before reserved time | 292.00 | 307.00 | 01/04/24 | D |
| Surcharge for services over-running | 292.00 | 307.00 | 01/04/24 | D |
| Surcharge for cremation after 4pm | 292.00 | 307.00 | 01/04/24 | D |
| Surcharge for unattended cremation and use of either chapel at a different time | 144.00 | 151.00 | 01/04/24 | D |
| Use of East chapel for private memorial service or extra time | 285.00 | 302.00 | 01/04/24 | D |
| Use of South Chapel for private memorial service or extra time | 530.00 | 575.00 | 01/04/24 | D |
| Use of East chapel for private memorial service for cremated remains from away | 293.00 | 310.00 | 01/04/24 | D |
| Strewing (burial) of cremated remains from elsewhere | 122.00 | 128.00 | 01/04/24 | D |
| Witness committal | 60.00 | 63.00 | 01/04/24 | D |
| Week-end witness committal | 119.00 | 125.00 | 01/04/24 | D |
| Witness committal week-end child resident | 60.00 | 63.00 | 01/04/24 | D |
| Witness committal weekday child non-resident | 60.00 | 63.00 | 01/04/24 | D |
| Witness committal week-end child non-resident | 119.00 | 125.00 | 01/04/24 | D |
| 2 Simultaneous week-end witness committals | 206.00 | 216.00 | 01/04/24 | D |
| 2 Simultaneous weekday witness committals | 103.00 | 108.00 | 01/04/24 | D |

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|---|--|--|--|-------------------|
| Additional Services and Surcharges | | | | |
| Live webcast (price provided upon request) | RRP * | RRP * | 01/04/24 | D |
| Live webcast plus watch again & downloadable link (price provided upon request) | RRP * | RRP * | 01/04/24 | D |
| Keepsake copy of service including pro-tribute if ordered (price provided upon request) | RRP * | RRP * | 01/04/24 | D |
| Visual tribute (VT) slideshow (price provided upon request) | RRP * | RRP * | 01/04/24 | D |
| Pro-tribute (price provided upon request) | RRP * | RRP * | 01/04/24 | D |
| Family made VT with Video (price provided upon request) | RRP * | RRP * | 01/04/24 | D |
| Keepsake copy of tribute (price provided upon request) | RRP * | RRP * | 01/04/24 | D |
| Downloadable copy of VT (price provided upon request) | RRP * | RRP * | 01/04/24 | D |
| Additional keepsake copies (price provided upon request) | RRP * | RRP * | 01/04/24 | D |
| Extra 25 photos (price provided upon request) | RRP * | RRP * | 01/04/24 | D |
| Extra work (price provided upon request) | RRP * | RRP * | 01/04/24 | D |
| Webcast surcharge to include watch again and downloadable link (price provided upon request) | RRP * | RRP * | 01/04/24 | D |
| Storage of cremated remains after one month per quarter | 62.00 | 65.00 | 01/04/24 | D |
| Storage of cremated remains after one month per year | 144.00 | 151.00 | 01/04/24 | D |
| Genealogy searches per search not through deceased online | 30.00 * | 31.00 * | 01/04/24 | D |

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|---|--|--|--|-------------------|
| Containers | | | | |
| Bronzed metal urns | 82.00 * | 86.00 * | 01/04/24 | D |
| Standard wooden or metal casket | 95.00 * | 95.00 * | 01/04/23 | D |
| Juvenile caskets | 38.00 * | 38.00 * | 01/04/23 | D |
| Various decorative urns/caskets (price provided upon request) | RRP * | RRP* * | 01/04/24 | D |
| Dedicated hymn book | 93.00 * | 93.00 * | 01/04/23 | D |
| Various keepsake memorials made from or to contain cremated remains including diamonds, paperweights, jewellery (price provided upon request) | RRP * | RRP* * | 01/04/24 | D |
| Memorials | | | | |
| Kerb Plaques | | | | |
| Perspex plaque only | 133.00 * | 133.00 * | 01/04/23 | D |
| Bronze plaque only | 264.00 * | 324.00 * | 01/04/24 | D |
| Rights to second dedication (plus cost of plaque) | 127.00 | 129.00 | 01/04/24 | D |
| Kerb plaque - Rights or Renewal | 262.00 | 265.00 | 01/04/24 | D |
| Single motif on a perspex or bronze plaque | 32.00 * | 33.00 * | 01/04/24 | D |
| Two motifs on a perspex or bronze plaque | 60.00 * | 62.00 * | 01/04/24 | D |
| Bronze Wall Plaque | | | | |
| Bronze wall plaque only | 264.00 * | 324.00 * | 01/04/24 | D |
| Bronze wall plaque renewal | 262.00 | 265.00 | 01/04/24 | D |
| Supplier refurbishment of a Bronze plaque | 77.00 * | 79.00 * | 01/04/24 | D |

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|---|--|--|--|-------------------|
| Large Wall Plaques | | | | |
| Single Slate or Large Bronze Wall Plaques | | | | |
| Single plaque only | 354.00 * | 368.00 * | 01/04/24 | D |
| Single plaque - Rights for ten years | 262.00 | 265.00 | 01/04/24 | D |
| Single plaque - Renewal for ten years | 262.00 | 265.00 | 01/04/24 | D |
| Double Slate Wall Plaque single inscription | 531.00 * | 552.00 * | 01/04/24 | D |
| Double Slate Wall Plaque double inscription | 859.00 * | 893.00 * | 01/04/24 | D |
| Double Slate Wall Plaque second inscription within 1 year of original dedication | 190.00 * | 192.00 * | 01/04/24 | D |
| Double Plaque - Rights for 10 years | 525.00 | 530.00 | 01/04/24 | D |
| Double Plaque - 10 year renewal | 525.00 | 530.00 | 01/04/24 | D |
| Wall Niche for 10 years | | | | |
| Purchase of Single Niche for 10 years | 905.00 | 914.00 | 01/04/24 | D |
| Renewal of Single Niche for 10 years | 905.00 | 914.00 | 01/04/24 | D |
| Renewal for Single Niche for 5 years | 552.00 | 557.00 | 01/04/24 | D |
| Replacement single plaque | 607.00 * | 625.00 * | 01/04/24 | D |
| Purchase for Double Niche for 10 years | 1,833.00 | 1,851.00 | 01/04/24 | D |
| Renewal of Double Niche for 10 years | 1,833.00 | 1,851.00 | 01/04/24 | D |
| Renewal for Double Niche for 5 years | 1,010.00 | 1,020.00 | 01/04/24 | D |
| Replacement double plaque | 939.00 * | 967.00 * | 01/04/24 | D |
| Wall Niche rights for second inscription | 155.00 | 157.00 | 01/04/24 | D |

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|---------------------------------------|--|--|--|-------------------|
| Wall Niche Additional Items: | | | | |
| Motif (optional) | 100.00 * | 101.00 * | 01/04/24 | D |
| 2 simultaneous Wall Niche interments | 324.00 * | 337.00 * | 01/04/24 | D |
| Additional bud vase | 35.00 * | 36.00 * | 01/04/24 | D |
| Additional inscription | 296.00 * | 302.00 * | 01/04/24 | D |
| Casket including nameplate | 100.00 * | 101.00 * | 01/04/24 | D |
| Photograph | 327.00 * | 330.00 * | 01/04/24 | D |
| Sanctum ii Vaults for 10 years | | | | |
| Second interment | 180.00 | 187.00 | 01/04/24 | D |
| 2 simultaneous Sanctum interments | 309.00 | 321.00 | 01/04/24 | D |
| Sanctum second inscription | 607.00 * | 734.00 * | 01/04/24 | D |
| Sanctum plaque | 484.00 * | 593.00 * | 01/04/24 | D |
| 10 year Rights | 1,198.00 | 1,209.00 | 01/04/24 | D |
| 10 year Renewal | 1,198.00 | 1,209.00 | 01/04/24 | D |
| 5 year Rights | 697.00 | 704.00 | 01/04/24 | D |
| 5 year Renewal | 697.00 | 704.00 | 01/04/24 | D |
| Regilding (Inc. postage) | 129.00 * | 134.00 * | 01/04/24 | D |
| Replacement vase | 22.00 * | 23.50 * | 01/04/24 | D |

Basis of Increase:

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Resources Bereavement Services

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Vase Blocks and Tablets (includes Scented Garden Memorials) | | | | |
| Vaseblock tablet | 288.00 * | 345.00 * | 01/04/24 | D |
| Vaseblock Rights for 10 years | 608.00 | 614.00 | 01/04/24 | D |
| Vaseblock Renewal for 10 years | 608.00 | 614.00 | 01/04/24 | D |
| Memorials | | | | |
| Summer House Memorial | | | | |
| Floris plaque only | 180.00 * | 182.00 * | 01/04/24 | D |
| Floris plaque Rights for 10 years | 265.00 | 268.00 | 01/04/24 | D |
| Floris plaque Renewal for 10 years | 265.00 | 268.00 | 01/04/24 | D |
| Posy holder rights for 10 years | 165.00 | 165.00 | 01/04/23 | D |
| Posy holder Renewal for 10 years | 165.00 | 165.00 | 01/04/23 | D |
| Posy holder memorial | 23.00 * | 23.00 * | 01/04/23 | D |

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Resources Bereavement Services

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Shrub, Rose or Tree with 10 Year dedication | | | | |
| Shrub or Rose (including Bronze stem plaque) | 265.00 * | 324.00 * | 01/04/24 | D |
| Shrub 10 year Rights (also applies to vase block with rose) | 705.00 | 712.00 | 01/04/24 | D |
| Shrub 10 year Renewal (also applies to vase block with rose) | 705.00 | 712.00 | 01/04/24 | D |
| Shrub 5 year Renewal (also applies to vase block with rose) | 456.00 | 461.00 | 01/04/24 | D |
| Tree (including bronze stem or Strap plaque) | 265.00 * | 281.00 * | 01/04/24 | D |
| Tree 10 year Rights | 860.00 | 869.00 | 01/04/24 | D |
| Tree 10 year Renewal | 860.00 | 869.00 | 01/04/24 | D |
| Tree 5 year Renewal | 530.00 | 535.00 | 01/04/24 | D |
| Benches and Chairs - 10 Year dedications | | | | |
| Bench / Replacement bench | 1,315.00 * | 1,367.00 * | 01/04/24 | D |
| Chair / Replacement chair | 768.00 * | 799.00 * | 01/04/24 | D |
| Bench 10 year Rights | 1,194.00 | 1,206.00 | 01/04/24 | D |
| Bench 10 year Renewal | 1,194.00 | 1,206.00 | 01/04/24 | D |
| Chair 10 year Rights | 1,060.00 | 1,071.00 | 01/04/24 | D |
| Chair 10 year Renewal | 1,060.00 | 1,071.00 | 01/04/24 | D |

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Resources Bereavement Services

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Benches and Chairs - 10 year dedications (continued) | | | | |
| Regular maintenance (per 2 years of remaining lease if not purchased or renewed since 1/1/2001) | 55.00 * | 58.00 * | 01/04/24 | D |
| Renovation of bench | 237.00 * | 250.00 * | 01/04/24 | D |
| Renovation of chair | 150.00 * | 158.00 * | 01/04/24 | D |
| Replacement summerhouse chair | 775.00 * | 818.00 * | 01/04/24 | D |
| Summerhouse chair - Renewal Rights | 517.00 | 522.00 | 01/04/24 | D |
| Bench, Tree & Shrub additional dedications | | | | |
| Rights to second dedication within 1 year of original (plus cost of plaque) | 128.00 | 130.00 | 01/04/24 | D |
| Rights to second dedication after 1 year of original or renewal per remaining year of lease (plus cost of plaque) | 25.00 | 26.00 | 01/04/24 | D |
| Rights to second dedication life time of item (plus cost of plaque) | 519.00 | 524.00 | 01/04/24 | D |
| Replacement bronze plaque | 265.00 * | 324.00 * | 01/04/24 | D |
| Replacement perspex plaque | 134.00 * | 133.00 * | 01/04/24 | D |

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Resources Bereavement Services

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Miscellaneous Memorials | | | | |
| Mallard bridge | 366.00 * | 381.00 * | 01/04/24 | D |
| Administration fee for private purchase of plaque (plus cost of plaque) | 53.00 * | 75.00 * | 01/04/24 | D |
| Replacement metal vase | 22.00 * | 23.50 * | 01/04/24 | D |
| Floral arrangements stand - plus cost of flowers | 36.00 * | 36.00 * | 01/04/23 | D |
| Hanging baskets (per year) | 146.00 * | 148.00 * | 01/04/24 | D |
| Sculpture garden memorial | 264.00 * | 264.00 * | 01/04/23 | D |
| Sculpture garden rights | 608.00 | 614.00 | 01/04/24 | D |
| Sculpture Renewal | 608.00 | 614.00 | 01/04/24 | D |
| Birdbath rights | 608.00 | 614.00 | 01/04/24 | D |
| Birdbath Renewal | 608.00 | 614.00 | 01/04/24 | D |
| Books of Remembrance | | | | |
| 2 line entry | 80.00 * | 80.00 * | 01/04/23 | D |
| 3 - 5 lines | 172.00 * | 174.00 * | 01/04/24 | D |
| 6 - 8 lines | 249.00 * | 251.00 * | 01/04/24 | D |
| Additional line | 27.00 * | 30.00 * | 01/04/24 | D |
| Cards of Remembrance & additional entries in existing miniature books | | | | |
| 2 line entry | 43.00 * | 44.00 * | 01/04/24 | D |
| 3 - 5 lines | 74.00 * | 75.00 * | 01/04/24 | D |
| 6 - 8 lines | 115.00 * | 116.00 * | 01/04/24 | D |

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Resources Bereavement Services

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Miniature Triptych of Remembrance/Book of Remembrance | | | | |
| 2 line entry | 85.00 * | 86.00 * | 01/04/24 | D |
| 3 - 5 lines | 120.00 * | 121.00 * | 01/04/24 | D |
| 6 - 8 lines | 157.00 * | 159.00 * | 01/04/24 | D |
| Book of Remembrance Sundries | | | | |
| Motif | 90.00 * | 95.00 * | 01/04/24 | D |
| Triptych photograph | 90.00 * | 95.00 * | 01/04/24 | D |
| Mini Headstone Cremated Remains Burial Plots | | | | |
| Purchase of exclusive rights (25 year term) | 1,166.00 | 1,166.00 | 01/04/23 | D |
| Extension of exclusive rights of burial for 10 years mini headstone cremated remains plot | 490.00 | 490.00 | 01/04/23 | D |
| Memorial and installation with first 60 characters | 1,240.00 | 1,240.00 | 01/04/23 | D |
| Additional inscription rate per letter | 3.90 | 3.99 | 01/04/24 | D |
| Reguild/repaint per letter | 2.20 | 2.25 | 01/04/24 | D |
| Admin fee for reguild/repaint | 25.00 | 40.00 | 01/04/24 | D |
| Blank headstone only | 314.00 | 314.00 | 01/04/23 | D |
| Photograph fixed to memorial | 327.00 | 327.00 | 01/04/23 | D |
| Replacement Granite memorial vase only for Mini headstone | 103.00 | 103.00 | 01/04/23 | D |
| Inscription first 60 characters on a pre purchased memorial | 278.00 | 340.00 | 01/04/24 | D |
| Blank memorial headstone only | 900.00 | 900.00 | 01/04/23 | D |

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Resources Bereavement Services

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Mini Headstone Cremated Remains Burial Plots (continued) | | | | |
| Stone chippings per bag | 64.00 | 65.00 | 01/04/24 | D |
| Flower holder | 23.00 | 23.00 | 01/04/23 | D |
| Book of Remembrance Memorial Tree | | | | |
| Memorial Tree leaf 10 year Rights | 165.00 | 167.00 | 01/04/24 | D |
| Memorial Tree leaf 10 year Renewal | 165.00 | 167.00 | 01/04/24 | D |
| Memorial Tree leaf plaque | 90.00 * | 91.00 * | 01/04/24 | D |
| Rights for second inscription - Rights remain the same (plus cost of plaque) | 127.00 | 128.00 | 01/04/24 | D |
| Advertising Fees - Pre Funeral Brochure | | | | |
| Display Advertisement quarter A4 page | 680.00 * | 680.00 * | 01/04/23 | D |
| Display and Directory entry quarter A4 page | 880.00 * | 880.00 * | 01/04/23 | D |
| Display Advertisement half A4 page | 902.00 * | 902.00 * | 01/04/23 | D |
| Display and Directory entry half A4 page | 1,070.00 * | 1,070.00 * | 01/04/23 | D |
| Display Advertisement full A4 page | 1,104.00 * | 1,104.00 * | 01/04/23 | D |
| Display and Directory entry full A4 page | 1,268.00 * | 1,268.00 * | 01/04/23 | D |
| Display Advertisement full inside back A4 page | 1,355.00 * | 1,355.00 * | 01/04/23 | D |
| Display and Directory entry full inside back A4 page | 1,519.00 * | 1,519.00 * | 01/04/23 | D |
| Copy design simple half page | 56.00 * | 56.00 * | 01/04/23 | D |

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Resources Bereavement Services

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Advertising Fees - Pre Funeral Brochure (continued) | | | | |
| Copy design complex full page All fees discounted by 10% for repeat customers | 82.00 * | 82.00 * | 01/04/23 | D |
| Arboria Plaques | | | | |
| Arboria Plaque with text only | 195.00 * | 195.00 * | 01/04/23 | D |
| Arboria Plaque with text and engraved motif | 227.00 * | 227.00 * | 01/04/23 | D |
| Arboria Plaque with text; engraved and painted motif | 260.00 * | 260.00 * | 01/04/23 | D |
| Arboria Plaque with text and ceramic photo | 313.00 * | 313.00 * | 01/04/23 | D |
| Arboria Plaque Rights for 10 years | 263.00 | 263.00 | 01/04/23 | D |
| Arboria Plaque Renewal for 10 years | 263.00 | 263.00 | 01/04/23 | D |

Basis of Increase:

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Resources Registrars

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Registrar of Births, Deaths and Marriages and Civil Partnerships: | | | | |
| Places of Worship Registration Act 1855 Section 5 Certification of place of meeting for religious worship | 29.00 | 29.00 | 01/09/14 | A |
| Marriage Act 1949: | | | | |
| Section 27 (6) Entering a notice of marriage in a marriage notice book | | | | |
| (A) Where both parties to the proposed marriage are exempt persons within the meaning of section 49 Immigration act 2014 | 35.00 | 35.00 | 01/04/12 | A |
| (B) In any other cases from 2nd March 2014 | 47.00 | 47.00 | 02/03/15 | A |
| Section 41 (6) Registration of building for solemnization of marriages | 123.00 | 123.00 | 01/09/14 | A |
| Section 51 Fee of registrar for attending marriage/civil partnership: | | | | |
| (i) At a register office | 46.00 | 46.00 | 01/04/12 | A |
| (ii) At a registered building or at a place where the house hold or detained person usually resides | 86.00 | 86.00 | 01/09/14 | A |
| (iii) Fee of Superintendent Registrar for attending marriage/civil partnership at the place where: | | | | |
| a) Housebound or | 84.00 | 84.00 | 01/09/14 | A |
| b) Detained person usually resides | 94.00 | 94.00 | 01/09/14 | A |

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D - A local charging policy that deviates from the Corporate Charging Policy

Resources Registrars

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Immigration Act 2016 : | | | | |
| Consideration by a Superintendent Registrar of a divorce/civil partnership dissolution obtained outside of the British Isles (from 01/11/17) | 50.00 | 50.00 | 01/04/18 | A |
| Consideration by the Registrar General of a divorce/civil partnership dissolution obtained outside of the British Isles (from 01/11/17) | 75.00 | 75.00 | 01/04/18 | A |
| Consideration of a reduction in the 28 day notice to marry or form a civil partnership (from 01/11/17) | 60.00 | 60.00 | 01/04/18 | A |
| Marriage Act 1949 (continued): | | | | |
| Section 64(1) | | | | |
| Certified copy of entry issued under the subsection: | | | | |
| (i) When application is made at the time of registering | 11.00 | 11.00 | 16/02/19 | A |
| (ii) After the time of registration | 11.00 | 11.00 | 16/02/19 | A |
| Certified copy of entry for Civil Partnerships: | | | | |
| (i) At the time of registration | 11.00 | 11.00 | 16/02/19 | A |
| (ii) After the time of registration | 11.00 | 11.00 | 16/02/19 | A |

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D - A local charging policy that deviates from the Corporate Charging Policy

Resources
Registrars

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Marriage Act 1949 (continued): | | | | |
| Section 64(2) General search of indexes of register of books kept by superintendent registrars | 18.00 | 18.00 | 01/04/04 | A |
| Certified copy of entry issued under that sub-section | 11.00 | 11.00 | 16/02/19 | A |
| Section 65(2) Certified copy of entry, following search of indexes kept at General Register Office | 11.00 | 11.00 | 16/02/19 | A |
| Births, Deaths Registration Act 1953: | | | | |
| At the time of registration | 11.00 | 11.00 | 16/02/19 | A |
| After the time of registration | 11.00 | 11.00 | 16/02/19 | A |
| Section 30(2) certified copy of entry following search of indexes kept at General Register Office | 11.00 | 11.00 | 16/02/19 | A |

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Resources Registrars

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Immigration Act 2016 : | | | | |
| Fees for corrections to Initial Registration | | | | |
| Forename added within 12 months of birth registration | 40.00 | 40.00 | 01/11/17 | A |
| Consideration by Registrar/Superintendent Registrar of a correction application (from 01/11/17) | 75.00 | 75.00 | 01/11/17 | A |
| Consideration by Registrar General of a correction application | 90.00 | 90.00 | 01/11/17 | A |
| Priority Certificate Fee 24 hr service | 35.00 | 35.00 | 16/02/19 | A |
| Fees for conversion of a Civil Partnership into Marriage | | | | |
| Conversion of a civil partnership into marriage at the register office | 45.00 | 45.00 | 01/11/17 | A |
| Two stage procedure on other premises | | | | |
| Completing the declaration | 27.00 | 27.00 | 01/11/17 | A |
| Signing the declaration in a religious building registered for the marriage of same sex couples | 91.00 | 91.00 | 01/11/17 | A |

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Resources Registrars

(B) Charges determined by Cabinet

*VAT inclusive

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|---|--|--|--|-------------------|
| Registrar of births, deaths, marriages and civil partnerships: | | | | |
| Off site attendance to officiate at an approved premise wedding/civil partnership: | | | | |
| Monday to Friday | 675.00 | 700.00 | 01/04/24 | D |
| Saturday | 795.00 | 830.00 | 01/04/24 | D |
| Sunday/ Bank Holiday | 810.00 | 860.00 | 01/04/24 | C |
| On site attendance to officiate at a CEREMONY held in Langtons Hall & Orangery - HIGH SEASON | | | | |
| Monday to Thursday | 670.00 | 700.00 | 01/04/24 | D |
| Friday (Inc. red carpet) | 800.00 | 900.00 | 01/04/24 | D |
| Saturday (Inc. red carpet) | 930.00 | 1,100.00 | 01/04/24 | D |
| Sunday/ Bank Holiday (Inc. red carpet) | 1,200.00 | 1,400.00 | 01/04/24 | D |
| On site attendance to officiate at a CEREMONY held in Langtons Hall - LOW SEASON | | | | |
| Monday to Thursday | 565.00 | 580.00 | 01/04/24 | D |
| Friday | 700.00 | 730.00 | 01/04/24 | D |
| Saturday | 825.00 | 850.00 | 01/04/24 | D |
| Sunday/ Bank Holiday | 930.00 | 960.00 | 01/04/24 | D |

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Resources Registrars

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| On site attendance to officiate at a CEREMONY held at Langtons House - HIGH SEASON | | | | |
| Monday to Thursday | 425.00 | 450.00 | 01/04/24 | D |
| Friday | 620.00 | 650.00 | 01/04/24 | D |
| Saturday | 775.00 | 825.00 | 01/04/24 | C |
| Sunday | 945.00 | 980.00 | 01/04/24 | D |
| On site attendance to officiate at a CEREMONY held at Langtons House - LOW SEASON | | | | |
| Monday to Thursday | 350.00 | 380.00 | 01/04/24 | D |
| Friday | 515.00 | 550.00 | 01/04/24 | C |
| Saturday | 645.00 | 675.00 | 01/04/24 | D |
| Sunday | 790.00 | 820.00 | 01/04/24 | D |
| (An additional amount is charged if any ceremony falls on the following three days: Valentine's Day, Christmas Eve or New Year's Eve and the whole of December) | 125.00 | 150.00 | 01/04/24 | D |

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Resources Registrars

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| On Site attendance to officiate at a small ceremony held in the East or West room | | | | |
| LOW season | 200.00 | 250.00 | 01/04/24 | D |
| HIGH season | | 300.00 | 01/04/24 | NEW |
| Individual Citizenship Ceremony | 195.00 | 200.00 | 01/04/24 | D |
| Wedding Rehearsal fee (per half hour) | 60.00 | 65.00 | 01/04/24 | C |
| Wedding Packages | | | | |
| Friday Silver Package (exc. linen) - LOW SEASON | 1,800.00 | 2,000.00 | 01/04/24 | D |
| Friday Silver Package (exc. linen) - HIGH SEASON | 2,315.00 | 2,500.00 | 01/04/24 | C |
| Sunday Gold Package (exc. linen) - LOW SEASON | 2,575.00 | 2,700.00 | 01/04/24 | C |
| Sunday Gold Package (exc. Linen) - HIGH SEASON | 3,300.00 | 3,500.00 | 01/04/24 | C |
| Non Refundable deposit payable for packages | 500.00 | 500.00 | 01/04/20 | D |
| Surcharge Evening Wedding (after 5pm) ALL YEAR 1 Mar - 31 Oct | 225.00 | 225.00 | 01/04/24 | D |
| Surcharge Evening Twilight Wedding (5pm) 1 Nov - 28 Feb | 260.00 | 300.00 | 01/04/24 | D |

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Resources Registrars

(B) Charges determined by Cabinet

*VAT inclusive

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|--|--|--|--|-------------------|
| Payment in advance of a non-refundable booking fee for Register Office Weddings only - consists of statutory fee of £46 for ceremony and statutory fee of £11 for marriage cert. (in line with statutory fee for Register Office wedding) | 57.00 | 57.00 | 01/04/20 | D |
| Change of ceremony appointment fee | 60.00 | 65.00 | 01/04/24 | C |
| PRIORITY Appointment Service (additional casual registrars used to cover up to one hour) | 30.00 | 35.00 | 01/04/24 | D |
| ENHANCED FEE | | | | |
| Ceremony choices & use of the Hall for 2 hours | | 85.00 | 01/04/24 | NEW |
| Late payment fee - Ceremonies if payment not received within 3 months of Ceremony | | 50.00 | 01/04/24 | NEW |
| 24 hr Copy Certificate requests | 25.00 | 25.00 | 01/04/23 | D |
| Non-Refundable appointment fee | 35.00 | 35.00 | 01/04/20 | D |

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Resources Registrars

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Langtons Hall Hire (Hourly) | | | | |
| Monday - Friday 9.00-17.00 | 45.00 | 50.00 | 01/04/24 | C |
| Monday - Thursday 17.00-24.00 | 60.00 | 65.00 | 01/04/24 | C |
| Friday 9.00 - 17.00 | 95.00 | 100.00 | 01/04/24 | C |
| Friday Evening, Saturday and Sunday | 95.00 | 100.00 | 01/04/24 | C |
| Damage deposit for Langton's Hall function bookings | 500.00 | 500.00 | 01/04/24 | D |
| Change of Name Fee (includes one certificate) | 60.00 | 65.00 | 01/04/24 | C |
| Additional copies purchased on same day of appointment | 11.00 | 11.00 | 01/04/22 | D |
| Additional copies purchased after the day of appointment | 20.00 | 20.00 | 01/04/23 | D |
| Certificate of Existence | 30.00 | 35.00 | 01/04/24 | D |
| Sale of birth wallets to other Local Authorities (sale per wallet) | 1.55 | 1.55 | 01/12/22 | D |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Resources Registrars

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Langtons Room Hire (Hourly Minimum 2 hours) | | | | |
| Room Hire Monday - Sunday 09.00 - 21.00 | 45.00 | 50.00 | 01/04/24 | C |
| Charity Room Hire Monday - Thursday 09.00 - 21.00 (A discount of 40% applies for Charity/Community groups by application) | 27.00 | 30.00 | 01/04/24 | C |
| Langtons Meeting Room Hire (Top Floor) | | | | |
| Room hire Monday - Friday 09.00 - 21.00 | 25.00 | 30.00 | 01/04/24 | D |
| Sponsorship for Langtons Ceremony Brochure | | | | |
| Index entry | 100.00 | 100.00 | 01/04/20 | D |
| Whole Page landscape | 650.00 | 650.00 | 01/04/23 | D |
| Half Page Portrait | 400.00 | 400.00 | 01/04/23 | D |
| Index Listing | 100.00 | 100.00 | 01/04/23 | D |
| Website Only advertising | 100.00 | 100.00 | 01/04/23 | D |
| Postage Costs: | | | | |
| Copy certificates by 1st class recorded delivery | 5.00 | 5.00 | 01/04/20 | D |
| Special guaranteed next day delivery | 8.00 | 8.00 | 01/04/22 | D |
| Wedding Fair Exhibitor Space in Langtons House | 260.00 | 200.00 | 01/04/24 | D |

Basis of Increase:

A - Statutory/National

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Borough Roads: | | | | |
| (i) Each Skip / Builders materials on public highway | | | | |
| Up to first 14 days | 90.00 | 150.00 | 01/04/24 | B |
| Each additional period of up to 7 days | 80.00 | 100.00 | 01/04/24 | B |
| (ii) Structures / Hoardings / Scaffolds | | | | |
| Bond | | | | |
| £164.50 per linear metre - Minimum 6 Metres | 987.00 | 987.00 | 01/04/23 | D |
| Licence | | | | |
| Per 6m. Minimum charge length 6 metres & combined inspection | 790.00 | 870.00 | 01/04/24 | B |
| (iii) Vehicle Crossovers (per square metre) | 270.00 | 286.50 | 01/04/24 | C |
| Non refundable charge for assessing applications | 230.00 | 244.00 | 01/04/24 | C |
| Waste disposal surcharge | 30.00 | 31.80 | 01/04/24 | C |
| (iv) Road Closures (per road) for Utility companies | 2,500.00 * | 2,750.00 * | 01/04/24 | D |
| (v) Clearance of Blocked Drains (VAT will be added unless working under Statutory power) | 175.00 | 185.70 | 01/04/24 | C |

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D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| (vi) Crane license | | | | |
| Minimum | 378.00 | 415.00 | 01/04/24 | B |
| Maximum | 685.00 | 755.00 | 01/04/24 | B |
| (vii) Section 50 Licence (private individual to place/maintain apparatus in highway) | | | | |
| Major works permit | 1,426.00 | 1569.00 | 01/04/24 | B |
| Standard works permit | 1,214.00 | 1335.00 | 01/04/24 | B |
| Minor works permit | 1,055.00 | 1161.00 | 01/04/24 | B |
| (viii) Building materials licenses | | | | |
| Up to first 14 days | 105.00 | 115.00 | 01/04/24 | B |
| Each additional period of up to 7 days (renewal) | 91.00 | 100.00 | 01/04/23 | B |
| (ix) Compound / welfare unit | | | | |
| Up to first 14 days | 283.00 | 700.00 | 01/04/24 | B |
| Each additional period up to 7 days (renewal) | 76.00 | 350.00 | 01/04/24 | B |
| (x) Over sail license (temporary) | | | | |
| Base fee | 436.00 | 462.60 | 01/04/24 | C |
| Fee per month | 97.00 | 103.00 | 01/04/24 | C |

Basis of Increase:

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place
Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Refuse Collection: | | | | |
| (i) Bulky Household Refuse | | | | |
| 1 to 3 items | 55.00 | 66.00 | 01/04/24 | B |
| Each additional item | 14.00 | 17.00 | 01/04/24 | B |
| (ii) Compostable garden refuse sacks (Year's supply of 5 rolls of 10 sacks per roll) | | | | |
| Standard | 70.00 | 84.00 | 01/04/24 | B |
| Top up roll (10 sacks) | 13.00 | 14.00 | 01/04/24 | C |
| Top up roll delivery | 5.00 | 6.00 | 01/04/24 | B |
| (iii) Green Waste Collection Service (per annum) (Wheeled bin hire included) | | | | |
| Full year | 70.00 | 84.00 | 01/04/24 | B |
| Late payment charge | 6.00 | 6.50 | 01/04/24 | C |
| Late payment charge after bin collection | 12.00 | 13.00 | 01/04/24 | C |
| Replacement bin charge | 31.00 | 40.00 | 01/04/24 | B |

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- C - Inflationary and rounding increases
- D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| (iv) Trade Refuse Collection Service | | | | |
| These charges will only apply if a business within the borough exercises its legal right to require the Council to undertake the collection rather than a private contractor. | | | | |
| Trade refuse sacks (pack of 26) | 178.00 | 189.00 | 01/04/24 | C |
| Trade refuse sacks (pack of 26) for Charity shops | 140.00 | 149.00 | 01/04/24 | C |
| Cardboard Collection | 7.00 | 7.50 | 01/04/24 | C |
| Container emptying and disposal: | | | | |
| 1100 / Palladin / 660 litre bin -1st bin per visit | 39.00 | 41.00 | 01/04/24 | C |
| 2nd & subsequent bins | 38.00 | 40.00 | 01/04/24 | C |
| 360 litre wheeled bin | 32.00 | 34.00 | 01/04/24 | C |
| Charity shops | 32.00 | 34.00 | 01/04/24 | C |
| LBH Schools | 32.00 | 34.00 | 01/04/24 | C |
| 2nd collection from residential blocks per bin | 11.00 | 12.00 | 01/04/24 | C |

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D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| (iv) Trade Refuse Collection Service (continued) | | | | |
| Container hire (per annum): | | | | |
| Eurobins: | | | | |
| 1100 litres | 263.00 | 279.00 | 01/04/24 | C |
| 660 litres | 196.00 | 208.00 | 01/04/24 | C |
| Chamberlains: | | | | |
| 940 litres | 196.00 | 208.00 | 01/04/24 | C |
| Palladin: | | | | |
| 940 litres | 196.00 | 208.00 | 01/04/24 | C |
| Container Sale | | | | |
| 360 litres recycling | 93.00 | 99.00 | 01/04/24 | C |
| (v) Clinical Waste | | | | |
| Contracted collection service | 15.00 | 16.00 | 01/04/24 | C |
| Ad hoc collections | 21.00 | 22.00 | 01/04/24 | C |
| (vi) Special clearances of rubbish: | | | | |
| Up to 30 minutes on site | 123.00 | 131.00 | 01/04/24 | C |
| Up to 1 hour on site | 245.00 | 260.00 | 01/04/24 | C |
| Each 15 minute thereafter | 62.00 | 66.00 | 01/04/24 | C |

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D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| FOOTBALL AT PARKS WITH CRICKET (28 WEEKS) | | | | |
| Adult | | | | |
| Pavilion with washing facilities | | | | |
| Each Saturday or Sunday during Season** | 2,348.00 | 2,491.00 | 01/04/24 | C |
| Each alternate Saturday or Sunday during Season** | 1,174.00 | 1,246.00 | 01/04/24 | C |
| No Pavilion Facilities | | | | |
| Each Saturday or Sunday during Season** | 1,832.00 | 1,944.00 | 01/04/24 | C |
| Each alternate Saturday or Sunday during Season** | 916.00 | 972.00 | 01/04/24 | C |
| Junior (under 18) 7v7 & 9v9 | | | | |
| Each Saturday or Sunday during Season** | 851.00 | 903.00 | 01/04/24 | C |
| Each alternate Saturday or Sunday during Season** | 425.00 | 451.00 | 01/04/24 | C |
| Junior (under 18) 11v11 | | | | |
| Each Saturday or Sunday during Season** | 909.00 | 964.00 | 01/04/24 | C |
| Each alternate Saturday or Sunday during Season** | 454.00 | 482.00 | 01/04/24 | C |
| **Bookings of less than 10, will attract a VAT charge. | | | | |

Basis of Increase:

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B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| FOOTBALL AT PARKS WITH CRICKET (32 WEEKS) | | | | |
| Adult | | | | |
| Pavilion with washing facilities | | | | |
| Each Saturday or Sunday during Season** | 2,684.00 | 2,848.00 | 01/04/24 | C |
| Each alternate Saturday or Sunday during Season** | 1,342.00 | 1,424.00 | 01/04/24 | C |
| No Pavilion Facilities | | | | |
| Each Saturday or Sunday during Season** | 2,094.00 | 2,222.00 | 01/04/24 | C |
| Each alternate Saturday or Sunday during Season** | 1,047.00 | 1,111.00 | 01/04/24 | C |
| Junior (under 18) 7v7 & 9v9 | | | | |
| Each Saturday or Sunday during Season** | 973.00 | 1,032.00 | 01/04/24 | C |
| Each alternate Saturday or Sunday during Season** | 486.00 | 516.00 | 01/04/24 | C |
| Junior (under 18) 11v11 | | | | |
| Each Saturday or Sunday during Season** | 1,039.00 | 1,102.00 | 01/04/24 | C |
| Each alternate Saturday or Sunday during Season** | 519.00 | 551.00 | 01/04/24 | C |
| **Bookings of less than 10, will attract a VAT charge. | | | | |

Basis of Increase:

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| FOOTBALL AT WESTLANDS FIELD | | | | |
| Pavilion with washing facilities | | | | |
| Adult | | | | |
| Each Saturday or Sunday during Season** | 3,084.00 | 3,272.00 | 01/04/24 | C |
| Each alternate Saturday or Sunday during Season** | 1,542.00 | 1,636.00 | 01/04/24 | C |
| MINI SOCCER | | | | |
| 1 Hour Slots (during season) | | | | |
| Each Saturday or Sunday** | 426.00 | 452.00 | 01/04/24 | C |
| Alternate Saturday or Sunday** | 213.00 | 226.00 | 01/04/24 | C |
| CRICKET | | | | |
| No Pavilion Facilities | | | | |
| Adults Each Saturday or Sunday during Season** | 1,771.00 | 1,879.00 | 01/04/24 | C |
| Pitches with Pavilions | | | | |
| Adults Each Saturday or Sunday during Season** | 3,179.00 | 3,373.00 | 01/04/24 | C |
| **Bookings of less than 10, will attract a VAT charge. | | | | |

Basis of Increase:

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| BOOT CAMPS, PERSONAL TRAINING, SPORTS & FITNESS GROUPS at a separate charge) Up to 20 clients (details to be agreed with service) | 515.00 | 550.00 | 01/04/24 | C |
| ALLOTMENTS Land charge per acre | 227.00 | 340.50 | 01/04/24 | D |
| WEDDING PHOTOGRAPHY Exclusive use of area of a park for wedding photography (except Langtons Gardens) | 62.50 | 66.50 | 01/04/24 | C |
| FUNFAIRS & CIRCUSES Ground rent per day of operation (up to 7 rides, adult & juvenile / 500 seating capacity) | 601.00 | 640.00 | 01/04/24 | C |
| Ground rent per day of operation (more than 7 rides, adult & juvenile /500 seating capacity) | 1,218.00 | 1292.30 | 01/04/24 | C |
| Returnable deposit per visit. Up to 7 rides, adult & juvenile / 500 seating capacity | 180.00 | 192.00 | 01/04/24 | C |
| More than 7 rides, adult & juvenile / 500 seating capacity | 365.00 | 390.00 | 01/04/24 | C |

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D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| COMMUNITY/CHARITY EVENTS | | | | |
| <i>London Borough of Havering charities - a 20% discount can be applied (only if the charity is raising funds/providing entertainment/information which directly benefits the residents of Havering). The charity must be located in Havering and benefit all the community. Private/Religious Schools are exempt from this discount. The London Borough of Havering objective for charging large commercial events is to cover the cost of impact on residents and services</i> | | | | |
| Small event (free entry/non-profit) max capacity - 300 | 155.00 | 164.50 | 01/04/24 | C |
| Community/charity fundraising event (income generating) | | | | |
| max capacity - 1000 | 515.00 | 546.50 | 01/04/24 | C |
| max capacity - 2000 | 1,030.00 | 1093.00 | 01/04/24 | C |
| max capacity - 6000 | 3,090.00 | 3278.50 | 01/04/24 | C |
| max capacity - 8000 | 4,120.00 | 4371.30 | 01/04/24 | C |
| Non-operational day | 155.00 | 164.50 | 01/04/24 | C |
| COMMERCIAL EVENTS | | | | |
| The fees will be negotiated on application, taking into account size, impact on the site and site operators, impact on the borough and surrounding environs. Minimum charge at least double the rate charged for charities/community hires | | | | |

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| INFLATABLE FUNDAYS (per item) | | | | |
| Busier sites (based on footfall) | 26.00 | 27.60 | 01/04/24 | C |
| Quieter sites (based on footfall) | 10.50 | 11.15 | 01/04/24 | C |
| Memorial Tree | | | | |
| Supply and planting of tree | 361.00 | 660.00 | 01/04/24 | D |
| Plaque | 103.00 | 109.30 | 01/04/24 | C |
| Memorial Bench | | | | |
| Supply and installation of bench | 1,608.00 | 1,889.00 | 01/04/24 | D |
| Plaque | 103.00 | 109.30 | 01/04/24 | C |
| PARKS (all events and activities are subject to appropriate licence fees at a separate charge) | | | | |
| MISCELLANEOUS CHARGES | | | | |
| Mobile catering unit (per month) | 290.00 | 307.70 | 01/04/24 | C |
| Raphael Park Meeting Room (charge per hour) | 24.00 | 25.50 | 01/04/24 | C |
| Tennis courts (fee per hour peak) | | 6.00 | 01/04/24 | NEW |
| Tennis courts (fee per hour off-peak) | | 3.00 | 01/04/24 | NEW |

Basis of Increase:

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of | Basis of Increase |
|--|--|--|-------------------|-------------------|
| CHARGES FOR NON SCHEDULED WORKS | | | | |
| Week day rates | | | | |
| 18 tonne grab lorry and driver per hour | 178.00 * | 190.00 * | 01/04/24 | C |
| 2 staff & a van (includes tools & machinery) per hour | 86.00 * | 91.25 * | 01/04/24 | C |
| 1 staff & a van (includes tools & machinery) per hour | 49.50 * | 52.50 * | 01/04/24 | C |
| Tractor & implement, or trailer with operator per hour | 55.50 * | 58.90 * | 01/04/24 | C |
| Ride on mower & operator per hour | 49.50 * | 52.50 * | 01/04/24 | C |
| Member of staff per hour (standard hours) | 36.00 * | 38.20 * | 01/04/24 | C |
| Charge hand per hour (standard hours) | 45.50 * | 48.30 * | 01/04/24 | C |
| Shrub bed mulching (using composted whole tree mulch) per m2 | 4.50 * | Withdrawn * | 01/04/24 | D |
| Saturday rates | | | | |
| 1 staff & a van (includes tools & machinery) per hour | 70.00 * | 74.30 * | 01/04/24 | C |
| 2 staff & a van (includes tools & machinery) per hour | 126.00 * | 133.70 * | 01/04/24 | C |
| Member of staff per hour (standard hours) | 57.00 * | 60.50 * | 01/04/24 | C |
| Charge hand per hour (standard hours) | 68.50 * | 72.70 * | 01/04/24 | C |

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- C - Inflationary and rounding increases
- D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| TRAFFIC & PARKING CONTROL: | | | | |
| Parking Facilities | | | | |
| Penalty Charge Notices | | | | |
| (Levels set by London Councils and agreed by the Mayor of London and endorsed by the Secretary of State) | | | | |
| Less Serious Contravention Band A | 80.00 | 80.00 | 01/04/11 | A |
| Less Serious Contravention Band A if paid within 14 days | 40.00 | 40.00 | 01/04/11 | A |
| Serious Contravention Band A | 130.00 | 130.00 | 15/04/11 | A |
| Serious Contravention Band A paid within 14 days | 65.00 | 65.00 | 15/04/11 | A |
| Less Serious Band B | 60.00 | 60.00 | 01/04/11 | A |
| Less Serious paid within 14 days | 30.00 | 30.00 | 01/04/11 | A |
| Serious Band B | 110.00 | 110.00 | 15/04/11 | A |
| Serious Band B if paid within 14 days | 55.00 | 55.00 | 15/04/11 | A |
| Vehicle Clamping and Removal | | | | |
| Vehicle Immobilisation release fee | 70.00 | 70.00 | 01/04/11 | A |
| Vehicle Pound release fee (if clamped) | 200.00 | 200.00 | 01/04/11 | A |
| Disposal Fee | 70.00 | 70.00 | 01/04/11 | A |
| Vehicle Pound storage fee (per day) | 40.00 | 40.00 | 01/04/11 | A |

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| <i>For all paid for and free half hour parking sessions/charges on the following pages, optional reminder and extension text messages will be charged directly to the customer by the cashless parking application provider. Customers may opt in or out of this additional service. The associated charge per message is not levied by the Council. Where indicated free 30 minute parking sessions are limited to one per vehicle per day.</i> | | | | |
| TRAFFIC & PARKING CONTROL: PARKING FACILITIES | | | | |
| Romford Area Car Parks - Mixed Tariff | | | | |
| Monday to Sunday (Period Hours) | | | | |
| 0 - 1 | 2.10 * | 3.00 * | 01/04/24 | B |
| 1 - 2 | 3.60 * | 5.00 * | 01/04/24 | B |
| 2 - 3 | 5.10 * | 7.00 * | 01/04/24 | B |
| 3 - 4 | 6.60 * | 9.00 * | 01/04/24 | B |
| 4 - 5 | 8.10 * | 11.00 * | 01/04/24 | B |
| 5 - 6 | 9.60 * | 13.00 * | 01/04/24 | B |
| 6 - 7 | 11.50 * | 14.00 * | 01/04/24 | B |
| 7 - 8 | 13.00 * | 15.00 * | 01/04/24 | B |
| over 8 | 14.50 * | 15.00 * | 01/04/24 | B |
| Lost Ticket | 14.50 * | Withdrawn * | 01/04/24 | B |
| Solo Motorcycle | 2.10 * | 3.00 * | 01/04/24 | B |
| Overnight (applies to hours as advertised on site) | 1.50 * | 2.10 * | 01/04/24 | B |

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Place
Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Market Place (Non-market days) | | | | |
| 0 - 1 | 2.10 * | 3.00 * | 01/04/24 | B |
| 1 - 2 | 3.60 * | 5.00 * | 01/04/24 | B |
| Overnight (Non-market days & applies to hours as advertised on site) | 1.50 * | 2.10 * | 01/04/24 | B |
| Solo Motorcycle | 2.10 * | 3.00 * | 01/04/24 | B |

Basis of Increase:
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D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| All Car Parks Excluding Romford (Hornchurch, Upminster, Collier Row, Cranham, Elm Park, Gidea Park & Rainham Area Car parks) | | | | |
| Monday to Sunday (Period Hours) | | | | |
| 0 - 30 mins (1 boroughwide session per day) | No Charge * | No Charge * | 01/04/21 | B |
| 0 - 1 | 2.10 * | 3.00 * | 01/04/24 | B |
| 1 - 2 | 3.60 * | 5.00 * | 01/04/24 | B |
| 2 - 3 | 5.10 * | 7.00 * | 01/04/24 | B |
| 3 - 4 | 6.60 * | 9.00 * | 01/04/24 | B |
| 4 - 5 | 8.10 * | 11.00 * | 01/04/24 | B |
| 5 - 6 | 9.60 * | 13.00 * | 01/04/24 | B |
| 6 - 7 | 11.50 * | 14.00 * | 01/04/24 | B |
| 7 - 8 | 13.00 * | 15.00 * | 01/04/24 | B |
| Over 8 | 14.50 * | 15.00 * | 01/04/24 | B |
| Solo Motorcycles | 2.10 * | 3.00 * | 01/04/24 | B |
| Overnight (applies to hours as advertised on site) | 1.50 * | 2.10 * | 01/04/24 | B |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|-------------------------------------|--|--|--|-------------------|
| Season Tickets | | | | |
| Romford Central Area | | | | |
| All car parks: | | | | |
| Annual | 1,344.00 * | 1,880.00 * | 01/04/24 | B |
| Per quarter | 336.00 * | 470.00 * | 01/04/24 | B |
| Per month | 120.00 * | 168.00 * | 01/04/24 | B |
| Outside Romford Central Area | | | | |
| 5 Day season – Balgores Square: | | | | |
| Annual | 1,344.00 * | 1,880.00 * | 01/04/24 | B |
| per quarter | 336.00 * | 470.00 * | 01/04/24 | B |
| per month | 120.00 * | 168.00 * | 01/04/24 | B |
| All other car parks: | | | | |
| Annual | 1,165.00 * | 1,631.00 * | 01/04/24 | B |
| per quarter | 291.00 * | 408.00 * | 01/04/24 | B |
| per month | 104.00 * | 146.00 * | 01/04/24 | B |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| On Street Pay and Display Upminster Road South Monday to Sunday (Maximum Stay 1 hour) 0 - 30 mins (1 boroughwide session per day) 0 - 1 hour Solo Motorcycle Romford Monday to Sunday (Maximum Stay 3 hours) 0 mins - 1 hour 1 - 2 2 - 3 Solo Motorcycle | No Charge | No Charge | 06/04/15 | N/A |
| | 2.10 | 3.00 | 01/04/24 | B |
| | 2.10 | 3.00 | 01/04/24 | B |
| | | | | |
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Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| On Street Pay and Display (continued) Ardleigh Green, Collier Row, Cranham, Elm Park, Gidea Park, Harold Hill, Harold Wood & Rainham, Honchurch & Upminster Town Centres Monday to Sunday (Maximum Stay 3 Hours) 0 - 30 mins (1 borough wide session per day) 0 -1 hour 1 - 2 hours 2 - 3 hours Solo Motorcycle | No Charge | No Charge | 01/04/19 | N/A |
| | 2.10 | 3.00 | 01/04/24 | B |
| | 3.60 | 5.00 | 01/04/24 | B |
| | 5.10 | 7.00 | 01/04/24 | B |
| | 2.10 | 3.00 | 01/04/24 | B |
| | | | | |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Controlled Parking Zones | | | | |
| Resident's parking permit (per annum) | | | | |
| 1st Permit per household | 40.00 | 45.00 | 01/04/24 | B |
| 2nd Permit per household | 80.00 | 90.00 | 01/04/24 | B |
| 3rd Permit per household | 120.00 | 140.00 | 01/04/24 | B |
| Resident's visitor permits (book of 10) | 20.00 | 28.00 | 01/04/24 | B |
| Resident's All Day visitor permits (book of 10) | 50.00 | 70.00 | 01/04/24 | B |
| Domestic Carer Permit (per annum) | 40.00 | 40.00 | 01/04/21 | B |
| Business Parking | | | | |
| Business parking permits (per annum) | 300.00 | 420.00 | 01/04/24 | B |
| Business visitor permits (book of 10) | 32.00 | 45.00 | 01/04/24 | B |
| Commuter Bays (per annum) | 952.00 | 1,400.00 | 01/04/24 | B |
| Other Miscellaneous Charges | | | | |
| CPZ Trade person waiver | 20.00 | 21.25 | 01/04/24 | C |
| Health and Homecare Permit (per annum) | 80.00 | 80.00 | 01/04/23 | D |
| Resident Season Ticket Car Parks (per annum) | 200.00 * | 212.00 * | 01/04/24 | C |

Basis of Increase:

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B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Disabled Blue Badge (per 3 years) | 10.00 | 10.00 | 01/01/12 | A |
| Car Parking in Parks and Open Spaces | | | | |
| Monday to Friday | | | | |
| 0 - 30 mins (1 boroughwide session per day) | No Charge | No Charge | 01/04/24 | B |
| 0 min -1 hour | No Charge | 1.50 * | 01/04/24 | B |
| 1 - 2 hours | No Charge | 2.50 * | 01/04/24 | B |
| 2 - 3 hours | No Charge | 3.50 * | 01/04/24 | B |
| 3hours + (maximum stay varies) | No Charge | 5.00 * | 01/04/24 | B |
| Blue Badge holders (for up to maximum stay) | No Charge | No Charge | 01/04/21 | B |
| Saturday and Sunday | | | | |
| 0 - 30 mins (1 boroughwide session per day) | | No charge | 01/04/24 | B |
| 0 min to maximum stay (maximum stay varies) | | 1.50 * | 01/04/24 | B |
| Blue Badge holders (up to maximum stay) | | No Charge | 01/04/24 | B |
| VEHICLE PARKING - WITHIN PARKS AND OPEN SPACES ONLY | | | | |
| Release of vehicles that have been locked in a car park | 80.00 | 120.00 | 01/04/24 | D |
| Fee for vehicle left in car park overnight | 107.00 | Withdrawn | 01/04/24 | D |

Basis of Increase:

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Environment

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Events Charging For Traffic Management and Parking | | | | |
| Traffic Management per road closure if no diversion required An additional charge to be applied to the above charge for complex Traffic Management, costed on application. | 384.00 * | 407.42 * | 01/04/24 | C |
| Special Event Road closure | 1,200.00 * | 1,320.00 * | 01/04/24 | B |
| (i) Parking Bay suspensions | | | | |
| Price per parking space per day (1 - 7 days) | 60.00 | 64.00 | 01/04/24 | C |
| Price per parking space per day (8 - 14 days) | 115.00 | 122.00 | 01/04/24 | C |
| Price per parking space per day (15 days +) | 170.00 | 181.00 | 01/04/24 | C |

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place
Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| ENVIRONMENTAL HEALTH: | | | | |
| Defra | | | | |
| Stray Dog Service - Environmental Protection (Stray Dogs) Regulation 1992 | | | | |
| Impounding fee per dog | 25.00 | 25.00 | 01/04/92 | A |
| Gambling Act 2005 | | | | |
| Bingo club - Gambling Act 2005 Dept. of Culture and Media and Sport | | | | |
| Copy licence | 25.00 | 25.00 | 01/10/06 | A |
| Notification of change | 50.00 | 50.00 | 01/10/06 | A |
| Betting shop - Dept. of Culture and Media and Sport | | | | |
| Copy licence | 25.00 | 25.00 | 01/10/06 | A |
| Notification of change | 50.00 | 50.00 | 01/10/06 | A |
| Betting premises tracks - Dept. of Culture and Media and Sport | | | | |
| Copy licence | 25.00 | 25.00 | 01/10/06 | A |
| Notification of change | 50.00 | 50.00 | 01/10/06 | A |

Basis of Increase:

- A - Statutory/National
- B - To be agreed by Cabinet and/or subject to corporate savings plan
- C - Inflationary and rounding increases
- D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Family entertainment centres - Dept. of Culture and Media and Sport | | | | |
| Application to vary | 1,000.00 | 1,000.00 | 01/10/06 | A |
| Copy licence | 25.00 | 25.00 | 01/10/06 | A |
| Notification of change | 50.00 | 50.00 | 01/10/06 | A |
| Adult gaming centres - Dept. of Culture and Media and Sport | | | | |
| Application to vary | 1,000.00 | 1,000.00 | 01/10/06 | A |
| Copy licence | 25.00 | 25.00 | 01/10/06 | A |
| Notification of change | 50.00 | 50.00 | 01/10/06 | A |
| Lottery - Dept. of Culture and Media and Sport | | | | |
| New registration | 40.00 | 40.00 | 01/10/06 | A |
| Annual re registration | 20.00 | 20.00 | 01/10/06 | A |
| Permit fees - Dept. of Culture and Media and Sport | | | | |
| Notification of right of licensed premises to have 2 gaming machines | 50.00 | 50.00 | 01/10/06 | A |
| Family entertainment centre - Dept. of Culture and Media and Sport | | | | |
| New application | 2,000.00 | 2,000.00 | 01/04/23 | A |
| Change of name | 25.00 | 25.00 | 01/10/06 | A |
| Copy of permit | 15.00 | 15.00 | 01/10/06 | A |

Basis of Increase:

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place
Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Prize Gaming permit (S 16) Dept. of Culture and Media and Sport | | | | |
| New application | 300.00 | 300.00 | 31/03/05 | A |
| Change of name | 25.00 | 25.00 | 31/03/05 | A |
| Copy of permit | 15.00 | 15.00 | 31/03/05 | A |
| Licensed premises gaming machine permit - Dept. of Culture Media and Sport | | | | |
| New application (new operator) | 150.00 | 150.00 | 31/03/05 | A |
| New application (existing operator) | 100.00 | 100.00 | 31/03/05 | A |
| Vary a permit | 100.00 | 100.00 | 31/03/05 | A |
| Transfer application | 25.00 | 25.00 | 31/03/05 | A |
| Annual fee (1st fee payable within 30 days of issue) | 50.00 | 50.00 | 31/03/05 | A |
| Change of name | 25.00 | 25.00 | 31/03/05 | A |
| Copy of permit | 15.00 | 15.00 | 31/03/05 | A |

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A - Statutory/National
B - To be agreed by Cabinet and/or subject to corporate savings plan
C - Inflationary and rounding increases
D - A local charging policy that deviates from the Corporate Charging Policy

Place
Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Club gaming machine permit - Dept. of Culture and Media and Sport | | | | |
| New application | 200.00 | 200.00 | 31/03/05 | A |
| Renewal | 100.00 | 100.00 | 31/03/05 | A |
| New application (existing operator) | 100.00 | 100.00 | 31/03/05 | A |
| Vary a permit | 100.00 | 100.00 | 31/03/05 | A |
| Copy of permit | 15.00 | 15.00 | 31/03/05 | A |
| Annual fee (1st fee payable within 30 days of issue) | 50.00 | 50.00 | 31/03/05 | A |
| Environment Protection Act (Defra) | | | | |
| Application Fee | | | | |
| Standard Process | 1,650.00 | 1,650.00 | 01/04/18 | A |
| Additional fee for operating without a permit | 1,188.00 | 1,188.00 | 01/04/18 | A |
| Reduced fee activities (except VRs) | 155.00 | 155.00 | 01/04/19 | A |
| Vehicle refinisher | 362.00 | 362.00 | 01/04/18 | A |
| Service station PVR I & II combined | 257.00 | 257.00 | 01/04/18 | A |
| Reduced fee activities: Additional fee for operating without a permit. | 71.00 | 71.00 | 01/04/19 | A |

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Environment Protection Act (Defra) (continued) | | | | |
| Mobile screening and crushing plant | 1,650.00 | 1,650.00 | 01/04/18 | A |
| For the third to seventh applications | 985.00 | 985.00 | 01/04/18 | A |
| For the eight and subsequent applications | 498.00 | 498.00 | 01/04/18 | A |
| Note: Where an application for any of the above is for a combined Part B and waste application, add an extra £310 to the above amounts | | | | |
| Annual subsistence charge | | | | |
| Standard process Low (+£103) | 772.00 | 772.00 | 01/04/18 | A |
| Standard process Medium (+£156) | 1,161.00 | 1,161.00 | 01/04/18 | A |
| Standard process High (+£207) | 1,747.00 | 1,747.00 | 01/04/18 | A |
| <i>(+) to be added when the above standard process is for combined part B and waste site</i> | | | | |
| Service stations PVR l/dry cleaner/ waste oil burner <0.4MW | | | | |
| Low | 79.00 | 79.00 | 01/04/18 | A |
| Medium | 158.00 | 158.00 | 01/04/18 | A |
| High | 237.00 | 237.00 | 01/04/18 | A |

Basis of Increase:

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Environment Protection Act (Defra) (continued) | | | | |
| Vehicle refinisher | | | | |
| Low | 228.00 | 228.00 | 01/04/18 | A |
| Medium | 365.00 | 365.00 | 01/04/18 | A |
| High | 548.00 | 548.00 | 01/04/18 | A |
| Service station PVRI and II combined | | | | |
| Low | 113.00 | 113.00 | 01/04/18 | A |
| Medium | 226.00 | 226.00 | 01/04/18 | A |
| High | 341.00 | 341.00 | 01/04/18 | A |
| Odourising of natural gas | | | | |
| Low | 79.00 | 79.00 | 01/04/19 | A |
| Medium | 158.00 | 158.00 | 01/04/19 | A |
| High | 237.00 | 237.00 | 01/04/19 | A |
| Mobile screening and crushing plant | | | | |
| For the first and second plants | | | | |
| Low | 626.00 | 626.00 | 01/04/19 | A |
| Medium | 1,034.00 | 1,034.00 | 01/04/18 | A |
| High | 1,551.00 | 1,551.00 | 01/04/19 | A |

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Environment Protection Act (Defra) (continued) | | | | |
| For the third to seventh applications | | | | |
| Low | 385.00 | 385.00 | 01/04/18 | A |
| Medium | 617.00 | 617.00 | 01/04/18 | A |
| High | 924.00 | 924.00 | 01/04/18 | A |
| For the eighth and subsequent applications | | | | |
| Low | 198.00 | 198.00 | 01/04/18 | A |
| Medium | 316.00 | 316.00 | 01/04/19 | A |
| High | 473.00 | 473.00 | 01/04/18 | A |
| Transfer and Surrender of a permit | | | | |
| Standard process transfer | 169.00 | 169.00 | 01/04/18 | A |
| Standard process partial transfer | 497.00 | 497.00 | 01/04/18 | A |
| New operator at low risk reduced fee activity | 78.00 | 78.00 | 01/04/18 | A |
| Surrender: all Part B activities | No charge | No charge | 01/05/12 | A |
| Transfer : Service Stations and Waste Oil burners <0.4MW | No charge | No charge | 01/05/12 | A |
| Reduced fee activities: Transfer | No charge | No charge | 01/05/12 | A |
| Reduced fee activities: partial transfer | 47.00 | 47.00 | 01/04/18 | A |

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Transfer and Surrender of a permit (continued) | | | | |
| Temporary | | | | |
| First transfer | 53.00 | 53.00 | 01/04/19 | A |
| Transfer for mobiles | | | | |
| Repeat transfer | 11.00 | 11.00 | 01/04/19 | A |
| Repeat following enforcement or warning | 53.00 | 53.00 | 01/04/19 | A |
| Substantial changes to s10 and s11 | | | | |
| One off annual payment | | | | |
| Standard process | 1,050.00 | 1,050.00 | 01/04/18 | A |
| Standard process where the substantial change results in a new PPC activity | 1,650.00 | 1,650.00 | 01/04/18 | A |
| Reduced fee activities | 102.00 | 102.00 | 01/04/18 | A |
| Note: Reduced fee activities are; Service Stations, Vehicle Refinishers, Dry Cleaners and Small Waste Oil burners under 0.4MW | | | | |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place
Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Environmental Protection Act (DEFRA): LAPPC mobile plant charges | | | | |
| Number of Permits | | | | |
| 1 Low | 646.00 | 646.00 | 01/04/19 | A |
| 1 Medium | 1,034.00 | 1,034.00 | 01/04/19 | A |
| 1 High | 1,506.00 | 1,506.00 | 01/04/19 | A |
| 2 Low | 646.00 | 646.00 | 01/04/19 | A |
| 2 Medium | 1,034.00 | 1,034.00 | 01/04/19 | A |
| 2 High | 1,506.00 | 1,506.00 | 01/04/19 | A |
| 3 Low | 385.00 | 385.00 | 01/04/19 | A |
| 3 Medium | 617.00 | 617.00 | 01/04/19 | A |
| 3 High | 924.00 | 924.00 | 01/04/19 | A |
| 4 Low | 385.00 | 385.00 | 01/04/19 | A |
| 4 Medium | 617.00 | 617.00 | 01/04/19 | A |
| 4 High | 924.00 | 924.00 | 01/04/19 | A |
| 5 Low | 385.00 | 385.00 | 01/04/19 | A |
| 5 Medium | 617.00 | 617.00 | 01/04/19 | A |
| 5 High | 924.00 | 924.00 | 01/04/19 | A |
| 6 Low | 385.00 | 385.00 | 01/04/19 | A |
| 6 Medium | 617.00 | 617.00 | 01/04/19 | A |
| 6 High | 924.00 | 924.00 | 01/04/19 | A |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Environmental Protection Act (DEFRA): LAPPC mobile plant charges (continued) | | | | |
| 7 Low | 385.00 | 385.00 | 01/04/19 | A |
| 7 Medium | 617.00 | 617.00 | 01/04/19 | A |
| 7 High | 924.00 | 924.00 | 01/04/19 | A |
| 8 and over Low | 198.00 | 198.00 | 01/04/19 | A |
| 8 and over Medium | 316.00 | 316.00 | 01/04/19 | A |
| 8 and over High | 473.00 | 473.00 | 01/04/19 | A |
| Note: Subsistence charges can be paid in four equal quarterly instalments paid on 1st April, 1st July, 1st October and 1st January. Where paid quarterly the total amount payable to the local authority will be increased by £36. | | | | |

Basis of Increase:

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Licensing Act 2003 fees set by Home Office | | | | |
| Application for the grant or renewal of a personal licence | 37.00 | 37.00 | 01/11/05 | A |
| Temporary event notice | 21.00 | 21.00 | 01/11/05 | A |
| Theft, loss, etc. of premises licence or summary | 21.00 | 21.00 | 01/11/05 | A |
| Application for a provisional statement where premises being built etc. | 10.50 | 10.50 | 01/11/05 | A |
| Notification of change of name or address | 10.50 | 10.50 | 01/11/05 | A |
| Application to vary licence to specify individual as premises supervisor | 23.00 | 23.00 | 01/11/05 | A |
| Application for transfer of premises licence | 23.00 | 23.00 | 01/11/05 | A |
| Interim authority notice following death etc. of licence holder | 10.50 | 10.50 | 01/11/05 | A |
| Theft, loss etc. of certificate or summary | 23.00 | 23.00 | 01/11/05 | A |
| Notification of change of name or alteration of rules of club | 23.00 | 23.00 | 01/11/05 | A |
| Change of relevant registered address of club | 23.00 | 23.00 | 01/11/05 | A |
| Theft, loss etc. of temporary event notice | 10.50 | 10.50 | 01/11/05 | A |
| Theft, loss etc. of personal licence | 10.50 | 10.50 | 01/11/05 | A |
| Duty to notify change of name or address | 10.50 | 10.50 | 01/11/05 | A |
| Right of freeholder etc. to be notified of licensing matters | 10.50 | 10.50 | 01/11/05 | A |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place
Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Main Fee Levels Based on non domestic rateable value: Band A £0 - £4,300 Band B £4,301 - £33,000 Band C £33,001 - £87,000 Band D £87,001 - £125,000 Band E £125,001 and over Premises Licences New Applications and variation Band A Band B Band C Band D Band E Multiplier applied to premises used exclusively or primarily for the supply of alcohol for consumption on the premises (bands D & E only) Band D x 2 Band E x 3 | | | | |
| | 100.00 | 100.00 | 01/11/05 | A |
| | 190.00 | 190.00 | 01/11/05 | A |
| | 315.00 | 315.00 | 01/11/05 | A |
| | 450.00 | 450.00 | 01/11/05 | A |
| | 635.00 | 635.00 | 01/11/05 | A |
| | | | | |
| | 900.00 | 900.00 | 01/11/05 | A |
| | 1,905.00 | 1,905.00 | 01/11/05 | A |

Basis of Increase:
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C - Inflationary and rounding increases
D - A local charging policy that deviates from the Corporate Charging Policy

Place
Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Premises Licences (continued) | | | | |
| Annual maintenance fee to keep premises licence current. | | | | |
| Band A | 70.00 | 70.00 | 01/11/05 | A |
| Band B | 180.00 | 180.00 | 01/11/05 | A |
| Band C | 295.00 | 295.00 | 01/11/05 | A |
| Band D | 320.00 | 320.00 | 01/11/05 | A |
| Band E | 350.00 | 350.00 | 01/11/05 | A |
| Annual charge multiplier applied to premises used exclusively or primarily for the supply of alcohol for consumption on the premises (bands D & E only) | | | | |
| Band D x 2 | 640.00 | 640.00 | 01/11/05 | A |
| Band E x 3 | 1,050.00 | 1,050.00 | 01/11/05 | A |
| Additional Fees | | | | |
| There are additional fees for premises licence applications, and the annual fee for exceptionally large scale events (5000+), unless certain conditions apply. Please read Regulation 4(4) and 4(5) of the licensing Act (Fees) Regulations 2005. | | | | |

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Place
Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Additional Premises licence fee | | | | |
| Numbers in attendance at any one time | | | | |
| 5,000 - 9,999 | 1,000.00 | 1,000.00 | 01/11/05 | A |
| 10,000 - 14,999 | 2,000.00 | 2,000.00 | 01/11/05 | A |
| 15,000 - 19,999 | 4,000.00 | 4,000.00 | 01/11/05 | A |
| 20,000 - 29,999 | 8,000.00 | 8,000.00 | 01/11/05 | A |
| 30,000 - 39,999 | 16,000.00 | 16,000.00 | 01/11/05 | A |
| 40,000 - 49,999 | 24,000.00 | 24,000.00 | 01/11/05 | A |
| 50,000 - 59,999 | 32,000.00 | 32,000.00 | 01/11/05 | A |
| 60,000 - 69,999 | 40,000.00 | 40,000.00 | 01/11/05 | A |
| 70,000 - 79,999 | 48,000.00 | 48,000.00 | 01/11/05 | A |
| 80,000 - 89,999 | 56,000.00 | 56,000.00 | 01/11/05 | A |
| 90,000 and over | 64,000.00 | 64,000.00 | 01/11/05 | A |

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Place
Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Additional annual maintenance fee payable (if applicable) | | | | |
| Numbers in attendance at any one time | | | | |
| 5,000 - 9,999 | 500.00 | 500.00 | 01/11/05 | A |
| 10,000 - 14,999 | 1,000.00 | 1,000.00 | 01/11/05 | A |
| 15,000 - 19,999 | 2,000.00 | 2,000.00 | 01/11/05 | A |
| 20,000 - 29,999 | 4,000.00 | 4,000.00 | 01/11/05 | A |
| 30,000 - 39,999 | 8,000.00 | 8,000.00 | 01/11/05 | A |
| 40,000 - 49,999 | 12,000.00 | 12,000.00 | 01/11/05 | A |
| 50,000 - 59,999 | 16,000.00 | 16,000.00 | 01/11/05 | A |
| 60,000 - 69,999 | 20,000.00 | 20,000.00 | 01/11/05 | A |
| 70,000 - 79,999 | 24,000.00 | 24,000.00 | 01/11/05 | A |
| 80,000 - 89,999 | 28,000.00 | 28,000.00 | 01/11/05 | A |
| 90,000 and over | 32,000.00 | 32,000.00 | 01/11/05 | A |

Basis of Increase:
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C - Inflationary and rounding increases
D - A local charging policy that deviates from the Corporate Charging Policy

Place
Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|-----------------------------------|--|--|--|-------------------|
| Club premises certificates | | | | |
| New application variation | | | | |
| Band A | 100.00 | 100.00 | 01/11/05 | A |
| Band B | 190.00 | 190.00 | 01/11/05 | A |
| Band C | 315.00 | 315.00 | 01/11/05 | A |
| Band D | 450.00 | 450.00 | 01/11/05 | A |
| Band E | 635.00 | 635.00 | 01/11/05 | A |
| Annual maintenance fee | | | | |
| Band A | 70.00 | 70.00 | 01/11/05 | A |
| Band B | 180.00 | 180.00 | 01/11/05 | A |
| Band C | 295.00 | 295.00 | 01/11/05 | A |
| Band D | 320.00 | 320.00 | 01/11/05 | A |
| Band E | 350.00 | 350.00 | 01/11/05 | A |

Basis of Increase:
A - Statutory/National
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C - Inflationary and rounding increases
D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Explosives Regulations 2014 (set by HSE) | | | | |
| Registration (Unlimited) initial application | 500.00 | 500.00 | 01/04/17 | A |
| Fireworks Explosives Regulations Health & Safety and Nuclear (Fees) Regulations 2016 Licence to store explosives where, by virtue of regulation 27 of, and Schedule 5 to, the 2014 Regulations, no minimum separation distance or a 0 metres separation distance is prescribed: (Storage of up to 250kg NEQ) | | | | |
| New | | | | |
| New application 1 year | 111.00 | 113.00 | 01/04/24 | A |
| New application 2 years | 144.00 | 147.00 | 01/04/24 | A |
| New application 3 years | 177.00 | 181.00 | 01/04/24 | A |
| New application 4 years | 211.00 | 215.00 | 01/04/24 | A |
| New application 5 years | 243.00 | 248.00 | 01/04/24 | A |
| Renewals | | | | |
| Renewal 1 year | 55.00 | 56.00 | 01/04/24 | A |
| Renewal 2 years | 88.00 | 90.00 | 01/04/24 | A |
| Renewal 3 years | 123.00 | 125.00 | 01/04/24 | A |
| Renewal 4 years | 155.00 | 158.00 | 01/04/24 | A |
| Renewal 5 years | 189.00 | 193.00 | 01/04/24 | A |

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Explosives Regulations 2014 (set by HSE) continued | | | | |
| Licence to store explosives where, by virtue of regulation 27 of, and Schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is required: (Storage between 250kg and 2,000kg NEQ) | | | | |
| New | | | | |
| New application 1 year | 189.00 | 193.00 | 01/04/24 | A |
| New application 2 years | 248.00 | 253.00 | 01/04/24 | A |
| New application 3 years | 311.00 | 317.00 | 01/04/24 | A |
| New application 4 years | 382.00 | 390.00 | 01/04/24 | A |
| New application 5 years | 432.00 | 441.00 | 01/04/24 | A |
| Renewals | | | | |
| Renewal 1 year | 88.00 | 90.00 | 01/04/24 | A |
| Renewal 2 years | 150.00 | 153.00 | 01/04/24 | A |
| Renewal 3 years | 211.00 | 215.00 | 01/04/24 | A |
| Renewal 4 years | 272.00 | 277.00 | 01/04/24 | A |
| Renewal 5 years | 333.00 | 340.00 | 01/04/24 | A |
| Varying a licence (For any other variation-the reasonable cost to the licensing authority of having the work carried out) | | | | |
| Varying the name of licensee or address of site | 37.00 | 38.00 | 01/04/24 | A |
| Transfer of licence | 37.00 | 38.00 | 01/04/24 | A |
| Replacement of licence if lost | 37.00 | 38.00 | 01/04/24 | A |

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place
Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| ENVIRONMENTAL HEALTH: | | | | |
| Keeping of dangerous wild animals (Dangerous Wild Animals Act 1976) | | | | |
| New application Part A | 384.00 | 407.00 | 01/04/24 | C |
| New application Part B | 116.00 | 124.00 | 01/04/24 | C |
| Note: total fee for new application £531 | | | | |
| Renewal Part A | 384.00 | 407.00 | 01/04/24 | C |
| Renewal Part B | 116.00 | 124.00 | 01/04/24 | C |
| Note: total fee for renewal £531 | | | | |
| Replacement or Copy of Keeping of dangerous wild animals Application/Renewal | 50.00 | 53.00 | 01/04/24 | C |

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Place
Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| ENVIRONMENTAL HEALTH: Animal Welfare Licences (The Animal welfare (Licensing of Activities Involving Animals) England) Regulations 2018 | | | | |
| Providing and arranging boarding for cat/dog kennels, home boarding for dogs | 394.00 | 418.00 | 01/04/24 | C |
| New Application Part B (Issue Fee) | 197.00 | 209.00 | 01/04/24 | C |
| Note: total fee for new application £627 | | | | |
| Renewal Part A (Application Fee) | 361.00 | 383.00 | 01/04/24 | C |
| Renewal Part B (Issue Fee) | 132.00 | 140.00 | 01/04/24 | C |
| Note: total fee for renewal application £523 | | | | |
| Dog Daycare | | | | |
| Dog Daycare Part A (Application Fee) | 394.00 | 418.00 | 01/04/24 | C |
| Dog Daycare Part 3 (Issue Fee) | 197.00 | 209.00 | 01/04/24 | C |
| Note: total fee for new application £627 | | | | |
| Renewal Part A (Application Fee) | 361.00 | 383.00 | 01/04/24 | C |
| Renewal Part B (Issue Fee) | 132.00 | 140.00 | 01/04/24 | C |
| Note: total fee for renewal application £523 | | | | |

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- C - Inflationary and rounding increases
- D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Animal Welfare Licences (continued) | | | | |
| Dog Breeding | | | | |
| Dog Breeding Part A (Application Fee) (plus vet visit fee) | 427.00 | 453.00 | 01/04/24 | C |
| Dog Breeding Part B (Issue Fee) | 197.00 | 209.00 | 01/04/24 | C |
| Note: total fee for new application £662 | | | | |
| Renewal Part A (Application Fee)(plus vet fee visit fee) | 394.00 | 418.00 | 01/04/24 | C |
| Renewal Part B (Issue Fee) | 132.00 | 140.00 | 01/04/24 | C |
| Note: total fee for renewal application £558 | | | | |
| Pet Shop Operation | | | | |
| Pet Shop Operation Part A (Application Fee) | 394.00 | 418.00 | 01/04/24 | C |
| Pet Shop Operation Part B (Issue Fee) | 197.00 | 209.00 | 01/04/24 | C |
| Note: total fee for Pet Shop Operation £627 | | | | |
| Renewal Part A (Application Fee) | 361.00 | 383.00 | 01/04/24 | C |
| Renewal Part B (Issue Fee) | 132.00 | 140.00 | 01/04/24 | C |
| Note: total fee for renewal application £523 | | | | |

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D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Animal Welfare Licences (continued) | | | | |
| Hiring of Horses | | | | |
| Hiring of Horses (riding and/or instruction) Part A (Application Fee) (plus vet visit fee) | 427.00 | 453.00 | 01/04/24 | C |
| Hiring of Horses (riding and/or instruction) Part B (Issue Fee) | 197.00 | 209.00 | 01/04/24 | C |
| Note: total fee for Hiring of Horses £662 | | | | |
| Renewal Part A (Application Fee)(plus vet fee visit fee) | 394.00 | 418.00 | 01/04/24 | C |
| Renewal Part B (Issue Fee) | 132.00 | 140.00 | 01/04/24 | C |
| Note: total fee for renewal application £558 | | | | |
| Keeping or Training of Animals for Exhibitions | | | | |
| Keeping or training of animals for exhibition Part A (Application Fee) | 394.00 | 418.00 | 01/04/24 | C |
| Keeping or training of animals for exhibition Part B (Issue Fee) | 197.00 | 209.00 | 01/04/24 | C |
| Note: total fee for Keeping or training of animals for exhibition £627 | | | | |
| Renewal Part A (Application Fee) | 361.00 | 383.00 | 01/04/24 | C |
| Renewal Part B (Issue Fee) | 132.00 | 140.00 | 01/04/24 | C |
| Note: total fee for renewal application £523 | | | | |
| Variation of Licence | 328.00 | 348.00 | 01/04/24 | C |
| Re-rating of Premises | 295.00 | 313.00 | 01/04/24 | C |
| Amendment Fee/Replacement Licence for a lost or defaced Licence | 50.00 | 53.00 | 01/04/24 | C |
| Transfer Fee | 197.00 | 209.00 | 01/04/24 | C |

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D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Special treatment establishments (London Local Authority Act 1991) | | | | |
| High risk single treatment New Part A | 592.00 | 628.00 | 01/04/24 | C |
| High risk single treatment New Part B | 176.00 | 187.00 | 01/04/24 | C |
| Note: total fee for new application £815 | | | | |
| High risk Multiple treatment New Part A | 731.00 | 776.00 | 01/04/24 | C |
| High risk Multiple treatment New Part B | 176.00 | 187.00 | 01/04/24 | C |
| Note: total fee for new application £963 | | | | |
| High risk renewal single treatment Part A | 176.00 | 187.00 | 01/04/24 | C |
| High risk renewal single treatment Part B | 176.00 | 187.00 | 01/04/24 | C |
| Note: total fee for renewal £374 | | | | |
| High risk Renewal multiple treatment Part A | 244.00 | 259.00 | 01/04/24 | C |
| High risk Renewal multiple treatment Part B | 176.00 | 187.00 | 01/04/24 | C |
| Note: total fee for renewal £446 | | | | |
| Variation (additional treatment High risk) | 349.00 | 370.00 | 01/04/24 | C |

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Special treatment establishments (Cont.) | | | | |
| <p>**surcharge to be paid for renewal applications that are received within 30 days from the date the licence lapsed. Any renewal applications received after that period will not be accepted and a new application and associated fee will be required.</p> | | | | |
| low risk single treatment New Part A | 384.00 | 407.00 | 01/04/24 | C |
| low risk single treatment New Part B | 176.00 | 187.00 | 01/04/24 | C |
| Note: total fee for new application £594 | | | | |
| low risk multiple treatment New Part A | 523.00 | 555.00 | 01/04/24 | C |
| low risk multiple treatment New Part B | 176.00 | 187.00 | 01/04/24 | C |
| Note: total fee for new application £742 | | | | |

Basis of Increase:

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Special treatment establishments (Cont.) | | | | |
| Low risk renewal single treatment Part A | 116.00 | 124.00 | 01/04/24 | C |
| Low risk renewal single treatment Part B | 176.00 | 187.00 | 01/04/24 | C |
| Note: total fee for renewal £311 | | | | |
| Low risk renewal multiple treatment Part A | 176.00 | 187.00 | 01/04/24 | C |
| Low risk renewal multiple treatment Part B | 176.00 | 187.00 | 01/04/24 | C |
| Note: total fee for renewal £374 | | | | |
| Variation (additional treatment low risk)~ | 176.00 | 187.00 | 01/04/24 | C |
| Change of details/transfer | 116.00 | 124.00 | 01/04/24 | C |
| Late renewal surcharge | 46.00 | 49.00 | 01/04/24 | C |
| Change of Therapist | 33.00 | 35.00 | 01/04/24 | C |
| Duplicate Special treatment establishments licence | 50.00 | 53.00 | 01/04/24 | C |
| ~ if the additional treatment is high risk the higher fee must be paid. | | | | |

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A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place
Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Zoo Licensing (Zoo Licensing Act 1981) | | | | |
| New Application Part A (Part B no charge) (plus vet visit fee) | 731.00 | 776.00 | 01/04/24 | C |
| Renewal (no change) Part A fee plus vet inspection fee | 523.00 | 555.00 | 01/04/24 | C |
| Alteration Part A plus vet inspection fee | 639.00 | 678.00 | 01/04/24 | C |
| Sex Establishment Licensing (Local Govt. Miscellaneous Provisions Act 1982) | | | | |
| New application Part A (Part B no charge) | 2,365.00 | 2,509.00 | 01/04/24 | C |
| Renewal Part A fee | 349.00 | 370.00 | 01/04/24 | C |
| Renewal Part B fee | 116.00 | 124.00 | 01/04/24 | C |
| Note: total fee for renewal £494 | | | | |
| Hypnotism consent (Hypnotism Act 1952) | | | | |
| New application Part A | 349.00 | 370.00 | 01/04/24 | C |

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D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Street Trading Licences (London Local Authorities Act 1990) | | | | |
| Subject to review and a separate consultation for proposed street trading protocol | | | | |
| Trading between 05:00 - 20:00 | | | | |
| Seven days per week | 2,437.00 | 2,586.00 | 01/04/24 | C |
| Six days per week | 2,089.00 | 2,216.00 | 01/04/24 | C |
| Five days per week | 1,746.00 | 1,853.00 | 01/04/24 | C |
| Four days per week | 1,393.00 | 1,478.00 | 01/04/24 | C |
| Three days per week | 1,049.00 | 1,113.00 | 01/04/24 | C |
| Two days per week | 698.00 | 741.00 | 01/04/24 | C |
| One day per week | 351.00 | 372.00 | 01/04/24 | C |
| Trading between 20:00 - 02:00 | | | | |
| Seven days per week | 3,016.00 | 3,200.00 | 01/04/24 | C |
| Six days per week | 2,587.00 | 2,745.00 | 01/04/24 | C |
| Five days per week | 2,155.00 | 2,286.00 | 01/04/24 | C |
| Four days per week | 1,726.00 | 1,831.00 | 01/04/24 | C |
| Three days per week | 1,292.00 | 1,371.00 | 01/04/24 | C |
| Two days per week | 855.00 | 907.00 | 01/04/24 | C |
| One day per week | 429.00 | 455.00 | 01/04/24 | C |
| These can be paid annually in advance | | | | |

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Temporary Street Trading Licences (up to 6 months) | | | | |
| Trading between 05:00 and 20:00 | | | | |
| Seven days per week | 1,222.00 | 1,297.00 | 01/04/24 | C |
| Six days per week | 1,048.00 | 1,112.00 | 01/04/24 | C |
| Five days per week | 858.00 | 910.00 | 01/04/24 | C |
| Four days per week | 698.00 | 741.00 | 01/04/24 | C |
| Three days per week | 525.00 | 557.00 | 01/04/24 | C |
| Two days per week | 350.00 | 371.00 | 01/04/24 | C |
| One day per week | 178.00 | 189.00 | 01/04/24 | C |
| Temporary Street Trading Licences (up to 6 months) (continued) | | | | |
| Trading between 20:00 and 02:00 | | | | |
| Seven days per week | 1,509.00 | 1,602.00 | 01/04/24 | C |
| Six days per week | 1,298.00 | 1,377.00 | 01/04/24 | C |
| Five days per week | 1,081.00 | 1,147.00 | 01/04/24 | C |
| Four days per week | 863.00 | 916.00 | 01/04/24 | C |
| Three days per week | 647.00 | 686.00 | 01/04/24 | C |
| Two days per week | 433.00 | 459.00 | 01/04/24 | C |
| One day per week | 225.00 | 239.00 | 01/04/24 | C |

Basis of Increase:

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B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place

(B) Charges determined by Cabinet

*VAT inclusive

[illegible]

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

**Place
Planning & Public Protection**

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Land Quality Reports | | | | |
| Written report that takes less than 2 hours to complete: | | | | |
| a) 5 working day response (where available and on request) | 610.00 * | 648.00 * | 01/04/24 | C |
| b) 20 working day response | 337.00 * | 358.00 * | 01/04/24 | C |
| For every hour over 2 hours | 100.00 * | 107.00 * | 01/04/24 | C |
| To respond to specific questions on land quality hourly rate | 100.00 * | 107.00 * | 01/04/24 | C |
| Mandatory HMO Licensing (Housing Act 2004) | | | | |
| Licences usually valid for 5 years | | | | |
| Up to 5 lettings | 1,219.00 | 1,294.00 | 01/04/24 | C |
| 6 - 9 lettings | 1,404.00 | 1,490.00 | 01/04/24 | C |
| 10 - 14 lettings | 1,610.00 | 1,709.00 | 01/04/24 | C |
| 15 - 19 lettings | 1,781.00 | 1,890.00 | 01/04/24 | C |
| 20 lettings and above | 1,954.00 | 2,074.00 | 01/04/24 | C |
| Additional fee for processing paper applications | 107.00 | 114.00 | 01/04/24 | C |

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Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Additional HMO Licence (usually valid for 5 years) | | | | |
| Additional licence fees are split into two payments | | | | |
| Part A (application fee) | 550.00 | 550.00 | 01/04/20 | D |
| Part B (licensing fee) | 350.00 | 350.00 | 01/04/20 | D |
| Selective Licensing for Privately Rented Homes (usually valid for 5 years) | | | | |
| Selective licence fees are split into two payments | | | | |
| Part A (application fee) | 450.00 | 450.00 | 01/04/20 | D |
| Part B (licensing fee) | 450.00 | 450.00 | 01/04/20 | D |
| Additional fee for processing paper applications | 107.00 | 107.00 | 01/04/23 | D |
| Charge for assisted applications | 107.00 | 107.00 | 01/04/23 | D |
| Discounts available* | | | | |
| Landlord accreditation scheme: | | | | |
| A £35 discount on the Part B fee only is available to accredited landlords | | | | |
| Multi property discount: | | | | |
| *A discount of £100 per dwelling in the same building, after the first licence, providing each of the dwellings have common ownership and management control | | | | |
| **Discounts will not be applicable where the LA has served a warning letter for failure to licence the property. | | | | |

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Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Caravan site licence (Caravan Sites and Control of Development Act 1960) | 438.00 | 465.00 | 01/04/23 | C |
| Miscellaneous housing-related fees | | | | |
| Fee for each type of statutory Notice served under Housing Act 2004 with the ability to add the cost of any report required from external experts such as Gas, Electricity or Structural Surveyors | 558.00 | 593.00 | 01/04/23 | C |
| Gambling Act 2005 Bingo Club premises | | | | |
| Fees set by LA (subject to maxima set by Govt.) | | | | |
| New premises application | 3,500.00 | 3,500.00 | 01/04/20 | D |
| Annual fee | 782.00 | 830.00 | 01/04/24 | C |
| Application to vary | 1,300.00 | 1,380.00 | 01/04/24 | C |
| Application to transfer | 659.00 | 699.00 | 01/04/24 | C |
| Application for reinstatement | 1,019.00 | 1,082.00 | 01/04/24 | C |
| Application for a provisional statement | 1,359.00 | 1,442.00 | 01/04/24 | C |
| License application (provisional statement holders) | 1,019.00 | 1,082.00 | 01/04/24 | C |

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Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Betting shop | | | | |
| New premises application | 1,335.00 | 1,416.00 | 01/04/24 | C |
| Annual fee | 600.00 | 600.00 | 01/04/20 | D |
| Application to vary | 999.00 | 1,060.00 | 01/04/24 | C |
| Application to transfer | 659.00 | 700.00 | 01/04/24 | C |
| Application for reinstatement | 1,020.00 | 1,082.00 | 01/04/24 | C |
| Application for a provisional statement | 1,360.00 | 1,443.00 | 01/04/24 | C |
| License application (provisional statement holders) | 1,020.00 | 1,082.00 | 01/04/24 | C |
| Betting premises tracks | | | | |
| New premises application | 2,500.00 | 2,500.00 | 01/04/20 | D |
| Annual fee | 999.00 | 1,000.00 | 01/04/22 | D |
| Application to vary | 1,250.00 | 1,250.00 | 01/04/22 | D |
| Application to transfer | 658.00 | 698.00 | 01/04/23 | C |
| Application for reinstatement | 950.00 | 950.00 | 01/04/22 | D |
| Application for a provisional statement | 2,500.00 | 2,500.00 | 01/04/20 | D |
| License application (provisional statement holders) | 950.00 | 950.00 | 01/04/22 | D |

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C - Inflationary and rounding increases

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Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Family Entertainment centres | | | | |
| New premises application | 1,788.00 | 1,897.00 | 01/04/24 | C |
| Annual fee | 750.00 | 750.00 | 01/04/22 | D |
| Application to vary | 1,000.00 | 1,000.00 | 01/04/20 | D |
| Application to transfer | 659.00 | 699.00 | 01/04/23 | C |
| Application for reinstatement | 950.00 | 950.00 | 01/04/22 | D |
| Application for a provisional statement | 1,827.00 | 1,938.00 | 01/04/23 | C |
| License application (provisional statement holders) | 950.00 | 950.00 | 01/04/21 | D |
| Adult gaming centres | | | | |
| New premises application | 1,812.00 | 1,923.00 | 01/04/23 | C |
| Annual fee | 784.00 | 832.00 | 01/04/23 | C |
| Application to vary | 1,000.00 | 1,000.00 | 01/04/20 | D |
| Application to transfer | 659.00 | 699.00 | 01/04/23 | C |
| Application for reinstatement | 986.00 | 986.00 | 01/04/23 | D |
| Application for a provisional statement | 1,809.00 | 1,919.00 | 01/04/23 | C |
| License application (provisional statement holders) | 986.00 | 1,046.00 | 01/04/23 | C |

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Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Scrap Metal Dealers Act 2013 | | | | |
| Application for a new scrap metal site licence | 992.00 | 1,053.00 | 01/04/24 | C |
| Application for a new scrap metal collectors licence | 321.00 | 341.00 | 01/04/24 | C |
| Application for a variation of an existing site licence to a collectors licence | 161.00 | 171.00 | 01/04/24 | C |
| Application for a variation of an existing collectors licence to a site licence | 838.00 | 889.00 | 01/04/24 | C |
| Application for a variation of an existing licence not listed above | 222.00 | 236.00 | 01/04/24 | C |
| Renewal application for a site licence under Scrap Metal Dealers Act 2013 | 992.00 | 1,053.00 | 01/04/24 | C |
| Renewal application for a collectors licence under Scrap Metal Dealers Act 2013 | 299.00 | 317.00 | 01/04/24 | C |
| Lost licence replacement | 30.00 | 32.00 | 01/04/24 | C |
| Marriage Act 1949 | | | | |
| Wedding Registration | | | | |
| New application Part A fee | 782.00 | 830.00 | 01/04/24 | C |
| New Application Part B fee | 210.00 | 223.00 | 01/04/24 | C |
| Note: Total fee parts A and B £1053 | | | | |
| Renewal of Premises Licensing | | | | |
| Renewal Part A fee | 226.00 | 240.00 | 01/04/24 | C |
| Renewal Part B fee | 210.00 | 223.00 | 01/04/24 | C |
| Note: Total fee parts A and B £463 | | | | |

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Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Primary Authority | | | | |
| Annual Fee, pays for 20 hours work (Enterprise and Regulatory Reform Act) | 1,433.00 | 1,521.00 | 01/04/24 | C |
| Hourly rate, agreed in advance for work beyond 20 hours. | 73.00 | 78.00 | 01/04/24 | C |
| Food | | | | |
| Health Export Certificates (these are issued on request to food businesses who wish to export foodstuff outside the EU. They are provided to assist local exporters in meeting the food safety requirements. Only the local authority can provide them). | 62.00 | 66.00 | 01/04/24 | C |
| Food Hygiene Rating Requested rerating inspection, New charge for 2017. Can only be supplied by the local authority by the Enterprise Act. No Vat applicable | 275.00 | 292.00 | 01/04/24 | C |

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| ENVIRONMENTAL ENFORCEMENT Environmental offences Fixed penalty notices Levels are set by legislation and London Councils Transport and Environment Committee Guidelines. | | | | |
| Fly Tipping | 400.00 | 400.00 | 01/04/20 | A |
| Householder Duty of Care | 400.00 | 400.00 | 01/04/22 | A |
| Fail to produce Waste Transfer Notes | 300.00 | 300.00 | 01/04/20 | A |
| Litter | 150.00 | 150.00 | 01/04/20 | A |
| Fail to comply requirement or condition in Abatement Notice | 110.00 | 110.00 | 01/04/20 | A |
| Fail to comply Community Protection Notice | 100.00 | 100.00 | 01/04/20 | A |
| Fail to comply Public Space Protection Order | 100.00 | 100.00 | 01/04/20 | A |
| Fail to produce authority to carry waste | 300.00 | 300.00 | 01/04/20 | A |
| Fail to comply with receptacles notice (Commercial) | 110.00 | 110.00 | 01/04/20 | A |
| Unlicensed Street Trading | 150.00 | 150.00 | 01/04/20 | A |
| Fail to comply conditions Street Trading License / temp License | 100.00 | 100.00 | 01/04/20 | A |
| Fail to produce a Street Trading Licence / Temp Licence on demand | 100.00 | 100.00 | 01/04/20 | A |
| Making a false statement to obtain a Street Trading Licence | 125.00 | 125.00 | 01/04/20 | A |
| Resisting or obstructing an authorised officer | 250.00 | 250.00 | 01/04/20 | A |

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place
Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Fixed penalty notices (Continue) | | | | |
| Nuisance Vehicles exposed for sale Unlicensed Trade | 150.00 | 150.00 | 01/04/20 | A |
| Abandoned Vehicles | 200.00 | 200.00 | 01/04/20 | A |
| Unauthorised distribution of printed matter | 75.00 | 75.00 | 01/04/20 | A |
| Fly Posting | 150.00 | 150.00 | 01/04/20 | A |
| Display advertisement in contravention of regulations | 75.00 | 75.00 | 01/04/20 | A |
| Graffiti | 150.00 | 150.00 | 01/04/20 | A |
| Marks / picture/ sign on highway or highway furniture | 100.00 | 100.00 | 01/04/20 | A |
| Wilful obstruction | 100.00 | 100.00 | 01/04/20 | A |
| Erect building / fence / hedge on highway | 100.00 | 100.00 | 01/04/20 | A |
| Deposit skip on highway without authority | 100.00 | 100.00 | 01/04/20 | A |
| Deposit skip on highway failure to light or sign | 100.00 | 100.00 | 01/04/20 | A |
| Deposit skip on highway failure to display name and address | 100.00 | 100.00 | 01/04/20 | A |
| Deposit skip on highway fail to remove | 100.00 | 100.00 | 01/04/20 | A |
| Deposit skip on highway fail to comply conditions / permit | 100.00 | 100.00 | 01/04/20 | A |
| Deposit skip on highway fail to remove / reposition | 100.00 | 100.00 | 01/04/20 | A |
| Deposit material on made up carriageway | 100.00 | 100.00 | 01/04/20 | A |
| Deposit material within 15 feet of centre carriageway | 100.00 | 100.00 | 01/04/20 | A |
| Deposit material on highway to interruption of user | 100.00 | 100.00 | 01/04/20 | A |

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Place Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Fixed penalty notices (Continue) | | | | |
| Pitching booths / stalls / stands / camp on highway | 100.00 | 100.00 | 01/04/20 | A |
| Fail to prevent soil / mud / refuse escape to sewer / road | 100.00 | 100.00 | 01/04/20 | A |
| Fail to remove projection | 100.00 | 100.00 | 01/04/20 | A |
| Fail to prevent door etc, opening onto street | 100.00 | 100.00 | 01/04/20 | A |
| Deposit things on highway which cause injury or danger | 100.00 | 100.00 | 01/04/20 | A |
| Erect scaffold or structure on highway without licence (fail to comply condition) | 100.00 | 100.00 | 01/04/20 | A |
| <div> <p><i>The above fines are subject to early repayment discounts in line with issued Terms and Conditions.</i></p> </div> | | | | |

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D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(A) Statutory and Nationally Agreed Charges -

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Letting Agency and Tenant Fees Enforcement Work (Fixed Penalty Notices) | | | | |
| Requirement breach to belong to a Redress Scheme for Letting Agency/Property Management Work. | | Up to £5,000 | 01/04/24 | NEW |
| Failure to publish/display : | | | | |
| (a) Letting agency /property management fees. | | | | |
| (b) Statement of client money protection membership. | | Up to £5,000 | 01/04/24 | NEW |
| (c) Statement of property Redress Scheme Membership. | | | | |
| Failure to meet/breach of the Tenant's Fees Act 2019 requirements | | Up to £30,000 | 01/04/24 | NEW |
| Breach of requirement to belong to a client money protection Scheme | | Up to £30,000 | 01/04/24 | NEW |
| Failure to display/publish Client Money Protection Membership Certificate or give a copy of certificate free of charge | | Up to £5,000 | 01/04/24 | NEW |
| Maximum Penalty can be applied for each of the above breach/offence | | | | |

Basis of Increase:

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Place Trading Standards

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| TRADING STANDARDS: | | | | |
| Trading Standards NE London Metrology Partnership Income Income is credited to the joint trading account | | | | |
| Section 11 (4) of the Weights and Measures Act 1985 | | | | |
| Measuring Instruments: | | | | |
| (a) Linear (with or without divisions/sub divisions) | | | | |
| First Tape | 26.12 * | 27.70 * | 01/04/24 | C |
| (b) Capacity (without divisions, not exceeding 1 litre) - each measure | | | | |
| | 25.74 * | 27.30 * | 01/04/24 | C |
| (c) Cubic ballast | | | | |
| Other than brim (each measure) | 247.00 * | 262.10 * | 01/04/24 | C |
| Brim/bucket type (each measure) | 247.00 * | 262.10 * | 01/04/24 | C |
| 1. Liquid capacity measures for making and checking average quantity purchases each measure | 50.00 * | 53.10 * | 01/04/24 | C |

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Place Trading Standards

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Measuring Instruments (continued): | | | | |
| 2. Templates (per scale) | | | | |
| First item | 87.90 * | 93.30 * | 01/04/24 | C |
| Second and subsequent items | 42.80 * | 45.10 * | 01/04/24 | C |
| (d) Liquid fuel, Lubricants etc. (each instrument) | | | | |
| 1. Container type (not sub-divided) | 150.00 * | 159.20 * | 01/04/24 | C |
| 2. Other types (multi-outlets) | | | | |
| 1 meter tested | 207.28 * | 219.90 * | 01/04/24 | C |
| Each additional meter tested | 122.35 * | 129.80 * | 01/04/24 | C |
| 3. Test of peripheral equipment on separate visit (per hour) | 146.40 * | 155.30 * | 01/04/24 | C |
| 4. Test of credit card acceptor (per hour) | 146.40 * | 155.30 * | 01/04/24 | C |
| 5. MID verification | | | | |
| 1 meter tested | 248.84 * | 264.00 * | 01/04/24 | C |
| Each additional meter | 151.20 * | 160.40 * | 01/04/24 | C |

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Place Trading Standards

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Measuring Instruments (continued): | | | | |
| (e) Intoxicating liquor (each instrument) | | | | |
| Not exceeding 150ml (individual submissions) | 31.20 * | 33.10 * | 01/04/24 | C |
| Other | 34.80 * | 36.90 * | 01/04/24 | C |
| (f) Each weight (stamping) | | | | |
| 1. Weights exceeding 5kg or not exceeding 500mg, 2cm | 19.26 * | 20.40 * | 01/04/24 | C |
| 2. Other weights | 14.45 * | 15.30 * | 01/04/24 | C |
| 3. Other weights (more than one submitted) | 13.00 * | 13.80 * | 01/04/24 | C |
| 4. Adjusting weights (per hour) | 152.40 * | 161.70 * | 01/04/24 | C |
| (g) Verification - Weighing Machines / Weighing Equipment | | | | |
| 1. Calibrated to weigh only metric: | | | | |
| Not exceeding 15kg | 149.10 * | 158.20 * | 01/04/24 | C |
| Exceeding 15kg to 100kg | 155.10 * | 164.60 * | 01/04/24 | C |
| Exceeding 100kg to 250kg | 177.78 * | 188.60 * | 01/04/24 | C |
| Exceeding 250kg to 1 tonne | 186.58 * | 198.00 * | 01/04/24 | C |
| Exceeding 1 tonne to 10 tonne | 229.00 * | 243.00 * | 01/04/24 | C |
| Exceeding 10 tonnes to 30 tonnes | 482.00 * | 511.40 * | 01/04/24 | C |
| Exceeding 30 tonnes to 60 tonnes | 717.00 * | 760.70 * | 01/04/24 | C |

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Place Trading Standards

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Measuring Instruments (continued): | | | | |
| 2. When testing instruments incorporate peripherals such as remote display or printing facilities, and where completion of the test requires a second person or a second series of tests by the same person, an additional fee may be charged at the standard hourly rate: | 150.68 * | 159.90 * | 01/04/24 | C |
| 3. Medical weighing scales (per hour) | | | | |
| Not exceeding 15kg | 134.80 * | 143.00 * | 01/04/24 | C |
| Exceeding 15kg to 100kg | 134.80 * | 143.00 * | 01/04/24 | C |
| Exceeding 100kg to 250kg | 149.20 * | 158.30 * | 01/04/24 | C |
| Exceeding 250kg to 1 tonne | 149.20 * | 158.30 * | 01/04/24 | C |
| Certificate of errors | | | | |
| For supplying a certificate containing results of errors found on testing (certificate supplied upon request of the submitter, fee applies when no other fee is payable) | 69.60 * | 73.90 * | 01/04/24 | C |
| Measuring Instrument Directive | | | | |
| Measuring Instruments for liquid fuel and lubricants (No VAT will be charged for initial verification, re-verification will attract VAT) (surcharge over fee listed above) | 20% Surcharge * | 20% Surcharge * | 01/04/24 | C |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Trading Standards

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Measuring Instruments (continued): | | | | |
| Other Weighing or Measuring Equipment | | | | |
| Brake tester/spring balance type | 88.97 * | 94.40 * | 01/04/24 | C |
| For equipment other than the categories specifically described above, or equipment submitted for testing by means of statistical sampling techniques, or in pursuance of a Community obligation other than EEC. Initial or partial verification per man hour spent at place of submission of equipment etc. (pro rata for one quarter hour periods) | 134.80 * | 143.00 * | 01/04/24 | C |
| Standards Services provided to Other Local Authorities | | | | |
| Testing and Associated Services (per hour) | 125.57 | 133.20 | 01/04/24 | C |
| Collection Delivery charge (price shown is per mile) return trip + congestion charge where applicable | 1.00 | 1.00 | 01/04/20 | D |
| Inspections during standard office hours, including travelling time | 125.57 | 133.20 | 01/04/24 | C |
| Block Booked and Pre-paid Inspections totalling more than £5,000 (per hour) | 87.90 | 93.30 | 01/04/24 | C |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Trading Standards

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Section 76 of the 1985 Act | | | | |
| For other services or facilities provided, or for authorisation, certificates or other documents issued in pursuance of a community obligation | | | | |
| Per man hour spent at place of providing the service, facility etc. (pro rata of one quarter hour periods) | 125.57 | 133.20 | 01/04/24 | C |
| GLC (General Powers) Act 1985 | | | | |
| Competitive Bidding - Licence Registration fee | 412.00 | 437.00 | 01/04/23 | C |
| Financial Investigation by Accredited Financial Investigator (LA) | | | | |
| Where no individual agreement exists, per hour spent by AFI | 79.00 | 81.00 | 01/04/24 | D |
| 'PASS' Alcohol awareness retailer training fee (per delegate - Inc. VAT) | 77.00 * | Withdrawn * | 01/04/23 | N/A |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place
Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| S106 Monitoring Fees | | | | |
| Key non-financial obligations (per obligation) | 1,030.00 | 1,093.00 | 01/04/24 | C |
| Fixed Financial Obligations | | | | |
| 5% of the value of the total contributions | | | | |
| minimum fee | 1,030.00 | 1,093.00 | 01/04/24 | C |
| maximum fee | 41,200.00 | 43,720.00 | 01/04/24 | C |
| Financial Obligations with future calculation | | | | |
| Per Obligation | 1,030.00 | 1,093.00 | 01/04/24 | C |
| Additonal 5% of value of total contribution with a: | | | | |
| minimum fee | 1,030.00 | 1,093.00 | 01/04/24 | C |
| maximum fee | 41,200.00 | 43,720.00 | 01/04/24 | C |

Basis of Increase:
A - Statutory/National
B - To be agreed by Cabinet and/or subject to corporate savings plan
C - Inflationary and rounding increases
D - A local charging policy that deviates from the Corporate Charging Policy

Place
Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Other S106 Fees | | | | |
| Confirmation as to whether S106 obligations have been discharged | 155.00 | 165.00 | 01/04/24 | C |
| Fee for Request to vary S106 obligations less than 5 years old (does not include monitoring fee if S106 DoV approved) | 520.00 | 552.00 | 01/04/24 | C |
| Invalid Planning Applications | | | | |
| Fee for submission of invalid planning application - Full | 120.00 | 128.00 | 01/04/24 | C |
| Fee for submission of invalid planning application - Householder | 60.00 | 64.00 | 01/04/24 | C |

Basis of Increase:
A - Statutory/National
B - To be agreed by Cabinet and/or subject to corporate savings plan
C - Inflationary and rounding increases
D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Building

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| PLANNING AND BUILDING CONTROL: | | | | |
| Photocopying per A4 and A3 sheet (minimum charge £2) | 0.35 | * service withdrawn * | 01/04/24 | N/A |
| Photocopying of plans (per sheet) | 24.00 | * service withdrawn * | 01/04/24 | N/A |
| Other Planning requests - per hour (minimum 1/2 hour) | 85.50 | 91.00 | 01/04/24 | C |
| Other Building Control requests - per hour (minimum 1/2 hour) | 85.50 | 91.00 | 01/04/24 | C |
| [The Building (Local Authority Charges) Regulations 2010] Committee reports (available from website for free) | | | | |
| Scanning/Printing Cost per A4 and A3 sheet (minimum charge £2.50) | | 0.40 | 01/04/24 | NEW |
| Scanning/Printing of plans (per sheet) | | 25.50 | 01/04/24 | NEW |
| Demolition Notices (Per Site) (larger sites will be assessed separately, customers are invited to contact Building control for a bespoke price) | 300.00 | 319.00 | 01/04/24 | C |
| Building Control - Dangerous Structure charge | | | | |
| 8am - 5pm - per hour | 100.00 | 107.00 | 01/04/24 | C |
| 5pm - 8am - per hour | 120.00 | 128.00 | 01/04/24 | C |
| (Travelling costs will also be charged as appropriate as well as Dangerous Structures Consortium Contractors Costs) | | | | |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Building

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| Pre-Application advice | | | | |
| Pre-Application advice | | | | |
| Householder/Small Business - Face to Face | 120.00 * | 128.00 * | 01/04/24 | C |
| Householder/Small Business - Written Response | 200.00 * | 213.00 * | 01/04/24 | C |
| Change of Business Premises up to 99 sq.m | 360.00 * | 382.00 * | 01/04/24 | C |
| Pre-Application advice - Residential units/Commercial or Industrial Floor space | | | | |
| 1 residential unit | 360.00 * | 382.00 * | 01/04/24 | C |
| 1 residential unit - Follow up advice | 180.00 * | 191.00 * | 01/04/24 | C |
| 2-3 residential/100-499sq m floor space | 700.00 * | 743.00 * | 01/04/24 | C |
| 2-3 residential/100-499sq m floor space - Follow up advice | 250.00 * | 266.00 * | 01/04/24 | C |
| 4-9 residential/500-999 sq. m floor space | 1,800.00 * | 1,910.00 * | 01/04/24 | C |
| 4-9 residential/500-999 sq. m floor space - Follow up advice | 600.00 * | 637.00 * | 01/04/24 | C |
| 10-24 residential/1000-1999 sq.m floor space/telecoms | 4,000.00 * | 4,244.00 * | 01/04/24 | C |
| 10-24 residential/1000-1999 sq.m floor space/telecoms - Follow up advice | 1,000.00 * | 1,061.00 * | 01/04/24 | C |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Building

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Planning Performance Agreements (PPA) | | | | |
| Initiation Fee | 5,700.00 | 6,048.00 | 01/04/24 | C |
| Premium Initiation | 6,900.00 | 7,321.00 | 01/04/24 | C |
| Residential 25-49 Dwellings, Non-residential Up to 3000 sq m | 22,500.00 | 23,900.00 | 01/04/24 | C |
| Residential 50-100 dwellings, Non-residential Up to 3001 - 5000 sq m, Mineral extraction up to 10 hectares | 33,800.00 | 35,900.00 | 01/04/24 | C |
| Residential 101-150 dwellings, Non-residential 5001-10000 sq m, Mineral extraction 10.1- 20 hectares | 45,000.00 | 47,800.00 | 01/04/24 | C |
| Residential 151-300 dwellings, Non-residential Up to 20,000 sq m, Mineral extraction 20.1 – 30 hectares | 56,300.00 | 59,800.00 | 01/04/24 | C |
| Residential 301-600 dwellings, Mineral extraction more than 30 hectares | 78,800.00 | 83,600.00 | 01/04/24 | C |
| Residential 601-900 dwellings | 101,400.00 | 107,600.00 | 01/04/24 | C |
| Residential 901+ dwellings | 112,300.00 | 119,200.00 | 01/04/24 | C |
| Research, retrieval and copy of one document for domestic properties | 47.80 | 50.70 | 01/04/24 | C |
| Research, retrieval and copy of one document for non-domestic properties | 72.10 | 76.50 | 01/04/24 | C |
| For each additional document | 23.10 | 24.50 | 01/04/24 | C |
| Planning Condition History Search (30 minutes) | 43.25 | 46.00 | 01/04/24 | C |
| Additional research time (per 15 minutes) | 21.65 | 23.00 | 01/04/24 | C |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place
Planning & Building

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Supply of letter detailing inspections (where no completion certificate exists) per hour | 135.00 | 144.00 | 01/04/24 | C |
| Request for written confirmation that an Enforcement Notice has been complied with or is no longer of effect | 167.00 | 178.00 | 01/04/24 | C |
| Request to withdraw Enforcement Notice where the notice is no longer of effect | 955.00 | 1,013.00 | 01/04/24 | C |
| High Hedge Complaint | 980.00 | 1,200.00 | 01/04/24 | D |

Basis of Increase:
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C - Inflationary and rounding increases
D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| LOCAL LAND CHARGES: | | | | |
| Certain fees are laid down in regulations made under the Local Land Charges Act 1975. | | | | |
| Fees for Official Local Land Charge Certificates | | | | |
| Registration of a charge in Part II of the registers | 103.00 | 110.00 | 01/04/24 | C |
| Official search (including issue of official certificate of search) | | | | |
| a) in only part of the register (one parcel) | 10.60 | 11.30 | 01/04/24 | C |
| b) in only part of register (each additional parcel thereafter) | 3.30 | 3.50 | 01/04/24 | C |
| c) in the whole of the register - post or fax (one parcel) | 25.40 | 27.00 | 01/04/24 | C |
| d) in the whole of the register - post or fax (each additional parcel thereafter) | 6.60 | 7.00 | 01/04/24 | C |
| e) in the whole of the register - where the requisition is made by electronic means in accordance with rule 16 (one parcel) | 25.40 | 27.00 | 01/04/24 | C |
| f) in the whole of the register - where the requisition is made by electronic means in accordance with rule 16 (each additional parcel thereafter) | 6.60 | 7.00 | 01/04/24 | C |
| Office copy of any entry in the register (not including a copy or extract of any plan or document filed pursuant to these rules) | 2.20 | 2.35 | 01/04/24 | C |

Basis of Increase:

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Office copy of any plan or other document filed pursuant to these rules: | | | | |
| Extract of register in place of personal search | | | | |
| First Page | 3.30 | 3.50 | 01/04/24 | C |
| Subsequent pages | 1.05 | 1.15 | 01/04/24 | C |
| CON29(R) Enquiries | | | | |
| One parcel of land | 121.50 | 129.00 | 01/04/24 | C |
| Several parcels of land | | | | |
| Each additional (fees that exceed 100 to be fixed by arrangement) | 52.00 | 55.50 | 01/04/24 | C |
| Part 2 Enquiries | | | | |
| Each printed enquiry | 25.50 | 27.50 | 01/04/24 | C |
| With exception to Question 4 | 39.10 | 41.50 | 01/04/24 | C |
| With exception of surrounding area enquiries | 43.30 | 46.00 | 01/04/24 | C |

Basis of Increase:

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C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| Copying Charges - Legal Documents | | | | |
| Certified Copy of Land Search - Paper Copy | 18.00 | 19.10 | 01/04/24 | C |
| First Page | 3.30 | 3.50 | 01/04/24 | C |
| Subsequent pages | 0.65 | 0.70 | 01/04/24 | C |
| Certified copy of extract of Highways Register (letter and extract) | 36.00 | 38.50 | 01/04/24 | C |
| Certified copy of extract of Highways Register (extract only and collection only) | 18.00 | 19.10 | 01/04/24 | C |
| New Residential Addresses - (building names included) in an existing road | | | | |
| 1 dwelling | 77.00 | 82.00 | 01/04/24 | C |
| 2 - 5 dwellings | 96.00 | 102.00 | 01/04/24 | C |
| 6 - 25 dwellings | 113.00 | 120.00 | 01/04/24 | C |
| 26 - 45 dwellings | 233.00 | 247.00 | 01/04/24 | C |
| 46 - 100 dwellings | 496.00 | 526.00 | 01/04/24 | C |
| 100+ plots | 836.00 | 887.00 | 01/04/24 | C |
| Plus an extra fee for each additional 10 dwellings (or part thereof) | 113.00 | 120.00 | 01/04/24 | C |

Basis of Increase:

- A - Statutory/National
- B - To be agreed by Cabinet and/or subject to corporate savings plan
- C - Inflationary and rounding increases
- D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|---|--|--|--|-------------------|
| New Residential Addresses (building names included) plus single road name | | | | |
| 1 - 5 dwellings | 162.00 | 172.00 | 01/04/24 | C |
| 6 - 25 dwellings | 185.00 | 197.00 | 01/04/24 | C |
| 26 - 45 dwellings | 298.00 | 316.00 | 01/04/24 | C |
| 46 - 100 dwellings | 561.00 | 595.00 | 01/04/24 | C |
| 100+ plots | 902.00 | 957.00 | 01/04/24 | C |
| Plus an extra fee for each additional 10 dwellings (or part thereof) | 185.00 | 197.00 | 01/04/24 | C |
| For each additional road name | 77.00 | 82.00 | 01/04/24 | C |
| New Commercial/Industrial Addresses (building name included) in an existing road | | | | |
| 1 unit | 77.00 | 82.00 | 01/04/24 | C |
| 2 - 5 units | 96.00 | 102.00 | 01/04/24 | C |
| 6 - 10 units | 113.00 | 120.00 | 01/04/24 | C |
| 11+ units | 161.00 | 171.00 | 01/04/24 | C |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

Place Planning & Public Protection

(B) Charges determined by Cabinet

*VAT inclusive

| Income Source | Charges 2023/24 (from April 2023) £ | Charges 2024/25 (from April 2024) £ | Operative Date of Latest Notified Charge | Basis of Increase |
|--|--|--|--|-------------------|
| New Commercial/Industrial Addresses (building name included) plus a single road name | | | | |
| 1 unit | 96.00 | 102.00 | 01/04/24 | C |
| 2 - 5 units | 113.00 | 120.00 | 01/04/24 | C |
| 6 - 10 units | 137.00 | 146.00 | 01/04/24 | C |
| 11+ units | 185.00 | 197.00 | 01/04/24 | C |
| For each additional road name | 77.00 | 82.00 | 01/04/24 | C |
| New street name without any new dwellings or units | 77.00 | 82.00 | 01/04/24 | C |
| Naming of land parcel | 77.00 | 82.00 | 01/04/24 | C |
| Renaming of existing road or building (residential, commercial or industrial) | 77.00 | 82.00 | 01/04/24 | C |
| (plus an extra fee of £25.00 for each additional dwelling or building affected) | 25.00 | 27.00 | 01/04/24 | C |
| Research time: flat fee for 2 hour research into possible building/street names | 148.00 | 157.00 | 01/04/24 | C |
| Non-refundable in the event that the suggested name(s) are not selected. One set of research to be undertaken on each application site only. | | | | |

Basis of Increase:

A - Statutory/National

B - To be agreed by Cabinet and/or subject to corporate savings plan

C - Inflationary and rounding increases

D - A local charging policy that deviates from the Corporate Charging Policy

THE COUNCIL TAX RESOLUTION

The Council has to formally resolve that it calculates certain figures, which broadly are:

- its gross expenditure, including contingency and levies (but not precepts)
- its gross income from fees & charges and other sources, specific grants, external finance from the Government, and any surplus/deficit on the collection fund
- the difference between the two, being the amount which the Council needs for its own services to be paid from the collection fund, defined as the Council Tax requirement
- the basic amount of Council Tax for the net position of all these figures, including precepts, and
- the amount of Council Tax for each other category of dwelling.

The Council is also required to formally approve the management of the Council's treasury management functions, including the Treasury Management Strategy Statement, Prudential Indicators and Minimum Revenue Provision Statement; the proposed revenue budget for both the General Fund and Schools' Delegated Budgets; the Capital Strategy & Programme and the Housing Revenue Account.

Cabinet recommends the Council to adopt the following resolutions as set out below.

The effect of adopting these resolutions would be to set the Council Tax for a Band D property at £2,207.92

RECOMMENDATIONS

1. That it be noted that under delegated powers the Chief Finance Officer has calculated the amount of 91,000 (called T in the Act and Regulations) as its Council Tax base for the year 2024/25 in accordance with regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992 (as amended) made under Section 31B of the Local Government Finance Act 1992 as amended.
2. That the amount of £158023,000 be now calculated as the Council Tax requirement for the Council's own purposes for 2024/25, with £23,233,000 of that amount being ringfenced for Adult Social Care.
6. That the following amounts be now calculated by the Council for the year 2024/25 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992 as amended:

| | | |
|-----|----------------|--|
| (a) | £649,915,000 | being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act. |
| (b) | (£491,892,000) | being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act. |
| (c) | £158 023 000 | being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. |
| (d) | £1736.52 | being the amount at (c) above divided by the taxbase, calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year. |

7. That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the amounts shown in the table below as the amounts of Council Tax for 2024/25 for each of the categories of dwellings.

| Valuation Bands London Borough of Havering | | | |
|--|----------|-------------------|---------|
| | Havering | Adult Social Care | Total |
| | £ p | £ p | £ p |
| A | 987.47 | 170.21 | 1157.68 |
| B | 1152.05 | 198.58 | 1350.63 |
| C | 1316.63 | 226.94 | 1543.57 |
| D | 1481.21 | 255.31 | 1736.52 |
| E | 1810.37 | 312.04 | 2122.41 |
| F | 2139.53 | 368.78 | 2508.31 |
| G | 2468.68 | 425.52 | 2894.20 |
| H | 2962.42 | 510.62 | 3473.04 |

8. That it be noted for the year 2024/25 the major precepting authority (the GLA) has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of the dwellings shown below as proposed by the Mayor.

| Valuation Bands Greater London Authority | |
|--|--------|
| | £ p |
| A | 314.27 |
| B | 366.64 |
| C | 419.02 |
| D | 471.40 |
| E | 576.16 |
| F | 680.91 |
| G | 785.67 |
| H | 942.80 |

9. That, having calculated the aggregate in each case of the amounts at 7 and 8 above, the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2024/25 for each of the categories of dwellings shown below:

| Valuation Bands | £ p |
|-----------------|---------|
| A | 1471.95 |
| B | 1717.27 |
| C | 1962.59 |
| D | 2207.92 |
| E | 2698.57 |
| F | 3189.22 |
| G | 3679.87 |
| H | 4415.84 |

10. That Council having considered the principles approved under the Local Government Finance Act 1992 by the Secretary of State for Communities and Local Government concludes that the Council's basic relevant amount of Council Tax for 2024/25 is not excessive.

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APPENDIX F

The Council's Revenue Budget 2024/25

| Budget Area | Revised 23/24 Budget (m) | Grant and CT increase (m) | Growth (m) | Savings (m) | Opening 24/25 budget (m) |
|--|-----------------------------------|------------------------------------|---------------|----------------|--------------------------------|
| Starting Well | 54.210 | | 15.630 | -1.240 | 68.600 |
| Living Well | 3.000 | | 6.700 | -0.580 | 9.120 |
| Ageing Well | 73.760 | -2.140 | 18.550 | -4.370 | 85.800 |
| TOTAL PEOPLE BUDGET | 130.970 | -2.140 | 40.880 | -6.190 | 163.520 |
| Environment | 7.230 | | 3.430 | -3.580 | 7.080 |
| Planning and Public Protection | 2.580 | | 1.470 | -0.040 | 4.010 |
| Housing and Property | -3.200 | | 0.900 | -0.160 | -2.460 |
| TOTAL PLACE BUDGET | 6.610 | 0.000 | 5.800 | -3.780 | 8.630 |
| TOTAL RESOURCES BUDGET | 7.860 | 0.000 | 1.110 | -0.660 | 8.310 |
| TOTAL ONE SOURCE SHARED | 10.110 | | 2.480 | | 12.590 |
| TOTAL ONE SOURCE NON SHARED | 6.200 | | 0.330 | -0.030 | 6.500 |
| Concessionary Fares | 4.870 | | 1.630 | | 6.500 |
| Treasury Management | 9.150 | | 6.170 | -0.040 | 15.280 |
| Levies | 18.530 | | 0.890 | | 19.420 |
| Contingency | 1.000 | | | | 1.000 |
| CSP Grants (excluding SFA) | -32.240 | -5.380 | | | -37.620 |
| Corporate Budgets | 11.680 | 0.550 | 6.280 | -3.200 | 15.310 |
| Contribution to Pension Fund | 12.080 | | | -1.500 | 10.580 |
| Capitalisation Directive | 0.000 | -32.500 | | | -32.500 |
| TOTAL CORPORATE BUDGETS | 25.070 | -37.330 | 14.970 | -4.740 | -2.030 |
| BUDGET REQUIREMENT | 186.820 | -39.470 | 65.570 | -15.400 | 197.520 |
| Settlement Funding Assessment | -37.750 | -1.750 | | | -39.500 |
| Council Tax | -149.070 | -7.850 | | -1.100 | -158.020 |
| FUNDING | -186.820 | -9.600 | 0.000 | -1.100 | -197.520 |

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The Local Government Financial Settlement

APPENDIX G

(Note these are provisional figures awaiting the final settlement in early February)

This Appendix provides more detail on the Local Government Finance settlement the Schools funding settlement and the Public Health Grant

1. Core Spending Power

- 1.1 Core Spending Power (CSP) is the Government's measure of the change in funding an authority receives from year to year. The national average increase in CSP for 2024/25 was 6.5% with Havering receiving a 6.2% increase.

Core Spending Power for Havering for 2024/25

| | 23/24 Core Spending Power (£M) | 24/25 Core Spending Power (£M) | Increase (£M) | Proportion of increase |
|---|--|--|------------------|------------------------------|
| Settlement Funding Assessment | 37.750 | 39.501 | 1.751 | 0.79% |
| Compensation for under-indexing the business rates multiplier | 6.107 | 7.177 | 1.070 | 0.49% |
| Services Grant | 1.398 | 0.220 | -1.178 | -0.53% |
| New Homes Bonus | 0.352 | 0.724 | 0.372 | 0.17% |
| Core Spending Power (Corporate Element) | 45.607 | 47.622 | 2.015 | 0.91% |
| Improved Better Care Fund | 6.825 | 6.825 | 0.000 | 0.00% |
| Social Care Grant | 14.246 | 16.677 | 2.431 | 1.10% |
| ASC Market Sustainability and Improvement Fund | 2.355 | 4.400 | 2.045 | 0.93% |
| ASC Discharge Fund | 0.957 | 1.595 | 0.638 | 0.29% |
| Adjusted rolled in grants* | 1.529 | 0.000 | -1.529 | -0.69% |
| Core Spending Power (Social Care element) | 25.912 | 29.497 | 3.585 | 1.63% |
| Council Tax Requirement ** | 149.070 | 157.178 | 8.108 | 3.68% |
| | 220.589 | 234.297 | 13.708 | 6.21% |

* Rolled in grant relates to 2023/24 Market sustainability funding

** Government Council Tax assumption is 4.99% + Tax base growth

- 1.2 For authorities like Havering much of Core Spending Power relates to our ability to generate income through Council Tax and as such just under 60% of our CSP increase relates to assumed additional Council Tax yield.

2. Settlement Funding Assessment (SFA) (Retained Business Rates and Revenue Support Grant)

- 2.1 Havering's Settlement Funding Assessment has increased by £1.751m. This is reflective largely of increased assumed Business Rate Yield. The final actual increase will be confirmed once the DLUHC considers the Council's NNDR1 2023/24 Business Rate Estimate.

Settlement Funding Assessment Havering

| Settlement Funding Assessment | 2023/24 (£M) | 2024/25 (£M) | Increase (£M) |
|--|---------------|---------------|---------------|
| Revenue Support Grant | 1.899 | 2.025 | 0.126 |
| Assumed Business Rates (including top up element) | 35.851 | 37.476 | 1.625 |
| TOTAL | 37.750 | 39.501 | 1.751 |

3. Social Care Funding in Core Spending Power

- 3.1 All the main social care grants will be continue to be distributed based on the 2013/14 Adult Relative Needs Formula. £160m nationally of the Adult Social Care precept will be equalised as part of the grant distribution. The settlement announcement as expected provided an additional £1.1bn of funding in 2024/25 but crucially the Government failed to change the apportionment method. This is particularly disappointing for Havering who had made a strong case for using updated formulae to distribute the Social Care Grants rather than the chosen data which is now 10 years old.

Social Care Grant Funding for Havering 2024/25

| Social Care Grants in Core Spending Power | 23/24 Core Spending Power (£M) | 24/25 Core Spending Power (£M) | Increase (£M) | Havering's Share of the National Pot |
|---|--------------------------------|--------------------------------|---------------|--------------------------------------|
| Improved Better Care Fund (£2.140bn Nationally) | 6.825 | 6.825 | 0.000 | 0.32% |
| Roll over of Social Care Grant (£3.852bn) | 14.246 | 14.246 | 0.000 | 0.37% |
| Additional Grant allocated through ASC Precept equalisation (£160m) | | 0.202 | 0.202 | 0.13% |
| Additional Social Care Grant (£532m Nationally) | | 2.229 | 2.229 | 0.42% |
| ASC Market Sustainability and Improvement Fund (1.050bn) | 3.884 | 4.400 | 0.516 | 0.42% |
| ASC Discharge Fund (500m) | 0.957 | 1.595 | 0.638 | 0.32% |
| Core Spending Power (Social Care element) | 25.912 | 29.497 | 3.585 | 0.36% |

- 3.2 The table shows that Havering has received on average 0.36% of the National Funding pot for Social Care. 2022 DHSC Government exemplifications on a potential updated formula reflecting actual need of local residents would have increased Havering's share of the national pot to 0.48% and had this been applied to Havering's Social Care allocations Havering would have been over £10m better off. We have lobbied the Government on this point in the past and have done so again in our response to the settlement.
- 3.3 The Council does recognise that extra funding has been put into the Social Care system, however it is far short of the amount needed for the council to be able to deliver against the objectives set by government. It is of note that despite representations made to Government repeatedly over the course of the last two years to ensure a fairer settlement for adults and children's social care costs in future local government settlements, the allocation of funding has again been via the ASC RNF or the IBCF distribution formula, meaning that Havering gets a lower proportion of funding compared to our neighbours as shown in the table below, as set out in the table below:

North East London borough allocations of social care monies 2024/25

| 2024/25 CORE SPENDING POWER | ASC Discharge Fund iBCF direct to councils (£M) | Adult Social Care Market Sustainability and Improvement Funding (£M) | Social care grant (CSC & ASC) (£M) | TOTAL 2024/25 (£M) | POPULATION 65+ (2021 Census) |
|-----------------------------|---|--|------------------------------------|--------------------|------------------------------|
| Newham | 4.017 | 6.424 | 33.642 | 44.083 | 25,100 |
| Tower Hamlets | 3.928 | 6.409 | 30.960 | 41.297 | 17,300 |
| Hackney | 3.887 | 6.147 | 31.929 | 41.963 | 20,500 |
| Redbridge | 2.356 | 4.882 | 20.489 | 27.727 | 37,900 |
| Waltham Forest | 2.217 | 4.763 | 21.223 | 28.203 | 28,400 |
| Havering | 1.595 | 4.400 | 16.677 | 22.672 | 46,200 |
| Barking And Dagenham | 2.502 | 3.995 | 19.823 | 26.320 | 19,000 |

- 3.4 The council considers the allocations received unfair, given for example, the older people's population in Havering is the highest in North East London (a larger driver of hospital admissions and discharge cost pressure), and the borough has the most care home beds in the footprint and yet receives the lowest allocation of funding.

3.5 Social Care Grant

The Social Care grant increased as expected by the values set out by the Government in December 2022. Havering received an additional 2.2m which was the value we had anticipated in the MTFS. It was disappointing that once again the Government distributed £160m of this funding nationally using precept equalisation. As Havering receives a high yield from the ASC precept we get a much lower share of grant funding through this method. This is unfair as the taxpayers of Havering are in effect paying for services which are grant funded in other boroughs with a lower tax yield

3.6 Discharge Funding

The Government has increased the level of discharge funding to £1bn nationally which is split between the ICB and local councils £0.5bn each. The funding will be used to support hospital discharge, freeing up hospital beds for those who most need them. Havering's share of this funding is adversely affected by the distribution formulae on the direct element of this grant. The allocation from the ICB fund is subject to local negotiation

3.7 Adult Social Care Market Sustainability and Improvement Funding

Last year the Council calculated that moving to the assessed median cost care would result in a cost pressure of £9m as set out in the table below:

Estimated Cost Pressures

| Cost Of Care * | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
|--|--------------|--------------|--------------|--------------|
| Residential | 2,813 | 2,842 | 2,877 | 2,915 |
| Nursing | 2,840 | 2,840 | 2,840 | 2,840 |
| Home Care | 3,221 | 3,255 | 3,295 | 3,338 |
| Total Fair Cost of Care at 2022/23 prices | 8,874 | 8,936 | 9,011 | 9,092 |

*assumes uplifting to cost of care median from April 2023 for illustrative purposes

It can be seen therefore that the allocation of £4.4m to ensure market sustainability is woefully insufficient to address low fee rates, let alone the other government objectives set out above.

3.8 Other Grant Announcements:

There has been a further round of New Homes Bonus as had been widely expected. Havering was just above the threshold and has received £723k in NHB. The Business Rate Multiplier has been frozen again at 49.9p. The Government provide a compensatory grant for the loss of Business Rates which now totals £7.7m for Havering.

The Services Grant has been reduced nationally from £483m to £77m. Havering's grant has reduced from £1.398m to £0.220m. The Council had anticipated a 50% reduction in services grant in its medium term planning but the provisional decrease exceeded that level. The grant reduction has been used to fund other aspects of Core Spending Power including the Precept equalisation grant and the 3% Funding Guarantee. DLUHC have indicated that a small amount of grant has also been held back to cover any late adjustments to settlement figures nationally

3.9 Public Health Grant

The Public health grant is outside Core Spending Power and is announced separately from the settlement itself. The Government have provisionally announced that the Public Health grant will increase from £12.001m to £12.160m.

This represents a 1.3% increase which is significantly below inflation and therefore a cut in real terms

4 Dedicated Schools Grant and Schools Funding

- 4.1 The Dedicated Schools Grant (DSG) is a ring-fenced grant that is allocated to local authorities to meet their responsibilities for early years' education, the funding of schools and for provision and support for pupils with special educational needs and disabilities and for pupils requiring alternative provision. The grant is allocated in four "blocks" and the Havering's allocation for financial year 2024-25 is shown in table 1 below.
- 4.2 There has been a large apparent increase in the overall DSG this year – however this is in part the result of the rolling in of a previously separate grant and the new responsibility for wider entitlement to Early Years Education and Childcare.
- 4.3 Previously, as part of the Autumn Spending Review 2021, the Government announced that the total core school budget is increasing to £56.8 billion by 2024-25, a £7 billion cash increase compared with 2021-22. 2024-25 will be the final year of the three-year funding settlement. In Autumn 2022, central Government announced that the overall core schools funding (including funding for mainstream schools and high needs) is increasing by a further £2 billion in 2023-24 compared to the previous year, on top of the previously announced increases. This was provided in the form of an Additional grant in the 23-24 financial year but will be rolled into the main DSG for 2024-25. For Havering this was £7.479m and is shown separately in the tables below for comparison purposes.
- 4.4 In the 2023 budget the government announced the extension of Early Year's funding. From April 2024 working parents will be able to access 15 hours of funded childcare for two year olds. This will be extended in September to all children over nine months. This is in addition to the existing provision for disadvantaged two year olds and three and four year olds. The indicative funding for this for Havering is £9.592m and is shown in the table below.
- 4.5 Each local authority will, as usual, receive funding in four blocks, all of which have now been confirmed for 2024-25. (Note that these figures are pre Recoupment ie they include funding for Academies and Free Schools which will be adjusted for based on Census data.)

| Financial year | Pupil Numbers | Schools Block allocation - pupil led | Premises Factors inc NNDR and Growth | Mainstream School Additional Grant | Total Schools Block | Allocation per pupil (exc growth, premises, NNDR) | Central Services to Schools Block | High Needs Block | Early Years | Early Years New Funding | TOTAL DSG |
|----------------|---------------|--------------------------------------|--------------------------------------|------------------------------------|---------------------|---|-----------------------------------|------------------|--------------|-------------------------|-------------|
| | | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| 2024-25 | 39,654.00 | 233,444,021 | 4,171,950 | 0 | 237,615,971 | 5,940 | 1,746,589 | 42,958,919 | 23,777,354 | 9,592,561 | 315,691,394 |
| 2023-24 | 38,898.00 | 217,322,297 | 4,475,617 | 7,479,093 | 229,277,007 | 5,842 | 1,695,829 | 40,629,829 | 21,438,665 | | 293,041,330 |
| Difference | 756.00 | 16,121,724.00 | -303,667.00 | -7,479,093.00 | 8,338,964.00 | 98.00 | 50,760.00 | 2,329,090.00 | 2,338,689.00 | 9,592,561.00 | 22,650,064 |
| | 1.94% | | | | 3.64% | 1.68% | 2.99% | 5.73% | 10.91% | | 7.73% |

4.6 Schools Block

4.6.1 Funding through the mainstream schools national funding formula is increasing by 1.9% per pupil in 2024-25. Combined with the rolling in of the Mainstream Schools Additional Grant this provides an overall average funding rate of £5,170.75 for each primary pupil and £6,980.96 for each secondary pupil.

4.6.2 Due to pressures on the High Needs Block Havering Schools Forum have agreed to transfer 0.5% (£1.18m) of the Schools Block Funding to the High Needs Block. They have also agreed to use £0.146m to increase the growth fund to the level required for additional school places. This leaves £234,215,673 to be distributed to schools through the formula.

4.6.3 In setting its Local Formula Havering has followed the national funding formula in full and provided a minimum 0.5% per pupil increase for all mainstream schools and academies. In order to remain within the funding available an affordability cap of 2.5% for schools has been used. This impacts 30 primary schools and 8 secondary schools.

4.6.4 Although this provides an increase in funding for all schools in Havering, this is below the general level of inflation and many schools will continue to struggle to set balanced budgets as a result of past and continuing financial pressure in having to fund national pay awards for teachers and support staff, and inflationary increases on goods and services. School governors and head teachers are therefore continuing to implement efficiencies in the costs of running of their schools in an attempt to avoid falling into deficit.

4.7 Early Years Block

4.7.1 During 2023-24 additional funding was allocated to Early Years Providers to meet rising costs including increases in pay. This funding has now been incorporated into the 2024-25 rates as shown below.

| Early Years | EYNFF Funding 2023-24 | TOTAL FUNDING 2023-24 £/hr | FUNDING 2024-25 £/hr | Change £/hr | Change % |
|---------------|-----------------------|----------------------------|----------------------|-------------|----------|
| Under 2 | n/a | n/a | 12.11 | | |
| 2 Year Olds | 6.52 | 8.64 | 8.90 | 0.26 | 0.03 |
| 3/4 Year Olds | 5.65 | 5.98 | 6.16 | 0.18 | 0.03 |

4.7.2 The 2023-24 funding rate for 3&4 year olds is £8.64 which incorporates the Early Years supplementary grant of 19p and the Teachers Pay and Pensions Grant of 14p. The funding rate for 2024-25 is £6.16 – an increase of 3%.

4.7.3 The 2023-24 funding rate for 2 year olds is £8.64 which incorporates the Early Years supplementary grant of £2.12. The funding rate for 2024-25 is £8.90 – an increase of 3%. The new rate for under 2s (from September) is £12.11.

4.7.4 These rates are the overall funding for Local Authorities including an allocation for central costs, commissioning, advice, support and quality assurance and administration. The pass-through rate to providers is a minimum of 95%, including contingencies and an inclusion fund to support access for children with special educational needs and disabilities.

Consultation with early years' providers is currently underway to confirm Havering's funding arrangements for 2023-24.

4.8 High Needs Block

4.8.1 As with schools' funding, the distribution of funding from central to local government is through a national formula which includes a number of factors including historic funding, pupil population, deprivation and the number of pupils attending special schools and post 16 provision.

4.8.2 Havering has received an additional £2.125m (5%) in the High Needs Block, bringing the total in High Needs Block to £42.959m.

4.8.3 However the rate of increase of funding is lower than the rate of increase in demand and in common with many other local authorities, Havering is projecting a deficit on the High Needs Block in 2023-24 and all following years. This is due to increasing numbers of Education, Health and Care plans and increasing complexity of need and rising costs of provision.

4.8.4 Havering is participating in the DfE Delivering Best Value (DBV) programme. This aims to support LAs in delivering high quality provision within the allocation of funding

4.9 Central School Services Block

4.9.1 This block is made up of two elements. £1.652m funds the statutory education functions of local authorities such as school admissions, the funding of national copyright licences, servicing the Schools Forum and other statutory duties previously funded from an Education Services Grant. In addition, there is £0.094m funding for historic commitments previously funded within the Schools Block. This second element is being phased out over time.

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Section 25 Statement of Robustness on the budget Appendix H

1 Introduction and Background

- 1.1 Section 25 of the Local Government Act 2003 requires Chief Financial Officers to report to their authorities about the robustness of estimates and the adequacy of reserves when determining their budget and level of Council Tax. Authorities are required to consider their Chief Financial Officer's report when setting the level of Council Tax.
- 1.2 As I write Havering's S25 Statement of Robustness, the Council is facing significant financial pressure and is applying to the Department of Levelling Up, Communities and Housing (DLUHC) for Exceptional Financial Support.
- 1.3 The Council's in-year General Fund overspend is forecast at over £22m, against un-earmarked reserves of £8m. The Service overspend element is now £27m, much of which has been incorporated as growth in the 2024/25 budget.
- 1.4 Without approval of Havering's Exceptional Financial Support submission, the Council will be unable to set a legally balanced budget for 2024/25. The net base gap budget gap is £14m but this excludes a number of risks that may occur during next year. In order to ensure the Council's budget is robust, the Medium Term Financial Plan builds in an additional element of "risk" to increase financial resilience in next year's budget in the event of unexpected costs or costs exceeding our assumptions.
- 1.5 This statement contains the following sections:
- The Council's financial challenge
 - Level of savings, implementation and delivery
 - Key assumptions, inflationary and new legislative risks
 - Delivery of Corporate Plan and key organisational priorities
 - Processes on spend controls, recruitment panels, recovery boards
 - Adequacy of reserves and financial resilience
 - Process of Capitalisation Direction

2 Havering's Financial Challenge

- 2.1 For many years the Council has been underfunded. The current funding formula remains unchanged since 2013 and uses census data that is over a decade old. During the last ten years, Havering has seen the fourth fastest growing children's numbers as a proportion to its overall population. The growth in demand for Children's Services is coupled with the Council maintaining support to the Borough's elderly population, with Havering being home to the second highest proportion of elderly people across London.
- 2.2 Despite our rapidly changing demographic profile, the funding allocated has simply not kept pace with the changing needs and demands for services.

Nationally, Core Spending Power (CSP) increased by 6.5% yet Havering's CSP increase was lower than average at 6.2%. Notwithstanding this marginal variation, c70% of Havering's CSP is generated through Council Tax compared to 60% in outer London boroughs which means Havering receives proportionally less grant than other London boroughs. For 2024/25, the Council is forecasting pressures of c£66m against new grant funding of £5.6m.

3 Level of Savings, Implementation and Delivery

- 3.1 The base case net budget gap for 2024/25 stands at £14m, which the Council is unable to find additional savings to offset the residual deficit by. Since 2010, the Council has delivered c£160m of savings resulting in the Council's costs being lower than its neighbours and the national average. Havering is low-cost and top quartile for income collection, making it extremely difficult for the Council to identify further savings to reduce the £14m deficit.
- 3.2 The net budget gap is after taking into account the Council being able to fully implement £16.5m of savings with effect from 1st April. There are underlying risks relating to non-delivery of in-year savings of c£2m that must be delivered by 1st April 2024 to prevent an overspend occurring next financial year. Officers understand the scale of the challenge and there is a Council-wide endeavour to deliver the planned proposals.

4 Robustness of 2024/25 Budget, Key Assumptions, Inflationary and Legislative Risks

- 4.1 The Budget setting process considers best, mid and worst case scenarios. Even assuming the worst case scenario, it is extremely difficult to accurately estimate the multitude of factors that are outside the control of officers.
- 4.2 For planning purposes, the Council has built in additional risks as part of the request for exceptional financial support. However, with assumptions, they are taken at a point in time and there must be an appreciation that the position will vary. Changes to interest rates, inflation, market and supplier demands, additional service demands, unfunded new burdens and other factors will impact on the Council to spend during 2024/25.

5 Housing Revenue Account Risks and Dedicated Schools Risks

- 5.1 The HRA budget for 2024/25 is robust and incorporates risks on additional expenditure on both the Revenue and Capital budgets.
- 5.2 Over the 30-year Business Plan, the level of reserves does not dip below the recommended level of reserves, set at 10% of income from rents, service charges and leaseholders.

- 5.3 The Dedicated Schools Grant is currently forecasting a cumulative deficit position of c£8m and is estimated to increase by millions over the next four years. If the Statutory Override (the ability to leave the deficit on the balance sheet) is not extended beyond 25/26 this will trigger an automatic S114.

6 Delivery of Corporate Plan and Organisational Priorities

- 6.1 It will be difficult to balance delivery of the Council's Corporate Plan and longer term strategic objectives against the backdrop of the financial challenges we face. The Corporate Plan has been refreshed through the lens of our residents and communities as well as taking into account what is affordable and can be delivered within the confines of the financial envelope.
- 6.2 Longer term plans are under review, capital expenditure has been paused but the Council is still committed to delivering projects through to completion where it is more cost effective to continue and where the projects contribute to the longer term strategic aims of the Borough.

7 Essential Spend, Recruitment Panel and Finance Recovery Board

- 7.1 Controlling, monitoring and understanding the cost drivers and expenditure profiles will be extremely important next year. Early risks and financial pressures must be identified early so mitigation plans to reduce expenditure can be put in place in good time, where possible.
- 7.2 The Finance Recovery Board will continue to monitor overspending services and discussions will focus on mitigations to reduce the overspend and cost prevention measures.
- 7.3 The Recruitment Panel will continue throughout next year and consideration will be given as to whether vacancies can be held, recruitment can be delayed or if the post can be covered by the existing workforce. This position can only be sustained on a short term basis to prevent team members from feeling burn out.

8 Adequacy of Reserves and Financial Resilience

- 8.1 Havering's reserves are the third lowest in London. General Fund balances are £8m, with £39m of reserves earmarked for specific projects, many of which are contractually committed to. £8m of un-earmarked reserves is equivalent to c4% of the Council's projected 2024/25 net budget of £19.75m. This is far below the recommended minimum level of reserves and is significantly lower than the average level of un-ring-fenced reserves across London.
- 8.2 As a minimum, the Council is looking to maintain its un-earmarked balances at £8m and, in order for the Council to build an element of financial capacity, the

Council is actively assessing ways to build up its financial resilience through increasing its reserves.

- 8.3 It is crucial that the Council does not use its reserves to fund the in-year overspend as the reserves must be maintained to withstand unexpected financial risks/pressures that may arise in 2024/25.

9 Process for Capitalisation Direction

- 9.1 A Capitalisation Direction has been submitted to fund the in-year overspend and to fund the residual, estimated worst case budget gap. However, this position still makes a number of assumptions on varying factors such as interest rates, market inflation, demand for Council services and implementation of the £16.5m savings.
- 9.2 It has been made clear to DLUHC that the Council's budget deficit has arisen due to years of structural underfunding and Havering will request exceptional financial support through a Capitalisation Direction year-on-year until the Government resolves the inadequacies of the outdated funding system. The Capitalisation Direction will add further debt and will increase the budget deficit in future years.

10 Summary and Conclusion

- 10.1 Although I am recommending approval of a robust budget for 2024/25, it is recognised that Havering's financial situation is not sustainable in the long term due to the underlying budget deficit, resulting from years of systemic underfunding.
- 10.2 The budget has been built on a thorough review of factors known to Officers at this moment in time and incorporates inherent risks and pressures. The budget presented is as robust as it can be, based on the information available at present. However, it should be accepted that there are significant financial risks ahead and issues outside of the Council's control that may arise. As such, the Council is looking to maintain its un-earmarked reserves to deal with these pressures until it is able to take longer term action if required.
- 10.3 Discussions will continue on the level of financial support Havering requires until the Government changes its funding formula and Havering will only be able to set a balanced budget in future years if the borrowing options remain open to us.

Kathy Freeman, Strategic Director of Resources

12th January 2024

Council Tax Support Scheme 2024/25

Introduction

Each local authority is required by Section 9 of the Local Government Finance Act 2012 (the Act) to produce its own Council Tax Support scheme to reduce the liability of working age applicants whom it considers to be in financial need.

This document summarises the proposed Council Tax Support Scheme (2024 scheme) from April 2024 which the Council has produced in accordance with of Schedule 4 of the Act.

The Council adopted its own local scheme which has due regard to the Department for Levelling Up, Housing and Communities' policy intentions and unequivocally protects pensioners.

Havering's Council Tax Support scheme has been interpreted and applied in accordance with the Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 which set out what must be included in the scheme.

Summary of Council Tax Support Scheme from April 2024

The 2024/25 scheme will adopt the existing Council Tax Support scheme in place at 31 March 2024 including the following amendments in place since 1 April 2019:

1. The maximum Council Tax Support is 75% of the Council Tax due for working age claimants who are not considered disabled. This means that every working age household that is not considered disabled will continue to pay a minimum charge of 25% towards their Council Tax bill.
2. The maximum Council Tax Support is 80% of the Council Tax due for working age claimants who are considered disabled. This means that every working age household that is considered disabled continues to pay a minimum charge of 20% towards their Council Tax Bill

Disabled claimants for the purposes of the scheme 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.

Havering's Local Council Tax Support Scheme

In this document 'the current scheme' means Havering's existing Council Tax Support scheme which was adopted in January 2013 and then amended with effect from April 2014, 2015 and again with effect from April 2019.

Unless expressly stated otherwise, the provisions outlined below relate solely to working age applicants under the current scheme.

This document summarises the Council's proposed Scheme for eligible working age Council Tax payers to receive Council Tax support.

The scheme applicable to pensioners is defined in The Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012, Part 3, and Schedules 1 to 6, which is adopted within this scheme.

The procedure for the application and calculation of the 2024 scheme is summarised below and is made in accordance with Schedules 7 and 8 of the Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012.

The principles embodying the Local Council Tax Support Scheme include:

- Local authorities will be expected to manage significant reductions in subsidised expenditure.
- Regulations have been set to protect claimants of state pension credit age.
- Local authorities will consult on their schemes with precepting authorities and the public.
- The Council will adopt the final scheme before 31 March 2024 or the default scheme will apply.
- Local authorities should aim to protect vulnerable groups.
- In developing schemes, local authorities should consider incentivising claimants into work.

The Local Council Tax Support Scheme includes the following:

- Introduction and definitions
- Prescribed of persons
- Provisions relating to entitlement under the scheme
- Applicable amounts
- Maximum Council Tax Reduction
- Amount of reduction under the scheme
- Assessment of Income and Capital under the scheme
- Students
- Applications
- Extended reductions
- Period of entitlement and changes of circumstances
- Schedules

The Council proposes to maintain the current CTS Scheme for 2024 putting forward no significant amendment to that scheme in 2024. A copy of the 2024 Council Tax Support Scheme can be found

at https://www.havering.gov.uk/downloads/download/367/havering_local_council_tax_support_scheme

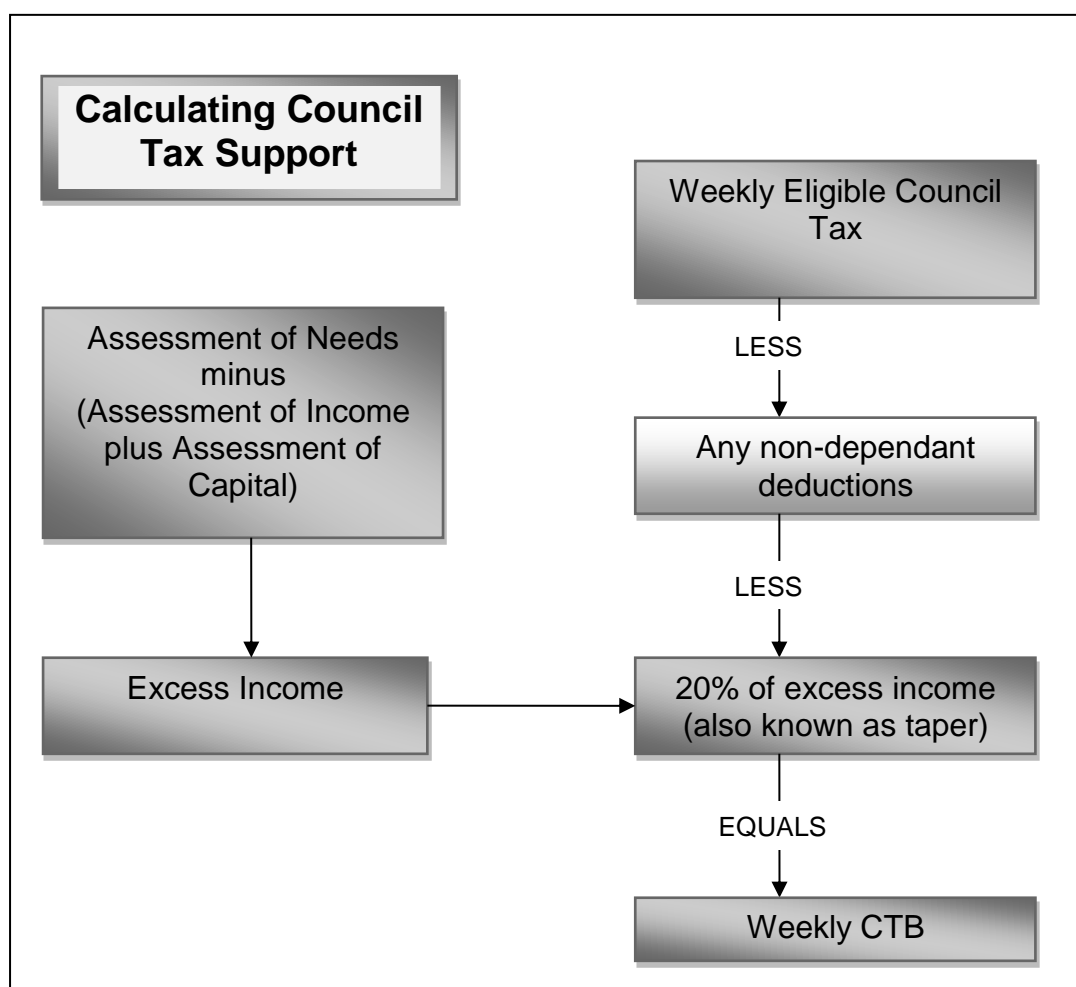
The Council Tax Support Calculation

The starting point for all calculations of Council Tax Support is the claimant's 'maximum benefit'. This is the claimant's weekly eligible Council Tax less any non-dependant deductions that apply.

Income and capital are compared to the claimant's applicable amount. Any income over the applicable amount is known as the Excess Income.

The claimant qualifies for maximum support less 20% of any excess income figure. The 20% reduction to the maximum benefit is known as a taper.

Claimants in receipt of Job Seeker's Allowance, Income Support or Universal Credit have already been assessed by the Department for Work and Pensions (DWP) as having income lower than their applicable amount and so will receive maximum Council Tax support less any non-dependant deductions.



Non-dependant deductions

A non-dependant deduction is an amount of Council Tax that is due from the CTS claimant because there is another adult (non-dependant), who is not the claimant's partner, living in the household who receives an income. This reduces the amount of CTS a claimant will receive which is described in paragraph 30A of the 2024 scheme as follows:

- (1) Subject to the following provisions of this regulation, the non-dependant deductions in respect of a day referred to in regulation 29A (maximum Council Tax benefit) shall be—
- (a) in respect of a non-dependant aged 18 or over in remunerative work, $\text{£}20.00 \times \frac{1}{7}$;
 - (b) in respect of a non-dependant aged 18 or over to whom sub-paragraph (a) does not apply, $\text{£}6.00 \times \frac{1}{7}$.
- (2) In the case of a non-dependant aged 18 or over to whom paragraph (1)(a) applies, where it is shown to the appropriate authority that his normal gross weekly income is—
- (a) Less than $\text{£}224.00$, the deduction to be made under this regulation shall be that specified in paragraph (1) (b);
 - (b) Not less than $\text{£}224.00$ but less than $\text{£}389.00$, the deduction to be made under this regulation shall be $\text{£}9.00$;
 - (c) Not less than $\text{£}389.00$ but less than $\text{£}484.00$, the deduction to be made under this regulation shall be $\text{£}15.00$.

From April 2014 onwards, the eligible weekly Council Tax used to calculate Council Tax support shall be no higher than the weekly Council Tax Band D value for a property in Havering.

Paragraph 29A (1) of the CTS scheme 2024/25 provides that:

- (1) Subject to paragraphs (2) to (5), the amount of a person's maximum Council Tax benefit in respect of a day for which he is liable to pay Council Tax, shall be 85 per cent of the amount A/B where—
- (a) A is the amount set by the appropriate authority as the Council Tax for the relevant financial year in respect of the dwelling in which he is a resident and for which he is liable, subject to any discount which may be appropriate to that dwelling under the 1992 Act; and
 - (b) B is the number of days in that financial year, less any deductions in respect of non-dependants which fall to be made under regulation 58 (non-dependant deductions).
- (2) In calculating a person's maximum Council Tax benefit any reduction in the amount that person is liable to pay in respect of Council Tax, which is made in consequence of any enactment in, or made under, the 1992 Act, shall be taken into account.
- (3) The level of any Council Tax Support awarded shall be restricted to the level of band D
- (4) Subject to paragraph (5), where a claimant is jointly and severally liable for Council Tax in respect of a dwelling in which he is resident with one or more other persons but excepting any person so residing with the claimant who is a student to whom regulation 45(2) (students who are excluded from entitlement to Council Tax benefit) applies, in determining the maximum Council Tax benefit in his case in accordance with paragraph (1), the amount A shall be divided by the number of persons who are jointly and severally liable for that tax.
- (5) Where a claimant is jointly and severally liable for Council Tax in respect of a dwelling with only his partner, paragraph (4) shall not apply in his case.

From April 2019 onwards, Maximum Council Tax Support for working age claimants is 25% (previously 15%). The exception is working age claimants classified as disabled for the purposes of the CTS scheme where maximum Council Tax support is reduced by 20% (previously 15%).

This means that working age households (not disabled) continue to pay a minimum charge of 25% of their Council Tax Bill and working age disabled households continue to pay a minimum charge of 20% of their Council Tax bill.

Paragraph 29A of the CTS scheme 2024/25 provides that:

(1) Subject to sub-paragraphs (2) to (5), for persons in classes D to E in this scheme a person's maximum Council Tax reduction amount in respect of a day is 75 per cent for working age (not disabled) & 80% for working age (disabled) of the amount A/B where—

(a) A is the amount set by the authority as the Council Tax for the relevant financial year in respect of the dwelling in which he is a resident and for which he is liable, subject to any discount which may be appropriate to that dwelling under the 1992 Act; and

(b) B is the number of days in that financial year, less any deductions in respect of non-dependants which fall to be made under paragraph 30A (non-dependant deductions: persons who are not pensioners) and any award restricted to the level of Band D

From April 2015 onwards, the amount of savings and investments people are allowed to have and still be entitled to claim CTS was reduced from £16,000 to £6,000.

The CTS scheme 2013/14 and 2014/15 did not accept claims from applicants who have savings and investments of more than £16,000. These individual were not entitled to any CTS.

From April 2015, applicants who have more than £6,000 in savings or investments are not eligible to claim and therefore have no entitlement to CTS.

Paragraph 23 of the CTS scheme 2024/25 states that:

(1) The class of person described in this paragraph consists of -

(a) Persons in class A and B whose capital exceeds £16,000

(b) Persons in class D and E whose capital exceeds £6,000.

From April 2015 onwards, Second Adult Rebate was abolished.

Second Adult Rebate supported working age Council Tax payers whose income was too high in their own right for Council Tax Support but who had other adults living in the household whose income was low.

Applications for Council Tax Support

This part applies to both pension-age and working-age applicants

The following procedure has been set in accordance with the Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012, referred to as 'the Regulations' below.

Entitlement to CTS is dependent on an application being made in the following way:

An application may be made:

- (a) In writing
- (b) By means of an electronic communication or
- (c) By telephone following publication by the Council of a number for this purpose.

The form provided by the Council for this purpose must be properly completed, and the Council may require the applicant to complete the form in the proper manner, and may further require that further information and evidence is provided by the applicant.

An application will be made defective if the applicant does not provide all of the information the Council requires.

Applications made by telephone will only be accepted if the applicant provides a written statement of their circumstances in the format required by the Council.

The Council will allow a certain length of time for applicants to correct any defects in their application.

The Regulations provide for which classes of people are eligible to make application for Council Tax Support.

Evidence and information

Any person who makes an application or any person to whom a reduction under the CTS scheme 2024/25 has been awarded shall furnish such certificates, documents, information and evidence in connection with the application or award, or question arising out of it as may reasonably be required by the Council in order to determine the person's entitlement. Where the Council requests information it shall inform the applicant or person of their duty to notify the Council of any change of circumstances and shall indicate the kind of changes of circumstances which are to be notified.

Matters related to the electronic communication of information, proof of delivery and content of information will be determined in accordance with Part 4 of Schedule 7 of the Regulations.

Where the person is a pensioner paragraph 7(4) (5) (6) and (7) of Schedule 8 of the Regulations apply which specify matters relevant to evidence and information related to pensioners.

Amendment and withdrawal of applications

Any person who has made an application may amend it at any time before a decision had been made by serving a notice in writing to the Council in accordance with paragraph 8 of Schedule 8 of the Regulations.

Decisions by the Council

The Council will make a decision in respect of any application for a reduction under this scheme in accordance with the criteria set out within the CTS scheme 2024 rules.

The decision will be made within 14 days or as soon as reasonably practicable of the Council receiving at its designated office the properly completed application or the information requested to complete it or the evidence required. The date upon which the Council is deemed to have received the properly completed application shall be determined in accordance with paragraphs 6 of Schedule 1, paragraph 7 and Part 1 of Schedule 7 of the Regulations being satisfied, or as soon as reasonably practicable thereafter.

The Council will notify the applicant or any person affected by its decision under the scheme in writing forthwith, or as soon as reasonably practicable.

Any person affected to whom the Council sends or delivers a notification of a decision to may, within one month of the notification of the decision, request in writing from the Council a statement setting out the reasons for its decision on any matter set out in the notice.

Following receipt of a request for a written statement the Council will provide this within 14 days or as soon as reasonably practicable thereafter.

Where an award or payment of reduction is made the time and manner of granting the reduction under the scheme will be in accordance with Part 5 of Schedule 8 of the Regulations.

Change of circumstances

For persons who are not pensioners the date on which changes of circumstances are to take effect will be determined in accordance with paragraph 4 of Part 2 of Schedule 8 of the Regulations.

Procedure for making an appeal

Any applicant who is not in agreement with the decision of the Council taken under this scheme may service a notice in writing on the Council setting out their reasons and grounds upon which they believe the Council has made the wrong decision.

Following receipt of an appeal in writing the Council will:

- (1) Consider the appeal
- (2) Notify the applicant in writing of the following:
 - (i) Any decision not to uphold the appeal and the reasons for that; or

- (ii) That steps are being taken to proceed with the appeal and set out what steps.

Where an applicant remains dissatisfied following receipt of any written notice sent by the Council in response to their appeal, they may within two months of the service of that notice, appeal to the valuation tribunal.

Applications for further discretionary reductions

Under Section 13A(1)(c) of the Local Government Finance Act 1992 and The Council Tax Reduction Schemes (Prescribed Requirements) Regulations 2012, the Authority will consider applications for a further reduction in Council Tax.

There will be financial implications in that the cost of any reduction will be a direct cost to the Council. The cost of any discretionary reduction will, therefore, have to be met by the rest of the Council Taxpayers.

Applications must be made in writing or by prescribed electronic communications.

The Council will, in making decisions for further discretionary reductions, have due regard to its duties under The Child Poverty Act 2010, The Housing Act 1996, and The Equality Act 2010.

The Council will review all relevant matters when deciding whether to award a reduction including, but not limited to:

- The circumstances of any other person with whom the applicant is jointly and severally liable for Council Tax.
- The overall financial situation of the applicant and the applicant's family.
- The effect the council believes making an award will have on the applicant and any members of the applicant's family.
- Protecting the public purse and maintaining financial budgets.

A person who applies for a discretionary reduction may request that the Council review its decision. Any such request must be made in writing and be received within one month of the date the notification of the decision.

If practicable, another more senior officer, will reconsider the decision in light of all available evidence and, if appropriate amend it. Any change may lead to either a reduction or an increase in any award.

A further right of review will be available against the decision as reviewed which will be considered by a manager but only against the legality of the decision and not the actual outcome.

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1 Discount for Council Tax Payers Paying in Full

The Council has agreed in the past to offer a discount to Council Tax payers who pay their Council Tax in full. It is necessary for Cabinet to recommend Council to agree a specific resolution for this purpose or for any change proposed as the current assumption is that the discount remains at 1.5%. Cabinet should note that a similar discount is not permitted under business rate regulations. Any revenue foregone by offering a 1.5% discount is offset by the notional interest earned on the advance payment of Council Tax.

Resolution

“Any Council Tax payer who is liable to pay an amount of Council Tax to the authority in respect to the year ending on 31 March 2025, who is served with a demand notice under Article 20(2) of the Council Tax (Administration and Enforcement) Regulations 1992 and who makes payment to the authority of the full balance of the estimated amount shown on that demand by 1 April 2024, may deduct a sum equivalent to 1.5% from the estimated amount and such reduced amount shall be accepted in full settlement of that estimated amount”.

The Council meeting in February will receive a resolution in the form required reflecting the recommendations of Cabinet.

2. Policy regarding war pension income in relation to Housing Benefit Assessment

The Housing Benefit regulations 2006 make provision for the disregard of the first £10 of War Pension income in the assessment of Housing Benefit entitlement. The Social Security Contributions and Benefits Act 1992 makes further provision that Local Authorities may modify the Housing Benefit scheme by disregarding a further amount or all War Pension Income as part of a local policy.

Since the London Borough of Havering was first established, the custom of disregarding this income in full has been carried out by staff assessing Housing Benefit entitlement.

It has been noted on the council's annual Housing Benefit Assurance Process (HBAP) audit report for benefit paid out in respect of 2021/22, that the council was unable to evidence the decision to adopt a local policy to disregard War Pension income, and so it is necessary for the council to formally record its local policy of disregarding this income in full in the assessment of Housing Benefit. There is already a corresponding disregard of this income in the council's Local Council Tax Support scheme rules.

The legislation which covers these arrangements is as follows:

- The Housing Benefit Regulations 2006 paragraph 40(2) and schedule 5
- Housing Benefit (Persons who have attained the age qualifying for the State Pension Credit) Regulations 2006 paragraph 33(9) and schedule 5
- Sections 134 and 139 of the Social Security Administration Act 1992 provide the Council with the discretion to modify the Housing Benefit scheme by disregarding a further amount, or all, of specified war disablement pensions and payments.
- The Housing Benefit and Council Tax Benefit (War Pension Disregards) Regulations 2007 (as amended) prescribe which pensions and payments are in scope for the local policy.

Equality & Health Impact Assessment (EqHIA)

Document control

| | |
|-----------------------------------|--|
| Title of activity: | Council Tax Support Scheme 2024 |
| Lead officer: | Chris Henry, Head of Council Tax & Benefits, Exchequer & Transactional Services, oneSource |
| Approved by: | Sarah Bryant, Director of Exchequer & Transactional Services |
| Date completed: | October 2023 |
| Scheduled date for review: | November 2024 |

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

1. Equality & Health Impact Assessment Checklist

Please complete the following checklist to determine whether or not you will need to complete an EqHIA and ensure you keep this section for your audit trail. If you have any questions, please contact EqHIA@havering.gov.uk for advice from either the Corporate Diversity or Public Health teams. Please refer to the Guidance in Appendix 1 on how to complete this form.

About your activity

| | | | | |
|----|---|--|---|--|
| 1 | Title of activity | Council Tax Support Scheme 2024 | | |
| 2 | Type of activity | This is a scheme which provides assistance to people on low incomes to help them pay their Council Tax. | | |
| 3 | Scope of activity | <p>The Council Tax Support (CTS) Scheme helps many working age people on low incomes pay their Council Tax bills.</p> <p>While Government funding is insignificant, the Council is committed to maintaining the current 2023 CTS scheme in 2024.</p> <p>The proposed scheme will continue to protect pensioners by law who will get the same level of council tax support as they do now which be up to 100%.</p> <p>Disabled working age applicants can have up to 80% off their Council Tax Bill. Working age applicants can have up to 75% off their Council Tax bill.</p> <p>It is proposed the CTS 2024/25 Scheme remains unchanged for working age and pension age claimants in 2024/25.</p> | | |
| 4a | Are you changing, introducing a new, or removing a service, policy, strategy or function? | No | If the answer to <u>any</u> of these questions is 'YES', please continue to question 5. | If the answer to <u>all</u> of the questions (4a, 4b & 4c) is 'NO', please go to question 6. |
| 4b | Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)? | Yes | | |
| 4c | Does the activity have the potential to impact (either positively or negatively) upon any factors which determine | No | | |

| | | | | |
|---|--------------------------------|--|--|--|
| | people's health and wellbeing? | | | |
| 5 | If you answered YES: | Please complete the EqHIA in Section 2 of this document. Please see Appendix 1 for Guidance. | | |

| | |
|---------------|---|
| Completed by: | Chris Henry, Head of Council Tax & Benefits |
| Date: | December 2023 |

2. The EqHIA – How will the strategy, policy, plan, procedure and/or service impact on people?

| Background/context: |
|---|
| <p>The Council has a statutory obligation to provide a local Council Tax Support Scheme under the Local Government Act 2012.</p> <p>The Council proposes to maintain the Council Tax Support (CTS) Scheme in place since April 2022/23 for 2024/25. The scheme provides assistance to people on low incomes to help them pay their Council Tax.</p> |

| Who will be affected by the activity? |
|--|
| <p>The 2024 scheme will continue to protect pensioners who will get the same level of Council Tax Support as they do now. This can provide up to 100% off their Council Tax bill.</p> <p>Disabled working age applicants can have up to 80% off their Council Tax Bill. Working age applicants can have up to 75% off their Council Tax bill.</p> <p>At 30 September 2023, 8,647 working-age claimants and 5,010 pensionable age claimants were in receipt of Council Tax Support.</p> <p>Support remains in place through the Council Tax Discretionary policy for those who suffer hardship. Support workers and advisors continue to direct customers where appropriate to the online application which is available on the Havering website.</p> <p>In terms of the number of Council Tax Support Claimants and their household and personal status, the overall total, compared to last year, has decreased from 13,832 to 13,657 (Sept 23), recognising fewer applications due to the end of the pandemic and the opening up of the economy.</p> |

Council Tax Support Case Group Descriptions**Count**

| | |
|---|------|
| Elderly - Non-Passported - Carer | 120 |
| Elderly - Non-Passported - Child Under 5 | 0 |
| Elderly - Non-Passported - Enhanced Disability | 0 |
| Elderly - Non-Passported - Family Premium | 2 |
| Elderly - Non-Passported - Family Premium - 1 Child | 4 |
| Elderly - Non-Passported - Family Premium - 2 Child | 0 |
| Elderly - Non-Passported - Family Premium - 3 Child | 0 |
| Elderly - Non-Passported - Non Dependant | 293 |
| Elderly - Non-Passported - Other | 1333 |
| Elderly - Non-Passported - Severe Disability | 417 |
| Elderly - Non-Passported - War Pensioners | 8 |
| Elderly - Non-Passported - Working | 65 |
| Elderly - Passported - Carer | 130 |
| Elderly - Passported - Child Under 5 | 1 |
| Elderly - Passported - Enhanced Disability | 0 |
| Elderly - Passported - Family Premium | 5 |
| Elderly - Passported - Family Premium - 1 Child | 1 |
| Elderly - Passported - Family Premium - 2 Child | 1 |
| Elderly - Passported - Family Premium - 3 Child | 0 |
| Elderly - Passported - Family Premium - 4 Child | 0 |
| Elderly - Passported - Non Dependant | 371 |
| Elderly - Passported - Other | 1340 |
| Elderly - Passported - Severe Disability | 899 |
| Elderly - Passported - Working | 20 |
| TOTAL (Elderly) =5010 (37%) | |
| Working Age - Non-Passported - Carer | 648 |
| Working Age-Non-Passported – Care Leavers | 71 |
| Working Age - Non-Passported - Child Under 5 | 170 |
| Working Age - Non-Passported - Disability | 430 |
| Working Age - Non-Passported - Disabled Child Premium | 67 |
| Working Age - Non-Passported - Enhanced Disability | 432 |
| Working Age - Non-Passported - Family Premium | 174 |
| Working Age - Non-Passported - Family Premium - 1 Child | 761 |
| Working Age - Non-Passported - Family Premium - 2 Child | 488 |
| Working Age - Non-Passported - Family Premium - 3 Child | 166 |
| Working Age - Non-Passported - Family Premium - 4 Child | 45 |
| Working Age - Non-Passported - Family Premium - 5 and above | 8 |
| Working Age - Non-Passported - Lone Parent Child Under 5 | 756 |
| Working Age - Non-Passported - Non Dependant | 174 |
| Working Age - Non-Passported - Other | 824 |
| Working Age - Non-Passported - Severe Disability | 990 |
| Working Age - Non-Passported - War Pensioners | 3 |
| Working Age - Non-Passported - Working | 247 |

| | |
|---|---------------|
| Working Age - Passported - Carer | 225 |
| Working Age- Passported- Care Leavers | 0 |
| Working Age - Passported - Child Under 5 | 1 |
| Working Age - Passported - Disability | 57 |
| Working Age - Passported - Disabled Child Premium | 8 |
| Working Age - Passported - Enhanced Disability | 710 |
| Working Age - Passported - Family Premium | 19 |
| Working Age - Passported - Family Premium - 1 Child | 44 |
| Working Age - Passported - Family Premium - 2 Child | 19 |
| Working Age - Passported - Family Premium - 3 Child | 3 |
| Working Age - Passported - Family Premium - 4 Child | 0 |
| Working Age - Passported - Family Premium - 5 and Above | 0 |
| Working Age - Passported - Lone Parent Child Under 5 | 37 |
| Working Age - Passported - Non Dependant | 69 |
| Working Age - Passported - Other | 182 |
| Working Age - Passported - Severe Disability | 816 |
| Working Age - Passported - Working | 3 |
| TOTAL (Working Age) = 8,647 (63%) | |
| Grand Total Working Age & Elderly) | 13,657 |

| Protected Characteristic - Age: Consider the full range of age groups | | |
|---|---|---|
| Please tick (✓) the relevant box: | | Overall impact: There are no changes proposed to the CTS 2024/25 Scheme. The impact of this scheme, as compared to the current scheme will remain the same as in the Equality Impact Analysis prepared in Oct 2021. Equality & Health Impact Assessment (EqHIA) London Borough of Havering has the oldest population in London with a median age of approximately 40 years old, as recorded in the 2011 census. Legislation means that the 2024/25 scheme will continue to protect pensioners by law. Consequently, the pension age scheme and the working age scheme have become more disparate overtime. From 2011 to 2016, Havering experienced the largest net inflow of children across all London boroughs. 4,580 children settled in the borough from another part of the United Kingdom during this six year period. Within the scope of the 2024 scheme, there continues to be a Council Tax Discretionary policy to enable the Council to consider cases of hardship which will help mitigate any negative impacts. |
| Positive | | |
| Neutral | ✓ | |
| Negative | | |

Evidence:

At present approximately 63% of Council Tax Support claimants are working age and 37% are pension age.

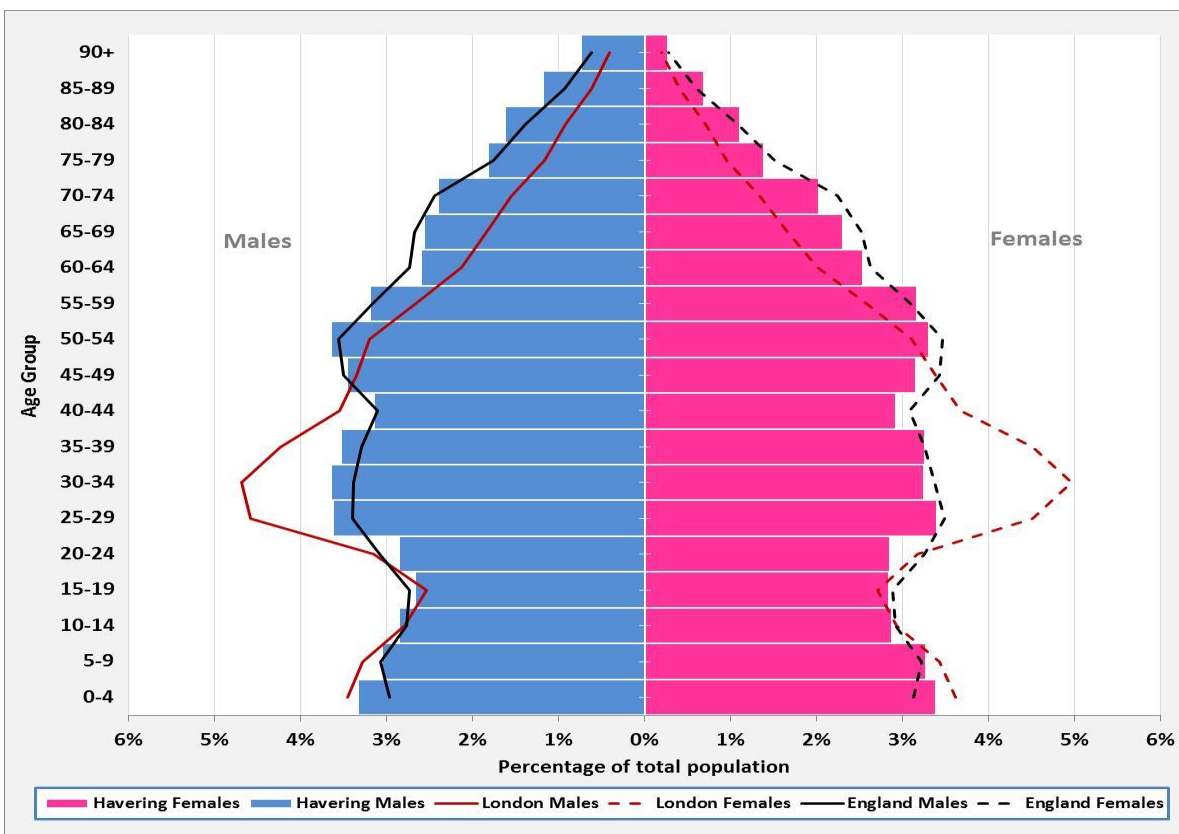
For comparison, the working age population (18-64 years) in Havering is 76% and the pension age population is 24%.

A full range of online services are available including a Text relay service: 18001 01708 434343. Customers can contact the council online or by telephone to the dedicated Call Centre. Customer Services staff are able to give advice and assist. Outside organisations such as Peabody, CAB and Age UK are widely promoted to provide assistance to the elderly population.

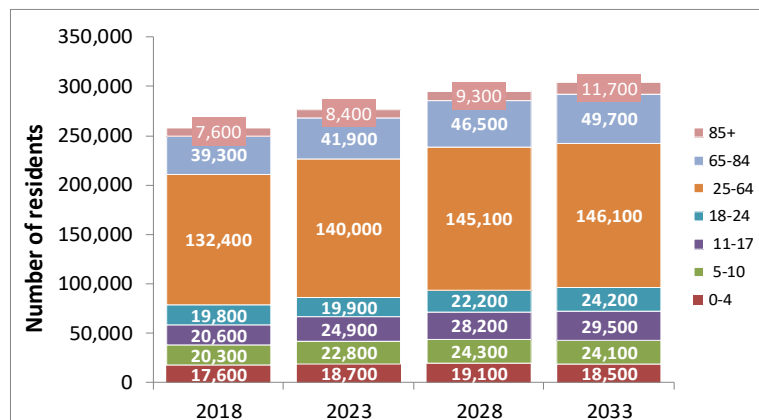
The table below shows the breakdown of current (mid-2017) population by gender and five-year age bands.

| AGE BAND (YEARS) | MALE | FEMALE | PERSONS |
|------------------|---------|---------|---------|
| 00-04 | 8,671 | 8,553 | 17,224 |
| 05-09 | 8,371 | 7,820 | 16,191 |
| 10-14 | 7,359 | 7,306 | 14,665 |
| 15-19 | 7,277 | 6,833 | 14,110 |
| 20-24 | 7,316 | 7,308 | 14,624 |
| 25-29 | 8,688 | 9,295 | 17,983 |
| 30-34 | 8,325 | 9,355 | 17,680 |
| 35-39 | 8,344 | 9,038 | 17,382 |
| 40-44 | 7,491 | 8,078 | 15,569 |
| 45-49 | 8,064 | 8,879 | 16,943 |
| 50-54 | 8,463 | 9,333 | 17,796 |
| 55-59 | 8,103 | 8,183 | 16,286 |
| 60-64 | 6,504 | 6,664 | 13,168 |
| 65-69 | 5,903 | 6,577 | 12,480 |
| 70-74 | 5,191 | 6,158 | 11,349 |
| 75-79 | 3,539 | 4,672 | 8,211 |
| 80-84 | 2,836 | 4,157 | 6,993 |
| 85-89 | 1,756 | 3,032 | 4,788 |
| 90+ | 706 | 1,891 | 2,597 |
| All Ages | 122,907 | 133,132 | 256,039 |

The population pyramid compares the population figures for Havering with London and England by five-year age bands. The pyramid shows a much older age structure for the population of Havering compared to London but similar to England.



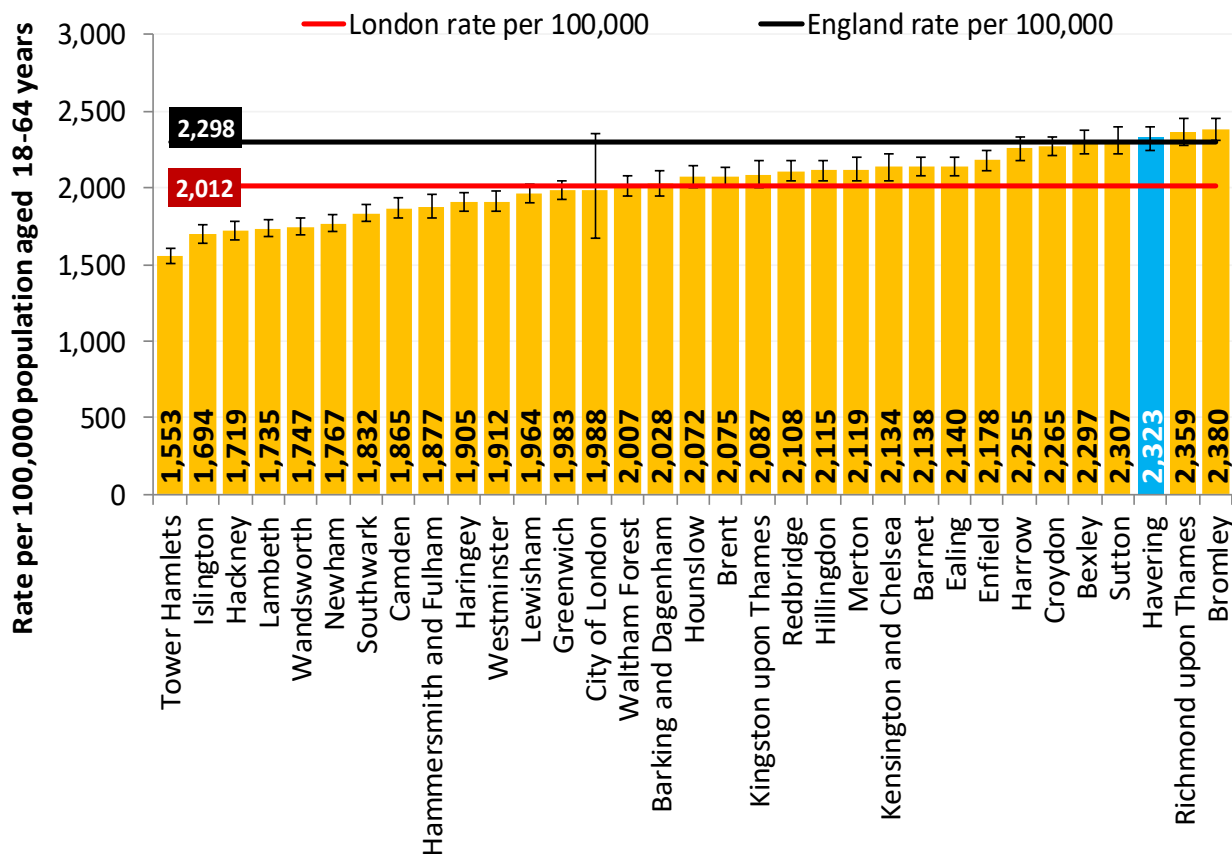
Projected Population Increases by Age Group



| Age Group | Percentage change from 2018 to | | |
|-----------|--------------------------------|------|------|
| | 2023 | 2028 | 2033 |
| 0-4 | 6% | 9% | 5% |
| 5-10 | 12% | 20% | 19% |
| 11-17 | 21% | 37% | 43% |
| 18-24 | 1% | 12% | 22% |
| 25-64 | 6% | 10% | 10% |
| 65-84 | 7% | 18% | 26% |
| 85+ | 11% | 22% | 54% |

| | |
|---|--|
| | |
| Sources used: <ul style="list-style-type: none"> • Council Tax Support caseload data Sep 23 • This is Havering 2018 version 4.1 (August 2018) <i>produced by public health intelligence</i> • Mid-year population estimates 2017; Office for National Statistics (ONS) • GLA 2016 based Demographic Projections – Local Authority population projections Housing Led Model | |

| Protected Characteristic - Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions | | |
|--|---|--|
| Please tick (✓) the relevant box: | | Overall impact: There are no changes proposed to the CTS 2024/25 Scheme. The impact of this scheme, as compared to the scheme available in 2023/24, will remain the same as in the Equality Impact Analysis prepared in October 2021. <u>Equality & Health Impact Assessment (EqHIA)</u> Within the scope of the 2024 scheme, there continues to be a Council Tax Discretionary policy to enable the Council to consider cases of hardship which will help mitigate any negative impacts. The Recovery Policy also sensitively considers vulnerable persons under whom disabled CTS applicants are categorized, in the collection of Council Tax. |
| Positive | | |
| Neutral | ✓ | |
| Negative | | |
| Evidence: In 2017, 3,506 adults (aged 18-64 years) were estimated to be living with serious physical disabilities in Havering. The estimated rate of serious physical disabilities in Havering (2,323 per 100,000 population aged 18-64 years) is similar to England but significantly higher than London average and one of the highest rates of London local authorities. The rationale for this is likely due to the relatively older population in Havering compared to other London boroughs. | | |



In terms of Council Tax Support, 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. Approximately 43% of working age Council Tax Support claimants meet the above definition, much higher than the overall population average.

Disabled people are historically disadvantaged and face greater barriers when accessing (information about) services and therefore disabled households are considered to be more vulnerable than other households. Disabled people who are unable to work receive higher levels of state benefits and while based on the proposals they will be subject to the 20% liability reduction, disabled working age claimants are likely to have a higher income than other unemployed, working age claimants whose council tax support will also be reduced.

A full range of online services are available and a Text relay service exists: 18001 01708 434343. Customers can contact the council online or by telephone to the dedicated service Call Centre. Details of AccessAble are available on the council's website. Customer Services staff are able to advise and assist, as can Havering's Community Learning Disability Team (CLDT) which assists adults with a learning disability and their carers. Proofing and editing of translated documents;

Reproduction of print material in large print;
 Reproduction of print material in Braille;
 Audio and transcription services;
 Subtitling;
 Reproduction of information in "Easy Read" (simplifying information using pictures and plain English);

Certification and authenticity checks of documents
Other outside organisations such as Peabody, CAB and Age UK are widely promoted to provide assistance customers with disabilities

Sources used:

Council Tax Support caseload data Sep 2023
This is Havering 2018 version 4.1 (August 2018) *produced by public health intelligence*
Peabody
CAB
Age UK
The Corporate Translation & Interpreting Policy
The Language Shop

Protected Characteristic - Sex/gender: Consider both men and women

Please tick (✓)
the relevant box:

Positive

Neutral

Negative

Overall impact:

There are no changes proposed to the CTS 2024/25 Scheme.

The impact of this scheme, as compared to the scheme available in 2023/24 will remain the same as in the Equality Impact Analysis prepared in October 2021. [Equality & Health Impact Assessment \(EqHIA\)](#)

Due to the fact that only one claim is submitted per household, it is difficult to fully consider the implications the proposals will have on this protected characteristic.

However, equalities monitoring indicates that the majority of claims (68%) are made by females (married and single titles) compared with males. We also know that lone parents, part-time workers and carers are more likely to be women.

The proposals are therefore considered to have a disproportionate impact on women.

Within the scope of the 2024 scheme, there continues to be a Council Tax Discretionary policy to enable the Council to consider cases of hardship which will help mitigate any negative impacts
The Council has considered the indirect discrimination and the legitimate aim of balancing the budget in the context of significant savings required. We also consider it is proportionate because the Council's budget situation is such that there are no feasible alternatives. Since 2013, Government grant for Council Tax Support was withdrawn and the scheme has been funded by the Council from

its own resources.

Evidence:

Breakdown of Council Tax Support Applicants by Gender

| | | |
|---------------|--------------|------------|
| Female | 9,822 | 68% |
| Male | 4,706 | 32% |

Breakdown of Havering population by gender

| MALE | | FEMALE | | TOTAL |
|-------------|-------|---------------|-------|--------------|
| 122,907 | 48.0% | 133,132 | 52.0% | 256,039 |

The table below shows the breakdown of current (mid-2017) population by gender and five-year age bands.

| AGE BAND (YEARS) | MALE | FEMALE | PERSONS |
|-------------------------|----------------|----------------|----------------|
| 00-04 | 8,671 | 8,553 | 17,224 |
| 05-09 | 8,371 | 7,820 | 16,191 |
| 10-14 | 7,359 | 7,306 | 14,665 |
| 15-19 | 7,277 | 6,833 | 14,110 |
| 20-24 | 7,316 | 7,308 | 14,624 |
| 25-29 | 8,688 | 9,295 | 17,983 |
| 30-34 | 8,325 | 9,355 | 17,680 |
| 35-39 | 8,344 | 9,038 | 17,382 |
| 40-44 | 7,491 | 8,078 | 15,569 |
| 45-49 | 8,064 | 8,879 | 16,943 |
| 50-54 | 8,463 | 9,333 | 17,796 |
| 55-59 | 8,103 | 8,183 | 16,286 |
| 60-64 | 6,504 | 6,664 | 13,168 |
| 65-69 | 5,903 | 6,577 | 12,480 |
| 70-74 | 5,191 | 6,158 | 11,349 |
| 75-79 | 3,539 | 4,672 | 8,211 |
| 80-84 | 2,836 | 4,157 | 6,993 |
| 85-89 | 1,756 | 3,032 | 4,788 |
| 90+ | 706 | 1,891 | 2,597 |
| All Ages | 122,907 | 133,132 | 256,039 |

Sources used:

Council Tax Support caseload data Sep 2023

This is Havering 2018 version 4.1 (August 2018) *produced by public health intelligence*

Havering Data Intelligence Hub

Office of National Statistics (ONS)

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

Please tick (✓) the relevant box:

Positive

Neutral

Negative

✓

Overall impact:

There are no changes proposed to the CTS 2024/25 Scheme.

The impact of this scheme, as compared to the scheme available in 2023/24, will remain the same as in the Equality Impact Analysis prepared in October 2021. [Equality & Health Impact Assessment \(EqHIA\)](#)

Our data shows that BME claimants are slightly over-represented amongst working age claimants receiving Council Tax Support.

There could be a negative impact of the proposals on people from Black and Minority Ethnic (BME) groups. This could imply that BME groups experience more difficulty in finding employment.

Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.

Providing comprehensive translation and interpretation services is becoming increasingly important in light of the significant demographic changes occurring across the Borough. Havering's non-English speaking population has grown steadily. It is estimated that the percentage of adults is greater than 10% (last Census only recording if English as main language in a household) Interpretation, translation or alternative formats can be obtained from The Language Shop which includes:

Face to face interpreting (Spoken Language Interpreting, this can be simultaneous or consecutive);
Telephone interpreting (connecting to a spoken language interpreter over the telephone);
Multilingual telephone information service;
Translation (to have written documents translated from the source language to the target language):

Evidence:

The tables below show the projected figures for the breakdown of Havering by ethnicity/race and for Benefits claimants where they have supplied this information. The data is difficult to compare due to the different classifications of ethnicity used.

| 2017 (Havering general population projection) | Number | Percentage of population (%) |
|--|---------------|-------------------------------------|
| All ethnicities | 253,478 | 100.00 |
| White | 211,814 | 83.6 |
| Black Caribbean | 3,696 | 1.5 |
| Black African | 10,405 | 4.1 |
| Black Other | 1,510 | 0.6 |
| Indian | 7,405 | 2.9 |
| Pakistani | 2,400 | 0.9 |
| Bangladeshi | 1,883 | 0.7 |
| Chinese | 1,567 | 0.6 |
| Other Asian | 3,652 | 1.4 |
| Mixed | 7,498 | 3.0 |
| Other | 1,648 | 0.7 |
| <i>BAME¹ Total</i> | <i>41,664</i> | <i>16.4</i> |

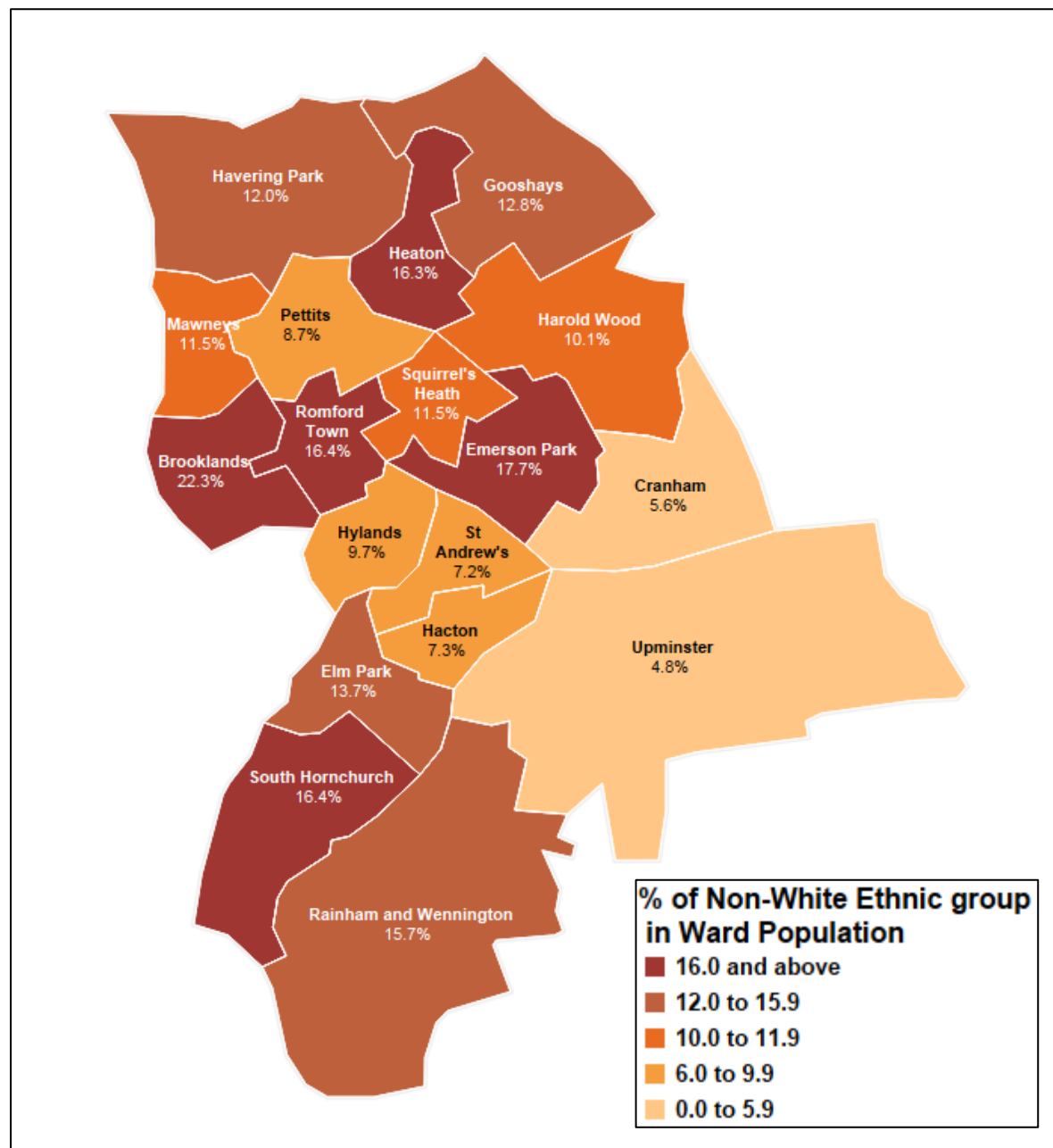
Council Tax Support & Housing Benefit Claimants where Equalities information provided Oct 2023

| Claimant Population | Number | Percentage of claimants who provided information |
|---------------------------------|---------------|---|
| Any Other | 387 | 1.8% |
| Arab | 105 | 0.5% |
| Asian/Asian British Any Other | 270 | 1.3% |
| Asian/Asian British Bangladeshi | 503 | 2.3% |
| Asian/Asian British Indian | 377 | 1.8% |
| Asian/Asian British Pakistani | 592 | 2.8% |
| Asian/Other | 13 | 0.1% |
| Black/Black British African | 1,972 | 9.2% |
| Black/Black British Any Other | 246 | 1.1% |
| Black/Black British Caribbean | 732 | 3.4% |
| Black/Black British Other | 7 | 0.0% |
| Chinese | 48 | 0.2% |
| Claimant Declined | 63 | 0.3% |
| Gypsy/Traveller | 34 | 0.2% |
| Mixed Any Other | 176 | 0.8% |
| Mixed White & Black African | 150 | 0.7% |
| Mixed White & Black Caribbean | 307 | 1.4% |
| Mixed White and Asian | 85 | 0.4% |
| Mixed/Other | 4 | 0.0% |
| Other Ethnic Group | 13 | 0.1% |

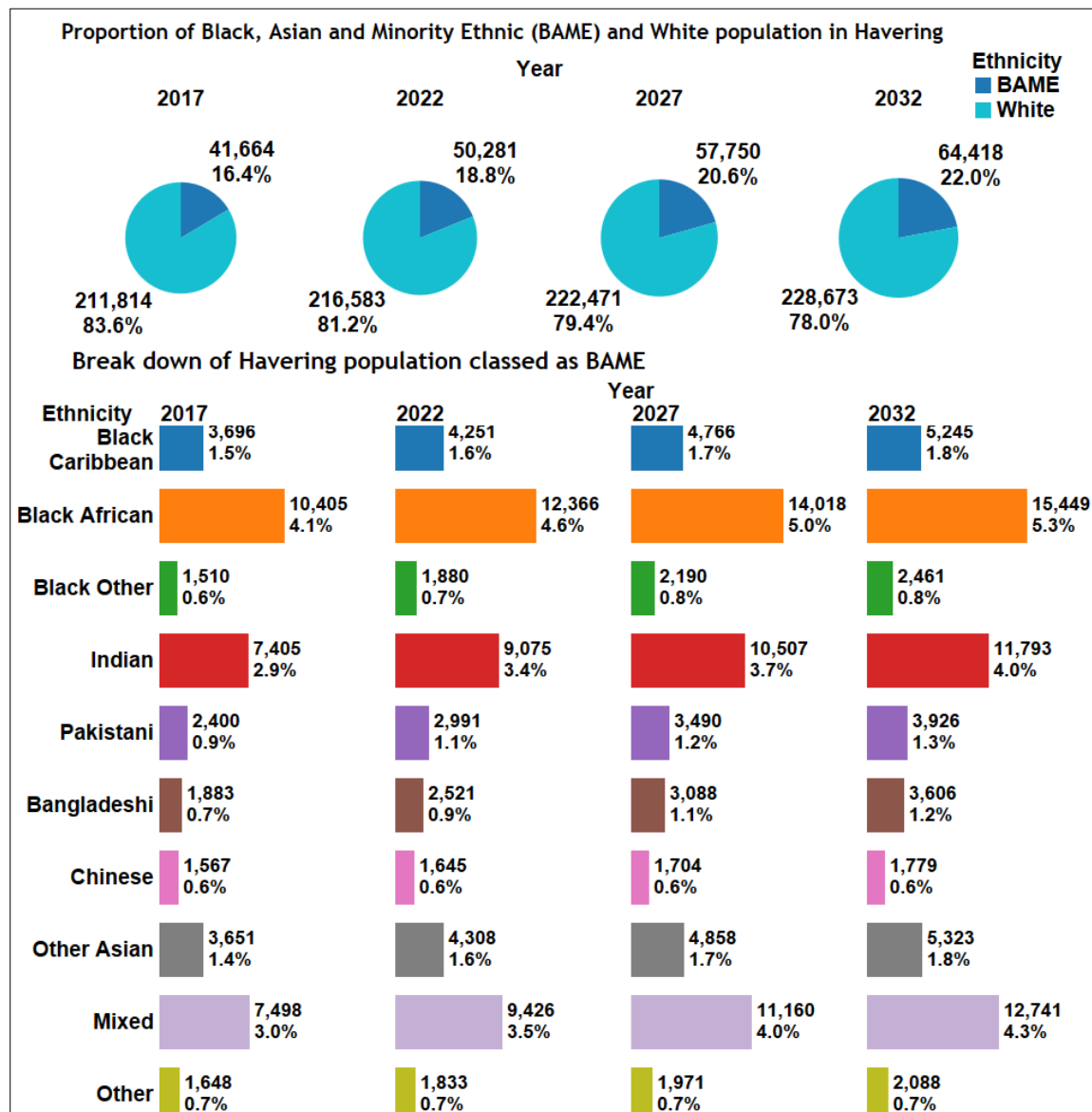
¹ The GLA define BAME differently to the ONS. The GLA does not include a 'White Other' Group. Instead they have one category 'White' that includes 'White British' and 'White Other'.

| | | |
|-------------------------|---------------|---------------|
| White & Asian | 1 | 0.0% |
| White & Black African | 8 | 0.0% |
| White & Black Caribbean | 16 | 0.1% |
| White Any Other | 1,989 | 9.2% |
| White British | 13,173 | 61.2% |
| White Irish | 249 | 1.2% |
| Total | 21,520 | 100.0% |

From the data provided above, it would appear that there is a disproportionate impact on BME claimants. 83.6% of Havering's population are defined as White, compared to 74.2% of benefit claimants who define themselves as White (including 'White: Other').



Ethnicity population projections 2017 - 2032



Sources used:

Demographic, Diversity and Socio-economic Profile of Havering's Population March 2018
This is Havering 2018 version 4.1 (August 2018)

The Corporate Translation and Interpreting Policy

The Language Shop

Council Tax Support caseload data hb6860 Sep 2023

| |
|--|
| |
|--|

| Protected Characteristic - Religion/faith: Consider people from different religions or beliefs including those with no religion or belief | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---------|--|-------|--------|---|-----------|---------|-------|----------|-----|------|-------|-------|------|--------|-------|------|--------|-------|------|------|-------|------|----------------|-----|------|-------------|--------|-------|-------------|--------|------|--------|---------|--------|
| Please tick (✓) the relevant box: | | Overall impact: There are no changes proposed to the CTS 2024/25 Scheme. The impact of this scheme, as compared to the scheme available in 2023/24 will remain the same as in the Equality Impact Analysis prepared in October 2021 Equality & Health Impact Assessment (EqHIA) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Positive | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Neutral | ✓ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Negative | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Evidence: Religion and Belief 2011 Census <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 30%;">Faith</th> <th style="width: 30%;">Number</th> <th style="width: 40%;">%</th> </tr> </thead> <tbody> <tr><td>Christian</td><td>155,597</td><td>65.6%</td></tr> <tr><td>Buddhist</td><td>760</td><td>0.3%</td></tr> <tr><td>Hindu</td><td>2,963</td><td>1.2%</td></tr> <tr><td>Jewish</td><td>1,159</td><td>0.5%</td></tr> <tr><td>Muslim</td><td>4,829</td><td>2.0%</td></tr> <tr><td>Sikh</td><td>1,928</td><td>0.8%</td></tr> <tr><td>Other Religion</td><td>648</td><td>0.3%</td></tr> <tr><td>No Religion</td><td>53,549</td><td>22.6%</td></tr> <tr><td>No Response</td><td>15,799</td><td>6.7%</td></tr> <tr style="font-weight: bold;"> <td>Totals</td> <td>237,232</td> <td>100.0%</td> </tr> </tbody> </table> | | | Faith | Number | % | Christian | 155,597 | 65.6% | Buddhist | 760 | 0.3% | Hindu | 2,963 | 1.2% | Jewish | 1,159 | 0.5% | Muslim | 4,829 | 2.0% | Sikh | 1,928 | 0.8% | Other Religion | 648 | 0.3% | No Religion | 53,549 | 22.6% | No Response | 15,799 | 6.7% | Totals | 237,232 | 100.0% |
| Faith | Number | % | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Christian | 155,597 | 65.6% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Buddhist | 760 | 0.3% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Hindu | 2,963 | 1.2% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Jewish | 1,159 | 0.5% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Muslim | 4,829 | 2.0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sikh | 1,928 | 0.8% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Other Religion | 648 | 0.3% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| No Religion | 53,549 | 22.6% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| No Response | 15,799 | 6.7% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Totals | 237,232 | 100.0% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sources used: 2011 Census | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Protected Characteristic - Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual | | |
|---|--|--|
| Please tick (✓) the relevant box: | | Overall impact: There are no changes proposed to the CTS 2024/25 Scheme. |
| Positive | | |

| | | |
|----------------------|---|--|
| Neutral | ✓ | <p>The impact of this scheme, as compared to the scheme available in 2023/24, will remain the same as in the Equality Impact Analysis prepared in Oct 2021. Equality & Health Impact Assessment (EqHIA)</p> <p>There is no information available to make an assessment on the impact of the current scheme on this protected characteristic.</p> |
| Negative | | |
| Evidence: | | |
| Sources used: | | |

| | | |
|--|---|--|
| Protected Characteristic - Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth | | |
| <i>Please tick (✓) the relevant box:</i> | | Overall impact: |
| Positive | | There are no changes proposed to the CTS 2024/25 Scheme. |
| Neutral | ✓ | <p>The impact of this scheme, as compared to the scheme available in 2023/24, will remain the same as in the Equality Impact Analysis prepared in Oct 2021 Equality & Health Impact Assessment (EqHIA)</p> <p>There is no information available to make an assessment on the impact of the proposals on this protected characteristic</p> <p>Name changes actioned through uk deed poll office</p> |
| Negative | | |
| Evidence: | | |
| Sources used: ONS | | |

| | | |
|--|---|---|
| Protected Characteristic - Marriage/civil partnership: Consider people in a marriage or civil partnership | | |
| <i>Please tick (✓) the relevant box:</i> | | Overall impact: |
| Positive | | There are no changes proposed to the CTS 2024/25 Scheme. |
| Neutral | ✓ | <p>The impact of this scheme, as compared to the scheme available in 2023/24, will remain the same as in the Equality Impact Analysis prepared in Oct 2021 Equality & Health Impact Assessment (EqHIA)</p> <p>Same sex couples and civil partnerships are recognised within the scheme however there is insufficient information available to make an assessment on the impact of the proposals on this protected</p> |
| Negative | | |

| | | |
|----------------------|--|----------------|
| | | characteristic |
| Evidence: | | |
| Sources used: | | |

| | | |
|--|---|--|
| Protected Characteristic - Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave | | |
| <i>Please tick (✓) the relevant box:</i> | | Overall impact: |
| Positive | | There are no changes proposed to the CTS 2024/25 Scheme. |
| Neutral | ✓ | The impact of this scheme, as compared to the scheme available in 2023/24, will remain the same as in the Equality Impact Analysis prepared in Oct 21. Equality & Health Impact Assessment (EqHIA) |
| Negative | | <p>There is insufficient information available to make an assessment on the impact of the proposals on this protected characteristic. However, working mothers on maternity leave and women with caring responsibilities tend to have less income and/or reduced access to the labour market.</p> <p>It is perceived that there may also be equality implications for parents with young children and babies, particularly lone parents who may experience a negative impact. Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.</p> |
| Evidence: | | |
| Sources used: | | |
| ONS | | |

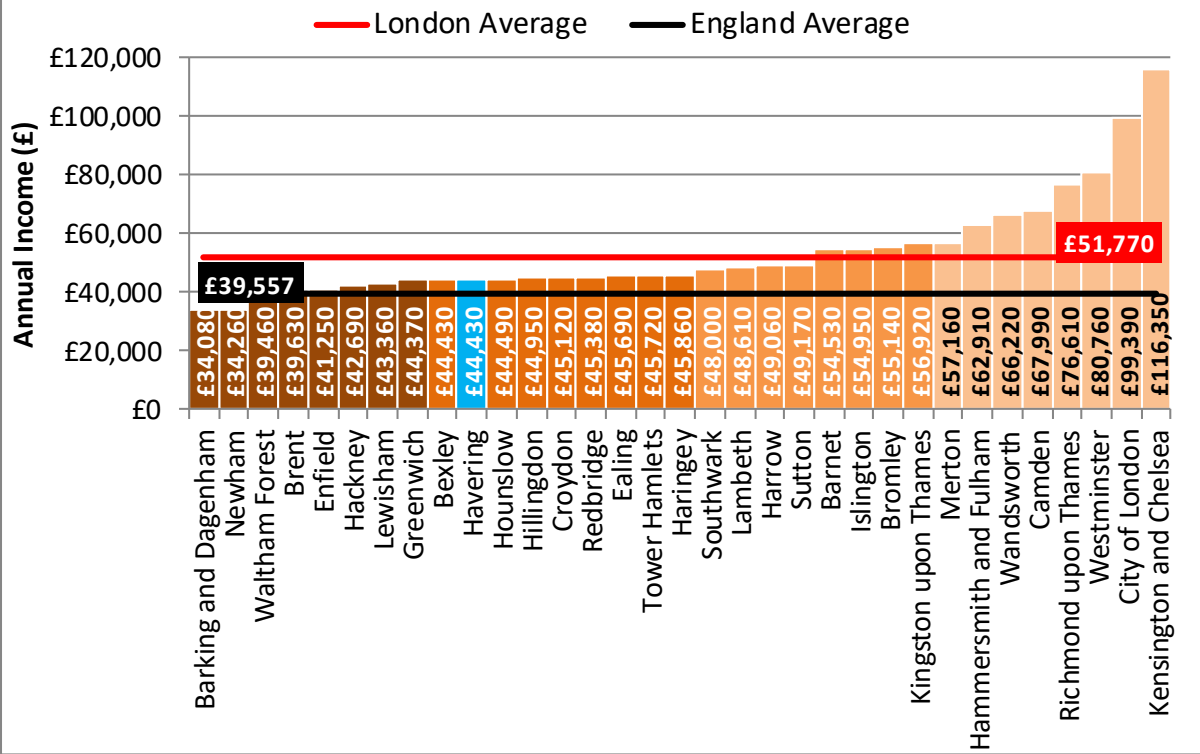
| | | |
|--|---|---|
| Socio-economic status: Consider those who are from low income or financially excluded backgrounds | | |
| <i>Please tick (✓) the relevant box:</i> | | Overall impact: |
| Positive | ✓ | There are no changes proposed to the CTS 2024/25 Scheme. |
| Neutral | | The impact of this scheme, as compared to the scheme available in 2023/24, will remain the same as in the Equality Impact Analysis prepared in Oct 2021 Equality & Health Impact Assessment (EqHIA) |
| Negative | | Council Tax Support is a means tested scheme available to |

| | | |
|--|--|---|
| | | <p>households on low incomes. Therefore, all recipients would be considered to be at a socio-economic disadvantage, particularly lone parents (most likely to be women), part-time workers (most likely to be women), working-age couples on low income, large households (more likely to be from BME backgrounds) and carers (most likely to be women).</p> <p>Support is in place through the Council Tax Discretionary policy for those who suffer hardship as a result of these proposals in order to mitigate any negative impacts.</p> <p>Pension age Council Tax Support claimants will not be affected and will continue to receive similar levels of support with their council tax bills as they do at present.</p> |
|--|--|---|

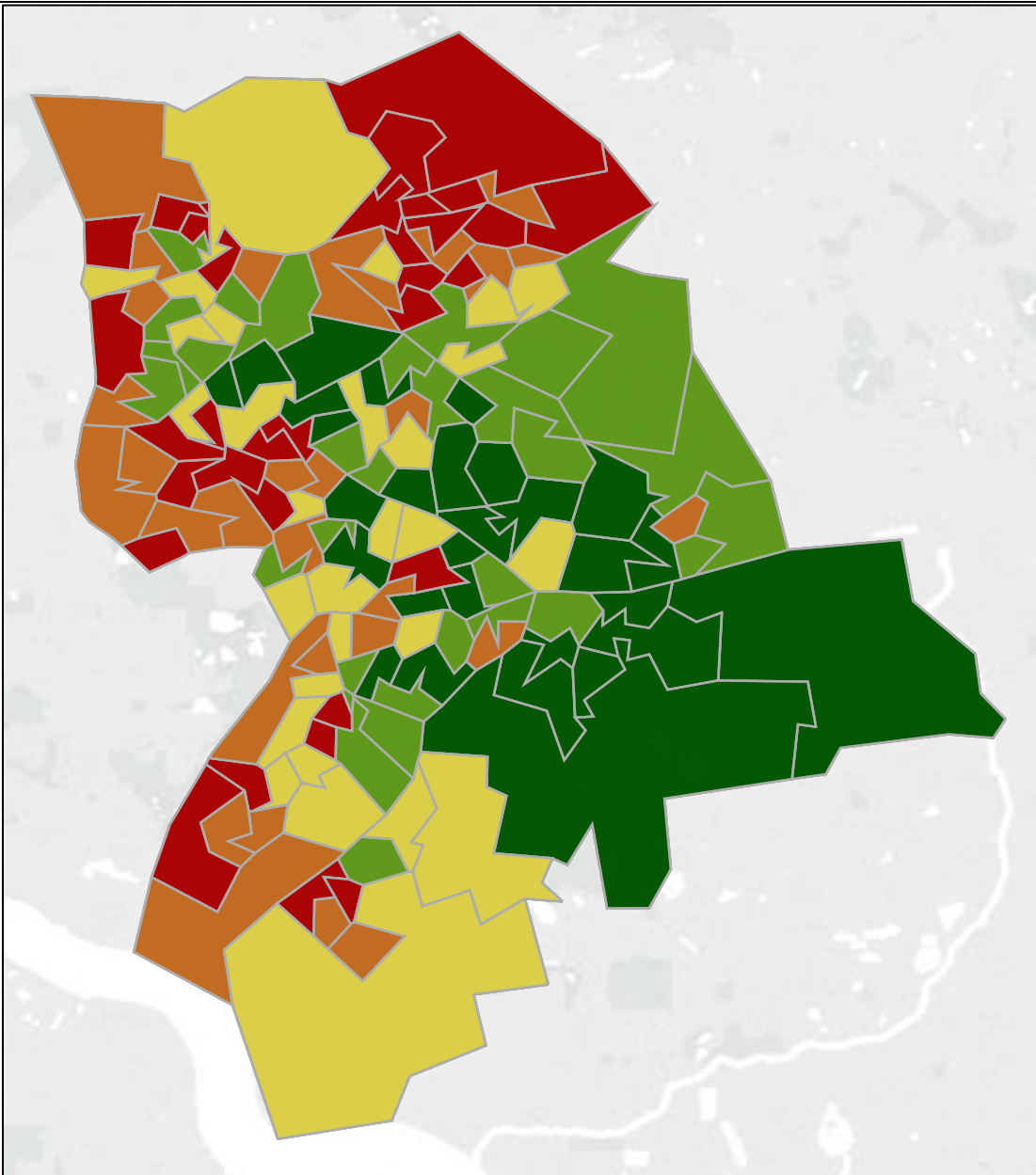
Evidence:

- The average gross income per household in Havering (£44,430, as measured in 2012/13) is low in comparison to the London average (£51,770) and slightly higher than the England average (£39,557).
- 77% of households in Havering have at least one car and compared to other local authorities in London, Havering has the second highest proportion of households (32.8%) with 2 or more cars.
- Majority of children in Havering are not poor, but around 8,800 live in income-deprived households. Gooshays and Heaton wards have the highest proportion of children living in poverty.
- About 77.9% of working age residents in Havering were in employment between April and June 2018. Overall employment rate in Havering is higher than London (74.6%) and England (75.9%)
- The proportion of working age residents in Havering claiming out-of-work benefits (6.8%) is significantly lower than England (8.4%).

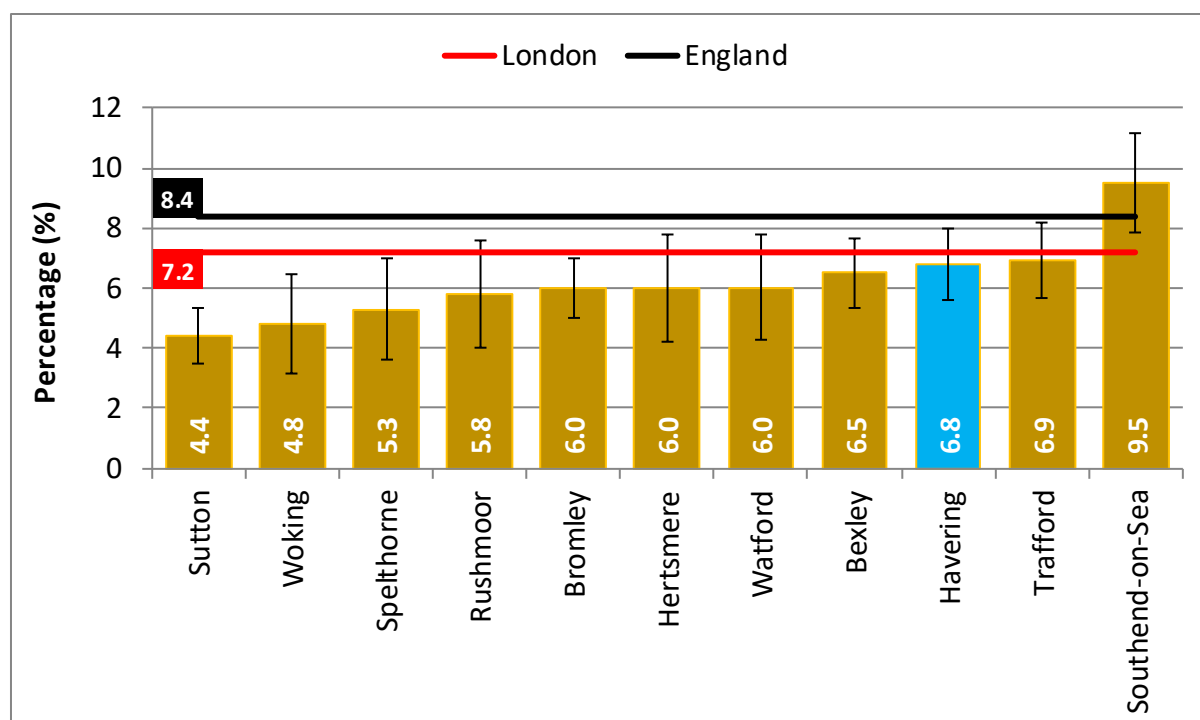
Income 2012/13



Income deprivation affecting Children, quintiles within Havering LSOA, 2015



Proportion of working age residents claiming out-of-work benefits in Havering and ONS statistical comparator group, November 2016



Sources used:

Council Tax Support caseload data Sep 2023

This is Havering 2018 version 4.1 (August 2018) *produced by public health intelligence*

Office of National Statistics (ONS)

Health & Wellbeing Impact: Consider both short and long-term impacts of the activity on a person's physical and mental health, particularly for disadvantaged, vulnerable or at-risk groups. Can health and wellbeing be positively promoted through this activity? Please use the Health and Wellbeing Impact Tool in Appendix 2 to help you answer this question.

Please tick (✓) all the relevant boxes that apply:

Positive

✓

Neutral

Negative

Overall impact:

There are no changes proposed to the CTS 2024/25 Scheme.

The impact of this scheme, as compared to the scheme available in 2023/24, will remain the same as in the Equality Impact Analysis prepared in Oct 2021 [Equality & Health Impact Assessment \(EqHIA\)](#)

Research has shown there is a clear correlation between poverty and health. Poverty can affect the health of people at all ages. In infancy, it is associated with a low birth weight, shorter life expectancy and a higher risk of death in the first year of life. Children living in poverty are more likely to suffer from chronic diseases and diet-related problems.

Entitlement to Council Tax Support assists low income households to

| | | |
|--|--|--|
| | | pay their council tax bill which in turn contributes to financial wellbeing and alleviates stress and poor mental health |
| Evidence: <u>health-at-a-price-2017.pdf (bma.org.uk)</u> | | |
| Sources used: <u>health-at-a-price-2017.pdf (bma.org.uk)</u> | | |

3. Outcome of the Assessment

The EqHIA assessment is intended to be used as an improvement tool to make sure the activity maximises the positive impacts and eliminates or minimises the negative impacts. The possible outcomes of the assessment are listed below and what the next steps to take are:

Please tick (✓) what the overall outcome of your assessment was:

| | | | |
|---|---|---|--|
| ✓ | 1. The EqHIA identified <u>no significant concerns</u> OR the identified <u>negative concerns</u> have already been <u>addressed</u> | ➔ | Proceed with implementation of your activity |
| | 2. The EqHIA identified some <u>negative impact</u> which still needs <u>to be addressed</u> | ➔ | COMPLETE SECTION 4: Complete action plan and finalise the EqHIA |
| | 3. The EqHIA identified some <u>major concerns</u> and showed that it is <u>impossible to diminish negative impacts</u> from the activity to an acceptable or even lawful level | ➔ | Stop and remove the activity or revise the activity thoroughly . Complete an EqHIA on the revised proposal. |

4. Action Plan

| Protected characteristic / health & wellbeing impact | Identified Negative impact | Recommended actions to mitigate Negative impact* or further promote Positive impact | Outcomes and monitoring** | Timescale | Lead officer |
|--|----------------------------|--|---|---------------|---------------|
| All | ✓ | <p>Monitor implication of change in Council Tax Support.</p> <p>Opportunities with the Ctax Support Scheme</p> | <p>We will monitor the impact of the continuing scheme and take-up of hardship funds as part of our performance and quality checking systems. The performance data collated, including satisfaction surveys and community profile monitoring will form part of regular reporting arrangements to senior management and members.</p> <p>Citizens' Advice Bureau commissioned to assist provides debt counselling and advice.</p> | December 2023 | Nick Foxcroft |

| | | | | | |
|-----|---|--|--|---------------|---------------|
| | | <p>to challenge amount of benefit through internal/external review procedures to maximize support.</p> <p>Availability of the Emergency Assistance Scheme in LB Havering delivered with DABD</p> | Applications monitored & awards recorded by Disablement Association of Barking & Dagenham (DABD) | December 2023 | Nick Foxcroft |
| All | ✓ | The Council Tax Discretionary Policy | <p>The policy is available on the Internet for any claimant struggling to pay their Council Tax.</p> <p>32 applications were received & awarded in 2020/21. The majority</p> | December 2023 | Chris Henry |

| | | | | | |
|------------|---|---|--|---|--|
| | | | <p>being from Havering care leavers.</p> <p>The Discretionary Policy is promoted by several internal departments and external organizations who engage with vulnerable residents.</p> | | |
| Disability | ✓ | <p>International Day of the Disabled Person</p> <p>Ctax Recovery Policy. Individual circumstances taken into account.</p> | <p>This is a practical event planned for International Day of the Disabled Person to engage with and advance the rights and wellbeing of persons with disabilities.</p> <p>The agenda will include public Speakers, open forum discussions and opportunities to develop and contribute local policy.</p> | <p>3 December 2023</p> <p>December 2023</p> | <p>Jerry Haley date to be confirmed</p> <p>Chris Henry</p> |

| | | | | | |
|----------------|---|---|--|----------------|---|
| Age | ✓ | Referral to Havering Works to assist careers advice & getting back into employment | Positive outcomes recorded by Havering Works | September 2023 | Nick Foxcroft |
| Socio-Economic | ✓ | Referral to external bodies for income maximization and debt advice eg CAB, Peabody, The Money Advice Service, Stepchange etc | | December 2023 | Council Tax & Benefit Services, Housing |

Add further rows as necessary

* You should include details of any future consultations and any actions to be undertaken to mitigate negative impacts

** Monitoring: You should state how the impact (positive or negative) will be monitored; what outcome measures will be used; the known (or likely) data source for outcome measurements; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

5. Review

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

Review:

The EIA will be reviewed on bi-annual basis.

Scheduled date of review: May 2024

Lead Officer conducting the review: Chris Henry

Please submit the completed form via e-mail to EqHIA@haverling.gov.uk thank you.

Addendum to the 24/25 Budget and 2024-28 Medium Term Financial Strategy Budget papers to Cabinet

Announcements since the Cabinet papers were published

There have been 2 Government announcements as well as updates from ELWA and a continued review of the assumptions associated with the budget since the papers were published for Cabinet which will have an impact on the budget report. These changes will be introduced into the papers to be submitted to Full Council

1. The Final Local Government finance settlement was announced on February 5th 2024. The settlement increased our Core Spending Power by **£2.116m** due to a small increase of £0.021m to Havering's Service Grant and an increase in the Social Care grant of £2.095m.

As part of the settlement announcement the Government have released to authorities £100m of the Business Rates Levy reserve they have accumulated. This equates to a one off payment to Havering of **£0.289m**

The increase in the Social Care grant was confirmation of Havering's share of the £500m national additional support originally announced by the Government on January 24th.

The additional funds from the Government are earmarked for Social Care support and so it is proposed to apply this additional to further support the Starting Well and Aging Well budgets for 2024/25

2. The East London Waste Authority published their proposed levy figures for 24/25 on 1st February following a review of reserves over the last month. This has shown a reduction of **£0.523m** to the pressure reported in the cabinet paper.
3. The Council has reviewed the concession fee payable by our Leisure Contractor for 2024/25 and the forecast income is expected to exceed the current projected value by **£0.230m**.
4. The Council has also reviewed the provision set aside to meet contractual increases and recommends that the budget pressure set aside can be reduced by **£0.1m**

Cabinet have reviewed the savings proposals and the budget consultation responses and have decided that the following savings can be adjusted:

1. To undertake further reviews of the impact of Parking charges in Parks and to remove this saving to await the outcome of those reviews (Place 2)
2. To withdraw the introduction of parking charges on Sunday proposal
3. To reduce the Parking fee increases for pay and display from 40% to 20% (reduction in saving £0.600m)

The proposed revised parking increases are shown in the table below

Table 1: Revised fees for Parking Place 8 proposal

| Monday to Saturday (Period Hours) | 23/24 current charge | Proposed 24/25 @20% |
|---|-------------------------------------|------------------------------------|
| 0 - 30 mins | No Charge | No Charge |
| 0 - 1 | 2.10 | 2.60 |
| 1 - 2 | 3.60 | 4.40 |
| 2 - 3 | 5.10 | 6.20 |
| 3 - 4 | 6.60 | 8.00 |
| 4 - 5 | 8.10 | 10.00 |
| 5 - 6 | 9.60 | 12.00 |
| 6 - 7 | 11.50 | 14.00 |
| 7 - 8 | 13.00 | 15.00 |
| Over 8 | 14.50 | 15.00 |
| Solo Motorcycles | 2.10 | 2.50 |
| Overnight (applies to hours as advertised on site) | 1.50 | 2.00 |

Table 2: Sets out the impact of these changes together with the proposed funding streams to allow these changes to happen

| Impact of change to saving proposal | 2024/25 (m) | Additional Funding | 2024/25 (m) |
|---|--------------------|---|--------------------|
| Removal of Parking in parks saving (Place 2) | 0.210 | Reduction to the ELWA Levy Pressure | 0.523 |
| Removal of Sunday parking charges proposal (Place 8) | 0.350 | Increased Services Grant | 0.021 |
| Reduction of pay and display increase from 40% to 20% (Place 8) | 0.600 | Levy rebate | 0.289 |
| | | Increase in income projected from our Leisure contractor | 0.230 |
| | | Reduction to the provision required for contractual inflation | 0.100 |
| TOTAL | 1.160 | TOTAL | 1.163 |

Cabinet are asked to:

- Agree to apply the £2.095m additional Social Care Grant to support the Starting Well and Ageing Well budgets
- Agree to amend the Pay and display savings proposal to the rates set out in Table 1
- Amend the savings proposals as set out above by using the funding shown in Table 2

Response to Comments made by Places OSSC

HRA BUSINESS PLAN UPDATE, BUDGET 2024/25 & CAPITAL PROGRAMME 2024/25 – 2028/29.

- 1. *That Members note the advice from Savills, in section 7.3, in which they question the viability of the scheme.***

Paragraph 7.3 of the published report says:

'Given that uncertainty with regards to future interest rates, build costs and other inflation aspects Savills have not arrived at a formal baseline position on which they can recommend the business plan as viable, rather one that sets the scene as to how these factors can have an impact to the overall forecasts'.

The January Savills Report states that:

'The plan is based on a relatively sound financial basis, but given the potential for greater than normal variances in respect of rent increases, inflation and interest rates this could be considered an "initial" plan and we have run a number of scenarios which could potentially develop over the coming months'.

Further Modelling was undertaken:

The Strategic Director of Resources asked for further modelling to be undertaken. This was shown within the published report in the graphs between paragraphs 7.11 – 7.18, which Savills prepared. These show that the HRA Business Plan, as proposed, is viable over 30 years whilst maintaining at least a 10% minimum reserve balance.

Paragraph 7.19 of the published report states:

'The plan demonstrates a broadly similar outcome to the previous iteration but highlights increased strain on borrowing and revenues, reflecting the impact of continuing economic uncertainty and regulatory changes. While the debt gap has increased, adequate reserves are forecast to be maintained to manage risk on operating income and the ability to service the associated debt. While debt is forecast to peak at a higher level, over the life of the plan the debt falls more rapidly than in the previous forecast'.

Note:

This matter was addressed at the Overview and Scrutiny Board on the 31st January 2024.

- 2. *We recommend that the Council revisit the infill scheme, regarding council garages, in order to reduce anti-social behaviour and provide new homes.***

This comment has been noted and will be considered where appropriate.

3. ***That Members be mindful of the potential telecare costs, relating to the digital switch over.***

Officers are aware of the issues around the digital switchover.

4. ***That the negative Equality Impact Assessments (EQIA), on all characteristics be noted by Cabinet.***

The EQIA will be reviewed again within the next six months.

5. ***We recommend that the Section 151 Officer should explain the need to borrow from the General Fund, as opposed to the Public Works Loan Board or other external sources, also commenting on the impact that this has on the General Fund and deficit.***

The HRA, whilst part of the General Fund, is 'ring-fenced' and must be used for appropriate housing purposes.

Internal borrowing from the General Fund provides finance at a reasonable rate for the HRA. It also provides a margin on that lending to the HRA for the General Fund.

The PWLB is also used, but there is a cost associated with this borrowing, so it makes sense to use internal borrowing when, and to the extent, it is available.

Note:

This matter was addressed at the Overview and Scrutiny Board on the 31st January 2024.

6. ***That Members be provided with an update on work taken to increase the number of bedrooms in homes, with a view to ensuring residents can remain in their home as opposed to being moved to a larger property.***

This request is currently being considered by officers and will be provided to the Places OSSC in due course.

7. ***That the Places OSSC be provided with a breakdown on the charges relating to heat and water.***

This request is currently being considered by officers and will be provided to the Places OSSC in due course.

BRIDGE CLOSE: BUSINESS PLAN UPDATE.

1. ***That Officers suggest a frequency for regular reporting on the project to Places OSSC.***

Officers will suggest an appropriate frequency for reporting.

2. ***That a metric is identified to quantify savings to the General Fund, such as a reduction in pressure on the social care budget. We recommend that an Active Mode Appraisal Toolkit (AMAT) assessment is conducted.***

Reporting on identified potential savings to the General Fund will be provided in an appropriate format. Please note paragraphs 3.14 – 3.18 of the Exempt Agenda report make reference to mechanisms for reducing pressures on the General Fund.

3. ***That the term "affordable" in the report is broken down to identify the products on offer.***

The proposed provision of affordable housing is subject to the determination of the submitted planning application, including assessment of viability (see Paragraph 3.3.6 in the Public Agenda report).

Paragraph 3.12 in the Exempt Agenda report refers to the proposed tenure mix as follows: "The tenure of the units acquired by the HRA would be a mixture of 148 affordable rent and 339 shared ownership units."

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Havering

LONDON BOROUGH

CABINET

7 February 2024

Subject Heading:

5 Year Capital Programme and Strategy – 2024/25 to 2028/29

Cabinet Member:

Councillor Christopher Wilkins
Finance & Transformation

ELT Leads:

Kathy Freeman
Strategic Director of Resources

Report Author and contact details:

Mark White
Capital Strategy Manager

Policy context:

This report presents the Council's 5 year Capital Strategy and associated Capital Programme for agreement by Cabinet and recommendation on to Council for consideration and approval.

Financial summary:

The Council is required to approve the Capital Strategy as per the Prudential Code for Capital Finance in Local Authorities and the Treasury Management in the Public Services Code of Practice. The Council is required to set a balanced budget and the capital strategy and subsequent 5 year capital programme forms part of this process. The financial implications of this strategy are included as part of the 2024/25 Budget and tax setting report elsewhere on this agenda.

Is this a Key Decision?

Yes

When should this matter be reviewed?

Annually

Reviewing OSC:

Overview and Scrutiny Board

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

| | |
|--|-------|
| People – Things that matter for residents | [] |
| Place – A great place to live, work and enjoy | [] |
| Resource – A well run Council that delivers for People and Place | [X] |

SUMMARY

The Council is required by statute and as set out in the Prudential Code for Capital Finance in Local Authorities, 2021 Edition, to agree the capital programme and associated capital strategy. Local authorities are required to have regard to the current editions of this code by regulations 2 and 24 of the Local Authorities (Capital Finance and Accounting) Regulations 2003 [SI 3146].

This report sets out the Authority's Capital Strategy and presents the Council's proposed capital budget for 2024/25 and five year Capital Programme to 2028/29.

RECOMMENDATIONS

Cabinet is asked to:

1. **Recommend to Council for consideration and approval** the 2024/25 Capital programme of £342m and £1,421m over the full 5 year period from 2024/25 to 2028/29.
2. **Recommend to Council for consideration and approval** the new capital projects being added to the capital programme for 2024/25 as set out in section 2.3 of this report.
3. **Note** any additional capital needs over and above what is specified in the capital programme for the relevant year will require separate business cases and be agreed by the S151 officer, Capital Strategy manager and Council Members as required and appropriate before being agreed by full Council.
4. **Note** that the Chief Financial Officer be authorised to allocate funding from the Capital Contingency included within the draft Capital Programme.
5. **Note** that externally funded schemes can be added to the capital programme up to £500k as and when funding is confirmed.
6. **Approve** the capital strategy contained within this report noting its impact on both the capital programme and the financial implications for setting the revenue budget for 2024/25 to 2028/29.
7. **Note** the capital prudential indicators included within the capital strategy when approving the capital programme to ensure affordability.

8. **Approve** the Minimum Revenue Provision Policy Statement (unchanged from prior years) which determines the amount of money set aside each year for the repayment of debt
9. **Agree** that the Chief Financial Officer (S151 Officer) be authorised to re-profile capital budgets mid-year based on the updated forecasts provided by services and reported to the Executive Leadership Team as part of the capital monitoring process. This will assist in producing more accurate information for treasury management purposes.

| |
|----------------------|
| REPORT DETAIL |
|----------------------|

1. Capital Strategy

1.1 Overview

- 1.1.1 This capital strategy gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It should be read in conjunction with the following reports, all of which can be found elsewhere on this agenda:

- Treasury Management Strategy Statement (TMSS)
- 2024/25 Revenue Budget and Medium Term Financial Strategy (MTFS)
- Housing Revenue Account (HRA) rent setting report

The capital strategy is underpinned by Havering's vision to be the best organisation we can be and to maintain the high quality of services that residents rely on. Underpinning the new vision is the corporate plan and operating model so future capital investment will be focused into the delivery of this vision for the Council.

- 1.1.2 The Council is investing in major developments across the borough as part of its ambitious Regeneration programme which will deliver new and replacement affordable homes and enable self-sustaining communities to grow.
- 1.1.3 The capital programme also includes investment in the core infrastructure of carriageways and footways, and also recognises the commitment to managing the performance, risk and expenditure on its infrastructure assets.
- 1.1.4 The asset management strategy is also part of the Capital programme and focuses on maintaining the core assets including the office estate, schools and other operational buildings. The Council is currently updating its Accommodation Strategy and looking at rationalising its estate and maximising the utilisation of those assets. The Council has significantly changed the way it works since March

2020 when the pandemic started and the review will take account of the different needs of both the workforce and frontline services to the public.

- 1.1.5 The Council has brought together its budgets in relation to its operational asset management into a Corporate Landlord function which prioritises repairs and maintenance across the office estate and operational buildings. The cost of ongoing repairs and maintenance budgets, including funding for health and safety work, are built into both the revenue budget and capital programme.
- 1.1.6 The digital portfolio investment brings together all current and future technology and digital transformation projects clearly setting out how advances in the application of digital data and smart technologies will help to shape the digital future of our borough. It is essential to future proof and protect the resilience of council's systems against the risk of cyber-attacks. The Capital programme includes investment in the digital strategy to fund this modernisation and minimise the risk of cyber-attacks.
- 1.1.7 Any additional capital needs over and above what is specified in the capital programme for the relevant year will require separate business cases to justify the proposed expenditure, to be agreed by the S151 officer, Capital Strategy manager and Council Members as required and appropriate before being agreed by full Council.
- 1.1.8 With central government financial support for local public services declining, the Council has invested in a number of joint ventures and subsidiaries which are included in the capital programme.
- 1.1.9 Mercury Land Holdings (MLH) is the Council's wholly owned property development company established to:
 - Make use of existing Council capital assets
 - To contribute to dealing with the housing supply issue in the Borough
 - Ensure a mix of housing in terms of type, size and tenure best matched to the needs of Havering
 - To support the Council's regeneration and growth aim
 - Generate a financial return to support front line services

The Council's investment in MLH in terms of loans and equity are included in the capital programme. The investment is managed via a shareholder's board arrangement and MLH submit a business plan each year with investment plans for consideration and approval by Cabinet.

Current approved business plans for MLH are for 694 new homes split between affordable rent (147), private rented sector (172), low cost home ownership properties (65) and open market sales (311).

- 1.1.10 In addition the Council is the partner in three other regeneration vehicles. One has been established to regenerate the Council's own housing provision, predominantly within the HRA. The other two are to support regeneration and bring in new affordable housing across Havering.

12 Estates programme (HRA)

Being delivered through the Havering Wates regeneration LLP the programme and consists of a number of schemes:

- New Green
- Park Rise
- Waterloo Estate
- Chippenham Road
- Farnham & Hildene Estate

The 12 sites later phases and blue line opportunities are currently on hold due to cost inflation and are currently under review. There is currently no budget allocated for these sites at the moment. The original 12 sites programme is set to deliver 3,363 new homes split between affordable rent (1,279), private rented sector (184), low cost home ownership (425) and open market sale (1,475).

Bridge Close (HRA & GF)

Currently in the final stages of pre-planning activity, the scheme involves the acquisition of commercial property and land in central Romford to provide a scheme of 1,011 new homes at up to 50% affordable (506 affordable homes). The GF element consists of a new school and medical centre that will be delivered as part of the scheme.

Rainham & Beam Park (GF)

Rainham & Beam Park is the only council regeneration scheme funded from the general fund, it consists of equity contributions to the joint venture with Notting Hill Genesis. Spend to date has been around shaping development proposals, working on compulsory purchase orders and acquiring land for regeneration in Rainham. Activity has reduced due to complications around the delivery of Beam Park Station. Overall the scheme could provide 910 new homes, at 35% affordable (319 affordable homes)

- 1.1.11 In addition to the above housing projects there are two Infrastructure projects in the capital programme, Beam parkway and Romford Liveable Neighbourhoods. Both are road/place shaping projects aiming to improve driver and pedestrian safety and increase biodiversity through planting and greening. Both schemes are entirely

funded through external grants, community infrastructure levy and S106 planning agreements so there is no impact on revenue expenditure through borrowing.

1.2 Governance of capital approvals

- 1.2.1 The capital programme, which is updated for new proposed schemes, revised profiling, slippage and changes in expenditure projections is presented to full Council every year for approval. The capital programme reported provides financial implications for the current MTFS reporting period of four years, however with the Council's engagement in longer term capital investments the timeframe over which the capital programme and financing costs are monitored extend beyond this period.
- 1.2.2 The process for including new schemes in the 2024/25 capital programme was undertaken as part of the corporate budget setting process. Project outlines were considered by senior officers and Members through the star chamber process in terms of delivery of corporate objectives or operational plans, and a shortlist of schemes was selected for the production of outline business cases to be considered at Theme Board and ELT.
- 1.2.3 Any bids for capital funding outside the approved capital programme in year will need to include a business case demonstrating either a clear link to corporate objectives or the requirement to meet an operational imperative, establish the funding source to meet the cost and follow approval processes laid down in the Council's standing orders and financial regulations.
- 1.2.4 There is an established methodology for the development of project documentation and business cases which is overseen by the Corporate Programme Management Office using a corporate system containing programme performance and delivery information. The data within the system is then used to manage and monitor the milestones, risk and outcomes of the programmes.
- 1.2.5 The above investments and processes are taking place against a background of austerity and significant uncertainty in the future sources of funding for local government. It is therefore a key aim of the Council's capital strategy that it delivers a financial return on investment, such as capital receipts or new revenue streams, or delivers key strategic priorities and benefits to the borough.
- 1.2.6 Value for money (VFM) is a key component of capital projects. As part of the business case development and evaluation process, projects will need to show that all options have been considered and that the option that has been chosen is cost efficient and effective; VFM does not mean opting for the lowest cost option. The monitoring and management of these projects against the business case assumptions ensures that the focus on value for money remains for the life of the project.
- 1.2.7 The Council has chosen not to invest in purely commercial projects. Its capital investment is primarily related to increasing and improving the provision of a rich

mix of housing tenures that help to address the acute housing need in the borough. Whilst there may be a commercial return resulting from a number of the schemes, this is not the predominant focus for the Council.

1.3 Access to Borrowing

- 1.3.1 The government has acknowledged the valuable contribution that local authorities make to the social and economic infrastructure of this country, and is committed to the approach of local decision-making and accountability under the prudential regime when setting its capital programme
- 1.3.2 To support local investment and to encourage capital investment, local authorities can access low cost loans through the Public Works Loan Board (PWLB). The purpose of the PWLB is to offer long-term, affordable loans to support local authority investment in service delivery, housing, economic regeneration, treasury management, and occasionally preventative action, under the prudential regime.
- 1.3.3 In February 2020 Parliament reformed the statutory basis of the PWLB, transferring its lending powers to HM Treasury. In March 2020 the government consulted on revising the PWLB's lending terms to reflect these new governance arrangements, and to end the situation in which a minority of local authorities used PWLB loans to support the acquisition of investment assets primarily for yield. The government published its response to this consultation and implemented these reforms in November 2020.
- 1.3.4 The key change in the PWLB lending change as a result of these reforms is Local Authorities can no longer access PWLB funds without confirmation from the S151 Officer that the authority does not plan to buy investment assets primarily for yield in the next 3 years. This is confirmed both at the start of the year in a return to HM Treasury setting out the authorities capital plans and in any application to the PWLB for additional loans.
- 1.3.5 In addition to borrowing from the PWLB local authorities must not pursue a deliberate strategy of using private borrowing or internal borrowing to support investment in an asset that the PWLB would not support and then refinancing or externalising this with PWLB loans. Under the prudential code, local authorities cannot borrow from the PWLB or any other lender for speculative purposes, and must not use internal borrowing to temporarily support investments purely for yield.
- 1.3.6 As set out in the proposed capital programme below, prudential borrowing is a key financing source in the funding of the authority's capital programme so it is important that the approved capital programme does not include any schemes that are primarily for investment purposes. Investment assets would usually have one or more of the following characteristics
 - Buying land or existing buildings to let out at market rates

- Buying land or buildings which were previously operated on a commercial basis which is then continued by the local authority
- Buying land or buildings other than housing which generate income and are intended to be held indefinitely rather than until the achievement of some meaningful trigger

The Council does not have any such schemes in its proposed capital programme.

2. 2024/25 – 2028/29:- 5 Year Capital Programme

2.1 Overview

- 2.1.1 After taking into consideration the existing approved capital programme and associated re-profiling, new bids and the capital investment plans, the full proposed capital programme has been developed for Members to approve.
- 2.1.2 Requirements under the Prudential Code and the changes to PWLB lending require the Council to separate out its capital programme between its main Service Spending (education, highways & transport, social care, public health, culture & related services and environmental & regulatory services), Housing (HRA and GF) and Regeneration projects.

The following sections of this report do this:-

- Existing Service Spending capital projects (section 2.2)
 - New Service Spending capital projects (section 2.3)
 - Revised Housing capital projects (section 2.4)
 - Revised Regeneration capital projects (section 2.5)
- 2.1.3 The capital budgets submitted for approval of expenditure are presented reflecting anticipated slippage from the existing capital programme. Any additional slippage will be reported and rolled forward into 2024/25 as part of the closure of the 2023/24 accounts.

2.2 Existing Service Spending Capital Projects

- 2.2.1 The existing capital programme was approved as part of last year's budget setting process. This programme is reviewed as part of the corporate monitoring processes each quarter and the progress against the budget is scrutinised. As a result of this review, re-profiling of certain projects spending plan are identified and have been included in the revised Capital programme in this report.

Table 1 - Existing Service Spending Capital Programme

| Directorate | 2024-25 Budget £m | 2025-26 Budget £m | 2026-27 Budget £m | 2027-28 Budget £m | 2028-29 Budget £m | Total Budget £m |
|---|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|--------------------------------|
| Ageing Well | 3.875 | 0.000 | 0.000 | 0.000 | 0.000 | 3.875 |
| Living Well | 1.432 | 0.000 | 3.121 | 0.000 | 0.000 | 4.552 |
| Starting Well | 26.495 | 17.000 | 19.000 | 0.000 | 0.000 | 62.495 |
| People Total | 31.801 | 17.000 | 22.121 | 0.000 | 0.000 | 70.922 |
| Environment | 8.780 | 7.754 | 7.000 | 7.000 | 0.000 | 30.534 |
| Housing & Property (GF) | 10.701 | 3.216 | 0.226 | 0.238 | 0.000 | 14.381 |
| Planning & Public Protection | 0.084 | 0.000 | 0.000 | 0.000 | 0.000 | 0.084 |
| Place Total | 19.566 | 10.970 | 7.226 | 7.238 | 0.000 | 45.000 |
| Customer Services | 0.030 | 0.000 | 0.000 | 0.000 | 0.000 | 0.030 |
| Finance | 1.781 | 0.252 | 0.082 | 0.000 | 0.000 | 2.116 |
| Partnership Impact and Delivery | 14.297 | 4.327 | 1.018 | 0.000 | 0.000 | 19.642 |
| Public Health | 0.101 | 0.000 | 0.000 | 0.000 | 0.000 | 0.101 |
| Resources Total | 16.210 | 4.579 | 1.100 | 0.000 | 0.000 | 21.889 |
| Total (Excluding HRA and Regeneration) | 67.577 | 32.549 | 30.447 | 7.238 | 0.000 | 137.810 |

2.2.2 The corresponding budget approved for 2024/25 as part of the 2023/24 budget setting process was £47.8m with the difference being slippage and additional externally funding projects added throughout the year.

2.2.3 The funding streams to finance the above spend is as follows

Table 2 - Existing Service Spending Financing

| Financing | 2024-25 Budget £m | 2025-26 Budget £m | 2026-27 Budget £m | 2027-28 Budget £m | 2028-29 Budget £m | Total Budget £m |
|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|--------------------------------|
| Capital Receipts | 15.717 | 0.250 | 2.733 | 0.000 | 0.000 | 18.700 |
| Revenue and Reserve Contributions | 1.260 | 0.000 | 0.000 | 0.000 | 0.000 | 1.260 |
| Grants & Other Contributions | 30.240 | 17.000 | 19.000 | 0.000 | 0.000 | 66.240 |
| Borrowing | 20.360 | 15.299 | 8.713 | 7.238 | 0.000 | 51.610 |
| Total Funding | 67.577 | 32.549 | 30.447 | 7.238 | 0.000 | 137.810 |

2.3 New Service Spending Capital Projects

2.3.1 In addition to the existing capital programme there has also been a review of the future capital requirements undertaken across the business. The updated new bids are shown in Table 3 below. Cabinet is asked to recommend these bids to Council for approval as part of the approval of the total Capital Programme.

- 2.3.2 Due to the financial situation of the Council, only new capital projects as a result of either; health & safety, legislative or invest to save have been included in the programme that is being presented for approval.

Table 3 – New Service Spending Capital Projects

| Internally Funded Schemes Presented for Approval | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | 2028/29 £m | Total £m |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Place - Environment | | | | | | |
| Food Waste Collection | 4.650 | 0.000 | 0.000 | 0.000 | 0.000 | 4.650 |
| Place - Housing & Property | | | | | | |
| Corporate Landlord Buildings Pressure | 1.805 | 0.800 | 0.500 | 0.500 | 0.500 | 4.105 |
| People - Living Well | | | | | | |
| Bretons - Listed Building Refurbishment | 0.100 | 0.000 | 0.000 | 0.000 | 0.000 | 0.100 |
| Hornchurch Stadium - Track Resurface | 0.025 | 0.375 | 0.000 | 0.000 | 0.000 | 0.400 |
| Fairkytes Arts Centre | 0.030 | 0.000 | 0.000 | 0.000 | 0.000 | 0.030 |
| Total Internally Funded Schemes | 6.610 | 1.175 | 0.500 | 0.500 | 0.500 | 9.285 |

| Externally Grant Funded Schemes Presented for Approval | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | 2028/29 £m | Total £m |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Place - Housing & Property | | | | | | |
| Schools Conditions Programme (indicative)* | 2.522 | 0.000 | 0.000 | 0.000 | 0.000 | 2.522 |
| People - Ageing Well | | | | | | |
| Better Care Fund/ Disabled Facilities Grant (indicative) | 2.056 | 0.000 | 0.000 | 0.000 | 0.000 | 2.056 |
| Place - Environment | | | | | | |
| TFL - Core Local Implementation Plan (indicative) | 1.432 | 0.000 | 0.000 | 0.000 | 0.000 | 1.432 |
| Total Externally Grant Funded Schemes | 6.010 | 0.000 | 0.000 | 0.000 | 0.000 | 6.010 |

| | | | | | | |
|-----------------------------------|---------------|--------------|--------------|--------------|--------------|---------------|
| Total New Capital Projects | 12.620 | 1.175 | 0.500 | 0.500 | 0.500 | 15.295 |
|-----------------------------------|---------------|--------------|--------------|--------------|--------------|---------------|

* The indicative schools conditions programme is set out in detail in appendix 2. If the grant differs from the indicative allocation the schemes will be adjusted accordingly.

- 2.3.3 The bids include £4.65m for food waste collection. The pressure is split between the purchase of food waste collecting vehicles (£1.85m) and the purchase of other equipment such as food caddies (£2.8m). DEFRA have announced that £295m of capital funding is being made available to support the transition to food waste collections and a formula to determine how this is being apportioned is being developed. Receipt of the grant is likely to be in this financial year but it is unlikely

to meet the full amount needed. Any capital grant received will reduce the need for borrowing and reduce the capital financing cost to revenue.

- 2.3.4 Also included is an additional £4.105m to finance corporate landlord building pressures. These include urgent works to the buildings themselves (£441k) along with mechanical and electrical works (£544k). In addition the pressure includes money set aside for 5 years for Disability Discrimination Act recommendations, urgent fire safety works, asbestos surveys and remedial works.
- 2.3.5 Members are also asked to approve the addition of £0.1m to take forward the restoration of the barns and cattle sheds at Bretons. Urgent work is needed to take the buildings off the 'at risk' register and bring them back to use to realise a revenue income stream. The capital bid in 2024/25 is to progress the scheme to the planning application stage and start to develop external funding bids so that the project can be fully costed and the full revenue impact established. If the fully costed scheme is not feasible then the £100k will not be needed as no further work will be progressed.
- 2.3.6 Whilst further decisions on the development of Bretons are reviewed a pressure of £0.4m exists to resurface the running track at Hornchurch stadium. This will bring the track up to the standard required for athletics meets to continue to be held at the stadium.
- 2.3.7 Finally urgent structural and building works are required to the listed building at Fairkytes Arts Centre meaning a capital pressure of £0.03m
- 2.3.8 In addition to the pressures listed above, a review of IT and Transformation capital expenditure is currently underway. The purpose is to align budgets with the new digital strategy and the activity to bring the IT function into Havering from oneSource. Once completed adjustments to the capital programme will be reported
- 2.3.9 There are other indicative additional allocations for the schools condition programme, Disabled Facilities Grant and the TfL Local Implementation Plan for Highways. These sums are funded from a grant allocation and do not incur revenue financing costs.
- 2.3.10 A Community Infrastructure Levy (CIL) scheme was initiated in Havering in 2020/21 and the council receives CIL payments which are available to finance infrastructure spend. There has been significant work undertaken by the Infrastructure Steering Group on a protocol for managing the CIL process and to ensure that the council gets the best added value for the CIL it receives. The aim for the investment of the CIL is to ensure it is utilised to enhance the infrastructure of the council and it should therefore link to the Infrastructure and Local area plan. The development of the CIL monitoring and pipeline forecasting information will enable strategic decisions about where that investment should be made. The latest figures on the availability

of CIL identifies the contributions banked and potential pipeline receipts. Prudent financial planning would dictate that the council allocates CIL funding in line with its priorities

2.3.11 The funding streams to finance the proposed new projects are as follows:

Table 4 – New Service Spending Financing

| Funding Sources of Schemes Presented for Approval | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | 2028/29 £m | Total £m |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Capital Receipts | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Revenue and Reserve Contributions | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Grants & Other Contributions | 6.010 | 0.000 | 0.000 | 0.000 | 0.000 | 6.010 |
| Borrowing | 6.610 | 1.175 | 0.500 | 0.500 | 0.500 | 9.285 |
| Total Funding of New Capital Projects | 12.620 | 1.175 | 0.500 | 0.500 | 0.500 | 15.295 |

2.3.12 As can be seen from the above table a significant element of the new capital projects are funded from prudential borrowing. This will have the result of additional capital financing costs charged to revenue over the life of the assets. These costs are factored into the Councils medium term financial strategy. The capital financing costs as a result of the additional borrowing for the additional projects are set out below:

Table 5 – Revenue Impact of New Service Spending

| Capital Financing Costs | Incremental Impact to Revenue | | | | | | Total £m |
|---|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | 2028/29 £m | 2029/30 £m | |
| Interest Costs associated with additional Borrowing | 0.190 | 0.224 | 0.048 | 0.029 | 0.029 | 0.029 | 0.548 |
| Repayment of Principal (MRP) associated with additional borrowing | 0.000 | 0.970 | 0.031 | 0.010 | 0.010 | 0.010 | 1.031 |
| Total Capital Financing Costs | 0.190 | 1.194 | 0.079 | 0.039 | 0.039 | 0.039 | 1.579 |

2.3.13 Whilst these costs are factored into the MTFS for prudent financial planning purposes, alternative funding sources will be investigated and used where possible to mitigate these costs, delivering a saving on the revenue budget.

2.3.14 In addition to those new schemes that are being presented to Members for inclusion in the approved capital programme there are a number of projects that either due to the financial situation or other reasons are not being put forward. These include:

- Bretons Master Plan
- Hornchurch Stadium – Roof Replacement

- Fusion Cloud Interface Engine
- Enforcement CCTV

2.4 Revised Housing Revenue Account Capital Projects

2.4.1 The HRA business plan and the 2024/25 HRA Rent Setting report is included elsewhere on this agenda. As well as setting out the revenue budgets for the financial year ending 31st March 2025 the plan also sets out the medium term capital programme for Housing. A summary of the plans can be seen in the table below:

Table 6 – Revised Housing (HRA) Capital Programme

| Proposed HRA Capital Programme | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | 2028/29 £m | Total £m |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Stock capital investment | 45.406 | 55.713 | 34.615 | 34.941 | 29.552 | 200.227 |
| Other Improvements | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Development/Acquisition | 42.678 | 41.631 | 50.413 | 29.556 | 8.755 | 173.032 |
| Demolition & Forward Funding | 37.146 | 61.260 | 139.057 | 151.995 | 59.512 | 448.970 |
| Other Regeneration | 38.783 | 7.739 | 5.588 | 14.236 | 10.110 | 76.456 |
| Total HRA Capital Expenditure | 164.013 | 166.342 | 229.673 | 230.728 | 107.929 | 898.686 |

2.4.2 Whilst there is no direct provision made for the repayment of debt (and therefore no Minimum Revenue Provision) the inclusion of the repayment of loans has still been included in the long term business plan for the HRA. To reflect this in the service revenue expenditure, unlike in the General Fund, depreciation is a true cost to the service which is then used to finance capital expenditure through the mechanism known as the Major Repairs Reserve (MRR).

2.4.3 Included within the HRA business plan is how the service are proposing to finance the capital expenditure and is summarised in the table below:

Table 7 – Revised Housing (HRA) Capital Financing

| Proposed HRA Capital Programme | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | 2028/29 £m | Total £m |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Major Repairs Reserve (MRR) | 10.205 | 10.460 | 10.669 | 10.882 | 11.100 | 53.315 |
| RTB receipts (Allowable Debt) | 1.115 | 1.121 | 1.128 | 1.121 | 1.114 | 5.599 |
| RTB receipts (1-4-1 receipts) | 6.949 | 6.951 | 8.141 | 10.505 | 5.829 | 38.375 |
| Other Grants & Contributions | 32.812 | 47.484 | 11.527 | 42.400 | 77.355 | 211.578 |
| Revenue contributions (HRA) | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| HRA Prudential Borrowing | 112.933 | 100.327 | 198.208 | 165.819 | 12.531 | 589.819 |
| Total HRA Capital Funding | 164.013 | 166.342 | 229.673 | 230.728 | 107.929 | 898.686 |

2.4.4 All HRA regeneration schemes will continue to be reviewed on a regular basis to ensure schemes are still viable and affordable as per the HRA business plan.

2.5 Regeneration Capital Projects

- 2.5.1 The table below shows a summary of the current spending plans (based on latest business plans) for all of the GF regeneration schemes being proposed. A full listing of the projects can be found in appendix 3.

Table 8 – Regeneration Capital Programme

| Summary of Regeneration Programme | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | 2028/29 £m | Total £m |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Mercury Land Holdings | 62.110 | 96.206 | 11.515 | 0.500 | 0.000 | 170.331 |
| Rainham & Beam Park | 10.995 | 0.000 | 0.000 | 0.000 | 0.000 | 10.995 |
| Bridge Close (Medical facilities & School) | 0.000 | 0.000 | 18.969 | 4.883 | 0.000 | 23.852 |
| Farnham & Hilldene | 2.429 | 6.756 | 12.051 | 0.000 | 0.000 | 21.236 |
| Future Regeneration Opportunities | 20.000 | 40.000 | 40.000 | 40.000 | 0.000 | 140.000 |
| Other Regeneration Schemes | 2.779 | 0.255 | 0.000 | 0.000 | 0.000 | 3.034 |
| Total GF Regeneration Programme | 98.313 | 143.217 | 82.535 | 45.383 | 0.000 | 369.447 |

- 2.5.2 It should be noted that the proposed regeneration programme members are being asked to approve within this report is comparable in size to the regeneration programme approved as part of the budget setting process for 2023/24. Budgets for any schemes that Mercury Land Holdings are no longer progressing have been returned to the MLH reactive acquisition fund. Budgets will then be allocated to new projects as and when the schemes have followed the governance process with business cases having been approved.
- 2.5.3 The proposed funding of these schemes is from prudential borrowing and capital receipts. Details are set out in the table below:
- 2.5.4 With regeneration being the key objective, the Council accepts higher risk on capital investments in the Regeneration Programme than with treasury investments where the emphasis is on Security, Liquidity and Yield (SLY) in that order. The principal risk exposures for each regeneration scheme are set out in the individual business cases but include risks such as fall in capital values, inflation and interest rate risk. These risks are managed through the individual business cases which show detailed modelling of the risk factors and their impact. In order that commercial investments remain proportionate to the size of the authority, whilst there is no overall maximum investment limit, every business case is reviewed with the full impact of the decision assessed before a decision to proceed or abandon the scheme being made.

Table 9 – Regeneration Capital Financing

| Financing | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | 2028/29 £m | Total £m |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Capital Receipts | 30.180 | 40.000 | 40.000 | 40.000 | 0.000 | 150.180 |
| Revenue and Reserve Contributions | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Grants & Other Contributions | 2.599 | 0.255 | 12.046 | 0.000 | 0.000 | 14.901 |
| Borrowing | 65.534 | 102.962 | 30.489 | 5.383 | 0.000 | 204.367 |
| Total Funding | 98.313 | 143.217 | 82.535 | 45.383 | 0.000 | 369.447 |

2.5.5 Use of capital receipts to finance the regeneration programme include £10m for potential CPO's relating to the Rainham & Beam Park housing zone and a £140m provision for any future regeneration opportunities that may arise. Full business cases would be produced for any project utilising these receipts which would be funded from the subsequent onward sale of the asset purchased.

2.5.6 Like with the new capital projects, if schemes within these regeneration programmes are approved and progress then additional prudential borrowing will be required. This borrowing will result in revenue capital financing costs over the profile of the schemes as shown below. Whilst these costs are factored into the MTFS for prudent financial planning purposes, alternative funding sources will be used where possible to mitigate these costs, delivering a saving on the revenue budget.

Table 10 – Revenue Impact of the Regeneration Capital Programme

| Capital Financing Costs | Incremental Impact to Revenue | | | | | | |
|---|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | 2028/29 £m | 2029/30 £m | Total £m |
| Interest Costs associated with additional Borrowing | 2.448 | 4.844 | 4.183 | 1.378 | 0.155 | 0.000 | 13.007 |
| Repayment of Principal (MRP) associated with additional borrowing | 0.878 | 1.585 | 1.820 | 0.908 | 0.110 | 0.000 | 5.301 |
| Total Capital Financing Costs | 3.326 | 6.429 | 6.003 | 2.286 | 0.265 | 0.000 | 18.309 |

2.5.7 It is important to acknowledge that once the developments move into the delivery phase, the costs of the programmes become more significant, including for example the costs of borrowing or the costs of maintaining an operational construction site. Whilst these costs are factored into the MTFS, any delays in the programme that add time into the development phase plans will potentially bring with it additional material costs over and above these business plan assumptions.

2.5.8 It should also be acknowledged that as these regeneration ventures progress, there are costs incurred in the preparation of the schemes and the establishment of the delivery vehicles that are sunk costs, and have occurred in this or previous years. If any of the schemes at any stage in the future do not progress to final delivery

and completion, then these costs could fall to the Council with no mechanism for recovery.

2.5.9 The primary reason for undertaking these schemes is regeneration delivering new homes in accordance with the Councils strategic aims and plans. The business cases have also identified a number of additional benefits arising alongside the regeneration. One of the benefits is the estimated financial return to the Council that will arise as a result of the delivery of the projects. The return generated from these regeneration projects will offset the budget pressure arising from the capital financing costs of borrowing and provide future funds for reinvestment. There will also be a return to support the Council's MTFS from MLH as a result of the Council making loans to the company. Full details of the additional pressures and savings for the individual schemes are included in the Medium Term Financial Strategy.

2.5.10 In addition to the income streams, dividends will also be payable from MLH, although at present it is assumed these are reinvested in further regeneration schemes.

2.5.11 The primary existence of these regeneration projects are for regeneration purposes and it's important to acknowledge that these income streams can be more volatile than other investments made solely for treasury purposes (details of which are set out in the Treasury Management Strategy Statement (TMSS) elsewhere in the agenda). Members are reminded that over reliance on these income streams should not be made when setting a balanced budget and that by approving these schemes, Members are happy with the overall balance of income that these projects contribute to the budget setting process.

2.6 2024/25 to 2028/29 5 year Capital Programme

2.6.1 Subject to Member approval, the following table sets out the proposed total combined capital programme for the financial years 2024/25 through to 2028/29 covering the existing capital programme, new bids, HRA and Regeneration:

Table 11 – Proposed Total Capital Programme

| | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | 2028/29 £m | Total £m |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| People | | | | | | |
| Ageing Well | 5.931 | 0.000 | 0.000 | 0.000 | 0.000 | 5.931 |
| Living Well | 1.587 | 0.375 | 3.121 | 0.000 | 0.000 | 4.552 |
| Starting Well | 26.495 | 17.000 | 19.000 | 0.000 | 0.000 | 62.495 |
| | 34.012 | 17.375 | 22.121 | 0.000 | 0.000 | 72.978 |
| Place | | | | | | |
| Environment | 14.862 | 7.754 | 7.000 | 7.000 | 0.000 | 36.616 |
| Housing & Property (GF) | 15.028 | 4.016 | 0.726 | 0.738 | 0.500 | 21.008 |
| Planning & Public Protection | 0.084 | 0.000 | 0.000 | 0.000 | 0.000 | 0.084 |
| Regeneration & Place Shaping | 98.313 | 143.217 | 82.535 | 45.383 | 0.000 | 369.447 |
| | 128.287 | 154.987 | 90.261 | 53.121 | 0.500 | 427.156 |
| Resources | | | | | | |
| Customer Services | 0.030 | 0.000 | 0.000 | 0.000 | 0.000 | 0.030 |
| Finance | 1.781 | 0.252 | 0.082 | 0.000 | 0.000 | 2.116 |
| Partnership Impact and Delivery | 14.297 | 4.327 | 1.018 | 0.000 | 0.000 | 19.642 |
| Public Health | 0.101 | 0.000 | 0.000 | 0.000 | 0.000 | 0.101 |
| | 16.210 | 4.579 | 1.100 | 0.000 | 0.000 | 21.889 |
| Total GF Capital Expenditure | 178.509 | 176.941 | 113.482 | 53.121 | 0.500 | 522.553 |
| Housing & Property (HRA) | 164.013 | 166.342 | 229.673 | 230.728 | 107.929 | 898.686 |
| Total Capital Expenditure | 342.523 | 343.283 | 343.155 | 283.849 | 108.429 | 1,421.239 |

2.6.3 If the capital programme is agreed the capital expenditure will be financed as follows:

Table 12 – Financing of Capital Programme

| | 2024/25 £m | 2025/26 £m | 2026/27 £m | 2027/28 £m | 2028/29 £m | Total £m |
|-----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|---------------------|
| Financing | | | | | | |
| Capital Receipts | 53.960 | 48.321 | 52.003 | 51.627 | 6.943 | 212.854 |
| Revenue and Reserve Contributions | 11.465 | 10.460 | 10.669 | 10.882 | 11.100 | 54.576 |
| Grants & Other Contributions | 71.661 | 64.739 | 42.574 | 42.400 | 77.355 | 298.729 |
| Borrowing | 205.437 | 219.763 | 237.910 | 178.940 | 13.031 | 855.081 |
| Total Funding | 342.523 | 343.283 | 343.155 | 283.849 | 108.429 | 1,421.239 |

3. Prudential Indicators

3.1 Capital expenditure is incurred where the Council spends money on assets, such as property or vehicles that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. Details of the Council's policy on capitalisation can be found in the Council's accounting policies included within the annual statement of accounts.

- 3.2 In 2023/24, including the Housing Revenue Account, the Council is planning capital expenditure of £242.829m as set out in the table below:

Table 13 – Prudential Indicator: Estimate of Capital Expenditure

| | 2022/23 Actual £m | 2023/24 Budget £m | 2024/25 Budget £m | 2025/26 Budget £m | 2026/27 Budget £m |
|---------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Service Spending | 35.927 | 78.830 | 80.197 | 33.724 | 30.947 |
| Regeneration Programme | 9.614 | 20.486 | 98.313 | 143.217 | 82.535 |
| Total General Fund | 45.541 | 99.317 | 178.509 | 176.941 | 113.482 |
| Council Housing (HRA) | 106.778 | 143.512 | 164.013 | 166.342 | 229.673 |
| Total | 152.319 | 242.829 | 342.523 | 343.283 | 343.155 |

The Service spending on capital projects include highways, schools maintenance and expansions, IT infrastructure and leisure, and these can be seen in the detailed capital programme section of this report.

The Council Housing (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. The HRA capital programme supports the ongoing capital maintenance of the housing stock, the delivery of decent homes standards alongside a significant investment in the 12 Estates regeneration programme and the acquisition of affordable homes across other regeneration schemes, particularly the Bridge Close scheme. The HRA business plan (which includes full details of the proposed HRA capital programme) is an item elsewhere on the agenda.

- 3.3 All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

Table 14 – Prudential Indicator: Capital Financing

| | 2022/23 Actual £m | 2023/24 Budget £m | 2024/25 Budget £m | 2025/26 Budget £m | 2026/27 Budget £m |
|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Capital Receipts | 18.478 | 57.757 | 53.960 | 48.321 | 52.003 |
| Revenue Contributions & Reserves | 19.746 | 17.789 | 11.465 | 10.460 | 10.669 |
| Grants & Other Contributions | 17.807 | 30.645 | 71.661 | 64.739 | 42.574 |
| Borrowing | 96.288 | 136.638 | 205.437 | 219.763 | 237.910 |
| Total | 152.319 | 242.829 | 342.523 | 343.283 | 343.155 |

- 3.4 Debt (Borrowing) is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as Minimum Revenue Provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to

replace debt finance. The Council's full Minimum Revenue Provision statement can be found in section 8 of this report.

- 3.5 The Council's cumulative outstanding amount of debt finance is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and capital receipts used to replace debt. The CFR is expected to increase by £163m during 2024/25 raising from £688m to £851m. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 15 – Prudential Indicator: Estimates of Capital Financing Requirement (CFR)

| | 2022/23 Actual £m | 2023/24 Budget £m | 2024/25 Budget £m | 2025/26 Budget £m | 2026/27 Budget £m |
|------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Service Spending | 141.847 | 155.299 | 176.670 | 186.356 | 187.667 |
| Regeneration Programme | 70.115 | 88.111 | 143.178 | 241.882 | 278.030 |
| Total GF CFR | 211.962 | 243.410 | 319.848 | 428.238 | 465.697 |
| Council Housing (HRA) | 347.457 | 445.231 | 531.987 | 625.358 | 821.529 |
| Total CFR | 559.418 | 688.641 | 851.835 | 1,053.596 | 1,287.226 |

- 3.6 The previous tables cover the overall capacity and control of borrowing but within the prudential framework indicators are required to assess the affordability of the capital investment plans. One such indicator is the estimate of the ratio of financing costs to net revenue stream which can then be split between service spend, housing and regeneration. This indicator identifies the trend on the cost of capital against the net revenue stream (or for the HRA from rents and other sources of income) and is set out in the table below:

Table 16 – Prudential Indicator: Ratio of Financing costs to Net Revenue Stream/HRA Rents

| | 2022/23 Actual | 2023/24 Forecast | 2024/25 Forecast | 2025/26 Forecast | 2026/27 Forecast |
|------------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Service Spending | 7.17% | 7.29% | 8.00% | 8.75% | 9.20% |
| Regeneration Programme | 2.56% | 3.30% | 4.71% | 7.58% | 10.24% |
| Council Housing (HRA) | 30.28% | 34.51% | 37.64% | 43.73% | 53.17% |

- 3.7 Additional Prudential Indicators covering capacity, controls and affordability relating to the Councils treasury position can be found in the Treasury Management Strategy Statement (TMSS) reported elsewhere on the agenda.

4. Disposals Policy

- 4.1 As the Council has pursued a policy of selling surplus sites for many years it becomes more difficult to identify new sites for disposal that do not pose challenges, either technically or in terms of planning, and especially in respect of

objections to disposal that arise in many cases. Nonetheless, constant and on-going appraisal of property assets to identify disposal opportunities is a best practice tenet on all local authorities.

4.2 Nationally, councils are shifting their approach and considering sites for self-development in line with corporate need. Through capital spend; they are able to generate savings and new forms of revenue income.

4.3 As well as ensuring that the portfolio of retained property is suitable for the operational needs of the Council, there is a continuing need to generate capital receipts from the disposal of assets in order to pursue capital projects. The Asset Disposal Programme was approved by Cabinet in January as the review and identification of new disposal and capital receipt opportunities is an essential contribution to funding the Council's capital programme and significantly reduces the impact of capital financing costs on revenue.

4.4 By definition there is a finite limit to the scope to generate receipts from asset disposals as the asset base diminishes over time. As set out in the disposals programme report opportunities are available in the medium term as a consequence of various factors including:

- Existing asset rationalisation programme – Cabinet agreed in January 2021 to rationalise its administrative accommodation to reflect revised working practices following the Covid pandemic
- Medium Term Financial Strategy – The need to achieve significant reductions in the Council's revenue expenditure has necessitated a comprehensive review and re-prioritisation of Council services and their means of delivery.
- Asset Review – The Council's Asset Management Plan promotes the ongoing review of all assets to ensure there is a clear and justified requirement for their ongoing retention.

5. Capital Receipts

5.1 The planned capital programme includes assumption of the generation of £10m per year in capital receipts to help reduce the borrowing requirements and is reflected in the Asset Disposal Programme. Any shortfall in receipts will mean additional borrowing costs and therefore a pressure in the Medium Term Financial Strategy (MTFS).

- 5.2 It should be noted that income from capital receipts are generally applied to finance short life assets where capital financing costs would be high. On average for every £1m not achieved in asset sales this would equate to an additional pressure of £240k each year in the MTFS.
- 5.3 Built into the MTFS for 5 years is the requirement to generate £10m of capital receipts ending in 2026/27. The first 3 years of receipts are factored into the financing of the capital programme with the final 2 years (2025/26 & 2026/27) remaining unallocated allowing for flexibility when adding to the capital programme. This will minimise the pressures of capital financing costs to revenue for shorter life capital projects.

6. Flexible Use of Capital Receipts and Transformation

- 6.1 In December 2023, the Government announced the continuation till 2030 of the flexible use of capital receipts directive which allows Authorities to use capital receipts to finance revenue transformation expenditure for any project that is designed to generate ongoing revenue savings. Authorities are required to list each project and the savings that are being generated as a result of the project.
- 6.2 Further to the flexible use of receipts directive the government have also just issued consultation on proposals to potentially extend the directive further to improve sector stability and efficiency. Implications on the consultation are being assessed however the increased flexibility is more beneficial for those with excess capital receipts available. As Havering has traditionally used capital receipts to keep borrowing down initial thoughts are that the additional flexibility has limited benefits.
- 6.3 Flexible use of receipts is currently being reviewed and once implications of the new consultation have been established further updates will be made.

7.0 Risk Management and Mitigation

- 7.1 Specific risks for individual schemes are contained within the project business cases. The scale and importance of the project will dictate the level of business case evaluation. Sound business case protocols can mitigate the risk of business case collapse with appropriate levels of contingency being built into the business case to mitigate risks.
- 7.2 In addition to specific risks associated with projects there are a number of cross cutting risks that apply to all capital investments.
- Interest Rate Risk - This is managed indirectly through the TMSS and through our treasury advisers Link Asset Services

- Inflation Risk – The Governments latest inflation forecasts indicate that whilst inflation is currently at 3.9% that rate will continue to slow and be back to around 2% by the end of the year. Inflation risk is always a concern as slippage can potentially decrease the purchasing power. This can be mitigated by good project management and clearly identified cash flow projections.
- Legal Risk – Capital schemes need to comply with the latest relevant regulations which can change and lead to an impact on construction costs for example. This is mitigated by awareness of pipeline changes and through contingencies
- Market health and commercial values – when projects are entered, the business case often depends on key assumptions or estimates of future market positions. Should market movements mean that these assumptions are inaccurate then this may lead to a change in the project financials. This risk can be mitigated through performance monitoring and contingencies.
- Supplier financial stability – To mitigate this, the Council considers the financial robustness of all contractors and partners and requests appropriate financial standing assurance.
- Reputational Risk – This is particularly relevant to the public sector and can result in the public losing faith in the organisation. The risk can be mitigated by good project management and communication with clear expectations of all stakeholders being key.
- Financial risk due to programme delay – as the schemes progress into delivery phase the costs of the programmes become more significant, including the costs of any borrowing, of the holding costs of construction sites and the operating costs of the joint venture partners, which will be incurred even during times of delay. This can occur for external reasons – e.g. inclement weather that stops work on site – or reasons internal to the council – e.g. delays from slipped planned phasing or decision making deadlines. Many external causes can be mitigated by insurance cover or contingency sums, and close contract management with partners. The internal process risk can be mitigated by clear planning and timetabling of key decisions and project approval phasing, and monitoring and management of the project plans against those deliverables.

8. Minimum Revenue Provision Policy Statement

- 8.1 Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP). Although there has been no statutory minimum provision requirement since 2008,

The Local Government Act 2003 requires the Authority to have regard to the MH *Guidance on Minimum Revenue Provision* last updated in 2020.

The broad aim of the MHCLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

8.2 The Guidance requires the Authority to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP. The following statement only incorporates options recommended in the Guidance.

- For capital expenditure incurred before 1st April 2008, MRP will be determined in accordance with the former regulations that applied on 31st March 2008, incorporating an “Adjustment A” of £2.9m on a reducing balance method
- For capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant assets in equal instalments, but under exceptional circumstances the annuity method may apply. Furthermore, where appropriate provision of MRP will commence in the year after the asset becomes operational.

8.3 Estimated life periods will be determined under delegated powers. The Authority may defer to the estimated useful economic life periods specified in the MRP guidance, but reserves the right to determine such periods and prudent MRP. As some types of capital expenditure incurred by the Authority are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

For assets acquired by leases or the Private Finance Initiative, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.

8.4 No MRP will be charged in respect of assets held within the Housing Revenue Account as repayment of debt is incorporated in the long term HRA business plan.

8.5 **Third party loans** – Under statutory requirements the payment of the loan will normally be treated as capital expenditure. The subsequent loan repayments,

(which are treated as capital receipts under statutory requirements), will be used to reduce the long term liability and consequently the CFR. As a result MRP will not generally be charged on the loan providing the loan repayment means that the debt will be repaid.

The Authority keeps under review all loans to 3rd parties and should there be an expectation that loans will not be repaid in full MRP would be made in this respect to insure that prudent provision is made for the repayment of debt.

- 8.6 There is currently consultation issued from the Department for Levelling up, Housing and Communities seeking views on proposed changes to regulations to better enforce the duty of local authorities to make prudent Minimum Revenue Provision each year. Early indication and updated consultation suggests that our MRP policy would be fully compliant with the updated guidance however officers will ensure that the provision complies with any future changes to the regulation.

9. Knowledge and Skills

- 9.1 The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council also has a training and development programme to support staff to study towards relevant professional qualifications.
- 9.2 Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.
- 9.3 Member training is undertaken as part of the induction programme following any election and in particular for new Members. Specialist training and advice is also provided to relevant cabinet portfolio members which is either conducted by members of staff or external specialist sources.

REASONS & OPTIONS

Reasons for the Decision

The Council is required to approve the Capital Strategy as per the 2021 update to the Prudential Code for Capital Finance in Local Authorities and the Treasury Management in the Public Services Code of Practice.

Alternative Options Considered

There are no alternative options in so far as approving the capital strategy and setting the capital programme. However, there are options in respect of the various projects within the capital programme.

IMPLICATIONS & RISKS

Financial Implications and Risks

The Council needs to manage and control its future capital programme and investment very carefully to ensure that it meets its fiduciary responsibilities. It will need to carefully prioritise future capital investment to deliver optimum outcomes as resources become increasingly scarce. A number of new schemes rely upon borrowing which creates a long term budgetary commitment for the Council for which it anticipates that it will receive financial returns of income in addition to meeting the primary objectives of economic development and regenerations. It is therefore essential that there is robust and proactive management of all capital projects going forward in order to deliver the financial plans set out in each approved business case. In particular, the delivery of income streams due from the series of Regeneration led projects for housing development are crucial and underpin the Council's ability to meet the cost of this capital investment and generate future revenue returns to support the delivery of the MTFS. Failure to deliver to plan, could result in significant financial pressures for the Council and therefore robust programme and project governance will be essential. This framework and the expected returns on investment will be included in the revised Capital Strategy.

In allocating funding to these proposals the principle of financing capital expenditure from prudential borrowing as a last resort, was used. Going forward, the use of external funding sources will be maximised, pulling together the co-ordination of grant funding, s106 and any future CIL payments and the use of capital receipts, revenue and reserves.

Legal Implications and Risks

The Capital Strategy is a requirement of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management and the CIPFA Prudential Code for Capital Finance in Local Authorities. The Council is required by regulation to have regard to both codes when carrying out its duties under Part 1 of the Local Government Act 2003. This report has been produced in accordance with those requirements.

Human Resource Implications and Risks

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

Equalities Implications and Risks

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.

The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce.

Health and Wellbeing Implications and Risks

The Council is committed to improving the quality of life and wellbeing for all Havering employees and residents in respect of socio-economics and health determinants. Whilst there are no direct implications to the Council's workforce and residents health and wellbeing as a result of this report, the way the Council spends its budgets on facilities and services does have the potential to impact on our overall health and wellbeing.

For example investment in social infrastructure for public services is likely to have a positive impact on health and wellbeing in terms of providing facilities and services, social connectivity, skills improvement, employment and wealth creation. If social infrastructure is not invested and there is a lack of good quality roads, paths and public buildings the aesthetic quality of the environment can impact negatively on both physical and mental health and wellbeing.

The extensive investment in the regeneration programme with the aim of delivering more affordable homes will also have a significant impact on health and wellbeing

Sitting behind this strategy are a number of processes to assess and improve the health impacts of the projects being proposed. For example, any capital building works such as the 12 estates regeneration project will be subject to the new local plan which includes a new policy requirement for development applications of 10 units or more to have a commensurate scale health impact assessment. This will highlight any positive impacts of the development on improved health and wellbeing and look for ways to mitigate any negative impacts.

In addition where appropriate, individual projects/programmes within this strategy will themselves be subject to a separate equalities and health impact assessment (EqHIA) which will identify in more detail potential negative impacts for mitigation or positive impacts.

Climate Change Implications and Risks

The establishment of the Havering Climate Action Plan signals a commitment by the Council to tackle climate change and will affect all Council policies and decisions. The

proposed capital programme has been developed with this Climate Action Plan at its forefront with good financial stewardship and procurement contributing to the Council's aim of achieving net-zero annual carbon emissions by 2040. In addition all projects included in the programme will follow the principles set out in the action plan and adhere to its key values.

BACKGROUND PAPERS

None

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| Directorate | Service | Programme | Project Number | Project Name | 2024-25 Budget | 2025-26 Budget | 2026-27 Budget | 2027-28 Budget | 2028-29 Budget | Total |
|-------------------------------------|------------------------------------|--|----------------|---|-------------------|-------------------|-------------------|------------------|----------------|-------------------|
| People - Ageing Well | Adults Social Care | Adults Social Care - DFG | C10260 | HGF Cap. Bal. (From DFG Schemes): All years | 2,575,333 | 0 | 0 | 0 | 0 | 2,575,333 |
| People - Ageing Well | Adults Social Care | Adults Social Care - DFG Total | | | 2,575,333 | 0 | 0 | 0 | 0 | 2,575,333 |
| People - Ageing Well | Adults Social Care | Adults Social Care - Other | C21270 | Co-Location of Teams with NELFT | 15,000 | 0 | | | | 15,000 |
| People - Ageing Well | Adults Social Care | Adults Social Care - Other | C21290 | Refurb of Yew Tree (post JAD) | 60,500 | 0 | | | | 60,500 |
| People - Ageing Well | Adults Social Care | Adults Social Care - Other | C29620 | YTRC Upgrade Works | 35,404 | 0 | | | | 35,404 |
| People - Ageing Well | Adults Social Care | Adults Social Care - Other | C28160 | Adults Learning Disabilities Provision Build - Mowbrays (P3) | 1,188,519 | 0 | | | | 1,188,519 |
| People - Ageing Well | Adults Social Care | Adults Social Care - Other Total | | | 1,299,423 | 0 | 0 | 0 | 0 | 1,299,423 |
| People - Ageing Well | Adults Social Care Total | | | | 3,874,756 | 0 | 0 | 0 | 0 | 3,874,756 |
| People - Ageing Well Total | | | | | 3,874,756 | 0 | 0 | 0 | 0 | 3,874,756 |
| People - Living Well | Housing Demand (GF) | Leisure SLM | C26860 | SLM - Central Park Leisure Centre - Refurbishment | 476,878 | 0 | 0 | 0 | 0 | 476,878 |
| People - Living Well | Housing Demand (GF) | Leisure SLM | C26870 | SLM - Hornchurch Sports Centre - Redevelopment | 126,168 | 0 | 0 | 0 | 0 | 126,168 |
| People - Living Well | Housing Demand (GF) | Leisure SLM | C26880 | SLM - Sapphire Ice and Leisure - Fit Out | 828,484 | 0 | 0 | 0 | 0 | 828,484 |
| People - Living Well | Housing Demand (GF) | Leisure SLM | C28070 | SLM - Awaiting Allocation | 0 | 0 | 3,120,755 | 0 | 0 | 3,120,755 |
| People - Living Well | Housing Demand (GF) | Leisure SLM Total | | | 1,431,530 | 0 | 3,120,755 | 0 | 0 | 4,552,285 |
| People - Living Well | Housing Demand (GF) Total | | | | 1,431,530 | 0 | 3,120,755 | 0 | 0 | 4,552,285 |
| People - Living Well Total | | | | | 1,431,530 | 0 | 3,120,755 | 0 | 0 | 4,552,285 |
| People - Starting Well | Childrens Social Care | Childrens Social Care Programme | C28140 | Children with SEND Residential Provision & Respite - Aldwych (P2) | 1,073,396 | 0 | 0 | 0 | 0 | 1,073,396 |
| People - Starting Well | Childrens Social Care | Childrens Social Care Programme | C28150 | Semi Independent Provision for Young People leaving Care - Mawneys (P4) | 715,506 | 0 | 0 | 0 | 0 | 715,506 |
| People - Starting Well | Childrens Social Care | Childrens Social Care Programme Total | | | 1,788,902 | 0 | 0 | 0 | 0 | 1,788,902 |
| People - Starting Well | Childrens Social Care Total | | | | 1,788,902 | 0 | 0 | 0 | 0 | 1,788,902 |
| People - Starting Well | Education | Schools | C30070 | Schools Basic Needs 2020/21 | 8,426,853 | 0 | 0 | 0 | 0 | 8,426,853 |
| People - Starting Well | Education | Schools | C39090 | Emmanuel Community Free School (on Beam Park housing development) | 600,000 | 0 | 0 | 0 | 0 | 600,000 |
| People - Starting Well | Education | Schools | C40120 | High Needs Provision Capital Allocation – Unallocated | 7,221,151 | 0 | 0 | 0 | 0 | 7,221,151 |
| People - Starting Well | Education | Schools | C40150 | Harris Academy ARP | 800,000 | 0 | 0 | 0 | 0 | 800,000 |
| People - Starting Well | Education | Schools | C40440 | Phase 5 Expansions Unallocated | 4,522,481 | 0 | 0 | 0 | 0 | 4,522,481 |
| People - Starting Well | Education | Schools | C41160 | Balgores New special school | 2,500,000 | 17,000,000 | 19,000,000 | 0 | 0 | 38,500,000 |
| People - Starting Well | Education | Schools | C41510 | Basic Needs 2026 Allocation | 635,558 | 0 | 0 | 0 | 0 | 635,558 |
| People - Starting Well | Education | Schools Total | | | 24,706,043 | 17,000,000 | 19,000,000 | 0 | 0 | 60,706,043 |
| People - Starting Well | Education Total | | | | 24,706,043 | 17,000,000 | 19,000,000 | 0 | 0 | 60,706,043 |
| People - Starting Well Total | | | | | 26,494,945 | 17,000,000 | 19,000,000 | 0 | 0 | 62,494,945 |
| People Total | | | | | 31,801,231 | 17,000,000 | 22,120,755 | 0 | 0 | 70,921,986 |
| Place - Environment | Environment | Highways & Street Lighting | C38000 | Traffic CCTV Cameras | 950,000 | 753,951 | 0 | 0 | 0 | 1,703,951 |
| Place - Environment | Environment | Highways & Street Lighting | C38010 | Infrastructure - Verges for parking | 274,328 | 0 | 0 | 0 | 0 | 274,328 |
| Place - Environment | Environment | Highways & Street Lighting | C41000 | Highways (Roads & Pavements) | 6,000,000 | 6,000,000 | 6,000,000 | 6,000,000 | 0 | 24,000,000 |
| Place - Environment | Environment | Highways & Street Lighting | C41010 | Highways (Lighting) | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 0 | 4,000,000 |
| Place - Environment | Environment | Highways & Street Lighting | C41560 | Solar Serena Sunrise (Highway Works) | 122,206 | 0 | 0 | 0 | 0 | 122,206 |
| Place - Environment | Environment | Highways & Street Lighting | C23440 | Highways Structures at Risk | 54,345 | 0 | 0 | 0 | 0 | 54,345 |
| Place - Environment | Environment | Highways & Street Lighting Total | | | 8,400,879 | 7,753,951 | 7,000,000 | 7,000,000 | 0 | 30,154,830 |
| Place - Environment | Environment | Parking | C30010 | Parking Investment | 79,358 | 0 | 0 | 0 | 0 | 79,358 |
| Place - Environment | Environment | Parking Total | | | 79,358 | 0 | 0 | 0 | 0 | 79,358 |
| Place - Environment | Environment | Public Realm - Parks | C35030 | Park Improvements | 300,000 | 0 | 0 | 0 | 0 | 300,000 |
| Place - Environment | Environment | Public Realm - Parks Total | | | 300,000 | 0 | 0 | 0 | 0 | 300,000 |
| Place - Environment | Environment Total | | | | 8,780,237 | 7,753,951 | 7,000,000 | 7,000,000 | 0 | 30,534,188 |
| Place - Environment Total | | | | | 8,780,237 | 7,753,951 | 7,000,000 | 7,000,000 | 0 | 30,534,188 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Asset Management Other | C29770 | Acquisition of Hornchurch Police Station | 2,934,100 | 0 | 0 | 0 | 0 | 2,934,100 |

| | | | | | | | | | | |
|---|--|--|--------|--|-------------------|-------------------|------------------|------------------|----------|-------------------|
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Asset Management Other Total | | | 2,934,100 | 0 | 0 | 0 | 0 | 2,934,100 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Corporate Buildings | C28270 | Central Depot Expansion | 328,116 | 0 | 0 | 0 | 0 | 328,116 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Corporate Buildings | C30860 | H&S - Gates | 42,000 | 0 | 0 | 0 | 0 | 42,000 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Corporate Buildings | C41030 | Corporate Building Inspections | 205,000 | 216,000 | 226,000 | 238,000 | 0 | 885,000 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Corporate Buildings | C41040 | Corporate Buildings & Other Initiatives | 2,800,000 | 3,000,000 | 0 | 0 | 0 | 5,800,000 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Corporate Buildings | C41090 | PV Panels on Council Buildings | 275,000 | 0 | 0 | 0 | 0 | 275,000 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Corporate Buildings Total | | | 3,650,116 | 3,216,000 | 226,000 | 238,000 | 0 | 7,330,116 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Health & Safety | C12000 | H&S Fire Extinguisher Acquisitions | 10,000 | 0 | 0 | 0 | 0 | 10,000 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Health & Safety | C28250 | H and S Corporate Buildings - Legacy Works | 32,376 | 0 | 0 | 0 | 0 | 32,376 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Health & Safety | C30890 | H&S Corporate Buildings - Asbestos | 31,269 | 0 | 0 | 0 | 0 | 31,269 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Health & Safety Total | | | 73,645 | 0 | 0 | 0 | 0 | 73,645 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Schools Building Maintenance | C41050 | Schools Conditions Programme (indicative) 23-24 | 400,000 | 0 | 0 | 0 | 0 | 400,000 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Schools Building Maintenance Total | | | 400,000 | 0 | 0 | 0 | 0 | 400,000 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Schools Expansions | C26080 | Bower Park Sch - 6 to 7 FE Phase 4 | 222,238 | 0 | 0 | 0 | 0 | 222,238 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Schools Expansions | C36330 | Clockhouse Primary School ARP | 20,295 | 0 | 0 | 0 | 0 | 20,295 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Schools Expansions | C41420 | Bower Park School SEND Unit | 52,000 | 0 | 0 | 0 | 0 | 52,000 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Schools Expansions | C41430 | Suttons Primary School SEND Unit | 1,350,000 | 0 | 0 | 0 | 0 | 1,350,000 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Schools Expansions Total | | | 1,644,533 | 0 | 0 | 0 | 0 | 1,644,533 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Vehicle Replacement | C38880 | Procurement of 29 vehicles for Passenger Travel Services | 1,999,020 | 0 | 0 | 0 | 0 | 1,999,020 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) | Vehicle Replacement Total | | | 1,999,020 | 0 | 0 | 0 | 0 | 1,999,020 |
| Place - Housing & Property (GF) | Housing Property & Assets (GF) Total | | | | 10,701,414 | 3,216,000 | 226,000 | 238,000 | 0 | 14,381,414 |
| Place - Housing & Property (GF) Total | | | | | 10,701,414 | 3,216,000 | 226,000 | 238,000 | 0 | 14,381,414 |
| Place - Planning & Public Protection | Planning & Public Protection | Enforcement | C30020 | CCTV Investment | 84,022 | 0 | 0 | 0 | 0 | 84,022 |
| Place - Planning & Public Protection | Planning & Public Protection | Enforcement Total | | | 84,022 | 0 | 0 | 0 | 0 | 84,022 |
| Place - Planning & Public Protection | Planning & Public Protection Total | | | | 84,022 | 0 | 0 | 0 | 0 | 84,022 |
| Place - Planning & Public Protection Total | | | | | 84,022 | 0 | 0 | 0 | 0 | 84,022 |
| Place Total | | | | | 19,565,673 | 10,969,951 | 7,226,000 | 7,238,000 | 0 | 44,999,624 |
| Resources - Customer Services | Bereavement & Registration Services | Cems & Crems | C40010 | Childrens Memorial Lawn | 30,000 | 0 | 0 | 0 | 0 | 30,000 |
| Resources - Customer Services | Bereavement & Registration Services | Cems & Crems Total | | | 30,000 | 0 | 0 | 0 | 0 | 30,000 |
| Resources - Customer Services | Bereavement & Registration Services Total | | | | 30,000 | 0 | 0 | 0 | 0 | 30,000 |
| Resources - Customer Services | | | | | 30,000 | 0 | 0 | 0 | 0 | 30,000 |
| Resources - Finance | Corporate Finance | Contingency | C25470 | Contingency | 1,733,773 | 252,154 | 82,294 | 0 | 0 | 2,068,221 |
| Resources - Finance | Corporate Finance | Contingency Total | | | 1,733,773 | 252,154 | 82,294 | 0 | 0 | 2,068,221 |
| Resources - Finance | Corporate Finance Total | | | | 1,733,773 | 252,154 | 82,294 | 0 | 0 | 2,068,221 |
| Resources - Finance | Exchequer & Transactional | Exchequer & Transactional Programme | C41500 | Fusion Payroll re-build | 47,500 | 0 | 0 | 0 | 0 | 47,500 |
| Resources - Finance | Exchequer & Transactional | Exchequer & Transactional Programme Total | | | 47,500 | 0 | 0 | 0 | 0 | 47,500 |
| Resources - Finance | Exchequer & Transactional Total | | | | 47,500 | 0 | 0 | 0 | 0 | 47,500 |
| Resources - Finance Total | | | | | 1,781,273 | 252,154 | 82,294 | 0 | 0 | 2,115,721 |
| Resources - Partnership Impact and Delivery | IT, Digital & Transformation | ICT Infrastructure | C35110 | IT Device Refresh and Windows OS roll-out | 895,841 | 250,000 | 0 | 0 | 0 | 1,145,841 |
| Resources - Partnership Impact and Delivery | IT, Digital & Transformation | ICT Infrastructure | C38050 | Data Centre & Core Network | 769,720 | 0 | 0 | 0 | 0 | 769,720 |

| | | | | | | | | | | |
|--|---|---|--------|---|-------------------|-------------------|-------------------|------------------|----------|--------------------|
| Resources - Partnership Impact and Delivery | IT, Digital & Transformation | ICT Infrastructure | C38100 | Evergreening Capital - IT | 2,000,000 | 2,241,757 | 0 | 0 | 0 | 4,241,757 |
| Resources - Partnership Impact and Delivery | IT, Digital & Transformation | ICT Infrastructure Total | | | 3,665,561 | 2,491,757 | 0 | 0 | 0 | 6,157,318 |
| Resources - Partnership Impact and Delivery | IT, Digital & Transformation | Transformation | C38180 | CRM System | 1,983,926 | 0 | 0 | 0 | 0 | 1,983,926 |
| Resources - Partnership Impact and Delivery | IT, Digital & Transformation | Transformation | C36070 | Smart Working Plus | 556,839 | 0 | 0 | 0 | 0 | 556,839 |
| Resources - Partnership Impact and Delivery | IT, Digital & Transformation | Transformation | C38030 | Digital Portfolio Contingency | 517,500 | 0 | 0 | 0 | 0 | 517,500 |
| Resources - Partnership Impact and Delivery | IT, Digital & Transformation | Transformation | C38060 | Platforms & Integration | 1,900,000 | 300,000 | 0 | 0 | 0 | 2,200,000 |
| Resources - Partnership Impact and Delivery | IT, Digital & Transformation | Transformation | C38110 | Audio Visual | 222,524 | 0 | 0 | 0 | 0 | 222,524 |
| Resources - Partnership Impact and Delivery | IT, Digital & Transformation | Transformation | C38120 | Organisational Data Capability | 5,089,843 | 1,500,000 | 1,000,000 | 0 | 0 | 7,589,843 |
| Resources - Partnership Impact and Delivery | IT, Digital & Transformation | Transformation | C38140 | Borough Wide Connectivity and Digital Inclusion | 194,226 | 0 | 0 | 0 | 0 | 194,226 |
| Resources - Partnership Impact and Delivery | IT, Digital & Transformation | Transformation | C38150 | Automation & Innovation (RPA & Chatbots) | 166,932 | 35,000 | 17,500 | 0 | 0 | 219,432 |
| Resources - Partnership Impact and Delivery | IT, Digital & Transformation | Transformation Total | | | 10,631,790 | 1,835,000 | 1,017,500 | 0 | 0 | 13,484,290 |
| Resources - Partnership Impact and Delivery | IT, Digital & Transformation Total | | | | 14,297,351 | 4,326,757 | 1,017,500 | 0 | 0 | 19,641,608 |
| Resources - Partnership Impact and Delivery Total | | | | | 14,297,351 | 4,326,757 | 1,017,500 | 0 | 0 | 19,641,608 |
| Resources - Public Health | Insight, Policy & Strategy | Insight, Policy & Strategy | C41520 | Raphael's Lodge Low Energy Demonstration Centre | 101,379 | 0 | 0 | 0 | 0 | 101,379 |
| Resources - Public Health | Insight, Policy & Strategy | Insight, Policy & Strategy Total | | | 101,379 | 0 | 0 | 0 | 0 | 101,379 |
| Resources - Public Health | Insight, Policy & Strategy Total | | | | 101,379 | 0 | 0 | 0 | 0 | 101,379 |
| Resources - Public Health Total | | | | | 101,379 | 0 | 0 | 0 | 0 | 101,379 |
| Resources Total | | | | | 16,210,003 | 4,578,911 | 1,099,794 | 0 | 0 | 21,888,708 |
| Total (Excluding HRA and Regeneration) | | | | | 67,576,907 | 32,548,862 | 30,446,549 | 7,238,000 | 0 | 137,810,318 |

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| LA Schools | 2024/25 Condition Grant Scheme's | Budget £ |
|-----------------------------------|--|------------------|
| Crowlands | LED Lighting Infant and Junior hall | 57,500 |
| Harold Wood | LED Lighting and Ceiling Infant hall | 34,500 |
| Mead | LED Lighting Classrooms | 34,500 |
| Gidea Park | LED Lighting Classrooms | 34,500 |
| Broadford | LED Lighting and Ceilings for Classrooms and Corridor | 46,000 |
| Harold Wood | Electrical Works Sub Mains Intake and Distribution Cable | 34,500 |
| James Oglethorpe and Scotts | Flat roof Scheme: J Oglethorpe 7 roofs, Scotts 4 roofs | 563,500 |
| Squirrels Heath Infants & Juniors | Pitched Roof Scheme and Windows | 563,500 |
| Langton Infants | Remove Wall, Store and Replace Perimeter Fence | 27,600 |
| Parklands | Window Replacement | 14,950 |
| Branfil | Window Replacement | 14,950 |
| Nelmes | School Keeper House Structural Works | 16,675 |
| Mead | Safe Site Access | 75,000 |
| Towers | Water Boiler Replacement | 51,750 |
| Crownfield Inf and Juniors | Rectification of Low Gas Pressure | 80,500 |
| Squirrels Heath Infants | Boiler Controls | 46,000 |
| Broadford | Boiler Controls | 80,500 |
| Whybridge Infants | Boiler Controls | 46,000 |
| Various Schools | Fire Door Replacement | 115,000 |
| Various Schools | Toilet Refurbishments | 126,500 |
| Mead | Classroom Ventilation | 57,500 |
| Various Schools | Asbestos Removal | 300,000 |
| Various Schools | Reactive Condition Emergency Works | 100,000 |
| Total | | 2,521,425 |

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| Directorate | Service | Programme | Project Number | Project Name | 2024/25 Budget | 2025/26 Budget | 2026/27 Budget | 2027/28 Budget | 2025/26 Budget | Total Budget |
|---------------------------------|--|--------------------------------------|----------------|--|-------------------|--------------------|-------------------|-------------------|----------------|--------------------|
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Bridge Close (GF) | C30030 | Bridge Close - School | 0 | 0 | 18,969,000 | | | 18,969,000 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Bridge Close (GF) | C30040 | Bridge Close - Medical Facility | 0 | 0 | 0 | 4,883,000 | | 4,883,000 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Bridge Close (GF) Total | | | 0 | 0 | 18,969,000 | 4,883,000 | 0 | 23,852,000 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | C28050 | Mercury Land Holdings – Quarles Loan | 1,728,000 | 1,457,000 | 68,500 | | | 3,253,500 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | Mercury Land Holdings – Quarles Equity | 1,728,000 | 1,457,000 | 68,500 | | | 3,253,500 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | C35810 | Reactive Acquisition Fund Loan | 2,659,272 | 28,791,944 | 0 | 0 | | 31,451,216 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | C38610 | MLH Quarles PRS - Loans | 631,500 | 1,705,500 | 47,500 | | | 2,384,500 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | MLH Quarles PRS - Equity | 631,500 | 1,705,500 | 47,500 | | | 2,384,500 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | Priory Way - Loans | 565,000 | 274,000 | | | | 839,000 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | Priory Way - Equity | 565,000 | 274,000 | | | | 839,000 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | Peel Way - Loans | 776,500 | 816,000 | | | | 1,592,500 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | Peel Way - Equity | 776,500 | 816,000 | | | | 1,592,500 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | Albert Road - Loans | 1,185,000 | 1,136,000 | | | | 2,321,000 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | Albert Road - Equity | 1,185,000 | 1,136,000 | | | | 2,321,000 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | Como Street Sales - Loans | 2,753,000 | 6,716,500 | 1,622,000 | | | 11,091,500 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | Como Street Sales - Equity | 2,753,000 | 6,716,500 | 1,622,000 | | | 11,091,500 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | Como Street PRS - Loans | | 3,744,000 | 4,019,500 | 250,000 | | 8,013,500 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | Como Street PRS - Equity | | 3,744,000 | 4,019,500 | 250,000 | | 8,013,500 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | Council Disposal Sites A - Loans | 1,513,000 | 41,500 | | | | 1,554,500 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | Council Disposal Sites A - Equity | 1,513,000 | 41,500 | | | | 1,554,500 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | Council Disposal Sites B - Loans | 4,969,500 | 2,587,500 | | | | 7,557,000 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | Council Disposal Sites B - Equity | 4,969,500 | 2,587,500 | | | | 7,557,000 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | Council Disposal Sites C - Loans | 15,604,000 | 15,229,000 | | | | 30,833,000 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings | | Council Disposal Sites C - Equity | 15,604,000 | 15,229,000 | | | | 30,833,000 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Mercury Land Holdings Total | | | 62,110,272 | 96,205,944 | 11,515,000 | 500,000 | 0 | 170,331,216 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Rainham & Beam Park | C28060 | Rainham & Beam Park Housing Zone – CPO's and Grant | 10,000,000 | 0 | | | | 10,000,000 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Rainham & Beam Park | C28970 | Rainham and Beam Park Housing Zone - Equity | 994,549 | 0 | | | | 994,549 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Rainham & Beam Park Total | | | 10,994,549 | 0 | 0 | 0 | 0 | 10,994,549 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Regeneration Other | C41100 | Liveable Neighbourhood Romford Ring Road | 1,000,000 | 0 | | | | 1,000,000 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Regeneration Other | C41450 | GLA UKSPF Grant – Communities & Place | 155,258 | 255,257 | | | | 410,515 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Regeneration Other | C38580 | Farnham & Hilldene - Com Properties | 0 | 5,000,000 | 12,051,000 | | | 17,051,000 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Regeneration Other | C38590 | Farnham & Hilldene - Medical Centre | 2,428,952 | 1,755,611 | 0 | | | 4,184,563 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Regeneration Other | C36010 | Provision for Future Regen Opportunities | 20,000,000 | 40,000,000 | 40,000,000 | 40,000,000 | | 140,000,000 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Regeneration Other Total | | | 23,584,210 | 47,010,868 | 52,051,000 | 40,000,000 | 0 | 162,646,078 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Regeneration TFL | C29000 | Beam Parkway Major Scheme | 1,623,599 | 0 | | | | 1,623,599 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) | Regeneration TFL Total | | | 1,623,599 | 0 | 0 | 0 | 0 | 1,623,599 |
| Place - Housing & Property (GF) | Regeneration & Place Shaping (GF) Total | | | | 98,312,630 | 143,216,812 | 82,535,000 | 45,383,000 | 0 | 369,447,442 |

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Cabinet

7 February 2024

Subject Heading:

Treasury Management Strategy
Statement 2024/25 and Annual
Investment Strategy 2024/25 ("TMSS"),
Treasury Indicators

Cabinet Member:

Councillor Christopher Wilkins
Cabinet Member for Finance

SLT Lead:

Kathy Freeman
Strategic Director of Resources and
s151 Officer

Report Author and contact details:

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Tony Piggott
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01708 434 368

Policy context:

The CIPFA Code of Practice ("CIPFA TM Code") on treasury management 2021 recommends that the TMSS is reported to a committee for effective review - this role is undertaken by the Audit Committee and this report will be reviewed at its meeting on the 23 January 2024 and final version of the report will be presented to Cabinet on 7 February and then Full Council on 28 February 2024

Financial summary:

The TMSS forms part of the Authority's overall budget strategy and financial management framework.

Is this a Key Decision?

No

When should this matter be reviewed? **Annually**

Reviewing OSC:

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

| | |
|---|---|
| People – Things That Matter for Residents | X |
| Place – A Great Place to Live, Work and Enjoy | X |
| Resources – A Well-run Council That Delivers for People and Place | X |

SUMMARY

The Treasury Management Strategy Statement (“TMSS”) is part of the Authority’s reporting procedures as recommended by the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management (“TM”) Code and its Prudential code (“The CIPFA Prudential Code”) for capital finance in local authorities. The TMSS also sets out recently introduced changes to the legislative framework, which are generally designed to place restrictions on authorities’ commercial activity.

This report fulfils the Authority’s legal obligation under the Local Government Act 2003 to have regard to both the CIPFA TM Code/Prudential Code and Government Guidance, and it covers:

- The Borrowing and Investment Strategies
- Treasury Management and Prudential Indicators.

RECOMMENDATIONS

For the reasons set out in the report and its annexes Cabinet is recommended to agree:

- The Draft 2024/25 TMSS & AIS which will form part of the Budget Report to Cabinet on 7 February and Full Council on 28 February 2024.
- The revised prudential and treasury indicators set out in Appendix 2 and 3.
- The operational and authorised borrowing limits set out in tables 5 & 6 of appendix 2

Under the Havering Scheme of Delegation Part 3 section 3.10.3 the s151 Officer functions are:

- (j) *To manage the Council’s loan debt, investments, and temporary investments, pension scheme and pension fund, insurance fund, act as registrar of loan instruments, manage all banking arrangements including numbers and types of accounts and arrange insurance of property and the selecting and accepting of tenders for insurance cover and related services which are considered to offer best value for the Council promoting good risk management practices at all times.*

Audit committee is asked to consider and comment on this report before it is presented to Cabinet and Full Council for approval.

REPORT DETAIL

1. Introduction

- 1.1 The statutory Codes set out that the Authority is required to approve a Treasury Management Strategy Statement, and the Prudential Indicators.
- 1.2 CIPFA define treasury management as “The management of the local authority’s borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 1.3 The Authority is required to operate a balanced revenue budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that the Authority’s cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in counterparties or instruments in accordance with the Authority’s appetite for risk and liquidity requirements, as priorities before considering investment return.
- 1.4 The other main function of treasury management is to help fund the Authority’s capital plans. These capital plans provide a guide to the borrowing need of the Authority, essentially the longer term cash flow planning required to meet its capital spending operations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet the Authority’s risk or cost objectives
- 1.5 Whilst any regeneration initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure which has its own governance process), and are separate from the day to day treasury management activities. This expenditure is shown throughout this report as the “regeneration programme”.
- 1.6 The current treasury portfolio is set out in **appendix 1**.

2. Key considerations and sustainability

2.1 TMSS 2024/25

2.1.1 Treasury Management considerations:

- The Macroeconomic outlook
- The Borrowing strategy
- Prudential indicators and treasury limits
- The Investment strategy
- TM regulation and policies

2.1.2 These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, the CIPFA TM Code and the Department for Levelling-Up Housing and Communities or DLUHC Investment Guidance.

3. Service Delivery and Performance Issues

3.1 Macro-economic and Interest rate outlook

3.1.1 Link assist the Authority with determining its view on interest rates. Link provided their latest outlook on Bank rate and PWLB rates. The PWLB rate forecasts below in table 1 are based on Certainty Rate (the standard rate minus 20 bps (0.2%) which has been accessible to this Authority since 1 November 2012. Please note that the lower HRA PWLB rate (standard rate minus 60 bps) started on 15 June 2023 and remain in operation until 14 June 2025.

Table 1: Link interest rate outlook 8 January 2024

| % | Mar-24 | Dec-24 | Mar-25 | Dec-25 | Mar-26 | Dec-26 |
|------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Bank Rate | 5.25 | 4.25 | 3.75 | 3.00 | 3.00 | 3.00 |
| 5yr PWLB | 4.50 | 4.20 | 4.10 | 3.70 | 3.60 | 3.50 |
| 10yr PWLB | 4.70 | 4.30 | 4.20 | 3.90 | 3.80 | 3.70 |
| 25yr PWLB | 5.20 | 4.80 | 4.60 | 4.20 | 4.20 | 4.10 |
| 50yr PWLB | 5.00 | 4.60 | 4.40 | 4.00 | 4.00 | 3.90 |

3.1.2 Link's central forecast for interest rates is that the Bank of England Monetary Policy Committee (MPC) will further demonstrate its anti-inflation credentials by keeping Bank Rate at 5.25% until at least Quarter 2 2024. Link expect rate cuts to start when both the CPI inflation and wage/employment data are supportive of such a move, and that there is a likelihood of the overall economy enduring at least a mild recession over the coming months, although most recent GDP releases have surprised with their on-going robustness.

- 3.1.3 The balance of risks are firmly on the downside. They do not think that the MPC will increase Bank Rate above 5.25%.
- 3.1.4 Gilt yields and PWLB rates: The overall longer-run trend is for gilt yields and PWLB rates to fall back over the timeline of Link's forecast, as inflation continues to fall in 2024.
- 3.1.5 Link's borrowing advice: Their long-term (beyond 10 years) forecast for Bank Rate has increased from 2.75% to 3% and reflects Capital Economics' research that suggests Artificial Intelligence and general improvements in productivity will be supportive of a higher neutral interest rate. As all PWLB certainty rates are currently significantly above this level, borrowing strategies should be reviewed in that context. Overall, better value can generally be obtained at the shorter end of the curve and short-dated fixed Local Authority (LA) to LA monies whilst the market continues to wait for inflation, and therein gilt yields, to drop back later in 2024.
- 3.1.6 Better than expected headline inflation rate of 3.9% in November 2023 was reported and this pushed gilt yields and PWLB rates down further. At the time of writing the PWLB rates were:

Table 2: PWLB Rates at 3 January 2024

| Year | Standard % | Certainty % | HRA % |
|-------------|-----------------------|------------------------|------------------|
| 1 | 5.40 | 5.20 | 4.80 |
| 2 | 4.98 | 4.78 | 4.38 |
| 5 | 4.51 | 4.31 | 3.91 |
| 10 | 4.69 | 4.49 | 4.09 |
| 25 | 5.25 | 5.05 | 4.65 |
| 50 | 5.03 | 4.83 | 4.43 |

- 3.1.7 Officers reviewed other economic forecasts and found there is a consensus that rates are trending down. Officers are in agreement that long term borrowing should be on shorter durations (2-5 years) and then refinance on longer term durations when rates are expected to be lower. Officers are of a view that following further reductions in shorter duration PWLB rates since December the balance has shifted in favour of locking in some long term debt on short durations.

3.2 Borrowing Strategy

- 3.2.1 The revenue budget is, by law, balanced such that income is expected to equal expenditure. However, the timing of government grants and other large items can lead to large variations in the actual daily cash position, for example the average monthly payroll alone is in the region of £8.5m.
- 3.2.2 As at 31 March 2022 the Authority had cash balances of £137m, this had reduced to £46m at 31 December 2023. In addition to the variability of cash flow, Capital expenditure, to the extent that it is not financed by government grants, capital receipts or other external funding, has reduced the cash balance. Over time this will be matched by borrowing but it should be noted that the exact timing of the borrowing and expenditure will not match.
- 3.2.3 The Capital programme 3 year spend 2024/27 is £1.01bn of which £575m (of which £365m is HRA and £178m is Regeneration which are supported by robust business plans) is to be funded through prudential borrowing. This will change if new government grants are announced, new decisions that Havering may take such as if new items were added to the capital programme or disposals of surplus assets were to be agreed.
- 3.2.4 For the reasons set out above the Authority needs to maintain a prudent cash balance to allow it to cover the variability of expenditure. The extent to which borrowing would be required will depend on the movement in cash reserves, working capital, strength of the capital forecast and how much slippage might occur during each financial year.
- 3.2.5 It is sensible to plan on the basis of covering the inevitable month on month fluctuations in cash balances to avoid what would in effect be an unplanned, and therefore expensive, short-term overdraft. Based on analysis of the monthly cash variations then £40m has been established as an appropriate cash balance or liquidity allowance.
- 3.2.6 The underlying need to borrow for the capital programme is measured by the Capital Financing Requirement (CFR). Havering like most authorities have set their external borrowing below their CFR level. This means that the CFR, has not been fully funded with loan debt as cash supporting the Authority's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels once prevailing inflation concerns are addressed by tighter near-term monetary policy.
- 3.2.7 Against this background and the risks within the economic forecast, caution will be exercised on 2024/25 treasury operations. The S151 officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- if it was felt that there was a significant risk of a sharp FALL in borrowing rates, then long term borrowing will be postponed.
- if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

3.2.8 The 2023/24 TMSS correctly anticipated that the Authority's surplus cash would be used up to finance its capital investment plans by financial year end 2022/23. This is further underlined by the fact that over the period 9 months to December 2023 net borrowing has increased by £16m financed by temporary borrowing so as to maintain the liquidity allowance at £40m.

3.2.9 On top of the £600m future external borrowing to finance future capital plans, there is £231m (£153m at 31/3/22) of historic capital spend that has been met by internal borrowing as at 31 March 2023, financed by £175m (£69m at 31/3/22) from the Authority's cash reserves and £56m (£84m at 31/3/22) from its working capital surplus. The 2023/24 TMSS acknowledged that this level of internal borrowing may not be sustainable in the long term, working capital by its very nature is variable and unpredictable while the Authority's cash reserves which are mostly made up of reserves for a specific purpose may come under pressure to be applied, not least from the capital programme itself. The strategy proposed unwinding some of that internal borrowing once market circumstances permit.

3.2.10 Given that rates have come off coupled with the introduction of the HRA concessionary rate there are plans to unwind HRA net internal borrowing with long term PWLB fixed rate debt on short durations. This will enable cash to be returned to those reserves experiencing pressure to use their balances and also help finance growth in General Fund CFR thereby avoiding the use of more expensive external borrowing.

3.2.11 Plans are also in place to undertake in year HRA long term borrowing on short durations to meet the borrowing need whilst interest rates remain below the budgeted rate in the HRA business plan.

3.2.12 Potential borrowing sources are set out below:

Approved sources/type of borrowing

| On Balance Sheet | Fixed | Variable |
|-------------------------|--------------|-----------------|
| PWLB | ● | ● |
| Municipal bond agency | ● | ● |
| Local authorities | ● | ● |

| | | |
|--|---|---|
| Banks | ● | ● |
| Pension funds | ● | ● |
| Insurance companies | | |
| UK Infrastructure Bank | ● | ● |
| Mayor of London Energy Efficiency Fund (MEEF) | ● | ● |
| Market (long-term) | ● | ● |
| Market (temporary) | ● | ● |
| Market | ● | ● |
| Stock issues | ● | ● |
| Local temporary | ● | ● |
| Local Bonds | ● | |
| Local authority bills | ● | ● |
| Overdraft | | ● |
| Negotiable Bonds | ● | ● |
| Internal (capital receipts & revenue balances) | ● | ● |
| Finance leases | ● | ● |

3.2.13 The preferred strategy, as agreed with Link at this stage is to borrow for fixed term loan durations less than 5 years from the either the PWLB, Market (Long term and temporary), Local authorities, Banks depending on whom is offering better terms for a relatively short term duration (up to 5 years), to minimise the immediate interest rate costs. These sources represent the cheapest and most accessible source for shorter duration debt and for borrowing of this size. This will then be refinanced as part of the longer-term borrowing strategy once interest rates start to come off their current elevated levels. The option to use quasi government loans from the UK Infrastructure Bank (UKIB) and Mayor's Energy Efficiency Fund for new long term borrowing may also be used on specific capital projects which typically provide Environmental, Social and Governance (ESG) outputs where they provide value for money over PWLB certainty rates.

3.2.14 Interest rates may not follow the central outlook set out in this report and there is a significant risk that they may remain elevated for longer or actually increase due to unknown factors such as geopolitical events. In this scenario, the S151 officer in consultation with the Cabinet member for Finance may decide from a risk management point of view that it would be sensible to secure the capital investment strategy, if longer term borrowing from one of the approved sources set out above was undertaken sooner than later. This may result in a higher cost of borrowing than planned but capital plans will be regularly monitored to ensure they remain affordable and sustainable.

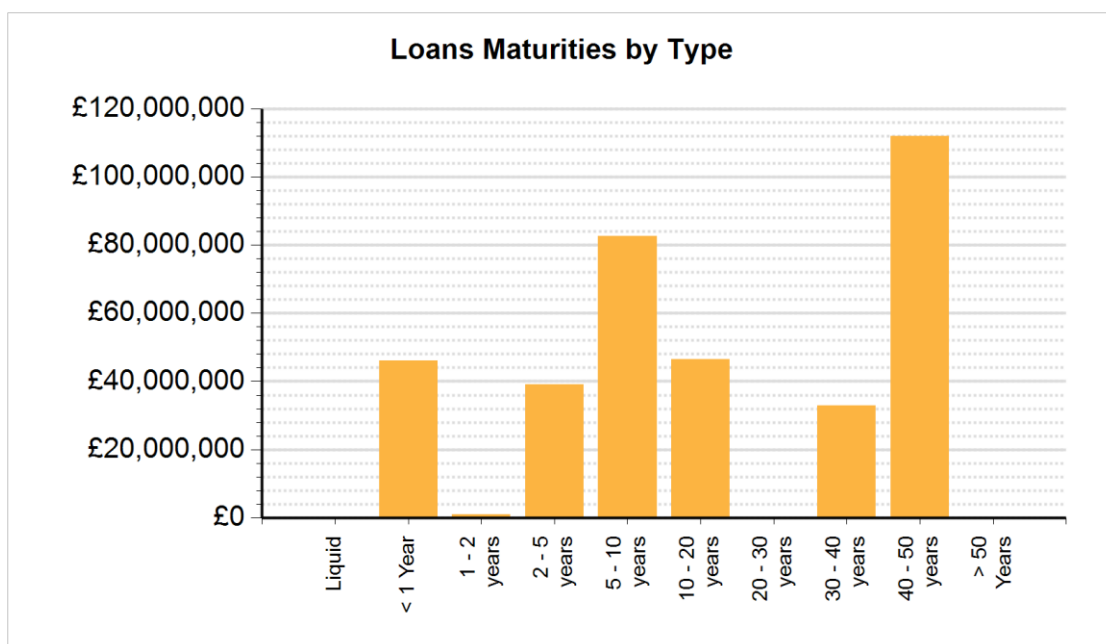
3.2.15 As it stands the PWLB is currently the most cost effective source except possibly on specific ESG related capital plans. This however may change, for example the Government in 2019 arbitrarily increased PWLB rates which it subsequently reversed in 2021. Treasury officers and Link will constantly monitor the capital finance market to identify the most cost effective source of long term borrowing from the above list of approved sources of capital finance.

3.2.16 Other borrowing arrangements: such as the use of leasing, specialist 'green' funding that may be more cost efficient for some types of capital expenditure such as for vehicles, equipment and decarbonisation schemes.

3.2.17 The type, period, rate and timing of new borrowing will be determined by the S151 officer under delegated powers, taking into account the following factors

- Expected movements in interest rates as outlined above
- Maturity profile of the debt portfolio set out in graph 1 and table 3 below show the debt maturity profile.
- The impact on the medium term financial strategy (MTFS)
- Proposed Prudential Indicators and limits as set out in **appendix 2**.

Graph 1: Debt Maturity Profile



Treasury Management Limits on borrowing activity

Table 3: debt maturity profile as at 31/12/23

| Tenor | Amount | Fixed rate |
|--------------|---------------|-------------------|
| Yr | £000 | % |
| < 1 | 46,000 | 5.30 |
| 1-2 | 979 | 4.88 |
| 2-5 | 39,037 | 3.20 |
| 5-10 | 82,624 | 3.25 |
| 10-20 | 46,524 | 3.45 |
| 20-30 | 253 | 4.50 |
| 30-40 | 32,959 | 5.03 |
| 40-50 | 112,000 | 1.66 |
| Total | 360,376 | |

Policy on borrowing in advance of need

3.3.18 This is set out in **appendix 4** of this report.

Debt Rescheduling

3.2.19 Where short term borrowing rates are considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- The generation of cash savings and / or discounted cash flow savings
- To fulfil the treasury strategy
- To enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility)
- Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

3.3 Prudential Indicators and treasury limits

3.3.1 The Authority's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected

in the prudential indicators, shown in **appendix 2**, which are designed to assist Members' overview and confirm capital expenditure plans.

3.3.2 The CIPFA Prudential Code and the CIPFA TM Code requires authorities to set treasury indicators The treasury indicators limit treasury risk and activities of the Authority; This includes a liability benchmark for the General Fund (GF) and the Housing Revenue Account (HRA); **appendix 3**.

3.3.3 The purpose of these are to manage the activity of the treasury function within a flexibly set remit for risk management, yet not impose undue restraints that constrict opportunities for cost reduction or performance improvement.

3.4 Investment Strategy

3.4.1 The DLUHC and CIPFA have extended the meaning of 'investments' to include both treasury and non-treasury investments. This report deals solely with treasury investments, (as managed by the treasury management team).

3.4.2 The Authority's investment policy has regard to the following:

- DLUHC's Guidance on Local Government Investments ("the Guidance")
- CIPFA TM Code and Guidance Notes from 2021.

3.4.3 The key intention of the Guidance is to **maintain the requirement for authorities to invest prudently and that priority is given to the security and liquidity of investments before yield**. The Authority's objective is therefore to achieve, within this constraint, the optimum return on its investments with the appropriate levels of security and liquidity. Within the prudent management of its financial affairs, the Authority may temporarily invest funds that are borrowed for the purpose of expenditure expected to be incurred in the reasonably near future. Borrowing purely to invest or on-lend for speculative purposes remains unlawful and this Authority does not engage in such activity.

3.4.4 The above guidance from the DLUHC and CIPFA place a high priority on the management of risk. This Authority has adopted a prudent approach and to managing risk, its minimum credit criteria is set out in **Appendix 5**. The Authority's investment strategy has not changed from the 2023/24 TMSS.

3.4.5 Investments will make reference to the core balance, cash flow requirements and the outlook for short and medium term interest rates.

3.4.6 Credit ratings should not be the sole determinant of the quality of an institution. This Authority is not bound by the institution's rating and,

importantly, officers will continually assess and monitor the financial sector and the economic/political environment in which institutions operate.

- 3.4.7 Treasury investment instruments identified for use in the financial year are listed in **Appendix 6**. The 'specified' and 'non-specified' investment categories are in accordance with the DLUHC Investment Guidance.
- 3.4.8 The S151 Officer, on advice, make operational changes to these limits in response to prevailing market conditions and regulatory changes. Presently the Authority's lending list only includes the highest quality UK financial institutions, other local authorities (limit of £5m per authority) and the Government Debt Management Office – investment balances are expected to be generally around the liquidity allowance of £40m and by definition these are generally held on very short duration investments.
- 3.4.9 All investments will be denominated in sterling.
- 3.4.10 Regular monitoring of investment performance will be carried out during the year.

Loans to Third Parties or Non Treasury investments

- 3.4.11 The Authority may borrow to make grants or loans to third parties for the purpose of capital expenditure, as allowable under paragraph 25 (1) (b) of the Local Authorities (Capital Financing and Accounting) (England) Regulations 2003 (Statutory Instrument No. 3146). This facility is likely to be used to support local economic regeneration and development activity but not limited to those purposes. The additional capital expenditure may be funded by external borrowing. Loans for working capital or revenue purposes are permitted as long as these are funded from the Authority's internal cash balances as external borrowing is not permitted in such circumstances.
- 3.4.12 Pension Fund Cash - The Local Government Pension Scheme (Management and Investment) Regulations 2016 requires the Authority to maintain a separate bank account for the Pension Fund. For the management of Pension Fund cash, there is in place an agreement to pool internally held pension fund balances (working cash and those pending external investment) with the investment balances of the Authority. These balances are invested in accordance with the Authority's Treasury Management Strategy.
- 3.4.13 The Pension Fund receives interest annually on their cash balances at a rate commensurate with that received by the Authority. Pension Fund cash balances may be withdrawn anytime. In the event of loss of any investment, this will be borne on a pro rata basis equivalent to the value of each party's contribution to the investment which incurred the loss.

3.5.1 Treasury Management regulation

Statutory reporting requirements

3.5.2 Full Council is required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals in accordance with the CIPFA TM Code.

a. Prudential and treasury indicators and Treasury Strategy, TMSS (this report) - The first, and most important report is forward looking and covers:

- The capital plans, (including prudential indicators)
- The Treasury Management Strategy Statement, (how the investments and borrowings are to be organised), including treasury indicators
- An Investment Strategy, (the parameters on how investments are to be managed).

b. A mid-year treasury management report – a progress report and updates Members on the capital position, amending prudential/treasury indicators as necessary, and whether any policies require revision.

c. An annual treasury report – a backward looking review document providing outturn details on actual prudential and treasury indicators and treasury activity compared to the estimates within the strategy.

3.5.3 The above reports are required to be adequately reviewed before being adopted by Full Council. This role is undertaken by Audit Committee.

3.5.4 Quarterly reports – In addition to the three major reports detailed above, quarterly reporting (end of June/end of December) is also required. However, these additional reports do not have to be reported to Full Council but do require to be adequately reviewed. This role is undertaken by the Audit Committee. (The reports, specifically, should comprise updated Treasury/Prudential Indicators.)

3.5.5 The minimum revenue provision policy is included in the 5 Year Capital Programme and Strategy Report which is presented to Cabinet alongside the Budget report.

Training

3.5.6 A key requirement of the CIPFA TM Code is Member consideration of treasury management matters and the new Knowledge and Skills framework set out in the revised CIPFA TM Code published in December 2021.

3.5.7 Furthermore, pages 47 and 48 of the Code state that they expect “all organisations to have a formal and comprehensive knowledge and skills or training policy for the effective acquisition and retention of treasury management knowledge and skills for those responsible for management, delivery, governance and decision making.

3.5.8 The Authority addresses this important issue by:

- Providing training sessions, briefings and reports on treasury management and investment issues to those Members responsible for the monitoring and scrutiny of treasury management. A treasury training session for members took place on 22 January 2024.
- Prepare tailored learning plans for treasury management officers and board/council members.
- Require treasury management officers and Committee/Council members to undertake self-assessment against the required competencies (as set out in the schedule that may be adopted by the organisation).
- Requires all relevant Officers to keep their skills up to date through training, workshops and seminars, and participating in the CIPFA Treasury Management Forum and the London Treasury Officers’ Forum.

3.5.9 In further support of the revised training requirements, CIPFA’s Better Governance Forum and Treasury Management Network have produced a ‘self-assessment by members responsible for the scrutiny of treasury management’, that officers will circulate annually to members for completion.

The policy on use of external service providers

3.5.10 The Authority uses **Link Group (“Link”)** as its external treasury management adviser, the contract was procured through a framework and commenced on 1 July 2018 and due to expire on 30 June 2024. Procurement for a treasury adviser will be undertaken before this contract ends.

3.5.11 The Authority recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

3.5.12 It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Authority will ensure that the terms of their appointment and the methods by which their value will be assessed are agreed and subjected to regular review.

3.5.13 The Authority may use specialist advisers on non-treasury investments, e.g. investment in regeneration schemes.

Treasury management

Arising from the organisation's cash flows or treasury risk management activity, this type of investment represents balances which are only held until the cash is required for use. Treasury investments may also arise from other treasury risk management activity which seeks to prudently manage the risks, costs or income relating to existing or forecast debt or treasury investments.

Service delivery

Investments held primarily and directly for the delivery of public services including housing, regeneration and local infrastructure. Returns on this category of investment which are funded by borrowing are permitted only in cases where the income is "either related to the financial viability of the project in question or otherwise incidental to the primary purpose".

Commercial return

Investments held primarily for financial return with no treasury management or direct service provision purpose. Risks on such investments should be proportionate to an Authority's financial capacity – i.e., that 'plausible losses' could be absorbed in budgets or reserves without unmanageable detriment to local services. An Authority must not borrow to invest primarily for financial return. This Authority does not have these type of investments in its capital programme.

REASONS AND OPTIONS

Reasons for the decision

The statutory Codes set out that the Authority ought to approve a Treasury Management Strategy Statement, and the Prudential Indicators.

Other options considered

The DLUHC Guidance and the CIPFA Code do not prescribe any particular treasury management strategy for local authorities to adopt. The S151 officer, having consulted the Cabinet Member for Finance and Transformation, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

| Alternative | Impact on income and expenditure | Impact on risk management |
|---|---|---|
| Invest in a narrower range of counterparties and/or for shorter times | Interest income will be lower | Lower chance of losses from credit related defaults, but any such losses may be greater |
| Invest in a wider range of counterparties and/or for longer times | Interest income will be higher | Increased risk of losses from credit related defaults, but any such losses may be smaller |
| Borrow additional sums at long-term fixed interest rates | Debt interest costs will rise; Non HRA debt cost is unlikely to be offset by higher investment income | Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs may be more certain |
| Borrow short-term or variable loans instead of long-term fixed rates | Debt interest costs will initially be lower | Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs may be less certain |

IMPLICATIONS AND RISKS

Financial implications and risks:

The TMSS is a key part of the overall budget strategy and financial management framework and governs the strategic and operational treasury management activities throughout each financial year in order to manage the Authority's financial risks associated with cash management via borrowing and investments.

Members are approving the programme on the basis that the capital programme spend is achieved, which feeds through into the Prudential Indicators set out in the report. The reality is that there is likely to be slippage and this will impact on the MTFS.

The assumption for new borrowing is that interest rates will follow the outlook set out in table 1 above. The expectation is that borrowing will be on fixed rate terms on maturities less than 5 years and that these will be refinanced into longer term loans during 2025/26 onwards once interest rates become lower:

Table 4: Assumed average annual fixed interest rate on new borrowing 2023/27

| | Bank rate | Long term |
|----------------|------------------|------------------|
| | % | % |
| 2024/25 | 5.00 | 4.70 |
| 2025/26 | 3.25 | 3.80 |
| 2026/27 | 3.00 | 3.50 |

The budgeted cost of the GF capital programme is set out in table 5 below.

Table 5 General Fund (GF) Capital Finance Budget 2024/25

| 2024/25 | Budget |
|----------------------------------|---------------|
| | £ |
| Interest receivable total | -1,250,000 |
| Interest payable total | 5,859,433 |
| Total Treasury | 4,609,433 |

The non HRA (or General fund) capital finance budget is forecast to underspend £7m in 23/24. The estimated GF capital borrowing is £30m in 23/24, so the full year interest cost in 24/25 is expected to be £1.5m assuming a 5% rate of interest. In-year borrowing for the GF in the capital programme budget is £76m and assuming a borrowing rate of 5% this would result in a weighted interest cost of £1.9m. The estimated total interest in 24/25 is £3.4m and can therefore be absorbed in the current budget. The interest receivable budget in 24/25 assumes a budgeted return of 3.1% in 2024/25.

The draft HRA Business Plan assumes a budgeted rate of 4.3% on its in-year programme borrowing of £112m. Slippage on the 23/24 programme has a budgeted rate of 5%. HRA Internal borrowing from the GF has a budgeted rate of 2.5% - as mentioned previously the intention is to replace the net amount with PWLB debt.

Legal implications and risks

Local Authorities are required by Regulations 2 and 24 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003/3146 as amended to have regard to the “Prudential Code for Capital Finance in Local Authorities” and Treasury Management in the Public Services Code of Practice published by CIPFA when considering their duties under Part 1 of the Local Government Act 2003.

The Authority must comply with section 3 of the Local Government Act 2003 to keep under review the amount of money the Authority can afford to borrow.

The Authority has fiduciary duties toward its tax payers to act in good faith in the interests of those tax payers with the considerable sums of money at its disposal. The Strategies being proposed for approval seek to discharge those duties in a reasonable and prudent manner.

There are no other apparent legal implications arising as a result of this Report.

Human Resources implications and risks

There are no direct Human Resources implications arising as a result of this report

Equalities Implications and Risks

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Authority, 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.

The Authority is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce.

There are no equalities implications within this report

Health and Wellbeing Implications and Risks

The Authority is committed to improving the quality of life and wellbeing for all Havering employees and residents in respect of socio-economics and health

determinants. There are no direct implications to the Authority's workforce and resident's health and wellbeing as a result of this report.

BACKGROUND PAPERS

NONE

APPENDICES

Appendix 1: Current treasury position

Appendix 2: Prudential indicators & capital expenditure

Appendix 3: Treasury limits

Appendix 4: Policy on borrowing in advance of need

Appendix 5: The Authority's counterparty credit policy, minimum credit ratings criteria

Appendix 6: Specified and non-specified investments

CURRENT TREASURY POSITION

As at 31 March 2023 and 31st December 2023, Investments and borrowings are set out in table 1 below.

Table 1: Treasury Portfolio Position

| TREASURY PORTFOLIO | | | | |
|---|-----------------------------------|----------------------------------|-----------------------------------|----------------------------------|
| | Actual 31/03/23 £m | Actual 31/03/23 % | Actual 31/12/23 £m | Actual 31/12/23 % |
| Treasury Investments | | | | |
| Government (including Local authorities) | 30.2 | 100 | 46.7 | 100 |
| Total Treasury Investments | 30.2 | 100 | 46.7 | 100 |
| Treasury Borrowing | | | | |
| PWLB | 307.1 | 93.7 | 307.1 | 85.2 |
| LOBO loan from bank | 7.0 | 2.1 | 7.0 | 1.9 |
| Temporary loan (LA) | 13.0 | 4.0 | 46.0 | 12.8 |
| Other loans | 0.7 | 0.2 | 0.3 | 0.1 |
| Total External Borrowing | 327.8 | 100 | 360.4 | 100 |
| Net Treasury Investments/(Borrowing) | (297.6) | | (313.7) | |

Appendix 2

PRUDENTIAL INDICATORS & CAPITAL EXPENDITURE

Capital expenditure

This prudential indicator is a summary of the Authority's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve capital expenditure forecasts set out in table 1:

Table 1: Capital expenditure forecast 2023/24 - 2026/27

| Capital expenditure £m | 2022/23 Actual | 2023/24 Estimate | 2024/25 Estimate | 2025/26 Estimate | 2026/27 Estimate |
|---------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|
| GF: services | 35.9 | 79 | 80 | 34 | 31 |
| Regeneration Program * | 9.6 | 21 | 99 | 143 | 83 |
| HRA | 106.8 | 143 | 161 | 161 | 224 |
| Total* | 152.3 | 243 | 340 | 338 | 338 |

* these activities relate to areas such as capital expenditure on investment properties, non- treasury loans to third parties etc.

Financing of Capital Expenditure

Table 2 below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Table 2: Financing of Capital expenditure forecast 2023/24 - 2026/27

| Financing of capital expenditure £m | 2022/23 Actual | 2023/24 Estimate | 2024/25 Estimate | 2025/26 Estimate | 2026/27 Estimate |
|--|-------------------|---------------------|---------------------|---------------------|---------------------|
| Capital receipts | 18.5 | 58 | 54 | 48 | 52 |
| Capital grants | 17.8 | 30 | 72 | 64 | 41 |
| Revenue and Reserves | 19.7 | 18 | 12 | 11 | 11 |
| Net financing need for the year * | 96.3 | 137 | 202 | 215 | 234 |

* Net financing need, example (**152.3 - 18.5 - 17.8 - 19.7) = 96.3)

The net financing need for regeneration programme activities included in the above table against expenditure is shown below:

Table 3: Regeneration Programme forecast 2023/24 - 2026/27

| Regeneration Programme £m | 2022/23 Actual | 2023/24 Estimate | 2024/25 Estimate | 2025/26 Estimate | 2026/27 Estimate |
|---|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Capital Expenditure | 9.6 | 21 | 98 | 143 | 83 |
| Other Sources of Financing | 0 | (1) | (33) | (40) | (52) |
| Net financing need for the year | 9.6 | 20 | 65 | 103 | 31 |
| Percentage of total net financing need | 10 | 14 | 32 | 47 | 13 |

The Authority's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Authority's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Authority's indebtedness and so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for (e.g. by capital grants), through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each assets life, and so charges the economic consumption of capital assets as they are used.

The CFR includes any other long-term liabilities (OLTL) which relates to PFI schemes and finance leases. The Authority currently has no such liabilities within its CFR.

The Authority is asked to approve the CFR projections below:

Table 4: Capital financing requirement forecast 2023/24 - 2026/27

| Capital Financing Requirement £m | 2022/23 Actual | 2023/24 Estimate | 2024/25 Estimate | 2025/26 Estimate | 2026/27 Estimate |
|---|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| GF: Services | 141.8 | 155 | 177 | 186 | 188 |
| Regeneration | 70.1 | 88 | 143 | 242 | 266 |
| HRA | 347.5 | 445 | 529 | 618 | 810 |
| | | | | | |
| Total CFR | 559.4 | 688 | 849 | 1,046 | 1,264 |
| Movement in CFR | | 129 | 161 | 197 | 218 |
| Movement in CFR represented by | | | | | |
| Net financing need for the year | - | 137 | 202 | 215 | 234 |
| Less MRP | - | (7) | (8) | (11) | (13) |
| Less receipts set aside | - | (1) | (34) | (7) | (3) |
| Movement in CFR | - | 129 | 161 | 197 | 218 |

The Operational boundary

This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources. Further headroom has been built in to the limits to allow for a capitalisation direction.

Table 5: Operational boundary 2022/23 - 2026/27

| Operational boundary £m | 2022/23 Limit | 2023/24 Limit | 2024/25 Limit | 2025/26 Limit | 2026/27 Limit |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Debt | 552 | 630 | 750 | 840 | 1,010 |
| Other long term liabilities | 10 | 10 | 10 | 10 | 10 |
| Regeneration Programme | 88 | 90 | 150 | 250 | 300 |
| Total | 650 | 730 | 910 | 1,100 | 1,320 |

The authorised limit for external debt

This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Authority. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not

sustainable in the longer term. A capitalisation direction has been provided for in these limits.

1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all Authorities' plans, or those of a specific Authority, although this power has not yet been exercised.
2. The Authority is asked to approve the following authorised limit:

Table 6: Authorised limit 2022/23 - 2026/27

| Authorised limit £m | 2022/23 Limit | 2023/24 Limit | 2024/25 Limit | 2025/26 Limit | 2026/27 Limit |
|-----------------------------|------------------|------------------|------------------|------------------|------------------|
| Debt | 602 | 660 | 790 | 880 | 1,060 |
| Other long term liabilities | 10 | 10 | 10 | 10 | 10 |
| Regeneration Programme | 88 | 100 | 160 | 260 | 300 |
| Total | 700 | 780 | 960 | 1,150 | 1,370 |

The Authority's forward projections for borrowing are summarised in Table 7 below, the Authority must ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2024/25 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes. The expected change in debt will be influenced by changes in the CFR and long term interest rates.

However it should be noted that this change in debt is due to external factors set out in the covering report and capital slippage. Table 7 shows internal borrowing of £232m but this is dependent on the changes to the Authority's cash backed reserves and net working capital. External cash balances of £40m are maintained over the medium term to mitigate liquidity risk.

Table 7: Capital Financing Requirement (CFR) and Borrowing

| £m | 2022/23 Actual | 2023/24 Estimate | 2024/25 Estimate | 2025/26 Estimate | 2026/27 Estimate |
|-------------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|
| External Debt | | | | | |
| Debt at 1 April | 315.0 | 328 | 457 | 617 | 814 |
| Expected change in Debt | 12.8 | 129 | 160 | 197 | 218 |
| Actual gross debt at 31 March | 327.8 | 457 | 617 | 814 | 1,032 |

| | | | | | |
|-----------------------------------|--------------|------------|------------|--------------|--------------|
| The Capital Financing Requirement | 559.4 | 688 | 849 | 1,046 | 1,264 |
| Under / (over) borrowing | 231.6 | 232 | 232 | 232 | 232 |

Within the above figures the level of debt relating to regeneration activities is detailed in table 8 below.

Table 8: Regeneration Programme debt

| | 2022/23 Actual | 2023/24 Estimate | 2024/25 Estimate | 2025/26 Estimate | 2026/27 Estimate |
|---------------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| CFR at 31 March £m | 70 | 88 | 143 | 242 | 266 |
| Percentage of total CFR % | 12.5 | 13 | 17 | 23 | 21 |

The S151 Officer reports that the Authority complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Authority's overall finances. The Authority is asked to approve the following indicators:

Ratio of financing costs to net revenue stream

Table 9 identifies the trend in the cost of capital, (borrowing and other long term obligation costs), against service spending, HRA rents and the regeneration programme. The estimates of financing costs include current commitments and the proposals in this budget report.

Table 9: Ratio of financing costs to HRA rents 2022/23 - 2026/27

| % | 2022/23 Actual | 2023/24 Estimate | 2024/25 Estimate | 2025/26 Estimate | 2026/27 Estimate |
|-----------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Council housing (HRA) | 30 | 35 | 38 | 43 | 52 |

Table 10 shows the trend in the General Fund (GF) cost of capital (borrowing and other long term obligation costs), regeneration finance costs of Mercury Land Holding (MLH) investment income are shown as a proportion of net revenue stream.

Table 10: Ratio of Non HRA net financing costs to net revenue stream 2022/23 – 2026/27

| % | 2022/23 Actual | 2023/24 Estimate | 2024/25 Estimate | 2025/26 Estimate | 2026/27 Estimate |
|------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|
| GF services | 7 | 7 | 8 | 9 | 9 |
| Regeneration programme | 3 | 3 | 5 | 7 | 10 |

A key aspect of the regulatory and professional guidance is that elected Members are aware of the size and scope of any regeneration activity in relation to the Authority's overall financial position. This is set out in the indicator in table 11 below:

Table 11: Estimates of net income from regeneration investments to net revenue stream.

| % | 2024/25 Estimate | 2025/26 Estimate |
|--------------|---------------------|---------------------|
| Total Income | 1.05 | 0.86 |

TREASURY LIMITS

Treasury Management Limits on Activity

There are two debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair opportunities to reduce costs/improve performance.

The Code requires that for LOBO maturity date should be considered the most probable maturity date and not the next call date.

The indicators are

Liability benchmark

The Authority is required to estimate and measure the Liability Benchmark for the forthcoming financial year and the following three financial years, as a minimum. Graph 1 below shows the LB for the Council, this is broken down into its two component funds in Graph 2: General Fund and Graph 3: HRA.

There are four components to the LB:

- 1 **Existing loan debt outstanding:** the Authority's existing loans that are still outstanding in future years. This is denoted by the Green line that tops the bar chart showing existing debt (all fixed rate interest) gradually maturing over the next 50 years.
- 2 **Loans Capital Financing Requirement (CFR):** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned Minimum Revenue Provision (MRP) funded from General Fund revenue budget for debt repayment. This is a measure of the Authority's borrowing requirement to finance the Authority's capital programme and is the very top line graph shown in in blue.
- 3 **Net loans requirement:** this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast. This is represented by the solid tan

coloured line graph. The difference between solid tan line and the CFR blue line represents the amount of internal cash from reserves/balances that has already been invested in the Authority's capital programme. As at 31 March 2023 the Authority's cash reserves available for investment totalled £231m.

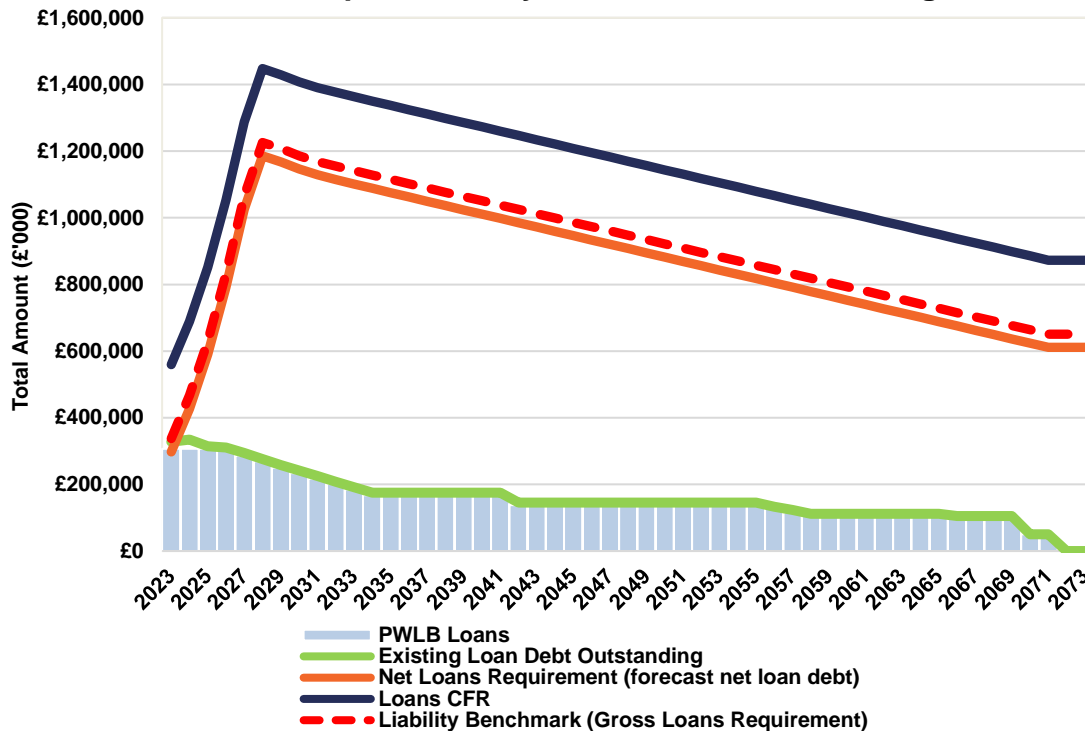
- 4 **Liability benchmark** (or gross loans requirement): this equals net loans requirement plus the £40m short-term liquidity allowance that the Authority is holding in external liquid treasury investments to manage the daily variability in its cash flow. This represents the dotted red line in the graphs below and means the Authority having to externally borrow to maintain the liquidity allowance at £40m.

The years where actual loans (Green line) are less than the benchmark (red dotted line) indicate a future borrowing requirement that the Authority will need to fund from external borrowing. Were actual loans outstanding to exceed the benchmark this would represent an over-borrowed position, resulting in excess cash requiring investment but as you can see from the graphs below this is not the position faced by this Authority.

However any currently unknown future borrowing plans will increase the benchmark loan debt requirement.

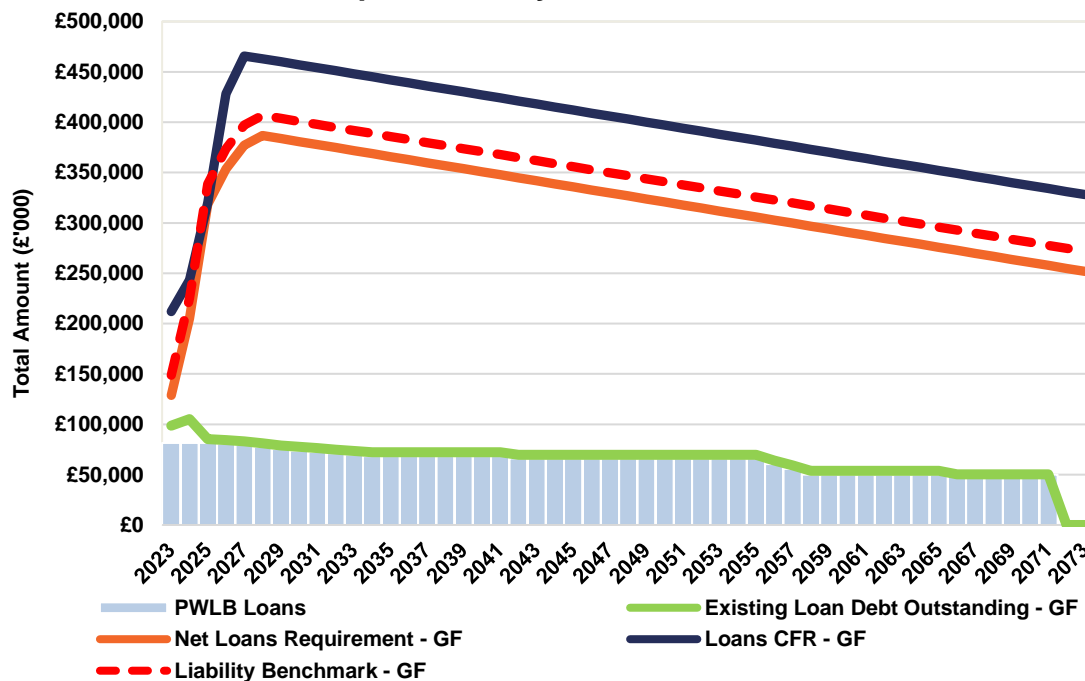
The purpose of the LB is to encourage authorities to use their internal cash reserves to fund growth in their CFR rather than use external debt which is generally more expensive. Moreover it reduces risk as it reduces the need to externally invest the Authorities excess cash reserves over long periods with counterparties where there could be default risk. The benchmark also avoids the risk of over-borrowing and borrowing ahead of need beyond what is permitted in the short to medium term. Generally this technique enables the Authority's treasury activity to be more efficient and represents good practice.

Graph 1 Liability Benchmark - LB Havering

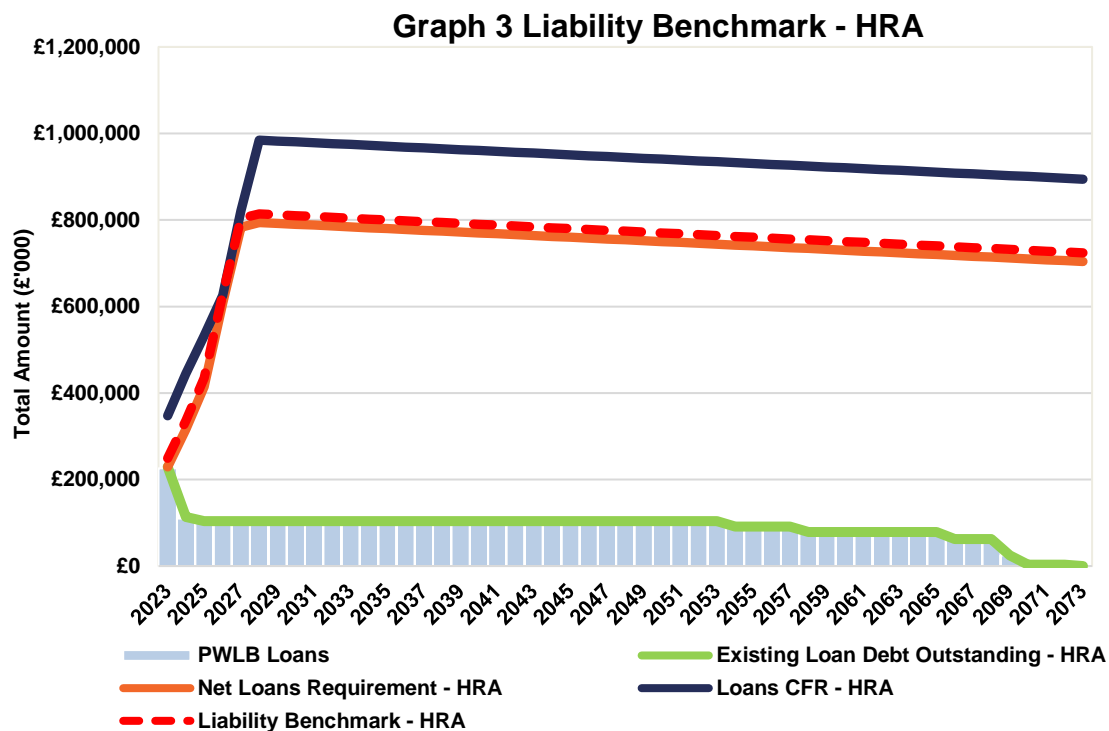


Thus shows currently known future borrowing plans as per Authority's capital strategy which covers the three financial years 2024/27 on the General Fund and 30 years in the draft HRA Business plan..

Graph 2 Liability Benchmark - General Fund



As there are no known General Fund borrowing plans beyond the MTFS period this shows the CFR curve being dragged down by successive annual MRP charges to revenue. Ideally LB requires 10 years of known capital plans but this is difficult given how Local Authority finances operate



Given the long term nature of HRA capital assets there is no statutory requirement to make a MRP charge on HRA revenue and hence why the CFR curve is relatively flat after 5 years. The Over the next three 5 years the net loan requirement is expected to converge with the CFR curve as the HRA externally borrows to reduce its internal borrowing from the General Fund to finance prior years' capital expenditure.

Maturity structure of borrowing

These gross limits are set to reduce the Authority's exposure of large sums falling due for refinancing; these have been kept deliberately wide to provide flexibility for any restructuring that might be carried out to de-risk the debt portfolio.

| Maturity structure of borrowing | | |
|--|--------------|--------------|
| | Lower | Upper |
| Under 12 months | 0% | 60% |
| 12 months to 2 years | 0% | 70% |
| 2 years to 5 years | 0% | 80% |
| 5 years to 10 years | 0% | 80% |
| 10 years to 20 years | 0% | 100% |
| 20 years to 30 years | 0% | 100% |
| 30 years to 40 years | 0% | 100% |
| 40 years to 50 years | 0% | 100% |

Investment treasury indicator and limit

Total principal funds invested for greater than 365 days. These limits are set with regard to the Authority's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Authority is asked to approve the following treasury indicator and limit

| Upper limit for principal sums invested for longer than 365 days | | | |
|---|----------------|----------------|----------------|
| £m | 2024/25 | 2025/26 | 2026/27 |
| Principal sums invested for longer than 365 days | £25m | nil | nil |

POLICY ON BORROWING IN ADVANCE OF NEED

The Authority must ensure that its total debt does not, except in the short-term, exceed the total of the CFR in the preceding year i.e. 2023/24, plus the estimates of any additional CFR for the year 2024/25 and the following two financial years. This allows some flexibility for early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

Any decision to borrow in advance will be considered carefully to ensure that value for money can be demonstrated, and that the Authority can ensure the security of such funds.

In determining whether borrowing will be undertaken in advance of need the Authority will

- Ensure that the ongoing revenue liabilities created, and the implications for future capital plans and budgets have been considered
- Evaluate economic and market factors that might influence the manner and timing of the decision to borrow
- Consider the pros and cons of alternative forms of funding, interest rate structures and repayment profiles
- Consider the positive and negative impacts of borrowing in advance of need on the Authority's cash balances, in particular the increased exposure to credit risk that will arise as a result of investing this additional cash in advance of need.

The Authority's Counterparty Credit policy, minimum credit ratings criteria

Credit Rating: Investment decisions are made by reference to the lowest appropriate published credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

Within the parameters set out below the Authority uses the Link Group (the treasury management advisor) creditworthiness report to establish a lending list. The S151 officer will agree an operational lending list within the parameters set out below.

- 1. Banks (Unsecured) and Building Societies:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.

For non UK Banks, the Authority's credit criteria will require that banks from AA+ rated countries and above can be used.

Current bank accounts: the Authority's own banker, Should the credit rating fall below A-, for liquidity purposes the Authority may continue to deposit surplus cash with the group providing that investments can be withdrawn on the next working day. Balances will be reviewed on a daily basis to assess their appropriateness.

Banks (secured): Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits.

The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

2. **Rated Building Societies** - The Authority's credit rating criteria for UK Building Societies in 2024/25 will continue to limit deposits to those UK Building Societies that meet the credit criteria in table 1 below.
3. **Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.
4. **Corporates:** Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made following an external credit assessment as part of a diversified pool in order to spread the risk widely.
5. **Registered providers:** Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing, formerly known as housing associations. These bodies are tightly regulated by the Regulator of Social Housing and, as providers of public services, they retain the likelihood of receiving government support if needed.
6. **Pooled funds:** Shares in diversified investment vehicles consisting of any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee.
7. **Money Market Funds (MMF):** The Authority will continue to use MMF's, which provide lower interest returns but do provide a highly liquid, diversified investment via a highly credit-rated pooled investment vehicle.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

10. **Ring Fenced Banks, (RFB)** The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), were required, by UK law, in response to the global financial crisis to separate core retail banking services from their investment and international banking

activities by 1st January 2019. This is known as “ring-fencing”. Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. In general, simpler, activities offered from within a ring-fenced bank (RFB) will be focused on lower risk, day-to-day core transactions, whilst more complex and “riskier” activities are required to be housed in a separate entity, a non-ring-fenced bank **(NRFB)**. The Authority will continue to assess the new-formed entities in the same way that it does others and those with sufficiently high ratings, (and any other metrics considered), will be considered for investment purposes.

Table 1: Approved investment counterparties and limits

These limits are lower than last years approved TMSS report as investment balance available have reduced.

| Credit rating | Banks unsecured* | Banks secured | Government | Corporates | Registered Providers |
|----------------------|--|----------------------|-------------------------|-------------------|-----------------------------|
| UK Govt | n/a | n/a | £ Unlimited 50 years | n/a | n/a |
| AAA | £15m 5 years | £15m 20 years | £15m 50 years | £5m 20 years | £5m 20 years |
| AA+ | £15m 5 years | £15m 10 years | £15m 25 years | £5m 10 years | £5m 10 years |
| AA | £15m 4 years | £15m 5 years | n/a | £5m 5 years | £5m 10 years |
| AA- | £15m 3 years | £15m 4 years | n/a | £5m 4 years | £10m 10 years |
| A+ | £15m 2 years | £15m 3 years | n/a | £5m 3 years | £10m 5 years |
| A | £15m 13 months | £15m 2 years | n/a | £5m 2 years | £5m 5 years |
| A- | £15m 6 months | £15m 13 months | n/a | £5m 1 year | £5m 5 years |
| | UK Local Authorities £15m per Authority; 50 years | | | | |
| Pooled funds | £25m per fund These include Bond Funds, Gilt Funds, Enhanced Cash Funds, Mixed Asset Funds and Money Market Funds,) | | | | |

* Includes Building Societies

Investment Limits

The Authority further proposes the investment limits as set out in the table below to protect the security of its investments. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers’ nominee accounts, foreign countries and

industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 2: Investment limits

| | Cash limit |
|---|-------------------|
| UK Central Government | unlimited |
| Any single organisation, except the UK Central Government | £15m each |
| Any group of organisations under the same ownership | £15m per group |
| Any group of pooled funds under the same management | £5m per manager |
| Financial instruments held in a broker's nominee account | £50m per broker |
| Foreign countries | £15m per country |
| Registered providers | £15m in total |
| Unsecured investments with building societies | £25m in total |
| Money Market Funds | £50m in total |

Appendix 6

Specified and Non Specified Investments

Specified investments:

The DLUHC Guidance defines specified investments as those:

- Denominated in pound sterling, due to be repaid within 12 months of arrangement,
- Not defined as capital expenditure by legislation, and invested with one of
- The UK Government
- A UK local Authority, parish Authority or community Authority, or A body or investment scheme of “high credit quality”.

The Authority defines “high credit quality” organisations and securities as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher.

Table 1: Specified Investments

| Instrument | Institution Type | Instrument Minimum 'High' Credit Criteria | Limit | Max. Maturity Period |
|---|--|---|------------|-------------------------|
| Accounts, deposits, certificates of deposit and senior unsecured bonds with banks other than multilateral development banks, UK Government Gilts. | UK Banks and UK Banking Groups ¹ | per Appendix 5, Table 1 | £15m | per Appendix 5, Table 1 |
| | UK Building Societies | per Appendix 5, Table 1 | £15m | per Appendix 5, Table 1 |
| | Non UK Banks | Sovereign Rating of AA+ and above and meet Credit Criteria in Appendix 5, Table 1 | £15m | per Appendix 5, Table 1 |
| Covered bonds, floating rate notes, reverse repurchase agreements and other collateralised arrangements with banks and building societies | UK Banks and Building Societies and Non UK Banks | Per Appendix 5, Table 1 (and Sovereign Rating of AA+ minimum for Non UK Banks) | See Note 2 | per Appendix 5, Table 1 |
| Term Deposits | Local Authorities and other Public Institutions | UK Sovereign Rating | £15m | per Appendix 5, Table 1 |
| Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing. | Registered Social Housing Providers | per Appendix 5, Table 1 | | per Appendix 5, Table 1 |
| Money Market Fund | | AAA ³ | £15m | |
| Enhanced Cash Funds | | AA/Aa ⁴ | £15m | |
| | | | | |
| 1. £15m Limit per bank / banking group. | | | | |
| 2. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments. | | | | |
| 3. Investments will be made with those MMF's which have a rating of AAA | | | | |
| 4. Minimum of Fitch / Standard & Poor's AA or Moody's Aa rating | | | | |

Table 2 : Non specified investments

| Instruments | Non Specified Investments | Institution Type | Minimum Credit Criteria | Maximum Duration | Cash limit |
|---|---|---|-------------------------|------------------|-------------|
| Accounts, deposits, certificates of deposit, structured deposits and senior unsecured bonds with banks other than multilateral development banks. Covered bonds, reverse repurchase agreements, and other collateralised arrangements with banks and building societies. Short Dated Bond Funds, Diversified Growth Funds, Absolute Return Funds and Property Funds. Unrated Bonds. | Total long-term investments (investments over 1 year) | UK and Non UK Banks and Building Societies, Rated Registered Social Housing Providers (RSP) | Per Appendix 5, Table 1 | 10 yrs. | £50m |
| | Total investments without credit ratings or rated below A- (except UK Government and local authorities) | Unrated Registered Social Housing Providers (RSP), Unrated Banks and Building Societies | N/A | 5 yrs. | £5m |
| | Total Investments made in pooled investment vehicles. | | | 7 yrs. | |
| | Total Investments made in un-rated bonds. | | | | |
| | Total non-specified investments | | | | £55m |

Non-specified investments:

Any investment not meeting the definition of a specified investment is classed as non-specified. The Authority does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure by legislation, such as company shares. Non-specified investments will therefore be limited to long-term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement, and investments with bodies and schemes not meeting the definition on high credit quality. Limits on non-specified investments are shown in table 3 below.

Table 3: Non-specified investment limits

| | Cash Limit £m |
|---|----------------------|
| Total long-term investments | 100 |
| Total Investments without credit ratings or rated below A- (subject to due diligence) | 0 |
| Total non-specified investments | 100 |