



Haverling

L O N D O N B O R O U G H

TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB-COMMITTEE AGENDA

7.30 pm

Tuesday
25 February 2020

Committee Room 2 -
Town Hall

Members 9: Quorum 4

COUNCILLORS:

**Conservative Group
(4)**

Ray Best (Chairman)
Robby Misir (Vice-Chair)
Timothy Ryan
Carol Smith

**Residents' Group
(2)**

Paul Middleton
Gerry O'Sullivan

**Upminster & Cranham
Residents' Group
(1)**

Christopher Wilkins

**Independent
Residents' Group
(1)**

Tony Durdin

Labour Group (1)

Keith Darvill

**For information about the meeting please contact:
Richard Cursons – 01708 432430
richard.cursons@onesource.co.uk**

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

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

Reporting means:-

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

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

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

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

What is Overview & Scrutiny?

Each local authority is required by law to establish an overview and scrutiny function to support and scrutinise the Council's executive arrangements. Each overview and scrutiny sub-committee has its own remit as set out in the terms of reference but they each meet to consider issues of local importance.

The sub-committees have a number of key roles:

1. Providing a critical friend challenge to policy and decision makers.
2. Driving improvement in public services.
3. Holding key local partners to account.
4. Enabling the voice and concerns to the public.

The sub-committees consider issues by receiving information from, and questioning, Cabinet Members, officers and external partners to develop an understanding of proposals, policy and practices. They can then develop recommendations that they believe will improve performance, or as a response to public consultations. These are considered by the Overview

and Scrutiny Board and if approved, submitted for a response to Council, Cabinet and other relevant bodies.

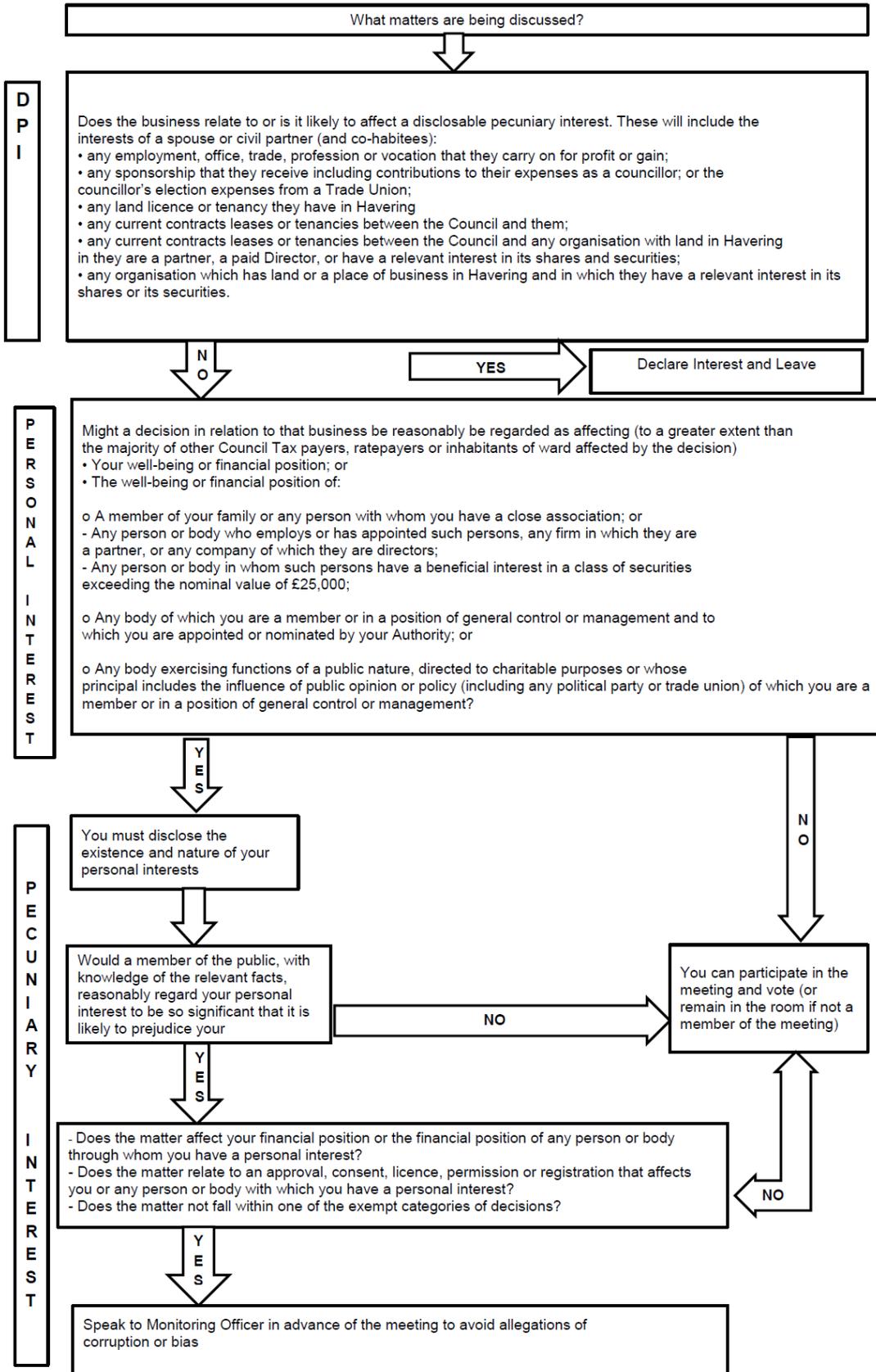
Sub-Committees will often establish Topic Groups to examine specific areas in much greater detail. These groups consist of a number of Members and the review period can last for anything from a few weeks to a year or more to allow the Members to comprehensively examine an issue through interviewing expert witnesses, conducting research or undertaking site visits. Once the topic group has finished its work it will send a report to the Sub-Committee that created it and will often suggest recommendations for the Overview and Scrutiny Board to pass to the Council's Executive.

Terms of Reference

The areas scrutinised by the Committee are:

- Regulatory Services
- Planning and Building Control
- Town Centre Strategy
- Licensing
- Leisure, arts, culture
- Housing Retained Services
- Community Safety
- Social and economic regeneration
- Parks
- Social inclusion
- Councillor call for Action

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



AGENDA ITEMS

1 APOLOGIES FOR ABSENCE AND ANNOUNCEMENT OF SUBSTITUTE MEMBERS

(if any) - receive.

2 DECLARATION OF INTERESTS

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

3 CHAIRMAN'S ANNOUNCEMENTS

The Chairman will announce details of the arrangements in case of fire or other events that might require the meeting room or building's evacuation.

4 MINUTES (Pages 1 - 4)

To approve as a correct record the minutes of the meeting of 4 December 2019 and to authorise the Chairman to sign them.

5 CORPORATE PERFORMANCE INFORMATION QUARTER 3 (Pages 5 - 28)

Report and appendix attached.

6 HOUSING REPAIRS UPDATE (Pages 29 - 32)

Report attached.

Andrew Beesley
Head of Democratic Services

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**MINUTES OF A MEETING OF THE
TOWNS & COMMUNITIES OVERVIEW & SCRUTINY SUB- COMMITTEE
Committee Room 3A - Town Hall
4 December 2019 (7.30 - 9.15 pm)**

Present:

Councillors Ray Best (Chairman), Robby Misir (Vice-Chair), Keith Darvill, Paul Middleton, Gerry O'Sullivan, Christopher Wilkins, Carol Smith and Sally Miller

Apologies for absence were received from Councillor Tony Durdin and Councillor Timothy Ryan

9 DECLARATION OF INTERESTS

There were no disclosures of interest.

10 MINUTES

The minutes of the meeting of the Sub-Committee held on 3 September 2019 were agreed as a correct record and signed by the Chairman.

11 PERFORMANCE REPORT UPDATE - QUARTER TWO

Members received a presentation that outlined the eleven indicators for Quarter Two that reports to the Sub-Committee.

The PIs are the standards by which performance of services are measured within the Council. These are compared over four quarters of the municipal year to monitor performance standards. Most are given a "RAG rating" on the basis of Red (off track), Amber (at risk) and Green (on track).

The report indicated that there were performance ratings available for 9 of the 10 indicators. Two indicators were Red (off target), Three were Amber (off target but expected to achieve target) and the four were Green (on target).

One of the indicators was a demand rather than performance, therefore did not have a target assigned and was not given a RAG status.

The Sub-Committee noted that the following indicators were off targets:

- Percentage of all repairs completed within target Main Contractor(s). It was noted that the percentage was a cumulative but the trajectory for the indicator showed a sign of improvement.
- The percentage of HRA arrears over debit. It was noted that at the end of the quarter a total of 4976 HRA tenants were in arrears. The total amount of arrears owing was £1,672,506 over a current estimated annual HRA rent debit of £53,951,807.

The following indicators were rated as Amber - off target but expected to achieve target:

- Percentage of Housing Services complaints answered within target time. The report outlined that a total of 258 complaints were answered within the 10 days target out of a total of 273 complaints which were received between April and end of September 2019 for Housing services.
- Percentage of HRA Gas servicing compliance (General needs & Sheltered)
At the end of the current quarter, a total of 8550 properties have a current CP12 (current gas safety record) out of a total compliance stock count of 8555 properties.

The report also indicated that homes under the Private Sector Leasing (temporary accommodation) properties gas safety was 99.24% (790 out of 795).

- Average days re-let time of ALL HRA Voids
It was noted that at the end of the quarter, a total of 196 HRA re-lets were carried out within an average time of 16.4 days.

During discussion, Members were informed that the issue with Universal Credit (UC) continues to impact on the HRA arrears.

It was noted that at the end of current quarter (Q2), there were a total of 1110 tenants who were receiving UC in arrears. The current £733,957 UC arrears represented 1.35% when expressed as a percentage of the annual rent debit

The Director of Housing Services informed Members that the services would be submitting a report on review of performance indicators to the sub-committee at the next meeting.

Members requested that future Performance Update be collated as a running total in order to understand the direction of performance.

The Sub-Committee noted the performance update report.

12 **ROMFORD TOWN CENTRE MASTERPLAN**

At the request of a Member, the Sub-Committee received a report on the Romford Town Centre Masterplan project.

The report provided a summary of work undertaken to date in respect of the Town Centre Masterplan project that was commissioned in October 2018 to deliver a comprehensive, design-led development framework for Romford.

It was noted that the objective of the project was to develop a masterplan that would guide and facilitate Romford's future growth appropriately and sustainably, building on its unique characteristics to deliver a high quality, cohesive and vibrant town centre for Havering.

The Sub-Committee was informed that the intention was to adopt the masterplan document as formal planning policy so that it becomes a Supplementary Planning Document (SPD). The SPD would form part of a suite of sub-policies under the Boroughs Local Plan (LP) when this is adopted in 2020. The Council's Local Plan had been submitted to the Secretary of State.

The Sub-Committee noted that consultation on the planning Inspector's proposed modifications to the Local Plan would take place in early 2020.

The aim of the masterplan was to provide a vision for Romford which was supported by detailed guidance that enables opportunities to be realised so that that Romford retains its strategic role within Havering, North East London and Essex.

Members noted that it was the intention that the masterplan sets out a vision for the period up to 2041.

The Sub-Committee was informed of the following emerging draft vision for Romford:

Romford would be a mixed and vibrant regional Town Centre with a distinct character. It would consist of a refined retail offer complimented by a rejuvenated market, with a focus on local goods and services, maintaining its role as a major leisure destination, with an enlarged employment offer, an early evening food and beverage offer and new residential community.

The masterplan vision was supported by 8 interrelated objectives. These objectives were supported by strategies to provide guidance on how to turn the objectives in to good growth and deliver the social infrastructure that was needed to support growth.

The Sub-Committee was informed that the masterplan team has also engaged the following partners and stakeholders to inform the development of the masterplan:

- Land owners
- Prospective developers
- Business representatives
- Council departments.
- Sub regional & statutory agencies – GLA, TfL, Environment Agency
- Havering's Quality Review Panel (QRP) - a professional peer review panel led by independent architects/design professionals to critically review the design principals and emerging proposals.

Members were informed that the council was currently involved in two joint venture partnerships to deliver borough-wide regeneration and high-quality housing for local people.

The Sub-Committee noted the following next steps and associated timescales for completing the project:

- Completion of internal Council consultation on draft SPD – November 2019
- Review workshops with Leader and Members – January 2020
- Cabinet approval for statutory consultation – April 2020
- Review of feedback/update SPD – May 2020
- Adoption of Romford Masterplan SPD - June 2020

Members were encouraged to take the opportunity of the current consultation to be involved as the process offered a chance to influence the vision for the Romford Masterplan.

The Sub-Committee was informed that a Member briefing was planned for the future including an opportunity for a walkabout on one of the sites.

The Sub-Committee noted the content of the report.

Chairman



**TOWNS AND COMMUNITIES OVERVIEW AND SCRUTINY
SUB-COMMITTEE**

25 FEBRUARY 2020

| | |
|---|---|
| Subject Heading: | Quarter 3 performance report |
| SLT Lead: | Jane West, Chief Operating Officer |
| Report Author and contact details: | Cynthujaa Satchithanathan, Customer Insight Officer x4960 |
| Policy context: | The report sets out Quarter 3 performance relevant to the Towns and Communities Overview and Scrutiny Sub-Committee |
| Financial summary: | There are no immediate financial implications. Adverse performance against some Performance Indicators may have financial implications for the Council. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by Cabinet at the start of the year. |

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

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

SUMMARY

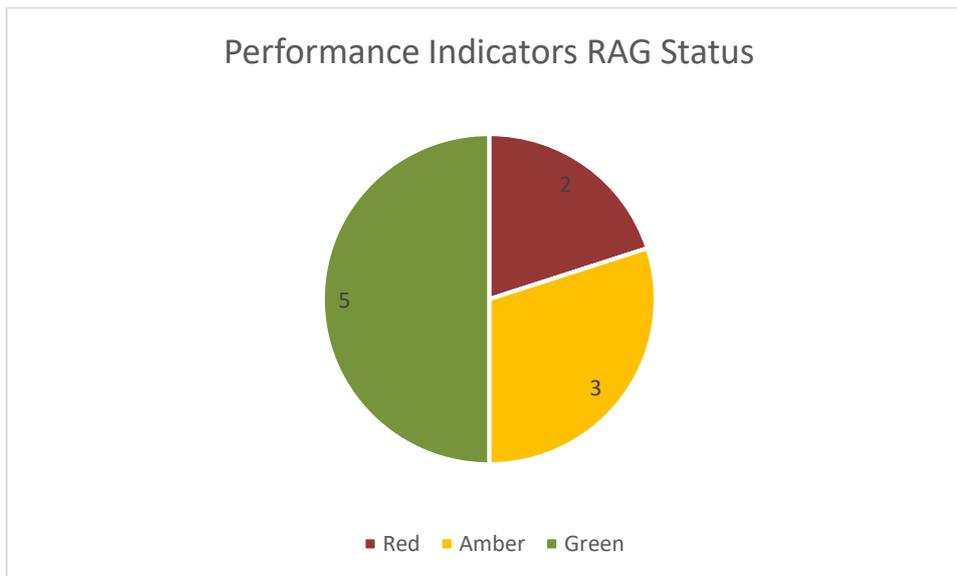
1. This report supplements the presentation attached as **Appendix 1**, which sets out the Council’s performance against indicators within the remit of the Towns and Communities Overview and Scrutiny Sub-Committee for Quarter 3 (October to December 2019).

RECOMMENDATION

That Member of the Towns and Communities Overview and Scrutiny Sub-Committee note the contents of the report and presentation and make any recommendations as appropriate.

REPORT DETAIL

1. The report and attached presentation provide an overview of the Council's performance against the performance indicators selected for monitoring by the Towns and Communities Overview and Scrutiny Sub-Committee. The presentation highlights areas of strong performance and potential areas for improvement.
2. The report and presentation identify where the Council is performing well (**Green**) and not so well (**Amber** and **Red**). The RAG ratings for the 2019/20 reports are as follows:
 - **Red** = more than the 'target tolerance' off the quarterly target
 - **Amber** = within the 'target tolerance' of the quarterly target
 - **Green** = on or better than the quarterly target
3. Where performance is off track against the quarterly target and the rating is '**Red**', 'Improvements required' are included in the presentation. This highlights what action the Council will take to address poor performance.
4. Also included in the presentation (where relevant) are Direction of Travel (DoT) columns, which compare:
 - Short-term direction of travel – with performance the previous quarter (Quarter 2 2019/20)
 - Long-term direction of travel – with performance during the same time the previous year (Quarter 3 2018/19)
5. A green arrow (↑) means performance is better and a red arrow (↓) means performance is worse. An amber arrow (→) means that performance has remained the same.
6. In total, eleven performance indicators have been included in the Quarter 3 2019/20 report and presentation. Of these, ten have been assigned a RAG status. Two are currently rated '**red**' (off track), three are rated '**amber**' and five are rated '**green**' (on track).



IMPLICATIONS AND RISKS

Financial implications and risks:

There are no financial implications arising directly from this report which is for information only.

Adverse performance against some indicators may have financial implications for the Council, particularly where targets are explicitly linked with particular funding streams and/or levies from other bodies. Whilst it is expected that targets will be delivered within existing resources, officers regularly review the level and prioritisation of resources required to achieve the targets agreed by the Cabinet at the start of the year.

Robust ongoing monitoring is undertaken as part of the established financial and service management processes. Should it not be possible to deliver targets within approved budgets this will be raised through the appropriate channels if required.

Legal implications and risks:

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

Human Resources implications and risks:

There are no HR implications or risks involving the Council or its workforce that can be identified from the recommendations made in this report.

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.

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.

BACKGROUND PAPERS

Towns and Communities Q3 Presentation



Haverling

LONDON BOROUGH

Quarter 3 Performance Report 2019/20

Towns and Communities O&S Sub-Committee

25 FEBRUARY 2020

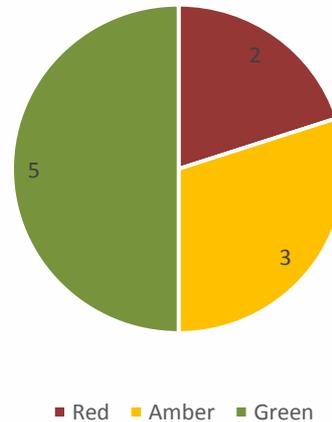
Towns and Communities O&S Committee Performance Report

- Overview of the key performance indicators as selected by the Towns and Communities Overview and Scrutiny Sub-Committee
- The report identifies where the Council is performing well (**Green**), and not so well (**Amber** and **Red**).
- Where the RAG rating is '**Red**', '**Corrective Action**' is included. This highlights what action the Council will take to address poor performance.

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OVERVIEW OF TOWNS AND COMMUNITIES INDICATORS

Performance Indicators RAG Status

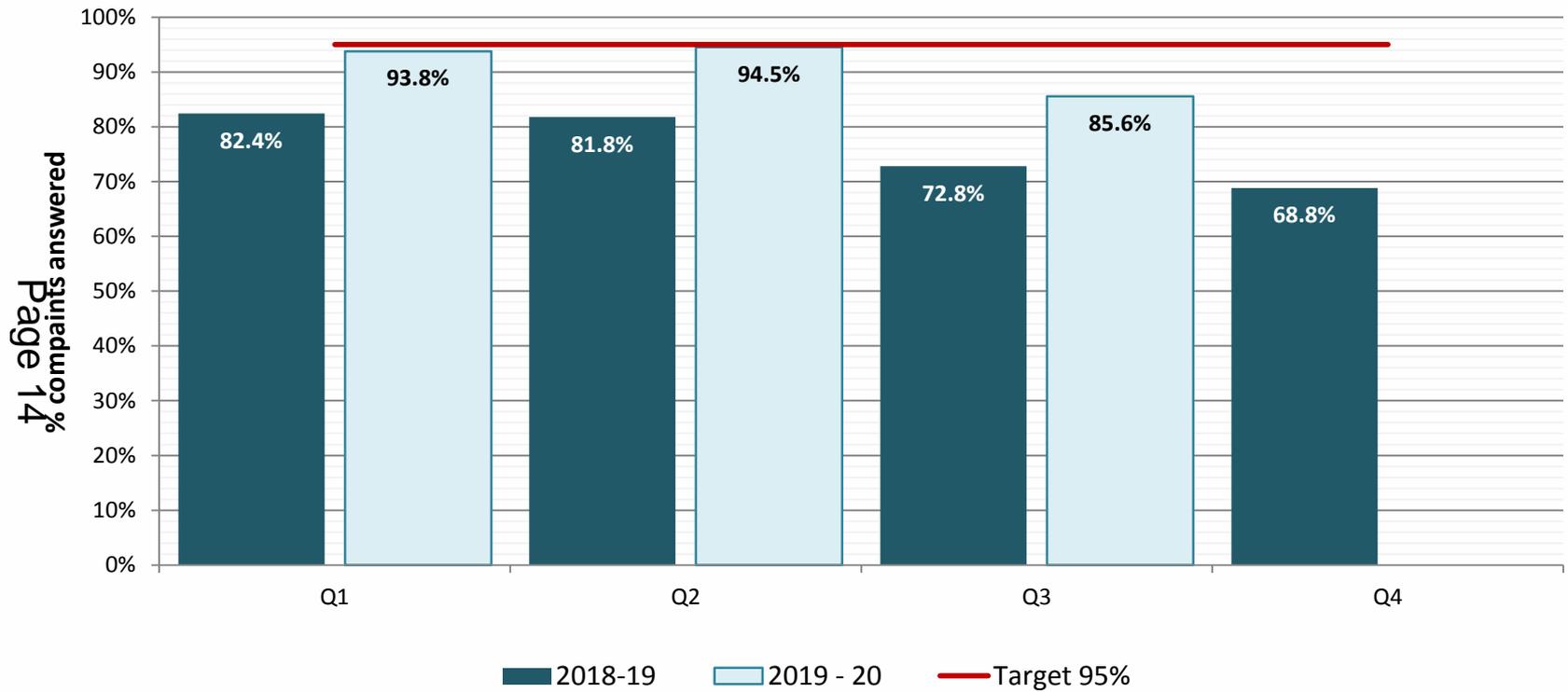


- 11 Performance Indicators are reported to the Towns and Communities Overview & Scrutiny Sub-Committee.
- Data is available for all the indicators.
- Performance ratings are available for 10 of the 11 indicators. 2 are **Red** (off target), 3 are **Amber** and 5 is **Green** (on target)

| Indicator and Description | Value | Target | 2019/20 Q3 | Short Term DOT | Long Term DOT | | |
|--|-------------------|-----------------|------------|----------------|---------------|---|-------|
| Percentage of Housing services complaints answered within target time | Bigger is better | 95% | 85.6% | ↓ | 94.5% | ↑ | 72.3% |
| Percentage of repairs right first time - Breyer Contractor only | Bigger is better | 95% | 99.0% | ↑ | 98.4% | ↑ | 72.8% |
| Percentage of all repairs completed within target - Main Contractor (cumulative) | Bigger is better | 95% | 92.3% | ↑ | 91.3% | ↑ | 84.8% |
| Percentage HRA Gas servicing compliance - General needs & Sheltered | Bigger is better | 100% | 99.9% | ↓ | 99.9% | ↑ | 99.5% |
| Percentage of fire risk assessments due | Bigger is better | 100% | 100% | ↔ | - | ↔ | 100% |
| Percentage of HRA arrears over debit | Smaller is better | 1.40% | 2.5% | ↑ | 3.1% | - | NEW |
| Total current UC tenants arrears (General, sheltered, HMO & AST) | Smaller is better | Demand Pressure | €726,520 | ↑ | €733,957 | - | NEW |
| Average days re-let time of ALL HRA Voids | Smaller is better | 14 days | 15.8 days | ↑ | 16.4 | - | NEW |
| Percentage of Major Planning Applications completed within Target | Bigger is better | 65% | 86% | ↑ | 79% | - | NEW |
| Percentage of Minor Planning Applications completed within Target | Bigger is better | 65% | 82% | ↓ | 84% | - | NEW |
| Percentage of other Planning Applications completed within Target | Bigger is better | 65% | 94% | ↔ | 94% | - | NEW |

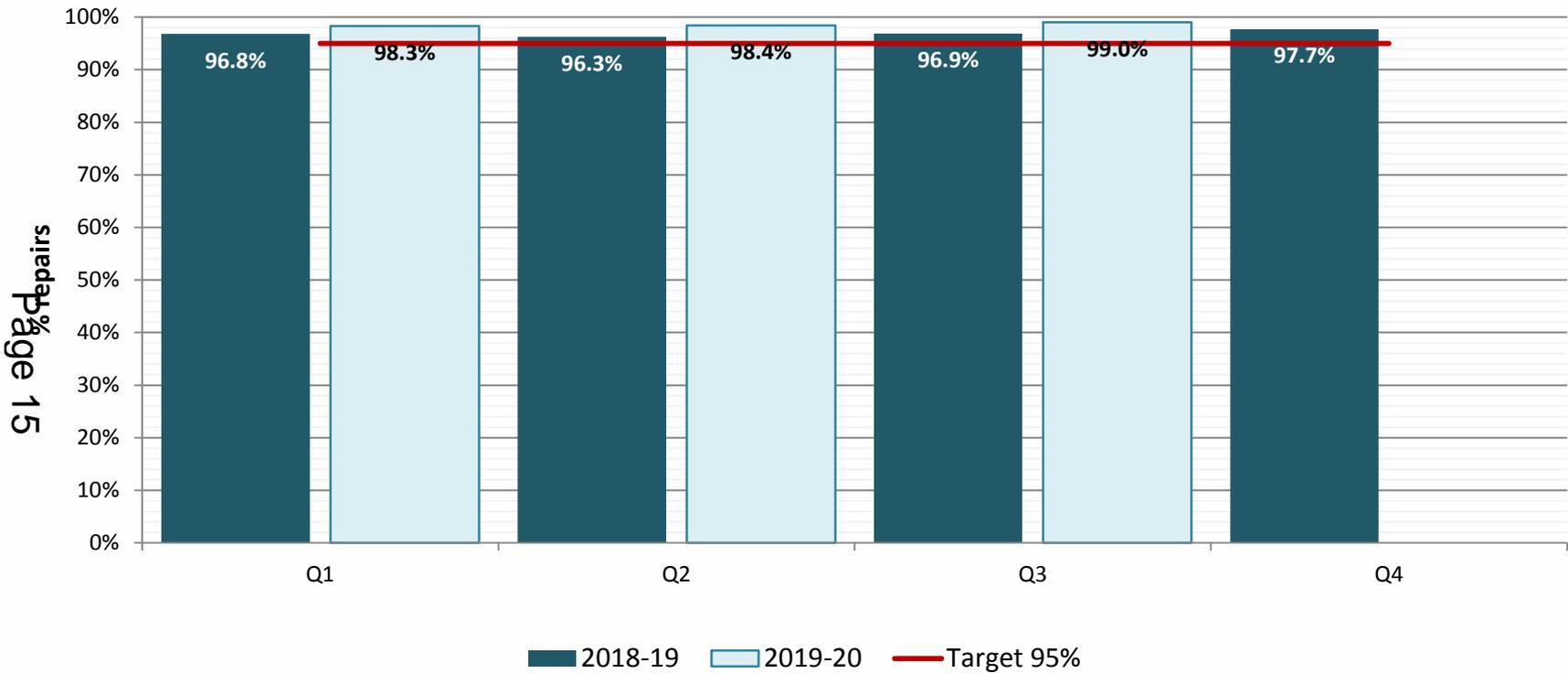
Page 3

% of Housing services complaints answered within target (cumulative)



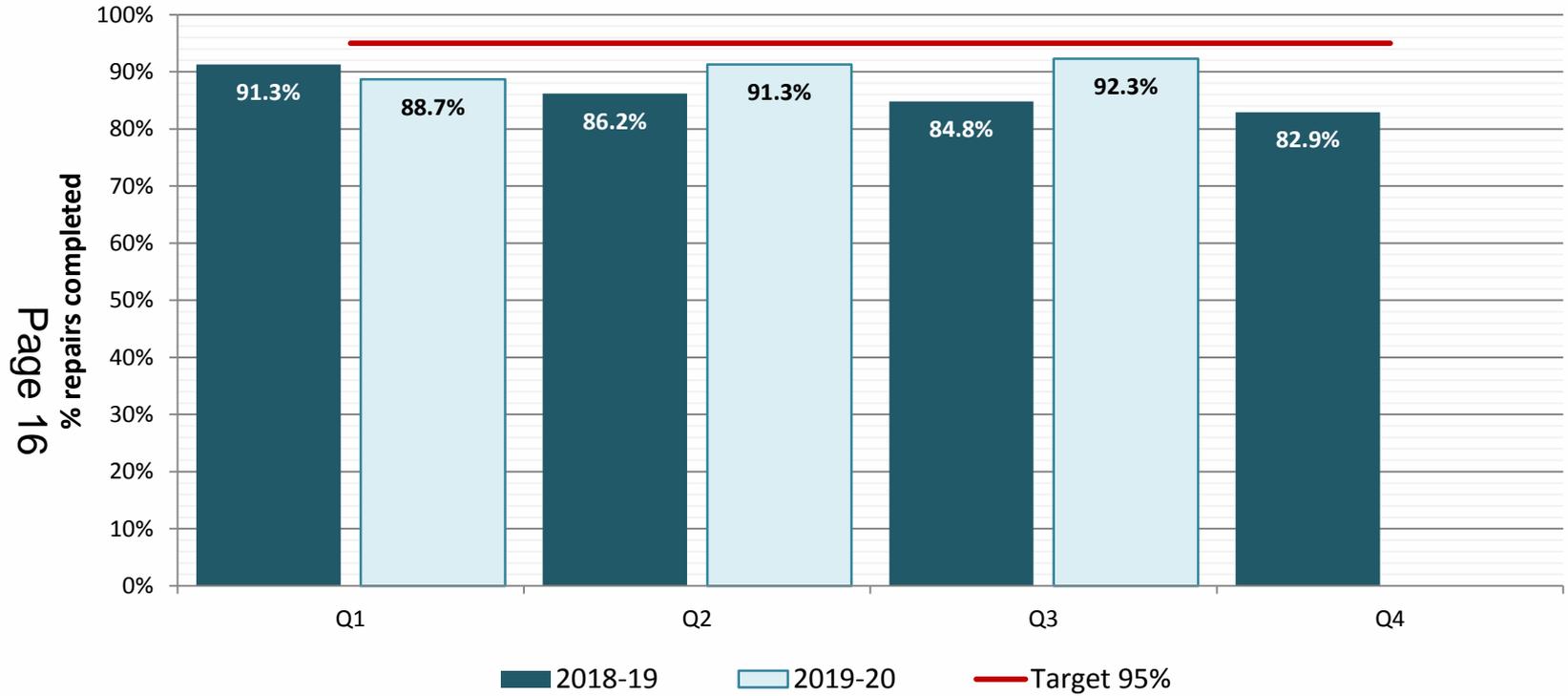
At the end of Q3 2019-20 a total of 374 complaints were answered within the 10 days target out of a total of 437 complaints which were received between April and end of December 2019 for Housing services.

% Repairs right first time Breyer Contract (cumulative)



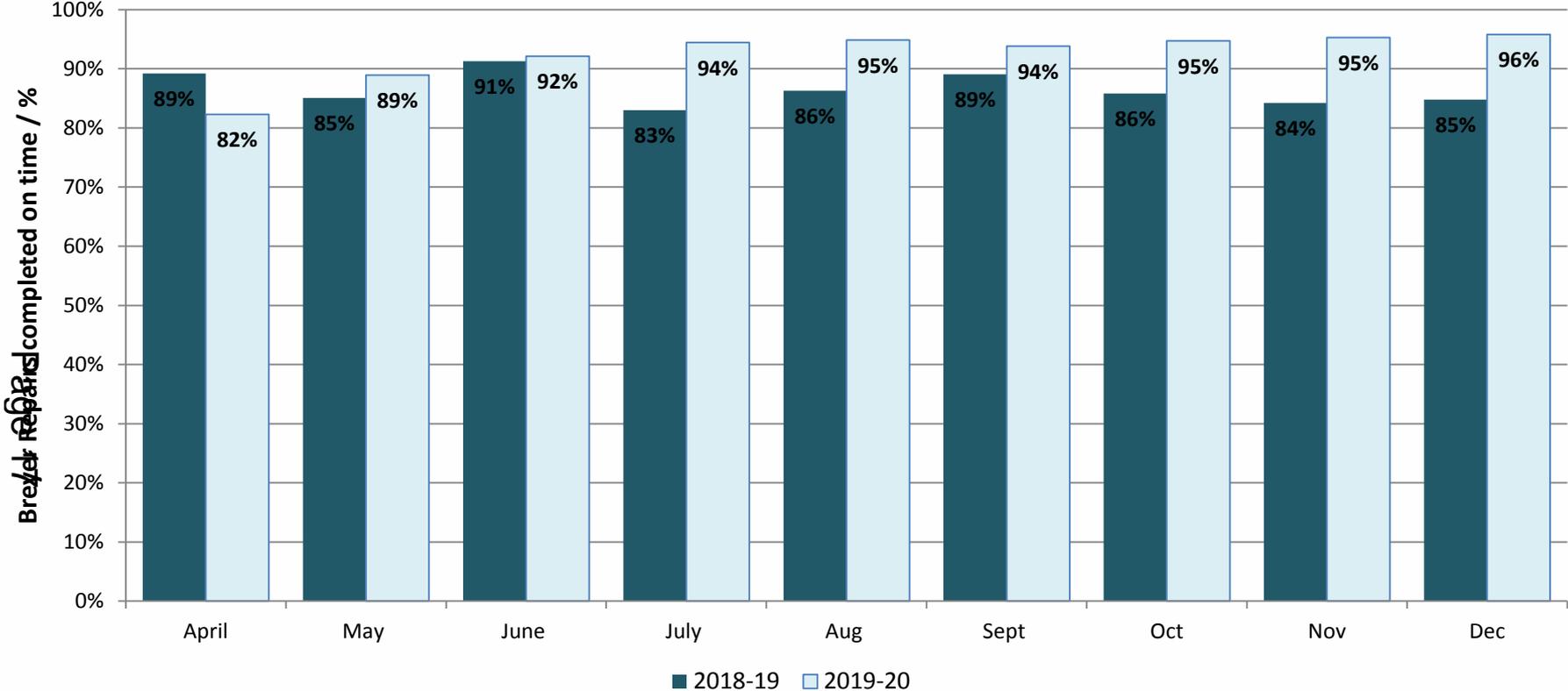
At the end of Q3 2019-20, 99% of respondents to the text satisfaction survey reported that their repairs had been completed right first time. This is above the target of 95%, and an improvement on last quarter and also quarter 3 last year.

**% all repairs completed within target time
Main Contractor(s) (cumulative)**



By the end of Q3 2019-20 a total of 22321 repairs orders have been raised (year to date) for the main maintenance and gas contractors and of these a total 20610 were completed within target. The contractors have shown a steady improvement throughout the 2019-20 financial year but still have yet to reach the target of 95% completions within target time.

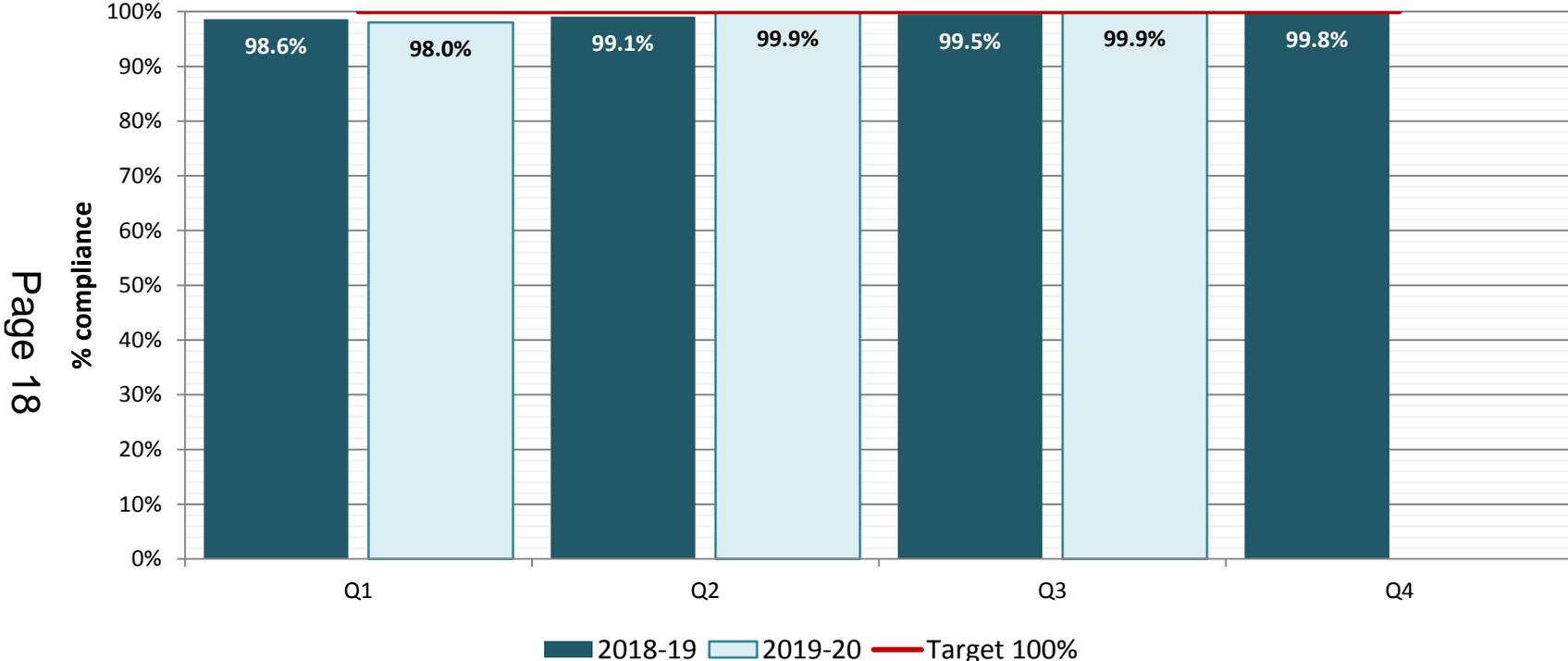
Breyer Repairs on time performance comparison 2019-20 & 2018-19



The graph shows the percentage of Breyer repairs that were completed on time each month. The comparison between 2018-19 and 2019-20 shows that, with the exception of April 2019, performance has improved every month compared to the last financial year.

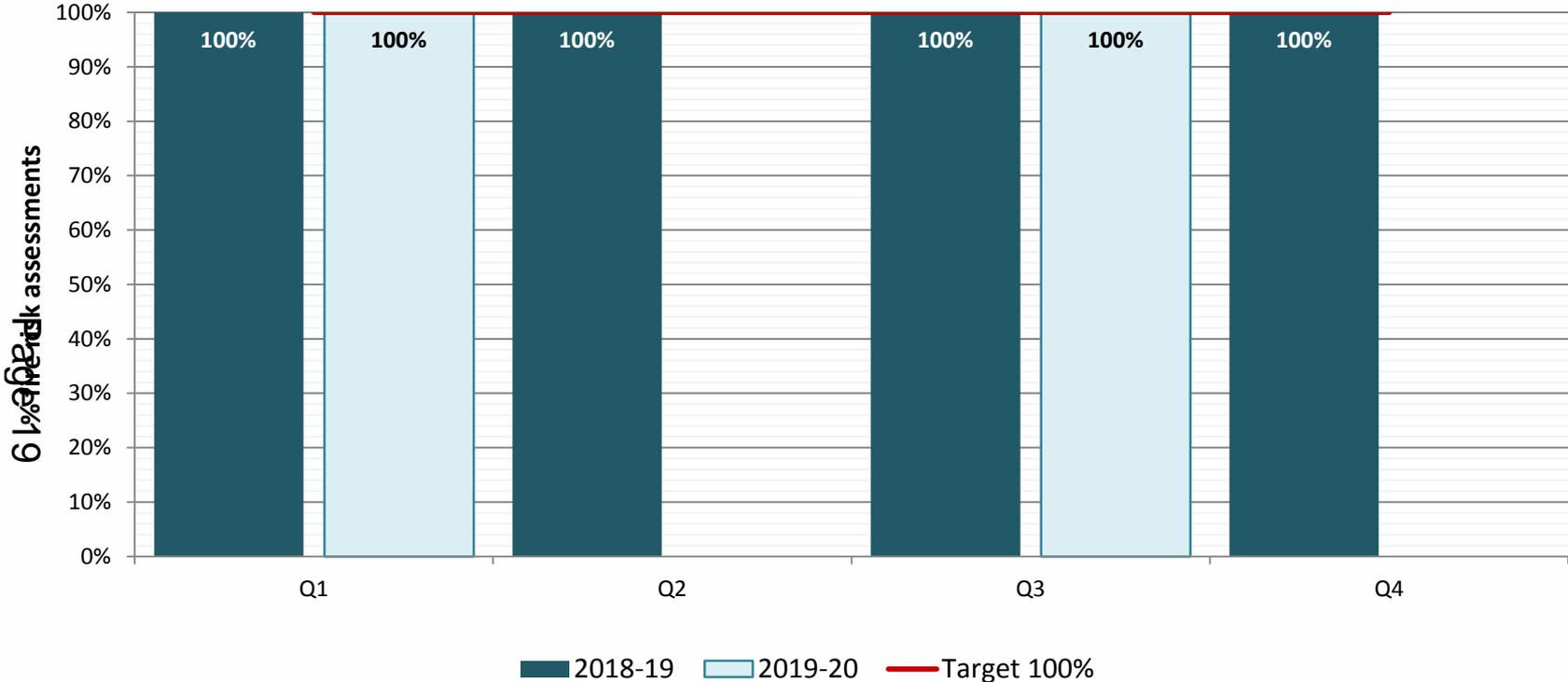
Performance has steadily improved throughout the year and reached 96% by the end of December 2019.

% HRA Gas servicing compliance (General needs & Sheltered) (cumulative Snapshot)



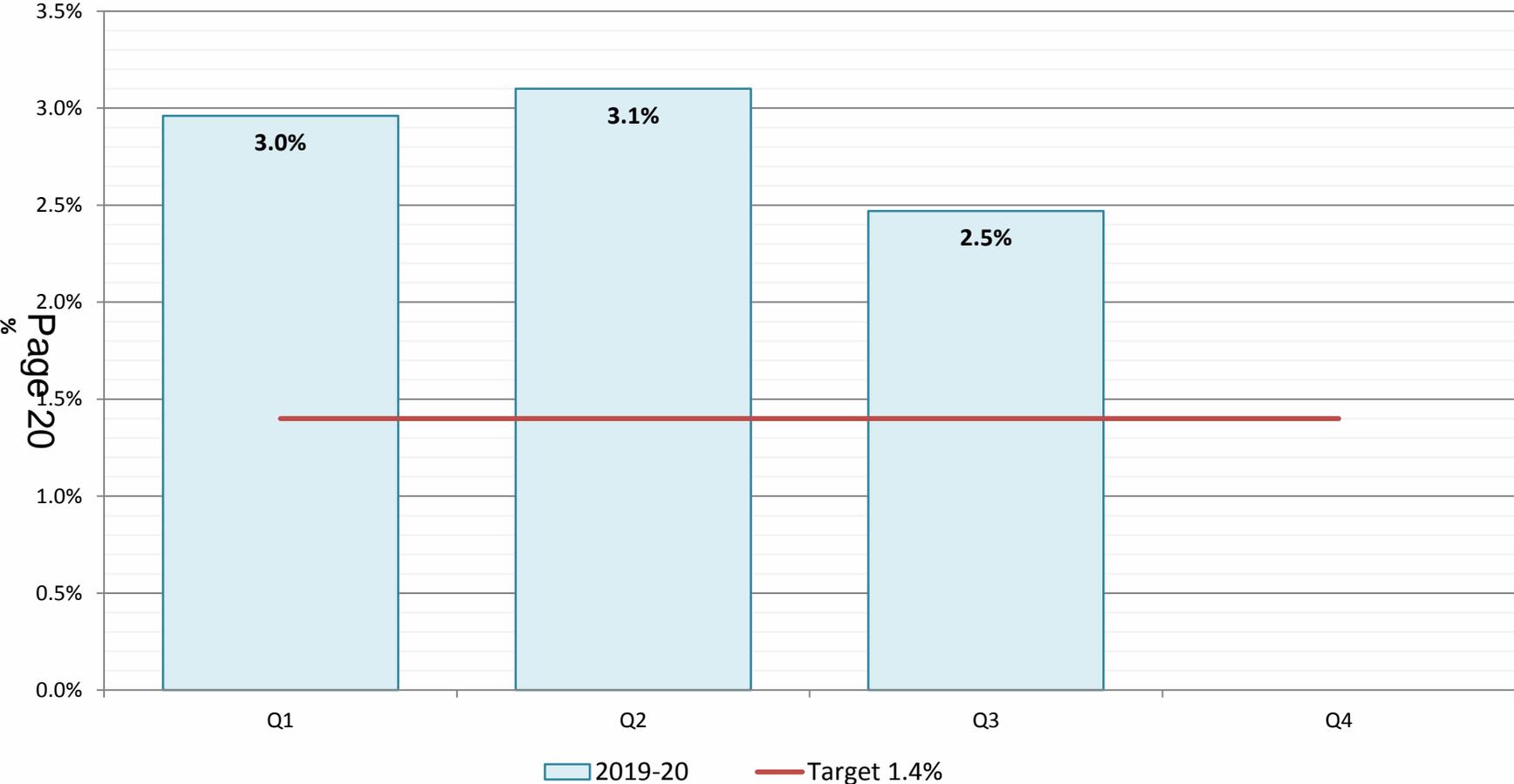
At the end of Q3 2019-20, there were a total of 8529 properties with a current CP12 (current gas safety record) out of a total compliance stock count of 8535 properties (general needs only).
At the end of Q3 2019-20, 100% of PSL (temporary accommodation) properties held a current gas safety is 100% (796 out of 796)

% fire risk assessments completed (cumulative Snapshot)



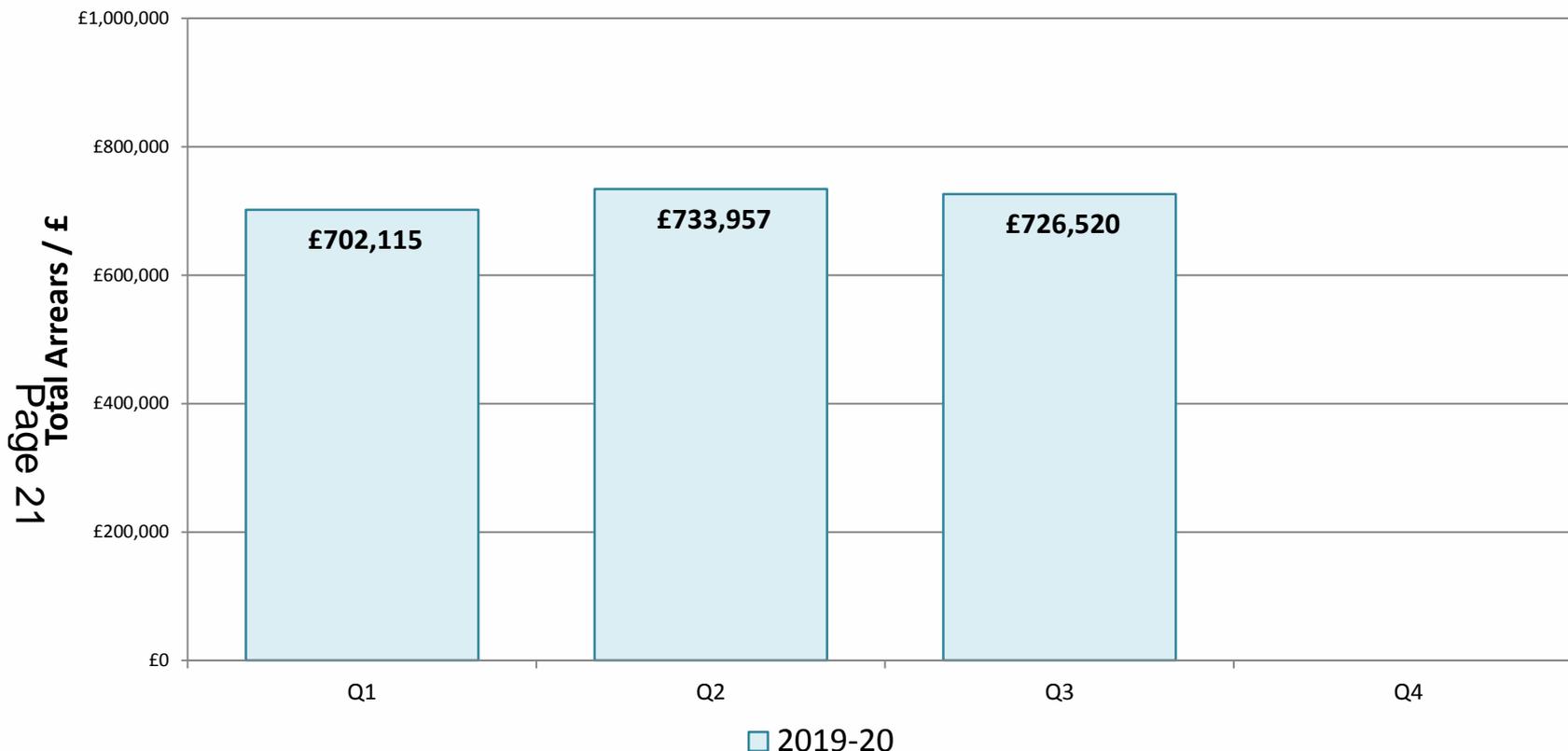
At the end of Q3 there was 100% of Fire assessments due were completed. This indicator had been under review in Q2 2019-20.

Percentage of HRA arrears over debit (cumulative Snapshot)



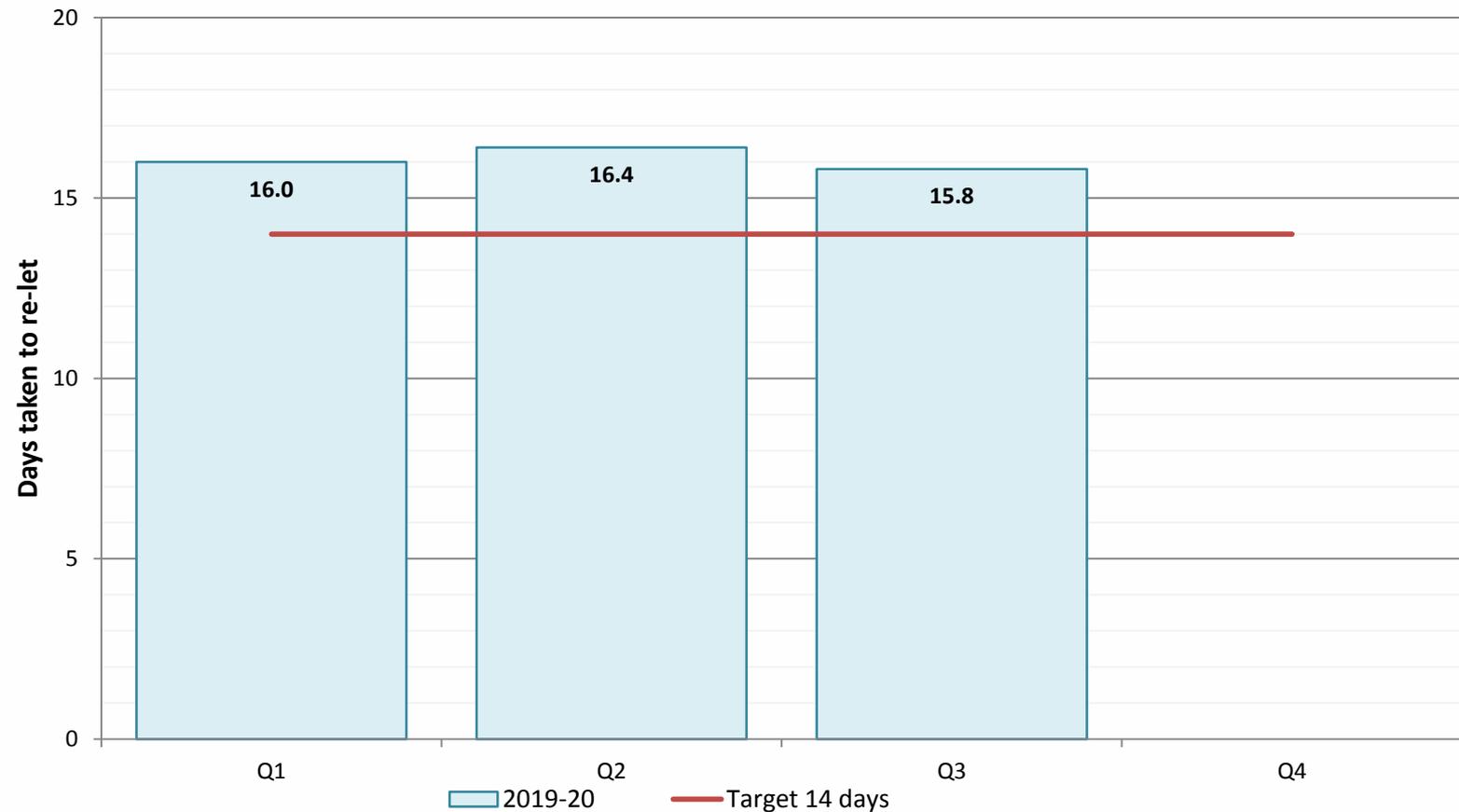
At the end of Q3 2019-20, a total of 4481 HRA tenants were in arrears over £0.01p.
The total amount of arrears owing was £1,324,101 over a current estimated annual HRA rent debit of £53,400.00.

Total current UC tenants arrears (cumulative Snapshot)



At the end of Q3 2019-20, there were a total of 1304 tenants receiving Universal Credit in arrears. The current £726,520 UC arrears represents 1.36% when expressed as a percentage of the annual rent debit
(Demand Pressure)

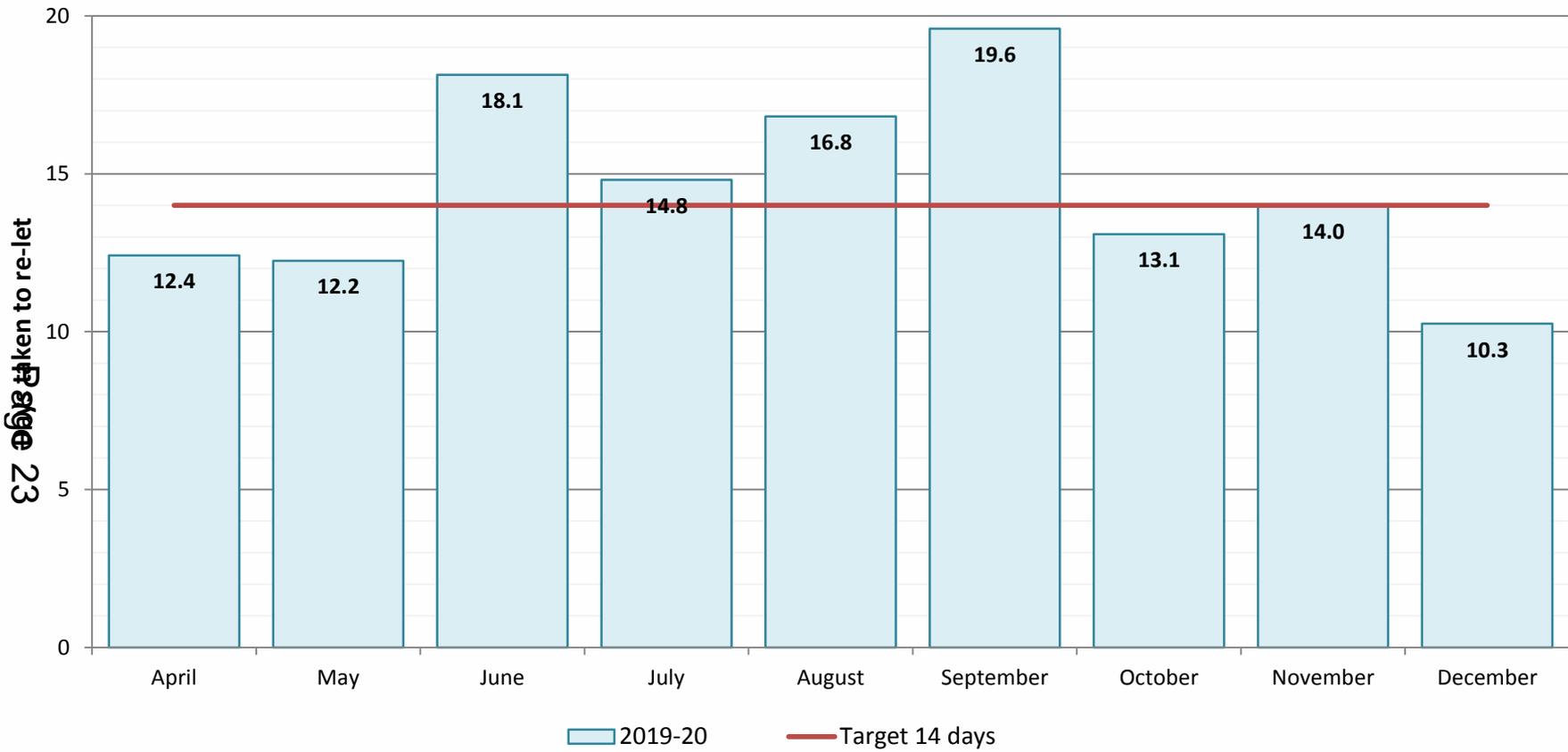
Average days re-let time of ALL HRA Voids (cumulative)



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At the end of Q3 2019-20, a total of 268 HRA re-lets were carried out within an average time of 15.8 days. Of this total, 239 were general needs properties with an average re-let time days of 14.7 days.

Average days re-let time of ALL HRA Voids (cumulative)



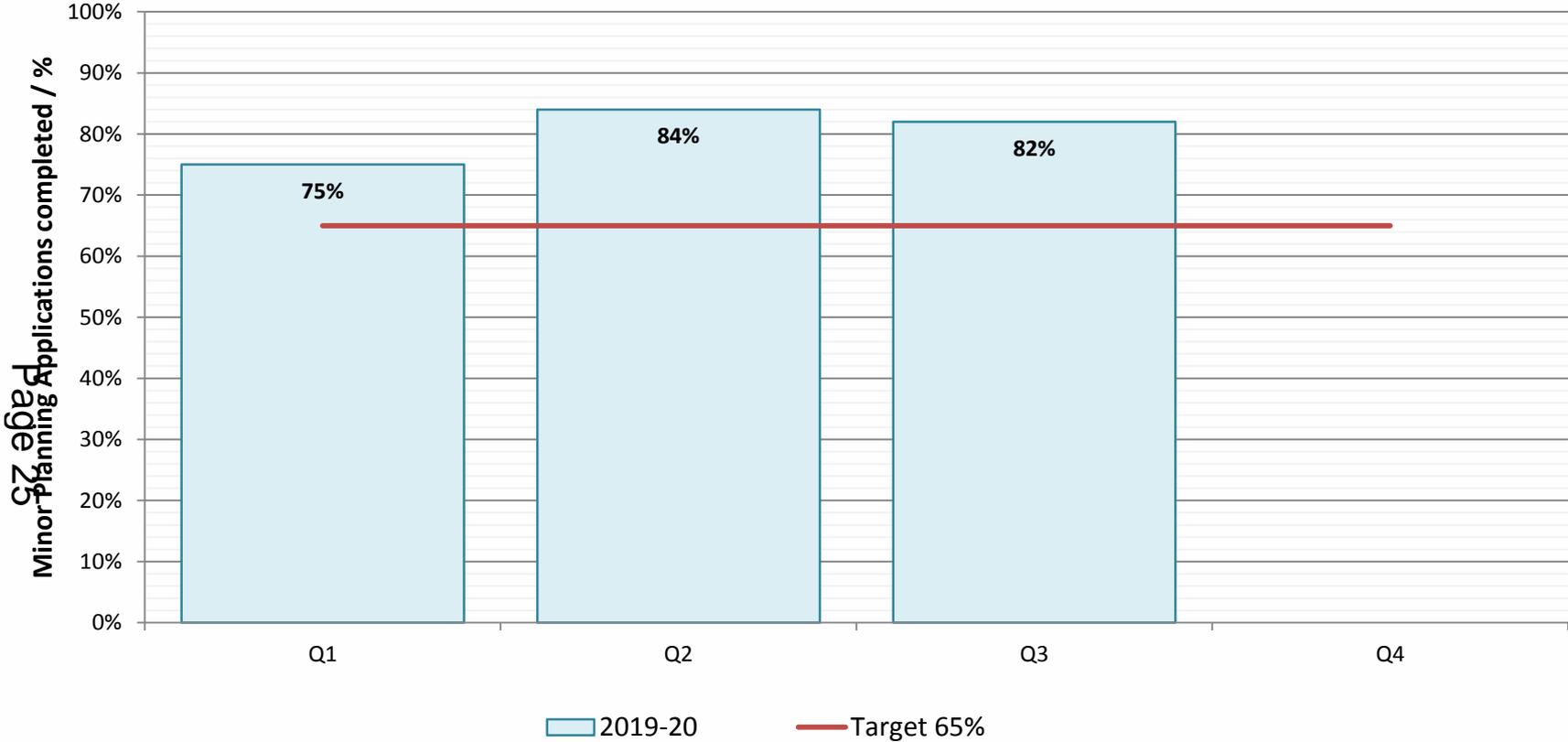
The chart shows the average time taken each month to re-let an HRA property. Performance is good, and currently well under the 14 day threshold at 10.3 days to re-let.

Major Planning Applications completed within Target (cumulative)



At the end of Q3 2019-20, 86% (18 of 21) of major planning applications were completed within the target 13 week statutory period. There has been a steady improvement in performance in each quarter of 2019-20 to date.

Minor Planning Applications completed within Target (cumulative)



At the end of Q3 2019-20, 82% (285 of 348) of major planning applications were completed within the target time 8 week statutory period. Performance is strong in this area and currently well above the target set of 65%.

Other Planning Applications completed within Target (cumulative)



At the end of Q3 2019-20, 94% (913 of 975) of “other” planning applications were completed within target. Performance is very strong in this area and currently well above the target 8 week statutory period.

Any questions?



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**TOWNS AND COMMUNITIES OVERVIEW AND SCRUTINY
SUB-COMMITTEE
25 February 2020**

Subject Heading:

Housing Repairs and Gas Safety Checks

SLT Lead:

Patrick Odling-Smee Director of Housing

Report Author and contact details:

Gary Mitchell
Interim AD Property and Land
Gary.mitchell@havering.gov.uk

Policy context:

The policy context is associated with the Council's statutory duties associated with landlord responsibilities.

Financial summary:

There are no significant financial implications associated with this report, which is for information only

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

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

SUMMARY

The purpose of this report is to provide the committee with an update on the provision of responsive repairs and carrying out gas safety checks to Council owned and managed housing stock. Following on from the initial report from July 2019

RECOMMENDATIONS

That members note the contents of this report.

REPORT DETAIL

As part of its statutory duties as a landlord the Council is required to undertake responsive repairs to its properties. This includes those associated with gas appliances and heating systems.

Following a procurement exercise, in accordance with the Public Contract legislation, in 2014 a five year contract was awarded to the Breyer Group. This contract is on a Price Per Property basis, and subject to inflation uplift. Repairs deemed “out of scope” are priced and agreed in accordance with a pre priced schedule of rates.

Due to the specialist nature of the gas service, in 2018, two specialist providers were appointed to provide responsive repairs and planned servicing to gas appliances and heating installations. The appointed contractors are K&T Heating for domestic installations and BSW Ltd for communal (commercial) installations. BSW were changed to Stonegrove in August due to performance issues. The payment structure is for payment on completion of each service or repair request.

Key Issues with Responsive Repairs

The current contract with Breyer expired in March 2019 and approval was obtained to extend the contract for a further two years until March 2021 to enable re-procurement.

There have been major improvements in Breyer’s performance and more robust contract management, an often visited improvement plan and a shift in attitude from both client and contractor side has seen Breyer achieve their main KPI target of 95% of jobs completed on time in November and each month since. This KPI was at 82% at the beginning of the financial year. A swing of 13% in 6 months is testament to the work being done on both sides

It is worth noting that although this figure, (95%) eluded Breyer for much of the contract, they have consistently exceeded the “Right First Time” target of 85% by at least 10% and continue to do so.

Breyer have employed extra operatives and moved supervisory staff in a bid to become more efficient and are committed to the service for Havering residents. Their improvement has seen them be awarded extra works to assist Havering with their new Fire Safety works and a refurbishment program in the hostels.

A consultant has been appointed and we are currently looking to procure new contracts beginning April 2021

Key Issues with Gas Servicing

Earlier Performance issues have been addressed through contract supervision meetings and the corrective actions in place are beginning to deliver better quality.

Our term contractor, K&T have made measured improvements and are currently recording 99.97% for domestic gas servicing and 97.38% for repairs completed in time

Stonegrove are currently 100% compliant and are working well and bringing innovative solutions to our sheltered schemes

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no financial implications as a result of this report which is for information only.

The control frameworks in place associated with contract performance are strictly adhered to.

Legal implications and risks:

There are no legal implications as a result of noting this report.

Members should note that the Gas Safety (Installation and Use) Regulations 1998 govern the Council’s actions associated with gas safety management. It is understood that the requirements for a review programme on the anniversary of the safety check and a robust systems for gaining access are in place.

Human Resources implications and risks:

There are no HR implications as a result of this report.

Equalities implications and risks:

An Equalities Assessment (EA) is not required associated with this report.

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.