



CABINET

7.30 pm	Wednesday 9 August 2023	Council Chamber - Town Hall
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Members 9: Quorum 3

Councillor Ray Morgon (Leader of the Council), Chairman

	Cabinet Member responsibility:
Councillor Keith Darvill	Lead Member for Climate Change
Councillor Gillian Ford	Lead Member for Adults and Health
Councillor Oscar Ford	Lead Member for Children and Young People
Councillor Paul McGeary	Lead Member for Housing
Councillor Paul Middleton	Lead Member for Corporate, Culture and Leisure Services
Councillor Barry Mugglestone	Lead Member for Environment
Councillor Christopher Wilkins	Lead Member for Finance and Transformation
Councillor Graham Williamson	Lead Member for Development and Regeneration

Zena Smith
Head of Committee and Election Services

**For information about the meeting please contact:
Bernadette Lynch tel: 01708 434849
e-mail: bernadette.lynch@haverling.gov.uk**



Webcast

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

Under the Committee Procedure Rules within the Council's Constitution the Chairman of the meeting may exercise the powers conferred upon the Mayor in relation to the conduct of full Council meetings. As such, should any member of the public interrupt proceedings, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room and may adjourn the meeting while this takes place.

Excessive noise and talking should also be kept to a minimum whilst the meeting is in progress in order that the scheduled business may proceed as planned.

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:-

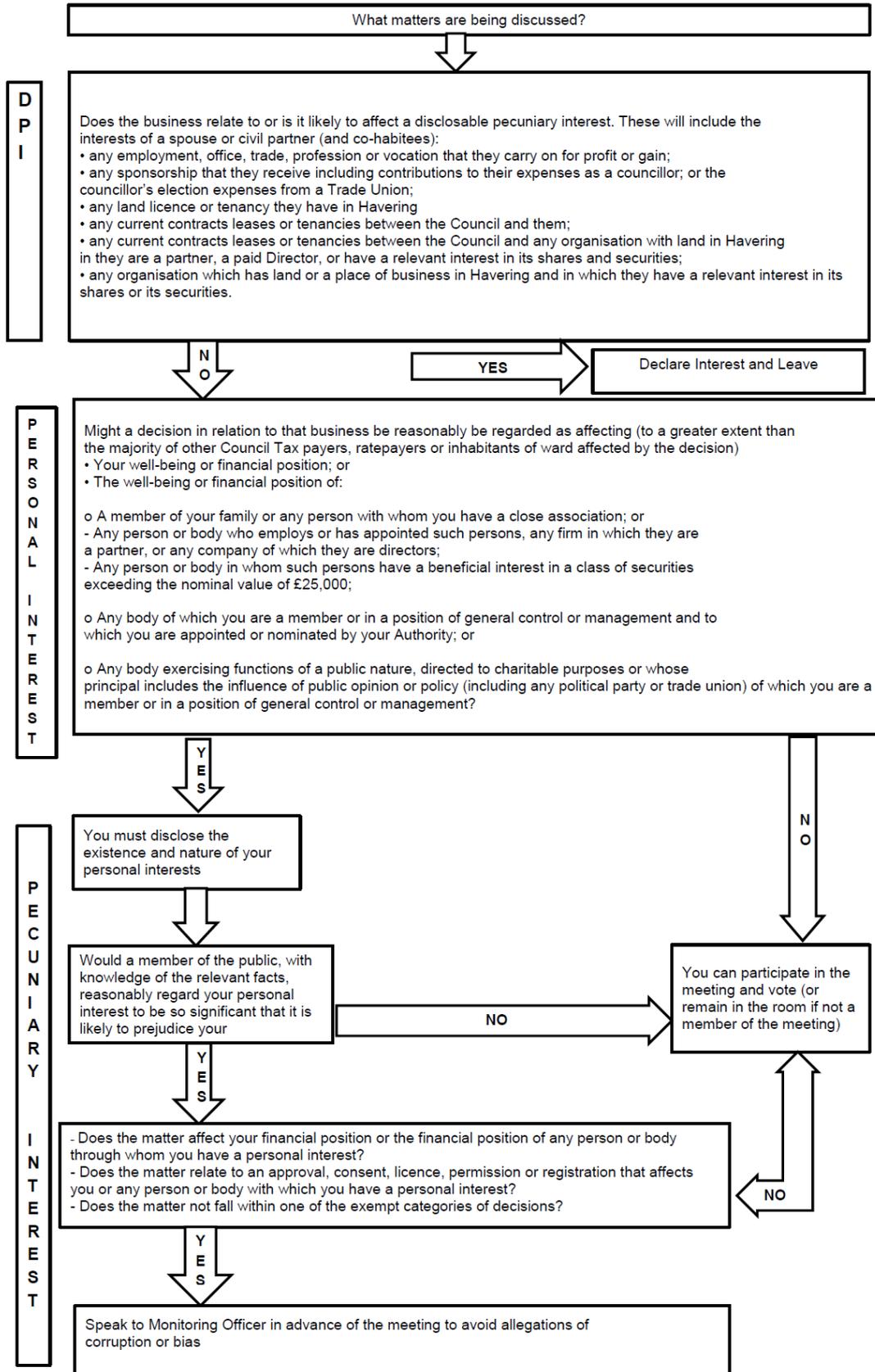
- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing,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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



AGENDA

1 ANNOUNCEMENTS

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

2 APOLOGIES FOR ABSENCE

(if any) - receive

3 DISCLOSURES OF INTEREST

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

4 MINUTES (Pages 1 - 6)

To approve as a correct record, the minutes of the meeting held on **19th July 2023**, and to authorise the Chairman to sign them.

5 ALL AGE CARERS STRATEGY (Pages 7 - 62)

6 SITE DISPOSALS UNDER THE ASSET DISPOSAL PROGRAMME 2022-2028 (Pages 63 - 80)

7 THE LGA CORPORATE PEER CHALLENGE REPORT AND ACTION PLAN (Pages 81 - 114)

8 THE RACE, EQUALITY, ACCESSIBILITY, DIVERSITY, INCLUSION (READI) PROGRAMME REVIEW (Pages 115 - 126)



MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 19 July 2023
(Times Not Specified)

Present:

Councillor Ray Morgon (Leader of the Council), Chairman

	Cabinet Member responsibility:
Councillor Oscar Ford	Lead Member for Children and Young People
Councillor Paul McGeary	Lead Member for Housing
Councillor Paul Middleton	Lead Member for Corporate, Culture and Leisure Services
Councillor Barry Mugglestone	Lead Member for Environment
Councillor Christopher Wilkins	Lead Member for Finance and Transformation
Councillor Graham Williamson	Lead Member for Development and Regeneration

95 **ANNOUNCEMENTS**

Members were advised of the Fire Safety procedures in the Council Chamber.

96 **APOLOGIES FOR ABSENCE**

Apologies received from Councillor Gillian Ford and Councillor Keith Darvill.

97 **DISCLOSURES OF INTEREST**

There were no disclosures of interests.

98 **MINUTES**

The minutes of the meeting held on **14th June 2023**, were agreed as a correct record and the Chair signed them.

99 **EAST LONDON WASTE AUTHORITY (ELWA)**

Cabinet was presented with the **East London Waste Authority (ELWA) – Outline Business Case**

Report was introduced by **Councillor Barry Mugglestone**, Cabinet Member for Environment

The Cabinet **agreed** to the East London Waste Authority (ELWA) – Outline Business Case

2.1 Cabinet **agreed** to support the East London Waste Authority's (ELWA) Outline Business Case (OBC) included at Exempt Appendix A.

2.2 Cabinet **agreed** in principle to the future use of Gerpins Lane (RRC), Gerpins Lane, Upminster, RM14 2XR being made available as a site on the future procurement by way of a property agreement and delegate authority to the Director of Asset Management to enter into the relevant property arrangements.

2.3 Cabinet **noted**:

2.3.1 **Noted** that the OBC is necessary to deliver the aims and objectives of the Joint Strategy, as adopted by Cabinet at its meeting on 16th February 2022 and so that ELWA can commence the procurement of the waste treatment and disposal services to be in place at the expiry of the Integrated Waste Management Services Contract (IWMS Contract).

2.3.2 **Noted** that subject to all Constituent Councils agreeing to the recommendation in 2.1, ELWA Authority Members will then be asked to approve the OBC at the ELWA Authority Meeting to be held on 29 September 2023.

2.3.3 **Noted** that ELWA will be the contracting authority for the procurement of the new service arrangements and, at the completion of the procurement process, ELWA will develop a Full Business Case (FBC) which will be subject to further confirmation of support by each of the Constituent's Councils Cabinet.

2.3.4 **Noted** that the OBC is not seeking to set a budget for the years following the expiry of the IWMS Contract. There will be a future Cabinet report to formalise new levy arrangements from 2028/29 onwards. The timing will need to be considered alongside that of the FBC.

2.3.5 **Noted** that there is a programme of work that ELWA is preparing to undertake in relation to the expiry and demobilisation of the IWMS Contract.

100 **MERCURY LAND HOLDINGS- UPDATE TO BUSINESS PLAN 2022/23**

Cabinet was presented with the **Mercury Land Holdings (MLH) Business Plan and Budget Update 2023-2026**.

Report was introduced by **Councillor Graham Williamson**, Cabinet Member Development and Regeneration

Cabinet **approved** the Mercury Land Holdings (MLH) Business Plan and Budget Update 2023-2026.

1. **Approved** the Mercury Land Holdings Limited Business Plan 2023 to 2026 (see Exempt Appendix 3).
2. **Agreed** to delegate authority to the Cabinet Member for Development & Regeneration, in consultation with the S151 Officer, the Strategic Director of Place and the Deputy Director of Legal and Governance, to approve the detailed business cases, related viability assessments and funding requirements for the individual schemes noted within the Business Plan as they may be presented during the business plan period, including the authority to enter into all relevant agreements to give effect to the schemes.
3. **Agreed** that the previously allocated funding in the November 2019 Business Plan to MLH, up to a maximum of £228.4 million, is reallocated to updated projects in the Exempt Agenda, through a combination of equity investment and Subsidy Control compliant loans. Note that the individual schemes are subject to detailed business cases to be approved under delegated authority, as set out in Recommendation 2.
4. **Authorised** additional capital funding of £42.7million for Mercury Land Holdings Limited, via the 2024/25 budget cycle, in order to fully fund the MLH Business Plan.
5. **Agreed** to delegate to the S151 Officer, in consultation with the Director of Asset Management, and the Deputy Director of Legal and Governance, the authority to determine the principles and processes by which any assets shall be disposed of and the terms of disposal to MLH.
6. **Agreed** to increase the MLH Working Capital Facility by £2m and to extend the term for a period of up to 5 years, as appropriate, commencing January 2024, and to delegate authority to the S151 Officer, in consultation with the Strategic Director Place and the Deputy Director of Legal & Governance to enter into the relevant agreements to give effect to this decision.
7. **Agreed** that the Cabinet Member for Development & Regeneration will replace the Leader at MLH shareholder meetings, including the MLH AGM, as appropriate.

101 **PROCUREMENT OF HIGHWAYS AND STREET LIGHTING CONTRACT**

Cabinet was presented with the **Procurement of Highways and Street Lighting contracts**

Report was introduced by **Councillor Barry Mugglestone**, Cabinet Member for Environment

Cabinet **approved** the Procurement of Highways and Street Lighting contracts

1. **Agreed** the procurement strategy and the commencement of the procurement procedure as set out in this report and Business Case

2. **Agreed** the scope of services to be included in the procurement, as set out in the Business Case at Appendix 1.
3. **Waived** Contract Procedure Rule 18.4 and allow the tender to be evaluated against 60% price and 40% quality.
4. **Approved** funding for provision to be made, for up to £100k to fund external legal advisers for the procurement and contract completion.
5. **Delegated** authority to the Assistant Director of Public Realm to finalise and agree all associated arrangements, documents and contracts necessary to effect the procurement of these services.

102 **OPTIONS FOR THE RAINHAM AND BEAM PARK JOINT VENTURE**

Cabinet was presented with the **Rainham and Beam Park Regeneration LLP – Review of Delivery Options and Selection of a preferred option** report

Report was introduced by **Councillor Graham Williamson**, Cabinet Member for Development & Regeneration

The Cabinet **approved** the following:

1. **Approval** was given for the Council to acquire the Notting Hill Commercial Properties (**NHCP**) interest in the Rainham and Beam Park Regeneration LLP (**LLP**) via entering into a Member Interest Purchase Agreement, as set out in the Exempt Agenda and summarised in the Heads of Terms at Exempt Appendix A for a full and final consideration at the appropriate time;
2. **Approval** was given for the Council to provide a budget as set out in the Exempt Agenda for the Council to undertake the acquisition of assets assembled by Notting Hill Genesis (NHG) on behalf of the LLP as set out in this report;
3. **Authority** was given for the Strategic Director Place, acting in consultation with the Section 151 Officer and Monitoring Officer, to negotiate and complete the acquisition of the assets following conclusion of the necessary due diligence within the budget set out at Recommendation 2.
4. **Approval** was given by the Council (acting as Member of the LLP) for the termination by the LLP of the following agreements:
 - a. Development Management Agreement;
 - b. Administrative Services Agreement; and
 - c. Strategic Land Agreementas set out in as set out in the Exempt Agenda and summarised in the Heads of Terms at Exempt Appendix A, at the appropriate time;
5. **Approval** was given by the Council (acting as Member of the LLP) for the LLP to enter into the Member Interest Purchase Agreement as set

out in the Exempt Agenda report and summarised in the Heads of Terms at Exempt Appendix A at the appropriate time;

6. **Approval** was given for the termination by the Council of:
 - a. the Strategic Land Agreement; and
 - b. the CPO Indemnity Agreement,as set out in the Exempt Agenda report and summarised in the Heads of Terms at Exempt Appendix A, at the appropriate time;
7. **Authority** was given for the Strategic Director Place, acting in consultation with the Monitoring Officer and Section 151 Officer, to finalise and enter into all necessary legal and commercial agreements, to bring into effect the proposed arrangements in Recommendations 1-6 inclusive.
8. **Authority** was given for the Strategic Director Place, acting in consultation with the Lead Member for Development & Regeneration to enter into such documents and do such acts as necessary to resolve any existing disputes under the CPO Indemnity Agreement in order to allow the CPO Indemnity Agreement to come to a natural end following the purchase of NHCP's member interest.
9. **Authority** was given for the Strategic Director Place, acting in consultation with the Section 151 Officer and Monitoring Officer, to establish a new Nominee Company prior to the completion of the acquisition referred to in Recommendation 1, in order to support the continuation of the LLP (such Nominee Company to be the second member in the LLP with the Council after the exit of NHCP) and to enter into all necessary legal and commercial agreements in order for that Nominee to be established as a Member in the LLP;
10. **Authority** was given for the Strategic Director Place, acting in consultation with the Director of Property (new structure), the Monitoring Officer and the Section 151 Officer, to complete the review of the options for the long-term funding and delivery of the regeneration of Rainham and Beam Park, including interim uses of the sites transferred subject to Recommendation 2, and to produce a further report for Cabinet consideration.

103 **ALLOCATIONS POLICY 2.0**

Cabinet was presented with the **Housing Allocation Policy 2023**

Report was introduced by **Councillor Paul McGeary**, Cabinet Member for Housing

The Cabinet **approved** the Housing Allocation Policy 2023

1. **Approved** the request to go to consultation on this Housing Allocation Scheme.

2. **Noted** that the outcome of the consultation will inform and shape the final policy before approval is sought from Cabinet.

104 **UPDATE OF THE COMPLAINTS POLICY AND PROCESS**

Cabinet was presented with the **Complaints and Compliments Policies and Procedure**

Report was introduced by the Leader of Havering Council, **Councillor Ray Morgon**

Cabinet **approved** the Update of the Complaints and Compliments Policies and Procedure as contained in the Supplementary report.

105 **FINANCE UPDATE REPORT**

Cabinet was presented with the **Finance Update Report**

Report was introduced by **Councillor Christopher Wilkins**, Cabinet Member for Finance & Transformation

Cabinet **noted** the financial position set out in this report.

Chairman

CABINET

Subject Heading:

To approve the implementation of the Carer's Strategy 2023-2026. A strategy for those of all ages who provide informal and unpaid care in Havering.

Cabinet Member:

Councillor Gillian Ford, Cabinet Member for Health and Adult Care Services.

SLT Lead:

Barbara Nicholls, Director of Adult Services.

Report Author and contact details:

Sabrina Glen
Email: sabrina.glen@havering.gov.uk
Telephone: 01708 432204

Policy context:

The Adult Social Care and Support Planning Policy states that Havering's vision is:

"Supporting excellent outcomes for the people of Havering by helping communities to help themselves and targeting resources and interventions to encourage independence".

Financial summary:

There are no financial implications of this change.

Is this a Key Decision?

Significant effect on two or more Wards.

When should this matter be reviewed?

29th August 2023.

Reviewing OSC:

People.



Havering

LONDON BOROUGH

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

Resources - A well run Council that delivers for People and Place



SUMMARY

To approve the implementation of the Carer's Strategy 2023-2026. A strategy for those of all ages who provide informal and unpaid care in Havering.

The Carer's Strategy focusses on unpaid Carers (those who provide unpaid and informal care to their friends or family) who provide invaluable support for loved ones and friends on a daily basis. The recent Covid Pandemic further highlighted the significant role that they play in supporting people to remain well at home. They coordinate care and appointments, provide personal care, and improve the wellbeing of those they look after. It is important that health, care and the community and voluntary sector support unpaid carers to continue to provide the invaluable tasks that they carry out every day. They often however don't recognise that they are performing this crucial function as a 'carer'. 2021 Census data suggests up to one in ten people in Havering provide informal and unpaid care on a regular basis.

In the context of the developing Havering Place based Partnership, which brings together health, care and the community and voluntary sector in Havering with a focus on integrating services and support for local people in a way that is meaningful to them, partners in Havering have jointly undertaken a refresh of the strategy for informal and unpaid carers, to ensure that we deliver improved experiences and outcomes in the Borough.

RECOMMENDATIONS

To approve the Carer's Strategy 2023-2026 attached at Appendix A.

REPORT DETAIL

The Carer's strategy 2023-26 refresh and builds on the previous strategy (2017-2019) and reflects learning since the Pandemic that a greater focus on support for informal/unpaid Carers is needed. This strategy also takes into account that ways of living and working have changed dramatically since 2019. Following engagement with local carers, it seeks to address shifts in needs of carers, whilst expanding scope of the strategy to range across all ages. This has been an opportunity for carers to design their strategic vision with the Council and wider partners, and directly contribute to the action plan which will be owned and delivered by partners across Havering.

The Strategy for those provide informal and unpaid care in Havering, 2023 -2026 has been developed by Havering Council in partnership with the new system operating across health and wider partners –the North East London Integrated Care System (ICS), and Havering Place based Partnership. The ICS aims to enable greater cohesion and

collaboration across partnerships, and this strategy is an example of how this can work – with issues affecting Carers drawing heavily upon health, as well as social care, and the wider determinants of health.

As a joint Strategy across the Havering Place based Partnership, the Council and partners were eager to imbed collaboration at every stage; a key aspect of this strategy has been the underpinning key principle of co-design and co-production. Carer engagement for this strategy started with an initial introduction presentation to the Havering Carers Hub, which over the following months expanded into a recurring working group of key leads over the partnership. Our engagement plan started with the introduction of the Strategy context to the Havering Carers Hub which sparked conversations about what the priorities should look like.

REASONS AND OPTIONS

Reasons for the decision:

These are set out in the main report.

Other options considered:

Option 1 – Do nothing, continue with the previous strategy dated 2017-2019.

This option has been rejected because the strategy dated 2017-2019 is out of date and requires updating to ensure that it is fit for purpose.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no Financial implications or risks.

Legal implications and risks:

The Local Authority has a duty to provide care and support to those individuals assessed as needing this pursuant to assessments under Part 1 Care Act 2014. This includes under s 10 a duty to assess carers who may have needs for care and support and under s 20 a duty or power in general terms to provide any assessed eligible care and support needs for carers. There is also a duty to arrange for direct payments to eligible service users under ss31-33 Care Act. The proposals in this Report are in line with these duties and therefore there appear to be no legal implications in approving these recommendations.

Human Resources implications and risks:

There are no Human Resources implications or risks.

Equalities implications and risks:

Havering has a diverse community made up of many different groups and individuals. The council values diversity and believes it essential to understand and include the different contributions, perspectives and experience that people from different backgrounds bring. The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the council, when exercising its functions, to have due regard to:

- I. the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- II. the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
- III. Foster good relations between those who have protected characteristics and those who do not.

Note: 'protected characteristics' are: age, gender, race and disability, sexual orientation, marriage and civil partnerships, religion or belief, pregnancy and maternity and gender reassignment.

The council demonstrates its commitment to the Equality Act in its decision-making processes, the provision, procurement and commissioning of its services, and employment practices concerning its workforce. In addition, the council is also committed to improving the quality of life and wellbeing of all Havering residents in respect of socio-economics and health determinants.

It is important to the council to ensure that direct payments for social inclusion are relevant to our community's needs.

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Health and Wellbeing implications and Risks

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. Access to and quality of education or other training opportunities.

The strategy sets how the system partners will work together to support those who provide informal and unpaid care in Havering. The carers' work is invaluable, and the health and care system must support and ensure their health and well-being. The strategy includes, among many other actions, easy access to training help and support, assurance to listen to and value carers, and maximising their income so that the negative impact on the wider determinants of health of the carers is mitigated.

Environmental and Climate Change Implications and Risks:

There are no Environmental / Climate Change implications or risks.

BACKGROUND PAPERS

Appendix A – Carer's Strategy 2023-2026

Strategy for those who provide informal and unpaid care in Havering, 2023 - 2026

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Developed by the Havering Integrated Care Partnership (part of the North East London Health and Care Partnership) – a partnership of health, Local Authority, care and community and voluntary sector leads in Havering

Document Details

Name	Strategy for those of all ages who provide informal and unpaid care in Havering, 2023 - 2026
Version number	V4
Status	Final draft, with comments from partners
Authors	Lucy Sullivan-Allsop and Emily Plane
Lead Officer	Mariette Mason – London Borough of Havering Emily Plane – NHS North East London
Approved by	
Scheduled review date	June 2024, once the document has been reviewed and endorsed / approved by the Havering Integrated Care Partnership Board, and the Havering Health and Wellbeing Board

Equality & Health Impact Assessment record

1	Title of activity	Strategy for those of all ages who provide informal and unpaid care in Havering, 2023 - 2026		
2	Type of activity	<i>Strategy for informal and unpaid carers in Havering</i>		
3	Scope of activity	<i>All unpaid carers in Havering, broadly spread across 3 main cohorts:</i> <ul style="list-style-type: none"> - Adult carers - Parent Carers - Young Carers 		
4a	Are you changing, introducing a new, or removing a service, policy, strategy or function?	Yes	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 people's health and wellbeing?	Yes		
5	If you answered YES:	A full EqHIA has been completed. This is attached as Appendix 1 to this strategy.		
6	If you answered NO: <i>(Please provide a clear and robust explanation on why your activity does not require an EqHIA. This is essential in case the activity is challenged under the Equality Act 2010.)</i> <i>Please keep this checklist for your audit trail.</i>			

Date	Completed by	Review date
May 2023	Emily Plane	May 2024

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Foreword



Dr Narinderjit Kullar

Clinical Director, Havering Place based Partnership

The support that unpaid and informal Carers provide to their friends and loved ones on a daily basis is essential to allow cared for people to continue to live the lives that they want, at home. Given the vital role that these Carers provide, it is critical that we as a partnership of health, care, community and voluntary leads in Havering, work together to identify and support Carers in a way that is meaningful to them.

I am particularly mindful of the impact that taking on a Caring role can have on a person. We need to do everything that we can to make this role easier for all those involved, from ensuring that informal carers are listened to by the professionals that they come into contact with, to supporting the Health and wellbeing of the carers themselves. Importantly, we want Carers in Havering to feel valued, listened to, and supported to best enable them to continue to undertake the incredible work they do on a daily basis.



Councillor Gillian Ford

Chair, Havering Place based Partnership Board, and Lead Member for Health

As a partnership we recognise the incredible role informal and unpaid Carers play in the borough and want to support them as much as possible to continue to provide the critical support that they give to friends and loved ones. I am particularly mindful of the effects of caring not just on a person's wellbeing, but on their social interaction and career prospects, both current and future.

We want to ensure that no Carer is left behind or adversely affected by providing support for a friend, child, parent, partner or loved one.

We have developed this strategy by speaking with local Carers, as well as a wide range of clinicians, professionals and community and voluntary sector staff who come into daily contact with local people providing this vital role. This strategy sets out our commitment to supporting people to achieve the outcomes that they want, and we intend to continue working with carers in Havering to shape the support that they receive.

Executive summary



Unpaid Carers (those who provide unpaid and informal care to their friends or family) provide invaluable support for loved ones and friends on a daily basis. The recent Covid Pandemic further highlighted the significant role that they play in supporting people to remain well at home. They coordinate care and appointments, provide personal care, and improve the wellbeing of those they look after. It is important that health, care and the community and voluntary sector support unpaid carers to continue to provide the invaluable tasks that they carry out every day. They often however don't recognise that they are performing this crucial function as a 'carer'. 2021 Census data suggests up to one in ten people in Havering provide informal and unpaid care on a regular basis.

In the context of the developing Havering Place based Partnership, which brings together health, care and the community and voluntary sector in Havering with a focus on integrating services and support for local people in a way that is meaningful to them, partners in Havering have jointly undertaken a refresh of the strategy for informal and unpaid carers, to ensure that we deliver improved experiences and outcomes in the Borough.

Based on what support local people who provide informal and unpaid care have told us that they need, our main strategic priorities for carers moving forward include:

- ✓ **Easier access to information and advice, including wider wellbeing services**
- ✓ **Recognition of the role that they play, and enabling them to have an active role in the decision making for the person they care for**
- ✓ **Improved Identification and assessment of informal Carers including faster access to individual carers assessments**
- ✓ **Access to Respite that is more flexible**
- ✓ **Improved links into primary care, and better coordination of services**
- ✓ **Training for unpaid and informal carers to help them to carry out their caring roles**

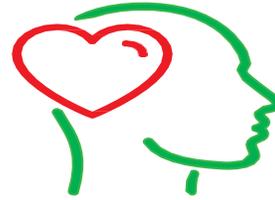
Vision and aspirations - Havering

Developed with and for those who provide unpaid and informal care in Havering



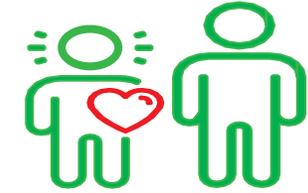
A system that supports unpaid and informal Carers

1. I have easy access to information and advice when I need it, including signposting to the right place
2. I have easy access to help and support when I need it, including if/when my caring role ends
3. I encounter friendly professionals who understand my role as a carer, listen to me and share information with me
4. I am recognised as an expert and equal partner of care with my views and opinions valued and respected
5. I have access to a range of support, including breaks from my caring responsibilities, to help me live my life and continue to carry on with my caring role
6. I can access an individual carers needs assessment when I need it



Wellbeing, Career prospects, and employment

1. I am supported to recognise that I am a carer, and that I may need help both in my caring role and to maintain my own health and well-being
2. I have access to information and advice to help me look after my own mental and physical health
3. If I recognise a change in my cared for person's needs, I know where to turn, and am listened to; for example, that an increase in care package is needed
4. I am supported to maximise my income, including accessing benefits to which I may be entitled
5. I am supported with my caring responsibilities so that I can continue to work or study
6. I am offered access to training better equip me to deliver my caring role



Support for young Carers

1. I can attend carers support groups and activities with young carers that understand what I am going through
2. I can access help to support me with my mental health and wellbeing
3. I am able to focus on my future and my studies without impacting on my caring role, including university, training, apprenticeships and employment options
4. My school or college understands my caring role and I feel supported

Introduction; who is a Carer

Who is a Carer

NHS England describes a carer as “anyone, including children and adults who looks after a family member, partner or friend who needs help because of their illness, frailty, disability, a mental health problem or an addiction and cannot cope without their support. The care they give is unpaid.”

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Carers span all ages and backgrounds and provide informal support to loved ones, who would otherwise likely be in a care home or hospital. Whilst there are many sub-sections and groupings of carers, for this strategy we have sectioned carers into three broad groups to focus aims and actions tailored to each group.

There are several sub categories of unpaid Carers, including:

- **Adult Carers:** anyone aged 18 years or above who provides care for another person
- **Young Carers:** anyone under the age of 18 who provides care to another person, often a parent or sibling
- **Parent Carers:** someone aged 18 years or above who provides or intends to provide care for a disabled child for whom the person has parental responsibility.

Introduction; development of this strategy

This strategy refresh builds on the previous strategy (2017-2019) and reflects learning since the Pandemic that a greater focus on support for informal/unpaid Carers is needed. This strategy also takes into account that ways of living and working have changed dramatically since 2019. Following engagement with local carers, it seeks to address shifts in needs of carers, whilst expanding scope of the strategy to range across all ages. This has been an opportunity for carers to design their strategic vision with the Council and wider partners, and directly contribute to the action plan which will be owned and delivered by partners across Havering.

The Strategy for those provide informal and unpaid care in Havering, 2023 - 2026 has been developed by Havering Council in partnership with the new system operating across health and wider partners – the North East London Integrated Care System (ICS), and Havering Place based Partnership. The ICS aims to enable greater cohesion and collaboration across partnerships, and this strategy is an example of how this can work – with issues affecting Carers drawing heavily upon health, as well as social care, and the wider determinants of health.

As a joint Strategy across the Havering Place based Partnership, the Council and partners were eager to imbed collaboration at every stage; a key aspect of this strategy has been the underpinning key principle of co-design and co-production. Carer engagement for this strategy started with an initial introduction presentation to the Havering Carers Hub, which over the following months expanded into a recurring working group of key leads over the partnership. Our engagement plan started with the introduction of the Strategy context to the Havering Carers Hub which sparked conversations about what the priorities should look like.

Activities that have fed into the development of this strategy:

- Partnership workshops
- Programme of engagement with local Carers including:
 - 1-1 discussions
 - Focus Groups
 - Carer consultation events
 - Carer workshops
 - Borough-wide online engagement survey
- Discussions solidifying priorities across all groups
- Mapping out action points with Carers to focus on the priorities that were most meaningful to them
- ICB involvement and working group
- Partnership Board discussion
- Attendance and discussion at Carers Hub events
- Meetings with ICB colleagues across North East London
- National webinars and collaborative events
- National Survey 2021 of adult carers in England
- National GP Survey with dedicated questions to Carers
- Close working with our commissioned services, the Carers Hub, Imago and Havering Young Carers

The All Age Carers Strategy will sit alongside other key strategic documents that impact upon carers and their families including:

- Autism Strategy
- Learning Disabilities strategy (in development)
- Voluntary Sector Strategy
- Havering's Joint Commissioning Strategy
- Havering's Dementia Strategy (to be published)

National Legislation

Putting People at the Heart of Care – April 2023

- 10 year vision for transformation of care and support in England including joining up services to support people and carers
- Extension of the Better Care Fund (BCF) Support Programme and the launch of a new national leadership programme for local health and social care leaders.
- Sets out investment for additional support for unpaid carers in recognition of the enormous contribution they make
- The DHSC provides funding through the Better Care Fund for "short breaks and respite services for carers, as well as additional advice and support
- Key policy changes to support; improved information and advice, empowering unpaid carers and supporting autistic people and people with a disability into employment

Other related legislation:

- Breaks for Carers of Disabled Children Regulations 2011
- Care and support for deafblind children and adults policy guidance

Health and Care Act 2022

- Aims to make it easier for health and care organisations to deliver joined up care to people who require multiple services, building on earlier recommendations by NHS England and NHS Improvement
- Recognises the equal importance of supporting carers as well as the people they care for, giving carers the right to receive support from their local authority if they have eligible needs; which can be identified through a carer's assessment.
- Sets out the establishment of Integrated Care Boards, who carry new duties which make them responsible for involving carers as well as those they care for in decision-making; Carers must be involved when decisions are made around changes to or developments to a service, where there is an expectation of involved care in relation to the patient's prevention, treatment, and diagnosis.
- NHS hospital trusts in England must ensure that unpaid carers are involved as soon as possible when plans for a patient's discharge after treatment are being made. This covers all carers of adults needing care and support following hospital discharge, including health care support such as Continuing Healthcare.

- Childrens Act 1989
- Chronically Sick and Disabled Persons Act 1970
- Children and Families Act 2014

2014 Care Act

- The Care Act aims to ensure people needing care receive the support they need and that their wellbeing is at the centre of the process. The Act also aims to bring personalisation to care services, giving greater control and influence to those in need of support.
- the Care Act gives local authorities a responsibility to assess the level of support that a carer may need (building on the Carers Recognition and services act, 1995)
- To do this, the local authority will undertake an assessment with the carer to decide whether the carer has needs that require support
- Once a carer's assessment has been completed, the local authority will then decide whether the carer is eligible for support. The carer will be entitled to support if they meet the eligibility criteria and the person they care for lives in the local authority area.

What matters to local carers – feedback from engagement

One to one discussions



"I live alone with my mum who is ill, it's just us but it's always been that way"

Imago Young Carer (aged 9-12)

"Sometimes I don't know where to get help, I care for my husband on my own and struggle using technology to access information"

Adult Carer

"I take care of my twin sisters with mental health problems and my great grandmother. I used to have a group of young carers to meet up with, but now with my college schedule and caring I don't have time"

Young adult carer (aged 19)

"I just want carers to be acknowledged as workers, entitled to breaks. We work so hard and employers often don't recognise this strain"

Adult Carer

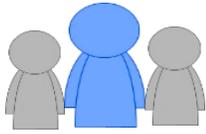
"I have cared for my grandad for as long as I can remember, but since he became bed-bound 2 years ago, it has taken more time. I had to take 8 weeks off college because it's just me and my mum who care for him"

Young adult carer (aged 23)

Borough wide Survey



1 in 3



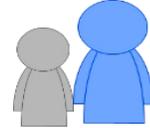
Of 125 respondents said that access to timely GP appointments was their top priority

64%



Of respondents felt that training to help them fulfil their informal/unpaid caring role would be useful

1 in 2



50% of respondents felt that better access to get through to services on the phone in a timely way is their top priority for improvement

1 in 2



Of the 125 respondents felt that their relationship with their GP worked well in terms of the care and support they currently receive

The general additional comments provided focussed on the need to coordinate care around people, ensuring that it is more seamless, ensure access to information and advice so that people can navigate the system, and ensure access to timely appointments.

Focus Groups



It is often difficult to understand what services are out there to support Carers and the people that they care for. Carers will often have to go to the GP to be referred on for support. This should be more simple. A single directory would be helpful, if everyone could access it.



Access to respite should be easier, and it should be more flexible. It's really important that Carers have access to respite when they need it, that doesn't disrupt the routines of the person they're caring for



Access to Primary Care appointments should be easier and more quick. A flexible model would be helpful, that means you are seen by the right person for your query, in a timely way.



Services should be more streamlined around the needs of the person. It can be difficult to navigate a range of appointments, and it takes time to take the person that you care for to different appointments at different places.



Carers should be identified and recognised for the key role that they play. Sometimes it's difficult to get the GP to call the Carer rather than the cared for person to discuss their care, even if the cared for person has dementia

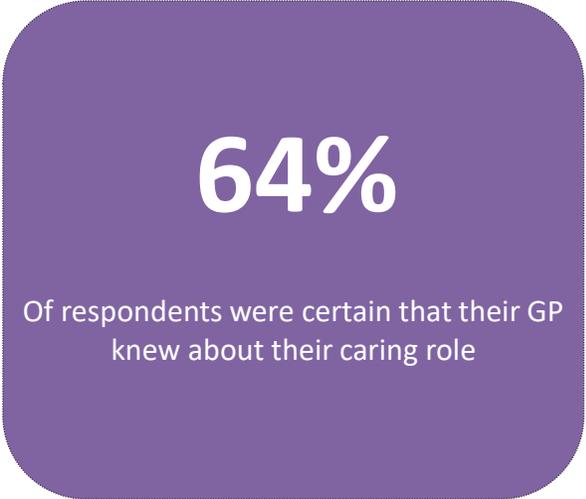
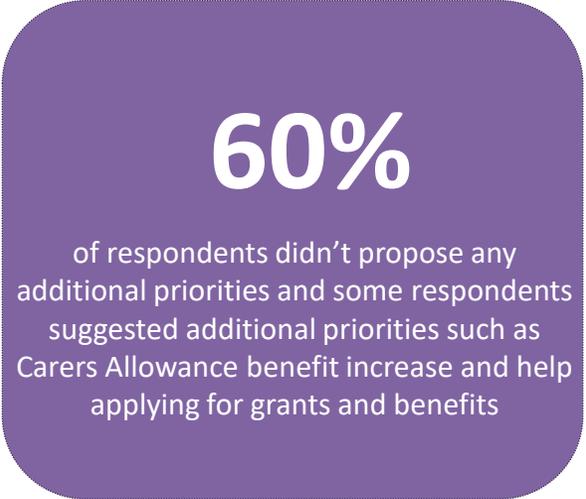


Further engagement with local Carers to test our priorities



Citizen’s space Havering engaged with Carers across Havering to test the emerging feedback and priorities from the focus groups, one to one discussions, and engagement survey.

Feedback from 125 respondents included:



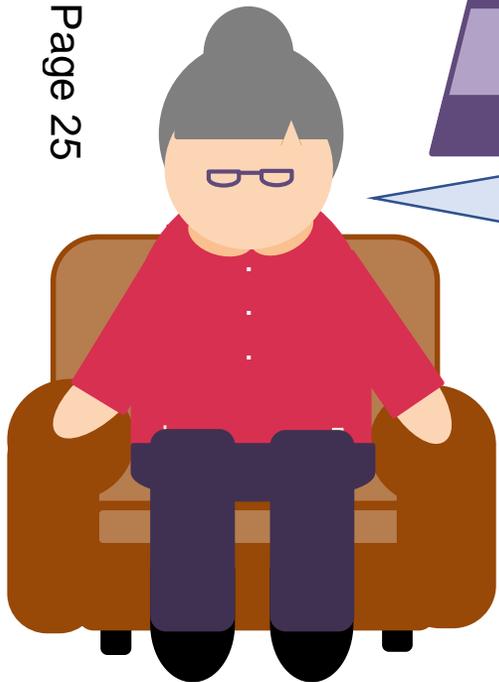
Havering Carers experience: Lynn's story

Lynn and her mother Joan share a really close bond, and are more like best friends. They're always there for each other, and see each other frequently. Lynn's mother had started to slowly decline in the past couple of years, being less able to manage. Lynn noticed this and, as well as supporting her mother herself; acting as her advocate, booking appointments, arranging food shopping and other support, Lynn requested a Social Care assessment following which a care package was put in place (single handed, 4 times per day). A lot of the monitoring of her mother's diabetes and blood sugar levels falls to Lynn, including the decision of when to escalate; Lynn also notices that the diabetes medication is given by nurses on several occasions despite her mother's blood sugar levels at the time suggesting that it should not have been administered.

In 2022, Lynn's mother, who was at this point defined as 'housebound' developed a rash across her body, which left her in extreme discomfort. From then on, Lynn's mother's condition began to decline, despite Lynn's struggles to get her seen by the right people to support her. The following page maps their journey from this point.

Lynn's Mum - Joan

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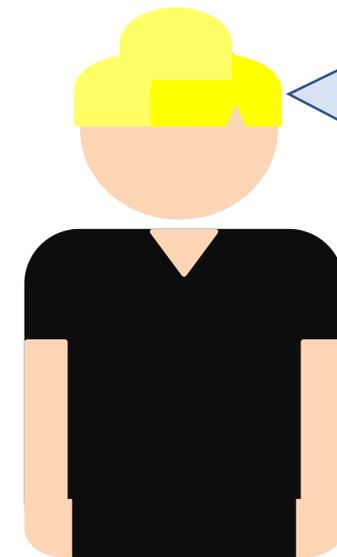


"I don't mind being woken up by the cat, she reminds me that I'm still alive"

Lynn's Mum

- 89 years old
- Lives alone with daughter nearby
- Declining mobility
- Care Package – single handed, x4 times a day
- Type 2 Insulin controlled diabetes
- 2019 Alzheimer's diagnosis

Lynn



"I'm not a Carer, I don't have any formal caring qualifications, I'm just trying to do what's best for Mum"

"I often felt I was alone, trying to fight for Mum"

As well as supporting her mother and her family, Lynn works in Havering in the Community and Voluntary Sector and has a strong understanding of the health, care and community system in Havering.

Lynn and Joan's story

6 Sept 2022

Saw diabetic foot nurse because Lynn's mother had been removed from the toenail cutting service - Lynn had to go back to the GP to be re-referred for this.

Lynn asked about the rash that had broken out for circa two weeks and was advised to see GP and provided with creams

Sept - Oct 2022

Called GP and was asked to send photos of the rash.

Several weeks later, Lynn's mum started to struggle with her breathing as the itch from rash was becoming unbearable.

Lynn advised by GP to call the Community Treatment Team (NELFT Community Rapid Response service)

6th Oct 2022

Lynn called the CTT on advise of her GP, and advised that she was calling due to her mother's rash, and irregular breathing.

CTT called the GP and spoke with them, then called Lynn back the next morning. Nurse arrived to undertake obs and take bloods. Also reviewed rash. GP arrived to see rash after request from CTT doctors

10th Oct 2022

Lynn took her mum to a dermatology appointment that the GP instigated for the rash at DMC Westland medical Centre in Hornchurch. Struggled to find somewhere to park. They did not have access to Lynn's mum's medical records, and were not aware of the medication that she was on. No thorough inspection of rash or resolution for this just cream and antihistamine tablets again

Late Dec 2022

Seen by diabetic Nurse in the community; concerned that Novamix had been prescribed. Stopped this medication and changed to Tresla.

4th JAN 2023

Queens dermatology were chased for an appointment as previous provision of medication not working. Further options proposed BUT checked the lump found that morning by Lynns Mums carer and direct Lynn to make an urgent 2 week pathway referral to screening for mum by the GP. Mums hair is falling out at this point as well.

1st Dec 2022

Medication review with Pharmacist
15th Dec - Queens dermatology. Inconclusive biopsy results. Creams and tablets given
30th Dec another Westland appointment no access to medication changes and no attempt to check over mums rash physically.

28th October 2022

A&E - from 2pm - 8.30pm until Mum fell out of her Chair and was rushed through. CT scan and bloods. No pain relief/cream given. Jnr doctor wanted to admit, initial consultant wouldn't; told to send home with cream and Puritan and let GP deal with it. Lynn has to get another consultant to prevent her Mum being discharged at 1.30am

28th & 29th Dec 2022

Series of Hypos, - Lynn rushed to her mother's house when couldn't see her on the CCTV. Lynn arrived, found mother on floor, and called 999. LAS crews attend after several hours. Blood sugar level at 1.1
 Advised that both doses of insulin were administered that day incorrectly (when blood sugar was at 4).
 Hypo again the following day, Lynn sat with Mum all night and LAS attend the next morning.

28 Oct - Nov 2022

Admitted to hospital for 3 weeks. Lynn pushed the hospital for a dermatologist to review the rash which was finally done. Biopsy taken - 12 week wait for results. Hospital prescribe Novamix Insulin twice daily, which requires blood sugar to be tested and at the right level before administration of insulin by a Community Nurse.

28th October 2022

Rash significantly worse and itch really affecting Lynn's Mum; she is unable to focus on eating, drinking or anything else. Lynn went back to the GP and was seen by a Nurse practitioner to try to get another appointment with the dermatologist. Advised to go to A&E as the nurse felt it was now life threatening

20th January 2023
 Lynn's Mum sadly passes away in hospital at 3am. Lynn is at her side.

19th January 2023

Lynns Mum suddenly deteriorated. Tested negative for COVID and obs done by CCT team that evening. Were going to do bloods but didn't as mum was comfortable. At 6.10am on 19th Jan Lynns mum lent against wall and slides down to the floor. Lynn got call from carer at 8.10 and goes to see her. Appeared Hypothermic. LAS convey to hospital. Mother continues to deteriorate, is fighting cold sepsis and Lynn is told she has now also contracted Covid.





Haverling Carers experience: Lynn's story

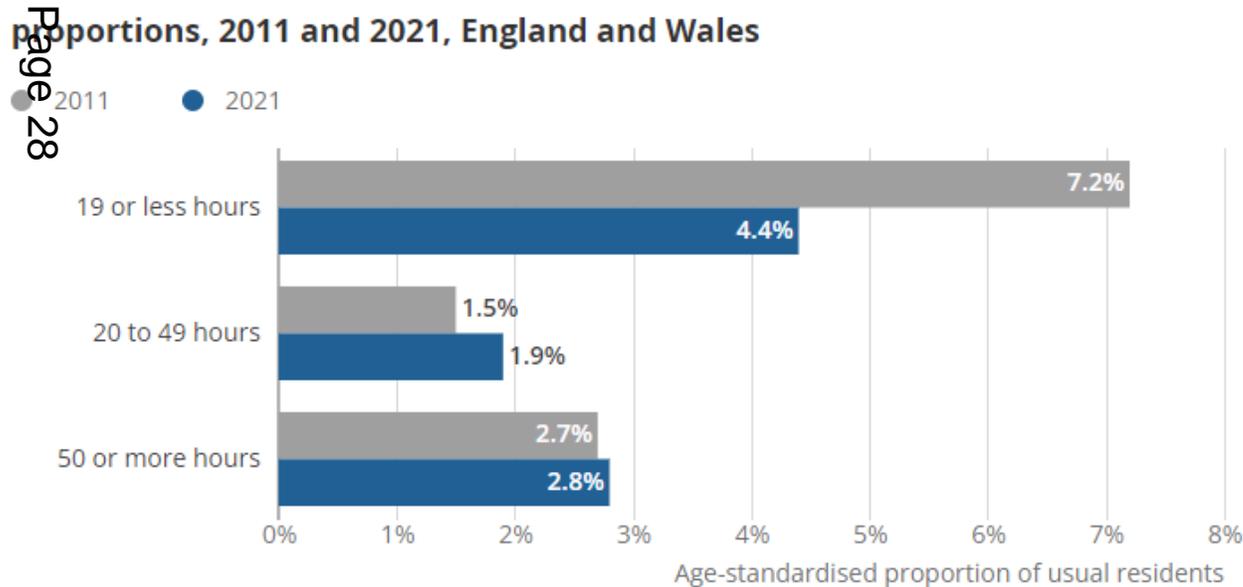
There are many instances within Joan and Lynn's journey where care could have been improved, particularly:

- There was a lack of care coordination /person centred care around Joan's journey, with Lynn trying to fill this function; there were many occasions where Lynn was not listened to, and she really had to push to have her mother seen
- There were many cases where, to get the referral or support she knew that her mother needed, Lynn had to go back to the GP for an appointment, to get the onward referral
- Joan's rash was never properly investigated / addressed, and she was in significant discomfort because of this throughout the last few months of her life
- Lynn was never identified as a carer / no one who saw Lynn ever checked that she was receiving the support to which she was entitled
- Joan's journey was convoluted, and without Lynn acting on her behalf and taking her to appointments, could have been significantly worse
- Lynn is now left with not only the impact of losing one of the people whom she loved most in the world, but also the impact of the experiences that she and her mother had to go through during the last months of her mother's life

What the data tells us - nationally

- Carers UK charity and the University of Sheffield used 2021 Census figures to calculate the value that unpaid carers contribute to the economy. For England and Wales, this was estimated to be **£162bn** per year, based on a calculation of £25 per hour in 2021.
- Recent Census data (2021) has shown a decrease in the proportion of the population who provide unpaid care, nevertheless around 5 million people in the UK identify themselves as providing unpaid care, the breakdown of which is shown in the chart below:

Figure 1: Number of hours of unpaid care provided per week, usual residents aged 5 years and over, age-standardised proportions, 2011 and 2021, England and Wales



Despite a decrease in the overall number of carers, proportions of carers providing higher numbers of unpaid care have risen.

Source: Office for National Statistics – Census 2021

What the data tells us - Havering

- Havering has seen an increase in population of 10.5% from 2011-2021, almost 3% higher than London's overall population increase, this is being driven by new housing developments, and migration into the borough. Havering has the second-least densely populated local authority area across London (Census, 2021), which could predict high potential for population booms in the future. Havering has a high number of single person dwellings, and the second oldest population in London.
- With regards to carers, this population growth is relevant, as with a growing population, and a nationally ageing population, there is a higher demand for care. This particularly affects older adults, but as families increasingly move to Havering amidst economic development, unpaid care as young carers and parent carers will increase.



- Despite these figures, it is known that the true number of unpaid carers across the borough is likely to be much higher than this, as many people will not recognise the caring role that they are fulfilling, or may not wish to, access support services. With Census 2021 figures showing that **8.7% of the population are providing some level of unpaid care**, this could potentially equate to over **22,800 unpaid and informal carers** in Havering.
- This is a significant gap between the number of known carers registered with a GP (5,000) or the Carers Hub (1,400), and the potential number of actual carers of nearly 23,000. **One of the top priorities for Havering will be helping those providing unpaid and informal care to identify their key role, and register for support, information, and advice.**
- Community and voluntary sector partners and local people have fed back that there has been a rise in the number of young children struggling with personality disorders, as well as an increase in incidents of Autism and other conditions. Support is needed for parent and family carers of these people to ensure that they can support their needs, and are able to link into services if needed.

What the data tells us - Havering

Informal Care can have a significant impact on the physical, emotional, financial, and mental wellbeing of the person providing it. As such, it is essential that Carers receive regular assessments of their own wellbeing, in their own right, to ensure that they are also receiving the support that they need.

Outcomes of the Personal Social Services of Adult Carers in England (SACE) survey 2021-2022, suggest that :

- Circa 75% of carers had not received an assessment in their own right or a review in the past year
- Ease of access to information for carers (30.9% found accessing information either 'fairly' or 'very' difficult), and awareness of the availability of information for carers (37.6% of respondents having not tried to access information and advice)
- Financial considerations (59.5% of respondents were retired), which also relates the potential for carers to have to leave the workforce to be able to carry out their caring duties – increased in likelihood by the fact that 56% of carers in Havering are aged 45-65.
- The impact of Covid affected carers significantly in their interaction and isolation (86.3% of respondents did not have as much social interaction as they would like, with a large proportion of these mentioning feeling socially isolated)



Local Carers and cared for people celebrate the Kings Coronation at an event hosted by Havering Carers Hub, May 2023. Photo courtesy of Havering Carers Hub

Young Carers

Who is a Young Carer

The definition of a young carer, according to section 96 **of the Children and Families Act 2014** is:

- A person under 18 who provides or intends to provide care for another person (of any age, except where that care is provided for payment, pursuant to a contract or as voluntary work).
- This can relate to care for any family member who is physically or mentally ill, frail, elderly, disabled or misuses alcohol, or substances.

National figures

- Over 800,000 secondary school aged children are young carers in the UK
- One in five children and young people are young carers
- Their unpaid work is the equivalent of £12,000 a year on a part-time carer's wage
- 68% of young carers are bullied in schools
- The average was 48 school days missed or cut short because of their caring role
- 45% of young adult carers report they have mental health problems.
- There are 50,000 children and young people looking after someone with mental ill health in the UK
- 40% of young carers are having to get up in the night
- Young carers spend an average of 25 hours a week looking after loved ones



Young Carers

What support do young carers provide?

- Practical tasks
- Physical care
- Personal care
- Managing the family budget
- Administering medication
- Looking after or “parenting” younger siblings
- Emotional support
- Interpreting

Impact on young carers of the care they provide

- Limited horizons and aspirations
- Limited opportunities to take part in social or leisure activities
- A fear of professionals and statutory services
- Young Carers are often more mature than their peers
- Health problems may develop due to their role
- Emotional wellbeing of Young Carers can also be negatively affected
- The presence of problematic substance misuse in the family
- Family income lower than average family
- Exposure to adults risky behaviour



Young Carers

Young Carers in Havering

- There are over 200 Young Carers registered with Imago, from the ages of 5-18
- The largest age group is 9 - 11
- Imago are currently supporting 25 young carers that have a social care plan in place
- The most common “cared for” is the mother but it can be another relative with a large number caring for a sibling as well
- Imago are working with 48 different schools across Havering and supporting young carers that attend
- Majority of the referrals to Imago are currently from; social services, family wellbeing, schools and CAMHS

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Thresholds for support and support provided by Imago to young carers:

Level	Criteria	Action
3 HIGH 10%	Significant caring role and negative impact of caring, additional support needs, moderate to high level of care given, significant additional risk factors	Liaise with relevant social care team to assess the cared-for family member
2 MEDIUM 25%	Additional support needs identified, moderate level of care being given, some additional risk factors	Action plan, 1:1 support, advocacy, support groups, workshops and respite activities. Signposting, consulted on YC issues; invited to one-off events, liaise with other professionals involved with the family e.g. school
1 LOW 65%	Low levels of caring, little negative impact of caring	Monthly bulletin, signposting, consulted on YC issues, invited to one-off events, travel pass

Current provision and support in Havering

Adult Carers

Havering Carers Hub provide carers support to adult carers in Havering

Website: <https://www.haveringcarershub.org.uk/>
Telephone: 01708 961111
Email: info@haveringcarershub.org.uk

Young Carers

Imago provide carers support to young carers in Havering

Website: <https://www.imago.community/Children-and-Young-People/Havering-Young-Carers>
Telephone: 0300 111 1110
Email: hello@imago.community

Parent Carers

Detail to be added
Sycamore Trust
Positive Parents
SEND
IASS



Carers Strategy Action Plan

Ask from local carers	Project / Action to deliver this	Lead	How will we measure success	Timescale	Responsible Officer
<p>I have easy access to information and advice when I need it, including signposting to the right place</p>	<p>Roll out of the Joy app across Havering; particularly the 'marketplace' element, which will provide a single database of all services including health, care and the wider community and voluntary sector services that can support local people. All professionals in the Borough will have access, as well as local people.</p> <p>Project underway within the Havering Place based Partnership to bring together all of the roles aimed at connecting local people to wider services and support, and better coordinating care. This group will have a focus on supporting Carers and ensuring that their care and needs are met. This group includes: Social Prescribers, Core Connectors, Local Area Coordinators, Health Coach leads and other similar roles.</p>	<p>Project manager to be identified once the NHS and Local Authority consultations are completed and there is a full team at 'Havering Place'</p>	<ul style="list-style-type: none"> ▪ Increase in carer satisfaction relating to access to services - reported through the Carers hub survey and qualitative surveys for those who access Social Prescribing / Local Area Coordinator services. ▪ Timelier access to GP and other appointments as people are directed to the right service for their needs, first time, reducing unnecessary activity in the borough 	<p>Joy app to be rolled out in 2023/24</p>	<p>TBC</p>
<p>I have easy access to help and support when I need it, including if/when my caring role ends</p>	<p>Local Area Coordination has been funded for a further year to support local people.</p> <p>A project is underway to support teams of health, care and community and voluntary sector staff to work together at a 'primary care network' level as a multidisciplinary team. This will ensure that services are more joined up. Through this work, partners will seek to improve coordination of services, including informal and unpaid carers in these discussions, and ensuring that they are not left holding the ring on coordination of services. This project will also seek to ensure that appointments for the most vulnerable are more timely.</p> <p>Population Health Management approach is being developed to enable targeted support and coordination of services for those who need it.</p> <p>Community Chest monies has increased capacity for local people in Havering to access Bereavement support - the Carers Hub will ensure that local carers are aware that they can access this if they have recently suffered a bereavement.</p>	<p>Project manager to be identified once the NHS and Local Authority consultations are completed and there is a full team at 'Havering Place'</p>	<ul style="list-style-type: none"> ▪ Increase in the number of informal/unpaid carers being supported by Social Prescribers and Local Area Coordinators. ▪ Number of staff trained to recognise Carers and have the necessary conversations with them. ▪ Increase in the number of people registered as a Carer in Havering. ▪ Qualitative measures - satisfaction rates of those who provide informal and unpaid care. 	<p>2023/24</p>	<p>TBC</p>
<p>I encounter friendly professionals who understand my role as a carer, listen to me and share information with me</p>	<p>Training to be rolled out for all staff who work with local people in Havering, to support better identification of those who provide informal and unpaid care. Staff will be supported to have conversations with these people to ensure that they are able to recognise the important role that they play, and are linked to the Carers Hub to register as a carer to access an assessment, information and advice / further support as needed.</p>	<p>Project manager to be identified once the NHS and Local Authority consultations are completed and there is a full team at 'Havering Place'</p>	<ul style="list-style-type: none"> ▪ Number of staff trained to recognise informal and unpaid carers and have conversations with them to register them for the support and advice that they need. ▪ Increase in the number of people registered as a carer in Havering. ▪ Qualitative measures - satisfaction rates of those who provide informal and unpaid care. 	<p>2023/24</p>	<p>TBC</p>
<p>I am recognised as an expert and equal partner of care with my views and opinions valued and respected</p>	<p>A review of respite services has been undertaken across Havering to enable this to be more flexible.</p> <p>Increasing the number of people who register as a Carer via training for frontline staff and better communication across the borough, to ensure that local carers receive the right information and advice on how to access respite care.</p> <p>Through the Multidisciplinary team work described above, ensure that Carers have a link in local health and care services who can support them to ensure that the care for their cared for person is more joined up and coordinated.</p>	<p>Project manager to be identified once the NHS and Local Authority consultations are completed and there is a full team at 'Havering Place'</p>	<ul style="list-style-type: none"> ▪ Number of carers who access respite. ▪ Qualitative measures - satisfaction rates of those who provide informal and unpaid care. 	<p>2023/24</p>	<p>TBC</p>
<p>I can access an individual carers needs assessment when I need it</p>	<p>Support more people across the borough (via training for front line staff) to identify as a carer and register with the Carers hub.</p> <p>Review underway to enable the Carers Hub themselves to deliver individual Carers Assessments for local people, to increase the timeliness of these assessments. From this they are able to access better signposting and coordination of services and support, and better qualitative outcomes for local carers including improved wellbeing scores.</p>	<p>Project manager to be identified once the NHS and Local Authority consultations are completed and there is a full team at 'Havering Place'</p>	<ul style="list-style-type: none"> ▪ Increase in the number of informal and unpaid carers having an individual Carers assessment. ▪ Decrease in the wait time for an individual Carers Assessment. ▪ Qualitative measures - satisfaction rates of those who provide informal and unpaid care. 	<p>2023/24</p>	<p>TBC</p>

Carers Strategy Action Plan



**North East London
Health & Care
Partnership**

Ask from local carers	Project / Action to deliver this	Lead	How will we measure success	Timescale	Responsible Officer
<p>I am supported to recognise that I am a carer, and that I may need help both in my caring role and to maintain my own health and well-being</p>	<p>Support more people across the borough (via training for front line staff) to identify as a carer and register with the Carers hub.</p> <p>Project underway in Primary Care to improve coding of Cares on the GP systems.</p> <p>Targeted text message to those registered as a Carer with their GP (circa 5,000 people) to encourage them to register with the Carers hub for further support, information and advice (increased capacity will be provided to the Carers hub to ensure that they can cope with a potential increase in calls / requests for support in a short amount of time.</p> <p>Work to increase specific references to identifying and supporting unpaid carers in Job descriptions of staff, particularly those who undertake Social Prescribing functions.</p>	<p>Project manager to be identified once the NHS and Local Authority consultations are completed and there is a full team at 'Havering Place'</p>	<p>Increase in the number of informal and unpaid carers registering with the Carers Hub.</p> <p>Increase in the number of informal and unpaid carers coded as such with their GP practice</p> <p>Improved qualitative reports from Carers / satisfaction rates – reporting improved wellbeing and support following identification as a Carer, and registration with the Carers hub,</p>	<p>2023/24</p>	<p>TBC</p>
<p>I have access to information and advice to help me look after my own mental and physical health</p>	<p>Roll out of the Joy app across Havering; particularly the 'marketplace' element, which will provide a single database of all services including health, care and the wider community and voluntary sector services that can support local people. All professionals in the Borough will have access, as well as local people.</p>	<p>Project manager to be identified once the NHS and Local Authority consultations are completed and there is a full team at 'Havering Place'</p>	<p>Increase in carer satisfaction relating to access to services - reported through the Carers hub survey and qualitative surveys for those who access Social Prescribing / Local Area Coordinator services.</p> <p>Timelier access to GP and other appointments as people are directed to the right service for their needs, first time, reducing unnecessary activity in the borough</p>	<p>2023/24</p>	<p>TBC</p>
<p>If I recognise a change in my cared for person's needs, I know where to turn, and am listened to; for example, that an increase in care package is needed</p>	<p>Training to be rolled out for all staff who work with local people in Havering, to support better identification of those who provide informal and unpaid care.</p> <p>Staff will be supported to have conversations with these people to ensure that they are able to recognise the important role that they play, and are linked to the Carers Hub to register as a carer to access an assessment, information and advice / further support as needed.</p> <p>This will include recognising the important role that informal and unpaid carers play, and treating them as an equal partner in discussions about the care for their cared for person.</p>	<p>Project manager to be identified once the NHS and Local Authority consultations are completed and there is a full team at 'Havering Place'</p>	<p>Qualitative measures - satisfaction rates of those who provide informal and unpaid care.</p> <p>Increased number of people supported via the Carers hub, including reporting data on the number of Carers who go back to the hub for information and advice / signposting, and the outcome of this.</p>	<p>2023/24</p>	<p>TBC</p>
<p>I am supported to maximise my income, including accessing benefits to which I may be entitled</p>	<p>Increased identification of informal and unpaid Carers as set out in the actions within this plan.</p> <p>Work with informal and unpaid carers to increase their knowledge about their rights around employment and their caring role.</p>	<p>Project manager to be identified once the NHS and Local Authority consultations are completed and there is a full team at 'Havering Place'</p>	<p>Increase in the number of informal and unpaid carers accessing the benefits and support to which they are entitled</p> <p>Increase in the proportion of informal and unpaid carers at working age who are able to enter / continue work if they wish, alongside their caring role</p>	<p>Longer term project</p>	<p>TBC</p>
<p>I am supported with my caring responsibilities so that I can continue to work or study</p>	<p>Support for young Carers to prevent adverse impact of their caring role on their academic achievement.</p> <p>Timely access to respite services that are flexible, as and when needed.</p>	<p>Project manager to be identified once the NHS and Local Authority consultations are completed and there is a full team at 'Havering Place'</p>	<p>Academic attainment for Young Carers improved</p>	<p>2023/24</p>	<p>TBC</p>
<p>I am offered access to training better equip me to deliver my caring role</p>	<p>Tailored training programme to be run across the borough that meets the needs of all carers (with modules aimed at young carers, parent carers, and adult carers). This will include training to better understand some of the conditions their cared for people have, and how to manage them. This will include support for those with personality disorders, and other specific conditions that are on the rise and which local carers are identifying that they need support with.</p> <p>Support Carers through the training to understand how to access and navigate services, and understand what support they are entitled to.</p>	<p>Project manager to be identified once the NHS and Local Authority consultations are completed and there is a full team at 'Havering Place'</p>	<p>Qualitative measures - satisfaction rates of those who provide informal and unpaid care.</p> <p>Measure number of additional training options requested by carers from feedback at end of any training provided, and seek to provide this additional training / ensure the identified needs are met.</p>	<p>2023/24</p>	<p>TBC</p>

Carers Strategy Action Plan

Ask from local carers	Project / Action to deliver this	Lead	How will we measure success	Timescale	Responsible Officer
I can attend carers support groups and activities with young carers that understand what I am going through	Recommission a comprehensive and supportive service for young carers in Havering.	Project manager to be identified once the NHS and Local Authority consultations are completed and there is a full team at 'Havering Place'	Qualitative measures - satisfaction rates of those who provide informal and unpaid care. Number of support groups / people supported.	Tender process to be undertaken in 2023/24	TBC
I can access help to support me with my mental health and wellbeing	Specific / tailored training for health, care and professional staff across Havering to recognise and refer on young carers for support, including working closely with local schools. Exploration of a social prescribing service for young people in Havering to enable them to access services to support their physical and mental wellbeing.	Project manager to be identified once the NHS and Local Authority consultations are completed and there is a full team at 'Havering Place'	Number of young people registered as a carer and in receipt of an assessment, information and advice / support Number of young people who are supported by a social prescriber. Qualitative measures - satisfaction rates of those who provide informal and unpaid care.	2023/24	TBC
I am able to focus on my future and my studies without impacting on my caring role, including university, training, apprenticeships and employment options	Increased identification of informal and unpaid Carers as set out in the actions within this plan. Support for young Carers to prevent adverse impact of their caring role on their academic achievement, including working closely with local schools to raise awareness of this. Timely access to respite services that are flexible, as and when needed.	Project manager to be identified once the NHS and Local Authority consultations are completed and there is a full team at 'Havering Place'	Increase in the proportion of informal and unpaid carers at working age who are able to enter / continue work if they wish, alongside their caring role – assess this via Carers Hub surveys and qualitative feedback Academic attainment for Young Carers improved (work with schools and colleges to capture this information)	2023/24	TBC
As a young carer, my school or college understands my caring role and I feel supported to continue to undertake my studies, without my caring role impacting on them	Targeted work and training for local schools to identify and support the needs of young carers.	Project manager to be identified once the NHS and Local Authority consultations are completed and there is a full team at 'Havering Place'		2023/24	TBC

Governance and oversight of this strategy and action plan



North East London
Health & Care
Partnership

Partners of the Havering Place based Partnership have established a working group, including leads from across the council, social care, NHS and community and voluntary sector, to oversee the development of this strategy.

This group will eventually evolve into the Havering Carers Board and will oversee delivery of the action plan set out within this strategy. It is our aspiration that the group will be chaired by, and be comprised of a number of local people who are, or were informal/unpaid carers.

The group is currently chaired by a person who was an informal carer for six years in Havering for her grandfather who had dementia.

Terms of Reference – Supporting unpaid / informal Carers in Havering – working group

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Remit/purpose	<p>This group is formed to bring together oversight of support for Carers in Havering across partner organisations. For the purposes of this group the definition of a ‘Carer’ is someone who provides informal/unpaid support on a regular basis to a family member or friend who due to illness, disability, a mental health problem or an addiction, cannot cope without their support.</p> <p>The group will, in the short term:</p> <ul style="list-style-type: none">▪ Provider oversight for development of the Carers strategy for Havering. As part of this process:<ul style="list-style-type: none">○ Support engagement with local Carers to capture and map their experiences and challenges, to feed into the content of the strategy○ Map current provision / support for carers within Havering to feed into the strategy○ Collate data on carers within the borough to feed into the strategy○ Identify the current gaps in provision to feed into the strategy○ Identify short, medium and long term priorities for carers in Havering and articulate these within the strategy▪ Oversee the proposal and implementation of the subsequent project/s for the 2022/23 Health Inequalities funded project to support Carers in Havering <p>In the longer term, this group will:</p> <ul style="list-style-type: none">▪ Evolve into a board of the Havering Place based Partnership for informal/unpaid carers▪ Oversee delivery of the Havering Carers strategy and monitoring of outcomes for unpaid/informal Carers in Havering▪ Oversee implementation of the priorities identifies in the strategy, as required▪ Shape further proposals relating to short term funding for projects to improve outcomes for Carers in Havering, and oversee implementation of these
Onward reporting	This group will report into the Havering Place based Partnership Board

This strategy was developed with input from a range of health, care and community and voluntary sector partners as well as local informal and unpaid Carers. The Havering Place based Partnership are thankful to all of the individuals who gave their time to shape the priorities, detail, and action plan.

We would like to thank in particular; Imago, Carers Hub, partners of the Havering Place based Partnership, and the fantastic community and voluntary sector groups who have given their time and expertise.

Special thank you to Lynn Warnett for sharing her story and allowing us to use it as a case study to highlight the improvements needed for local people and drive the change needed to do better for all informal and unpaid carers in Havering.



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Equality & Health Impact Assessment (EqHIA)

Document control

Title of activity:	Strategy for those who provide informal and unpaid care in Havering, 2023 - 2026
Lead officer:	Emily Plane, Head of Strategy and System Development – BHR, Havering Place based partnership NHS North East London Integrated Care Board
Approved by:	Mariette Mason, Interim Commissioning Portfolio Manager Joint Commissioning Unit
Date completed:	Friday 2 nd June 2023
Scheduled date for review:	June 2024

Please note that the Corporate Policy & Diversity and Public Health teams require at least **5 working days** to provide advice on EqHIAs.

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

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

Please submit the completed form via e-mail to EqHIA@havering.gov.uk thank you.

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	Strategy for those who provide informal and unpaid care in Havering, 2023 - 2026		
2	Type of activity	Strategy		
3	Scope of activity	<p>Strategy aimed at improving identification of those who provide informal and unpaid care who live in Havering, and improving outcomes across a range of identified areas (that were identified by local Carers themselves) including:</p> <ol style="list-style-type: none"> 1. Improved Identification and assessment of informal Carers 2. Easier access to information and advice, including wider wellbeing services 3. Improved links into primary care and other services, and better coordination of services 4. Access to Respite and carers breaks, that is more flexible <p>NHS England describes a carer as “anyone, including children and adults who looks after a family member, partner or friend who needs help because of their illness, frailty, disability, a mental health problem or an addiction and cannot cope without their support. The care they give is unpaid.”</p>		
4a	Are you changing, introducing a new, or removing a service, policy, strategy or function?	Yes	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	Yes		

	any factors which determine 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.		
6	If you answered NO:	N/A		

Completed by:	Emily Plane, Head of Strategy and System Development – BHR, Havering Place based partnership NHS North East London Integrated Care Board
Date:	Friday 2nd June 2023

2. The EqHIA – How will the strategy, policy, plan, procedure and/or service impact on people?

Background/context:
<p>Unpaid and informal carers provide invaluable support for loved ones and friends on a daily basis. The recent Covid Pandemic further highlighted the significant role that they play in supporting people to remain well at home. They coordinate care and appointments, provide personal care, and improve the wellbeing of those whom they look after. It is important that health, care and the community and voluntary sector support unpaid carers to continue to provide the invaluable tasks that they carry out every day.</p> <p>NHS England describes a carer as “anyone, including children and adults who looks after a family member, partner or friend who needs help because of their illness, frailty, disability, a mental health problem or an addiction and cannot cope without their support. The care they give is unpaid.”</p> <p>In the context of the developing Havering Place based Partnership, which brings together health, care and the community and voluntary sector in Havering with a focus on integrating services and support for local people in a way that is meaningful to them, partners in Havering have jointly undertaken development of the Strategy for those who provide informal and unpaid care in Havering, 2023 – 2026, to ensure that we deliver improved experiences and outcomes for Carers in the Borough.</p> <p>Development of the strategy The language that we have used throughout the strategy; ‘those who provide information and unpaid care’ – reflects feedback from local Carers, for many of whom the word ‘carer’ does not resonate with the role that they undertake. The strategy itself highlights</p>

a significant gap between the number of potential carers in the Borough based on recent census data, and the number actually registered for support with our Carers Hub, and Imago (for young carers). There is a strong focus throughout the strategy on seeking to address this gap.

We have sought to embed our Havering Place based Partnership ethos from the inception of the strategy development; first speaking to those whom the strategy is targeted at supporting, and seeking their views on the key areas they think need to be improved. A real life case study of an informal carer in Havering is the key focus of the strategy, highlighting how services and support need to improve for local carers. The strategy itself is a partnership product, developed by a working group of leads from across the partnership, spanning the Community and Voluntary Sector, Health, Care and the Local Authority.

The strategy builds on the previous strategy (2017-2019) and reflects learning since the Pandemic that a greater focus on support for informal/unpaid Carers is needed. This strategy also takes into account that ways of living and working have changed dramatically since 2019. Following engagement with local carers, it seeks to address shifts in needs of carers, whilst expanding scope of the strategy to range across all ages. This has been an opportunity for carers to design their strategic vision with the Council and wider partners, and directly contribute to the action plan which will be owned and delivered by partners across Havering.

Based on the support local Carers have told us that they need, our main strategic priorities for carers moving forward include:

1. Improved Identification and assessment of informal Carers
2. Easier access to information and advice, including wider wellbeing services
3. Improved links into primary care and other services, and better coordination of services
4. Access to Respite and carers breaks, that is more flexible

We have framed these priorities in the form of 'I' statements in the vision section of the strategy, to clearly articulate how outcomes will materially improve for those providing informal and unpaid care in Havering.

How the partnership will deliver these outcomes is set out in the 'action plan' section towards the end of the strategy.

**Expand box as required*

Who will be affected by the activity?

The aim of the strategy is that all of those providing unpaid and informal Care in Havering will see improved identification of the role that they provide, and support/outcomes.

There are currently 1,400 carers registered with the Carers Hub in Havering, and circa 250 young people receiving support from Imago. Census data suggests that as many as 23,000 people could be providing informal and unpaid care in the Borough. These people are from all ages and backgrounds.

One of the key aspirations of the strategy is to ensure that all of those providing this support are aware of the support and advice that is available to them, and to ensure that their own mental and physical wellbeing, as well as their education and employment opportunities, are not adversely affected by their caring role.

Protected Characteristic - Age: Consider the full range of age groups	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>
Overall impact:	
<i>*Expand box as required</i>	
Evidence:	
<ul style="list-style-type: none"> - Unpaid and informal carers can be from nearly any age group, and increasing numbers of people are providing informal and unpaid care who are aged 6-17 years old, as well as increase in older people providing care to grandchildren and others into their retirement. - The strategy will ensure that everyone providing informal and unpaid care, is aware of the support that is available to them, and can access this - Data suggests that up to 23,000 people across the borough of all ages, currently provide informal and unpaid care. The significant majority of these are not registered with the Carers Hub or receiving support from Imago. The strategy seeks to improve identification of Carers, and ensure that they can access the support that they need. 	
Sources used:	
<ul style="list-style-type: none"> - 2021 Census data - General Practice (Primary Care) data on the number of people coded as providing informal care in Havering - Discussion with local Carers of all ages, both 1-1's, focus groups, and borough wide surveys 	

Protected Characteristic - Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>
Overall impact:	
<i>*Expand box as required</i>	

Evidence:

- Unpaid and informal carers can be from nearly any background. Primary Care data suggests that a number of those providing informal and unpaid care across the Borough, themselves have a long-term condition or disability.
- The strategy will ensure that everyone providing informal and unpaid care, is aware of the support that is available to them, and can access this
- Data suggests that up to 23,000 people across the borough of all ages, currently provide informal and unpaid care. The significant majority of these are not registered with the Carers Hub or receiving support from Imago. The strategy seeks to improve identification of Carers, and ensure that they can access the support that they need.

Sources used:

- 2021 Census data
- General Practice (Primary Care) data on the number of people coded as providing informal care in Havering
- Discussion with local Carers, both 1-1's, focus groups, and borough wide surveys

Protected Characteristic - Sex/gender: Consider both men and women

Please tick (✓)
the relevant box:

Positive

✓

Neutral**Negative****Overall impact:****Expand box as required***Evidence:**

- Data suggest that it is usually women who provide informal and unpaid care, however, there is a large proportion of men who also fulfil this role
- The strategy will ensure that everyone providing informal and unpaid care, is aware of the support that is available to them, and can access this
- Data suggests that up to 23,000 people across the borough of all ages, currently provide informal and unpaid care. The significant majority of these are not registered with the Carers Hub or receiving support from Imago. The strategy seeks to improve identification of Carers, and ensure that they can access the support that they need.

Sources used:

- 2021 Census data
- General Practice (Primary Care) data on the number of people coded as providing informal care in Havering
- Discussion with local Carers, both 1-1's, focus groups, and borough wide surveys

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

<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	
Neutral	<input checked="" type="checkbox"/>	
Negative	<input type="checkbox"/>	
<i>*Expand box as required</i>		
Evidence:		
<i>*Expand box as required</i>		
Sources used:		
<i>*Expand box as required</i>		

Protected Characteristic - Religion/faith: Consider people from different religions or beliefs including those with no religion or belief		
<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	
Neutral	<input checked="" type="checkbox"/>	
Negative	<input type="checkbox"/>	
<i>*Expand box as required</i>		
Evidence:		
<i>*Expand box as required</i>		
Sources used:		
<i>*Expand box as required</i>		

Protected Characteristic - Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual
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<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input type="checkbox"/>	
Neutral	<input checked="" type="checkbox"/>	
Negative	<input type="checkbox"/>	
<i>*Expand box as required</i>		
Evidence:		
<i>*Expand box as required</i>		
Sources used:		
<i>*Expand box as required</i>		

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	<input type="checkbox"/>	
Neutral	<input checked="" type="checkbox"/>	
Negative	<input type="checkbox"/>	
<i>*Expand box as required</i>		
Evidence:		
<i>*Expand box as required</i>		
Sources used:		
<i>*Expand box as required</i>		

Protected Characteristic - Marriage/civil partnership: Consider people in a marriage or civil partnership

<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	✓	
Neutral		
Negative		
<i>*Expand box as required</i>		
Evidence:		
<ul style="list-style-type: none"> - Those who provide informal and unpaid care can often find themselves at a disadvantage in relation to their own education and career / employment opportunities, as a result of the time commitment related to their caring duties. The strategy seeks to ensure that the impact of the caring duties are mitigated in this respect as much as possible by raising awareness within schools and employers, and raising awareness with the carers themselves around the support available, and their rights. - The strategy will ensure that everyone providing informal and unpaid care, is aware of the support that is available to them, and can access this - Data suggests that up to 23,000 people across the borough of all ages, currently provide informal and unpaid care. The significant majority of these are not registered with the Carers Hub or receiving support from Imago. The strategy seeks to improve identification of Carers, and ensure that they can access the support that they need. 		
Sources used:		
<ul style="list-style-type: none"> - 2021 Census data - General Practice (Primary Care) data on the number of people coded as providing informal care in Havering - Discussion with local Carers, both 1-1's, focus groups, and borough wide surveys 		

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.		
<i>Please tick (✓) all the relevant boxes that apply:</i>		Overall impact:
Positive	✓	
Neutral		
Negative		
<i>*Expand box as required</i>		
Do you consider that a more in-depth HIA is required as a result of this brief assessment? Please tick (✓) the relevant box		
Yes <input type="checkbox"/> No <input type="checkbox"/>		
Evidence:		
<ul style="list-style-type: none"> - Providing unpaid and informal care can have a significant impact on a person's mental and physical wellbeing. The time commitment can see them becoming isolated from their friends and unable to attend social events. The strategy aims to ensure that unpaid and informal carers are supported as much as possible to mitigate the impact on them of their caring role. 		

- The strategy will ensure that everyone providing informal and unpaid care, is aware of the support that is available to them, and can access this
- Data suggests that up to 23,000 people across the borough of all ages, currently provide informal and unpaid care. The significant majority of these are not registered with the Carers Hub or receiving support from Imago. The strategy seeks to improve identification of Carers, and ensure that they can access the support that they need.

Sources used:

- 2021 Census data
- General Practice (Primary Care) data on the number of people coded as providing informal care in Havering
- Discussion with local Carers, both 1-1's, focus groups, and borough wide surveys

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 to be <u>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

The real value of completing an EqHIA comes from the identifying the actions that can be taken to eliminate/minimise negative impacts and enhance/optimize positive impacts. In this section you should list the specific actions that set out how you will address any negative equality and health & wellbeing impacts you have identified in this assessment. Please ensure that your action plan is: more than just a list of proposals and good intentions; sets ambitious yet achievable outcomes and timescales; and is clear about resource implications.

Protected characteristic / health & wellbeing impact	Identified Negative or Positive impact	Recommended actions to mitigate Negative impact* or further promote Positive impact	Outcomes and monitoring**	Timescale	Lead officer
Age	Positive	Delivery of the action plan within the strategy	Dashboard to be developed for the Carers strategy that will be monitored via the Havering Carers Board (to be established in the coming months), with reporting on progress into the Havering Place based Partnership, and Havering Health and Wellbeing Board	Review on an ongoing basis via the Carers Board, reporting into the Havering Place based Partnership, and Havering Health and Wellbeing Board	Emily Plane, Head of Strategy and System Development, BHR NHS North East London ICB
Disability	Positive	Delivery of the action plan within the strategy. Engage and work closely with local people who experience a disability to ensure that their			

		needs are being met.			
Sex/gender	Positive	Delivery of the action plan within the strategy			
Socio-economic status	Positive	Delivery of the action plan within the strategy			
Health & Wellbeing Impact	Positive	Delivery of the action plan within the strategy			

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 EqHIA will be reviewed yearly, under the oversight of the Havering Carers Board which will be established in the coming months, and will report into the Havering Place based Partnership Board and Havering Health and Wellbeing Board

Scheduled date of review: June 2024

Lead Officer conducting the review: Emily Plane, Head of Strategy and System Development, BHR, NHS North East London ICB

**Expand box as required*

Please submit the completed form via e-mail to EqHIA@haverling.gov.uk thank you.

Appendix 1. Guidance on Undertaking an EqHIA

This Guidance can be deleted prior to publication.

What is it?

The Equality & Health Impact Assessment (EqHIA) is a tool to ensure that your activity meets the needs of individuals and groups that use your service, whilst at the same time ensuring a person's chance of leading a healthy life is the same wherever they live and whoever they are. We want to ensure that the activities of the Council are 'fit for purpose' and meet the needs of Havering's increasingly diverse communities and employees. This robust and systematic EqHIA process ensures that any potential detrimental effects or discrimination is identified, removed, or mitigated and positive impacts are enhanced.

When to Assess:

An EqHIA should be carried out when you are changing, removing or introducing a new service, policy, strategy or function; for simplicity, these are referred to as an "activity" throughout this document. It is best to conduct the assessment as early as possible in the decision-making process.

Guidance: Equality & Health Impact Assessment Checklist

The Checklist in Section 1 asks the key questions,

4a) Are you changing, introducing a new, or removing a service, policy, strategy or function?

4b) Does this activity (policy/strategy/service/decision) have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?

4c) Does this activity (policy/strategy/service/decision) have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?

- If the answer to ANY of the questions 4a, 4b or 4c of the Checklist is 'YES' then you must carry out an assessment. e.g. Proposed changes to Contact Centre Opening Hours
'YES' = you need to carry out an EqHIA
- If the answer to ALL of the questions, 4a or 4b of the Checklist is NO, then you do not need to carry out an EqHIA assessment. e.g. Quarterly Performance Report
'NO' = you DO NOT need to carry out an EqHIA. Please provide a clear explanation as to why you consider an EqHIA is not required for your activity.

Using the Checklist

The assessment should take into account all the potential impacts of the proposed activity, be it a major financial decision, or a seemingly simple policy change. Considering and completing this EqHIA will ensure that all Council plans, strategies, policies, procedures, services or other activity comply with relevant statutory obligations and responsibilities. In particular it helps the Council to meet its legal obligation under the [Equality Act 2010 and the Public Sector Equality Duty](#) and its public health duties under the [Health and Social Care Act 2012](#).

Having Due Regard

To have due regard means that in making decisions and in its other day-to-day activities, the Council must consciously consider the need to:

- Eliminate unlawful discrimination, harassment and victimisation
- Advance equality of opportunity between different groups
- Foster good relations between different groups
- Reduce inequalities in health outcomes

Combining Equality and Health Impact Assessment:

[Equality Impact Assessments \(EIAs\)](#) provide a systematic way of ensuring that legal obligations are met. They assess whether a proposed policy, procedure, service change or plan will affect people different on the basis of their 'protected characteristics' and if it will affect their human rights. Currently there are **nine protected characteristics** (previously known as 'equality groups' or 'equality strands'): age, disability, sex/gender, ethnicity/race, religion/faith, sexual orientation, gender reassignment, marriage/civil partnership, and pregnancy/ maternity/paternity.

An activity does not need to impact on all 9 protected characteristics – impacting on just one is sufficient justification to complete an EqHIA.

[Health Impact Assessments \(HIAs\)](#) consider the potential impact of any change or amendment to a policy, service, plan, procedure or programme on the health and wellbeing of the population. HIAs help identify how people may be affected differently on the basis of where they live and potential impacts on health inequalities and health equity by assessing the distribution of potential effects within the population, particularly within vulnerable groups. 'Health' is not restricted to medical conditions, or the provision of health services, but rather encompasses the wide range of influences on people's health and wellbeing. This includes, but is not limited to, experience of discrimination, access to transport, housing, education, employment - known as the 'wider determinants of health'.

This [Equality and Health Impact Assessment \(EqHIA\)](#) brings together both impact assessments into a single tool which will result in a set of recommendations to eliminate discrimination and inequality; enhance potential positive impacts and mitigate where possible for negative impacts. In conducting this EqHIA you will need to assess the impact (positive, neutral or negative) of your activity on individuals and groups with **protected characteristics** (this includes staff delivering your activity), **socio-economic status** and **health & wellbeing**. Guidance on what to include in each section is given on the next pages.

Guidance: What to include in background/context

In this section you will need to add the background/context of your activity, i.e. what is the activity intending to do, and why?

Make sure you include the scope and intended outcomes of the activity being assessed; and highlight any proposed changes. Please include a brief rationale for your activity and any supporting evidence for the proposal. Some questions to consider:

- What is the aim, objectives and intended outcomes?
- How does this activity meet the needs of the local population?
- Has this activity been implemented in another area? What were the outcomes?
- Is this activity being implemented as per best practice guidelines?
- Who were the key stakeholders in this activity?

*Note that the boxes will expand as required

Guidance: Who will be affected by the activity?

The people who will be affected may be

Residents: pay particular attention to vulnerable groups in the population who may be affected by this activity

Businesses/ manufacturing / developers / small, medium or large enterprises

Employees: e.g. Council staff for an internal activity, other statutory or voluntary sector employees, local businesses and services

*Note that the boxes will expand as required

Guidance: What to include in assessing a Protected Characteristic e.g. AGE

Please tick (✓) the relevant box:

Positive

Neutral

Negative

Overall impact: In this section you will need to consider and note what impact your activity will have on individuals and groups (including staff) with protected characteristics based on the data and information you have. You should note whether this is a positive, neutral or negative impact.

It is essential that you note all negative impacts. This will demonstrate that you have paid 'due regard' to the Public Sector Equality Duty if your activity is challenged under the Equality Act.

*Note that the boxes will expand as required

Evidence: In this section you will need to document the evidence that you have used to assess the impact of your activity.

When assessing the impact, please consider and note how your activity contributes to the three aims of the Public Sector Equality Duty (PSED) as stated in the section above.

It is essential that you note the full impact of your activity, so you can demonstrate that you have fully considered the equality implications and have paid 'due regard' to the PSED should the Council be challenged.

- If you have identified a **positive impact**, please note this.
- If you think there is a **neutral impact** or the impact is not known, please provide a full reason why this is the case.
- If you have identified a **negative impact**, please note what steps you will take to mitigate this impact. If you are unable to take any mitigating steps, please provide a full reason why. All negative impacts that have mitigating actions must be recorded in the **Action Plan**.
- **Please ensure that appropriate consultation with affected parties has been undertaken and evidenced**

Sources used: In this section you should list all sources of the evidence you used to assess the impact of your activity. This can include:

- Service specific data
- Population, demographic and socio-economic data. Suggested sources include:
 - o Service user monitoring data that your service collects
 - o [Havering Data Intelligence Hub](#)
 - o [Office for National Statistics \(ONS\)](#)

If you do not have any relevant data, please provide the reason why.

*Note that the boxes will expand as required

Guidance: What to include in assessing Health & Wellbeing Impact:

Please tick (✓) all the relevant boxes that apply:	<p>Overall impact: In this section you will need to consider and note whether the proposal could have an overall impact on, or implications for, people’s health and wellbeing or any factors which determine people’s health.</p>
Positive	How will the activity help address inequalities in health?
Neutral	Include here a brief outline of what could be done to enhance the positive impacts and, where possible, mitigate for the negative impacts.
Negative	<p style="text-align: right; font-size: small;">*Note that the boxes will expand as required</p> <p>Do you consider that a more in-depth HIA is required as a result of this brief assessment? Please tick (✓) the relevant box</p> <p style="text-align: right;"> Yes <input type="checkbox"/> No <input type="checkbox"/> </p>

Evidence: In this section you will need to outline in more detail how you came to your conclusions above:

- What is the nature of the impact?
- Is the impact **positive** or **negative**? It is possible for an activity to have **both positive and negative impacts**. Consider here whether people will be able to access the service being offered; improve or maintain healthy lifestyles; improve their opportunities for employment/income; whether and how it will affect the environment in which they live (housing, access to parks & green space); what the impact on the family, social support and community networks might be
- What can be done to mitigate the negative impacts and/or enhance the positive impacts?
- If you think there is a **neutral impact**, or the impact is not known, please provide a brief reason why this is the case.
- What is the likelihood of the impact? Will the impact(s) be in weeks, months or years? In some cases the short-term risks to health may be worth the longer term benefits.
- Will the proposal affect different groups of people in different ways? A proposal that is likely to benefit one section of the community may not benefit others and could lead to inequalities in health.

Please use the Health & Wellbeing Impact Tool in Appendix 2 as a guide/checklist to assess the potential wider determinants of health impacts.

This tool will help guide your thinking as to what factors affect people’s health and wellbeing, such as social support, their housing conditions, access to transport, employment, education, crime and disorder and environmental factors. It is not an exhaustive list, merely a tool to guide your assessment; there may be other factors specific to your activity.

Some questions you may wish to ask include:

- Will the activity impact on people’s ability to socialise, potentially leading to social isolation?
- Will the activity affect a person’s income and/or have an effect on their housing status?
- Is the activity likely to cause the recipient of a service more or less stress?
- Will any change in the service take into account different needs, such as those with learning difficulties?
- Will the activity affect the health and wellbeing of persons not directly related to the service/activity, such as carers, family members, other residents living nearby?
- If there is a short-term negative effect, what will be done to minimise the impact as much as possible?

- Are the longer-term impacts positive or negative? What will be done to either promote the positive effects or minimise the negative effects?
- Do the longer term positive outcomes outweigh the short term impacts?

*Note that the boxes will expand as required

Sources used: In this section you should list all sources of the evidence you used to assess the impact of your activity. This could include, e.g.:

Information on the population affected

- Routinely collected local statistics (e.g. quality of life, health status, unemployment, crime, air quality, educational attainment, transport etc.)
- Local research/ Surveys of local conditions
- Community profiles

Wider Evidence

- Published Research, including evidence about similar proposals implemented elsewhere (e.g. Case Studies).
- Predictions from local or national models
- Locally commissioned research by statutory/voluntary/private organisations

Expert Opinion

- Views of residents and professionals with local knowledge and insight

*Note that the boxes will expand as required

Guidance: Outcome of the Assessment

On reflection, what is your overall assessment of the activity?

The purpose of conducting this assessment is to offer an opportunity to think, reflect and **improve** the proposed activity. It will make sure that the Council can evidence that it has considered its due regard to equality and health & wellbeing to its best ability.

It is not expected that all proposals will be immediately without negative impacts! However, where these arise, what actions can be taken to mitigate against potential negative effects, or further promote the positive impacts?

Please tick one of the 3 boxes in this section to indicate whether you think:

1. all equality and health impacts are adequately addressed in the activity – proceed with your activity pending all other relevant approval processes
2. the assessment identified some negative impacts which could be addressed – please complete the Action Plan in Section 4.
3. If the assessment reveals some significant concerns, this is the time to stop and re-think, making sure that we spend our Council resources wisely and fairly. There is no shame in stopping a proposal.

*Note that the boxes will expand as required

Guidance: Action Plan

For each protected characteristic/health & wellbeing impact where an impact on people or their lives has been identified, complete one row of the action plan. You can add as many further rows as required.

State whether the impact is Positive or Negative

Briefly outline the actions that can be taken to mitigate against the negative impact or further enhance a positive impact. These actions could be to make changes to the activity itself (service, proposal, strategy etc.) or to make contingencies/alterations in the setting/environment where the activity will take place.

For example, might staff need additional training in communicating effectively with people with learning difficulties, if a new service is opened specifically targeting those people? Is access to the service fair and equitable? What will the impact on other service users be? How can we ensure equity of access to the service by all users? Will any signage need changing? Does the building where the service being delivered comply with disability regulations?

Guidance: Review

Changes happen all the time! A service/strategy/policy/activity that is appropriate at one time, may no longer be appropriate as the environment around us changes. This may be changes in our population, growth and makeup, legislative changes, environmental changes or socio-political changes.

Although we can't predict what's going to happen in the future, a review is recommended to ensure that what we are delivering as a Council is still the best use of our limited resources. The timescale for review will be dependent on the scale of the activity.

A major financial investment may require a review every 2-3 years for a large scale regeneration project over 10-15 years.

A small policy change may require a review in 6 months to assess whether there are any unintended outcomes of such a change.

Please indicate here how frequently it is expected to review your activity and a brief justification as to why this timescale is recommended.

Appendix 2. Health & Wellbeing Impact Tool

Will the activity/service/policy/procedure affect any of the following characteristics? Please tick/check the boxes below

The following are a range of considerations that might help you to complete the assessment.

Lifestyle YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Personal circumstances YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Access to services/facilities/amenities YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
<input type="checkbox"/> Diet <input checked="" type="checkbox"/> Exercise and physical activity <input type="checkbox"/> Smoking <input type="checkbox"/> Exposure to passive smoking <input type="checkbox"/> Alcohol intake <input type="checkbox"/> Dependency on prescription drugs <input type="checkbox"/> Illicit drug and substance use <input type="checkbox"/> Risky Sexual behaviour <input type="checkbox"/> Other health-related behaviours, such as tooth-brushing, bathing, and wound care	<input checked="" type="checkbox"/> Structure and cohesion of family unit <input checked="" type="checkbox"/> Parenting <input checked="" type="checkbox"/> Childhood development <input type="checkbox"/> Life skills <input type="checkbox"/> Personal safety <input checked="" type="checkbox"/> Employment status <input type="checkbox"/> Working conditions <input checked="" type="checkbox"/> Level of income, including benefits <input type="checkbox"/> Level of disposable income <input type="checkbox"/> Housing tenure <input type="checkbox"/> Housing conditions <input checked="" type="checkbox"/> Educational attainment <input type="checkbox"/> Skills levels including literacy and numeracy	<input checked="" type="checkbox"/> to Employment opportunities <input type="checkbox"/> to Workplaces <input type="checkbox"/> to Housing <input type="checkbox"/> to Shops (to supply basic needs) <input type="checkbox"/> to Community facilities <input type="checkbox"/> to Public transport <input type="checkbox"/> to Education <input checked="" type="checkbox"/> to Training and skills development <input checked="" type="checkbox"/> to Healthcare <input checked="" type="checkbox"/> to Social services <input type="checkbox"/> to Childcare <input checked="" type="checkbox"/> to Respite care <input type="checkbox"/> to Leisure and recreation services and facilities
Social Factors YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Economic Factors YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Environmental Factors YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>
<input checked="" type="checkbox"/> Social contact <input checked="" type="checkbox"/> Social support <input type="checkbox"/> Neighbourliness <input checked="" type="checkbox"/> Participation in the community <input checked="" type="checkbox"/> Membership of community groups <input type="checkbox"/> Reputation of community/area <input type="checkbox"/> Participation in public affairs <input type="checkbox"/> Level of crime and disorder <input type="checkbox"/> Fear of crime and disorder <input type="checkbox"/> Level of antisocial behaviour <input type="checkbox"/> Fear of antisocial behaviour <input type="checkbox"/> Discrimination <input type="checkbox"/> Fear of discrimination <input type="checkbox"/> Public safety measures <input type="checkbox"/> Road safety measures	<input type="checkbox"/> Creation of wealth <input type="checkbox"/> Distribution of wealth <input type="checkbox"/> Retention of wealth in local area/economy <input type="checkbox"/> Distribution of income <input type="checkbox"/> Business activity <input type="checkbox"/> Job creation <input type="checkbox"/> Availability of employment opportunities <input type="checkbox"/> Quality of employment opportunities <input type="checkbox"/> Availability of education opportunities <input type="checkbox"/> Quality of education opportunities <input checked="" type="checkbox"/> Availability of training and skills development opportunities <input type="checkbox"/> Quality of training and skills development opportunities <input type="checkbox"/> Technological development <input type="checkbox"/> Amount of traffic congestion	<input type="checkbox"/> Air quality <input type="checkbox"/> Water quality <input type="checkbox"/> Soil quality/Level of contamination/Odour <input type="checkbox"/> Noise levels <input type="checkbox"/> Vibration <input type="checkbox"/> Hazards <input type="checkbox"/> Land use <input type="checkbox"/> Natural habitats <input type="checkbox"/> Biodiversity <input type="checkbox"/> Landscape, including green and open spaces <input type="checkbox"/> Townscape, including civic areas and public realm <input type="checkbox"/> Use/consumption of natural resources <input type="checkbox"/> Energy use: CO2/other greenhouse gas emissions <input type="checkbox"/> Solid waste management <input type="checkbox"/> Public transport infrastructure

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This Report is part exempt and Appendix B is not available for public inspection as it relates to exempt information within the meaning of paragraph 3 of Schedule 12A to the Local Government Act 1972. It is exempt because it refers to commercially sensitive information, and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

CABINET	
Subject Heading:	Site Disposals under the Asset Disposal Programme 2022-2028
Cabinet Member:	Councillor Graham Williamson– Cabinet Member for Development and Regeneration
SLT Lead:	Neil Stubbings – Strategic Director of Place
Report Author and contact details:	Simeon Nnyombi – Strategic Asset Manager Simeon.nnyombi@onesource.co.uk t: 01708 432573
Policy context:	Capital Strategy and Asset Management Plan
Financial summary:	The proposals within this paper seek to support the Council's broader Capital Strategy by delivering a pipeline of capital receipts in the broad sum of £10m p.a. to deliver capital investment priorities whilst reducing the need for capital borrowing.
Is this a Key Decision?	Yes Expenditure or saving (including anticipated income) of £500,000 or more

When should this matter be reviewed? February 2024

Reviewing OSC: Places Overview & Scrutiny Sub
Committee

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 |

SUMMARY

This report follows on from the Cabinet decision of 8th February 2023, which adopted a medium-term asset disposal programme to provide a sustainable asset pipeline to deliver capital receipts as an integral part of the Council's wider Capital Strategy.

The February decision noted that the disposal of the car park sites reported was provisional and subject to public consultation relating to modification of Traffic Management Orders relating to the sites. The Cabinet agreed to make a final decision on the disposal of the car park sites after considering the outcome of the consultation. In addition, the report noted that further reports would follow seeking approval for disposal of specific assets within the disposal programme.

This report seeks to report the outcome of the consultation to inform the Cabinet decision to authorise disposal of the car park sites. It also seeks to declare additional assets surplus to operational requirement and obtain authority for their disposal.

RECOMMENDATIONS

Cabinet is recommended to:

- Confirm authority to the Assistant Director Housing, Property and Assets to dispose the following assets having considered the outcome of a statutory consultation relating to the removal of the car parks from the Council's off street parking, modification of Traffic Management Orders and pursuant to the Cabinet decision of 8 February 2023:
 - Como Street Car Park, RM7 7DN
 - Keswick Avenue Car Park, RM11 1XR
 - Dorrington Gardens Car Park, RM12 4HX
 - Angel Way Multi-storey Car Park, RM1 1HR
- Note that the potential disposal of Slaney Road car park will be the subject of further appraisal to consider the potential retention of part of the existing site
- Note that in the exercise of delegated authority, any disposal to Mercury Land Holdings would be subject to the terms for any interim lease-back of operational assets and/or subsequent buy-back of assets not subsequently progressed by Mercury Land Holdings, as set out in the previous report to Cabinet on 8th February 2023.
- Declare the following assets as surplus to the Council's operational requirements:

- Mercury House, 11 Western Rd, Romford, RM1 3RL
- Gays Field, Jubilee Close, Romford, RM7 9LU
- Land at Bedale Road/Tiverton Road, Harold Hill, RM3 9TU
- Delegate authority to the Assistant Director Housing, Property and Assets in consultation with the Deputy Director of Legal and Democratic Services to appropriate the Group Homes at 79/ 81 Maybank Avenue, Hornchurch, RM12 5SH from the General Fund to the Housing Revenue Act. Such appropriation to be exercised in the event that there is a requirement for the properties by the Council's housing acquisition program. Otherwise, the properties are to be declared surplus to the Council's operational requirements.
- Agree to the disposal of the assets identified within Appendix A at values representing the best consideration reasonably obtainable to the Council, subject to any required consultation relating to public open space
- Delegate authority to the Assistant Director Housing, Property and Assets to decide upon the most appropriate disposal method for each asset and should that be considered to be auction, such authority to be exercised in consultation with the Lead Member for Development & Regeneration to agree appropriate reserve values for the properties.
- Delegate authority to the Assistant Director Housing, Property and Assets in consultation with the Deputy Director of Legal and Democratic Services to conduct all appropriate steps to progress and conclude the asset disposals in a manner that satisfies all legal/regulatory requirements.
- Agree, in principle, that the following sites should be appropriated (where necessary) for planning purposes with a view to their subsequent disposal:
 - Land at Bedale Road/Tiverton Road, Harold Hill, RM3 9TU
 - Gays Field, Jubilee Close, Romford, RM7 9LU
 - Como Street Car Park, RM7 7DN
 - Keswick Avenue Car Park, RM11 1XR
 - Dorrington Gardens Car Park, RM12 4HX
 - Angel Way Multi-storey Car Park, RM1 1HR
- Delegate authority to the Assistant Director Housing, Property and Assets in consultation with the Deputy Director of Legal and Democratic Services, for the purposes set out above and in accordance with section 122(2A) Local Government Act 1972 and section 233(4) Town and Country Planning Act 1990 that notices are placed in a local newspaper circulating in the area for two consecutive weeks expressing:
 - (i) an intention to appropriate (where necessary) the above sites to planning purposes; and

- (ii) an intention to dispose of the above sites (where necessary) following its appropriation.
- Delegate authority to the Assistant Director Housing, Property and Assets in consultation with the Deputy Director of Legal and Democratic Services consider any objections to the intended appropriation and/or disposal before a decision to appropriate or dispose is made.

REPORT DETAIL

The Council's Asset Disposal Programme 2022-2028 seeks to generate a target of £10m per annum in capital receipts over the period of the program. To contribute to this target, the Cabinet approved the disposal of an initial portfolio of properties in the decision made on 8th February 2023. The report also noted that further Cabinet approval for disposal of additional assets would be required as more assets became surplus to requirement as a result of asset rationalisation or asset reviews.

1. Additional surplus assets for disposal

This report seeks to obtain Cabinet approval for the disposal of four assets, three of which have become surplus to the Council's operational requirements. Disposal will present an opportunity to optimise the contribution of the assets to the Council's Capital strategy. The outline details for each of these sites are set out in Appendix A accompanied by site plans indicating the extent of each site and brief background to the asset becoming surplus, where appropriate. Indicative values are set out in the exempt **Appendix B**.

1.1 Mercury House, 11 Western Road, Romford RM1 3RL

A 12-storey office block, the Council holds a long-leasehold interest and has occupied Mercury House as its principal office since the 1970s. In January 2021, Cabinet considered a report on proposed rationalisation of its own administrative accommodation and agreed to consolidate its operational estate within Romford town centre to the Town Hall campus, releasing Mercury House and space within River Chambers.

Mercury House has since been decommissioned and Council functions relocated to the Town Hall campus, with the exception of the CCTV control centre which is due to relocate in early 2024.

Disposal options for the unexpired term of the Council's head-lease are varied and yet to be confirmed, subject to the necessary consents.

1.2 79 and 81 Maybank Avenue, Hornchurch, RM12 5SH

These premises are group homes previously occupied by NELFT. A decision to close the service in occupation was made by Cabinet in February 2023 due to budgetary considerations.

These properties are currently being vacated. Should the properties be considered viable and suitable for the Council's housing acquisition program, they will be appropriated from the General Fund to the Housing Revenue Account at market value.

Proposed open market disposal by informal tender or auction is recommended should there be no requirement by the housing acquisition program.

1.3 Gays Field, Jubilee Close, Romford RM7 9LU

Gays Field is a 2-hectare site, located within the green belt, bounded by agricultural land held by the Crown Estate and statutory allotments, with restricted vehicular access via Jubilee Close. The site was previously leased to NALGO/Unison for sporting purposes but has not been used for the last 10 years, since the pavilion housing the changing and toilet facilities was destroyed by arson.

The site has been considered for potential education use in the recent past, including a SEND Special school but other sites have since been prioritised in preference to Gays Field. The Assistant Director for Education Services has confirmed that no likely future demand for education purposes is anticipated for the site. Gays Field is otherwise considered to have little development potential due to its green belt status and restricted access.

Tentative discussions have been held with the Scout Association (Romford District) who are seeking alternative premises to their current accommodation to the rear of Park Drive. It is accordingly proposed that a disposal to the Scout Association is considered in the first instance, rather than open market sale.

A disposal to the Scouts would include suitable restrictive covenants limiting use of the site and an independent valuation would be sought to verify that best consideration has been achieved, based on the terms of sale.

1.4 Land at Bedale Road, Tiverton Road, Harold Hill, RM3 9TU

A 0.2-hectare site within a residential area of Harold Hill, the site is considered to hold potential (subject to planning) for the development of four houses fronting Tiverton Road and Bedale Road respectively, with the remainder of the site retained as a green space. The intention is to submit a planning application and subject to determination of the application, advertise the Council's intention to dispose and appropriate the site for planning purposes. The scope of the proposals may include the identification of additional parking provision in the vicinity if feasible.

2. Consultation on the withdrawal of public car parks

At its meeting on 8th February 2023, Cabinet gave provisional agreement for the future disposal of 5 public car parks, subject to statutory consultation on the cessation of their existing use

The Council undertook a public statutory consultation in March 2023 for a 3-week period to amend the off street parking order and remove the listed car parks from the traffic management orders for the car park sites. In accordance with statutory requirements, a public notice was published in the Romford Recorder and notices were displayed on sites for a minimum of 21 days up to 31 March 2023.

One response was received, the detail of which is set out below:

Objection

To Schemes,

Re. LBH off-street parking places, Order 202, PTO 1200 (Public Notice appearing in Romford Recorder 10/3/223)

I object to the removal of all the parking areas mentioned in this order as it undermines the viability of the Romford and Hornchurch shopping centres.

Officer Comment

The level of response was very low. The Council needs to balance the one objection against wider priorities and benefits that will be realised by progressing with the disposal. Having considered the one objection, it is recommended that Cabinet overrules the objection.

The disposal and redevelopment of the car parks is being promoted to improve the economic, social or environmental wellbeing of the borough. As can be seen below, with the exception of Slaney Road car park, which is subject to business permit parking, the remaining cars parks listed operate well below capacity and alternative provision is available in the areas surrounding the car parks.

Car Park Utilisation (Occupancy) Surveys

A survey of all listed car parks was completed for a one-week period in February (avoiding school half term) and the number of parked cars was counted in both mornings and afternoons. A summary of the occupancy (and likely displacement) is shown below. The survey was repeated again in April and showed a similar pattern of usage.

It is anticipated that the additional displacement of car parking that may result from the disposal of the above sites will be absorbed by the current parking offer in locations nearby, which is currently a mix of on and off street spaces. The Council is

Cabinet, 9th August 2023

also developing an Active Travel Strategy with the long-term aim of improving walking and cycling infrastructure to support sustainable travel of residents away from private vehicle use to walking and cycling. This strategy should lead to reduced demand for car parking spaces in the future.

Car Park	Capacity	Average Occupancy Weekday	Average Occupancy Weekend	% Occupancy (weekend and weekday)
Keswick Avenue	48	23	25	50
	Surface car park providing 48 spaces, including 2 disabled spaces. Nearest alternative car parks are: Council: Billet Lane (94 spaces, inc. 7 disabled) Fentiman Way (133 spaces, inc. 9 disabled) Appleton Way (48 spaces, inc. 2 disabled) Other: Sainsbury's (480 spaces)			
Angel Way	480	111	123	24
	Multi-storey car park providing 320 spaces (weekday), 480 spaces (weekend) including 22 disabled spaces Nearest alternative car parks are: Council: Cottons Park (24 spaces) Market Place (Mon/Tues/Thurs) (160 spaces, inc. 4 disabled) Town Hall (weekends) (60 spaces, inc. 7 disabled) Other: Brewery Shopping centre (1126 spaces) Liberty Shopping Centre (800 spaces) Britannia Car Park (252 spaces) The Mall/Asda (986 spaces)			
Slaney Road	100	98	99	98
	Surface car park providing 100 spaces, including 7 disabled spaces. Nearest alternative car parks are: Council: Cottons Park (24 spaces) Market Place (Mon/Tues/Thurs) (160 spaces, inc. 4 disabled) Town Hall (weekends) (60 spaces, inc. 7 disabled) Other: Brewery Shopping centre (1126 spaces) Liberty Shopping Centre (800 spaces) Britannia Car Park (252 spaces) The Mall/Asda (986 spaces)			
Dorrington Gardens	191	27	37	17
	Surface car park providing 191 spaces, including 5 disabled spaces. Nearest alternative car parks are:			

	Council: Billet Lane (94 spaces, inc. 7 disabled) Fentiman Way (133 spaces, inc. 9 disabled) Appleton Way (48 spaces, inc. 2 disabled) Other: Sainsburys (480 spaces)			
Como Street	134	22	29	19
	Surface car park providing 134 spaces, including 7 disabled spaces. Nearest alternative car parks are: Council: Cottons Park (24 spaces) Market Place (Mon/Tues/Thurs) (160 spaces, inc. 4 disabled) Town Hall (weekends) (60 spaces, inc. 7 disabled) Other: Brewery Shopping centre (1126 spaces) Liberty Shopping Centre (800 spaces) Britannia Car Park (252 spaces) The Mall/Asda (986 spaces)			

Appropriation

As a matter of law, councils hold or own land for a particular statutory purpose. If they want to hold the land for a different purpose, they must formally appropriate the land to that purpose. Appropriation is a statutory process that allows the Council, following consultation, to change the purpose for which it holds property in its ownership from one purpose to another.

Councils are authorised to appropriate land for planning purposes. By formally appropriating the selected sites for planning purposes subject to section 241 Town and Country Planning Act 1990, the Council (or any other person) may develop the land in accordance with a planning permission.

The Council should only propose to appropriate land for planning purposes if it has an intention to see the land used for development that promotes or improves the economic, social or environmental wellbeing of its area and believes that the appropriation is needed in order to facilitate or achieve any of these aims.

In each case, the Council intends to see the sites used for development, subject to securing planning and any other relevant authorisations.

A Council is authorised to appropriate land that it owns. However, if the land is used as public open space, which is legally defined as “any land laid out as a public garden or used for the purposes of public recreation” the Council must advertise its intention to appropriate the land for two successive weeks in a newspaper circulating in the area. It must then consider any objections made to the intended appropriation.

REASONS AND OPTIONS

Reasons for the decision:

The Council's Asset Management Plan seeks to optimise the contribution our assets to support delivery of the Council's strategic and corporate objectives.

There is no strategic reason for the Council's continued ownership of the assets and they no longer support delivery of any service and where the assets generate any income, the redevelopment options optimise the values while providing much needed housing. Therefore, they are considered surplus to Council requirements and a clear and approved plan for their disposal is required.

The removal of the car parks listed above from the Council's off street parking Traffic Management Orders is a statutory procedure. Modification of the orders should be carried out prior to change of use of the car park sites, given the Council's intention to see the car parks used for development that promotes or improves the economic, social or environmental wellbeing of the borough.

Other options considered:

Retention of the subject sites

They are considered to be surplus to the Council's requirements and retaining them may not maximise their contribution to the Council's aims. Retaining the operational assets could open the Council to void holding costs and associated risks.

IMPLICATIONS AND RISKS

Financial implications and risks:

The current capital strategy and MTFS includes the requirement to generate £20m capital receipts by the end of the 2023/24 financial year, with a projected need for a further £10m in each of the subsequent three financial years, to be used to fund elements of the capital programme, thereby reducing potential capital borrowing requirement. The financial implications of each disposal will be considered individually as they are progressed, including satisfying the best value requirement.

To maximise the potential receipt generated from the sale of assets there will be the requirement to incur pre-sale expenditure as identified above within this report.

Accounting regulation allows for up to 4% of the expected sale value to be financed from capital receipts and whilst this then increases the amount of receipts needed to be generated, it will ease any additional pressure on revenue as a result of these costs

There is a risk that the disposal proceeds may be less than anticipated or that additional pre-sale expenses may be identified in which case the Director of Asset Management Services would reconsider the position in consultation with the appropriate Lead Member and Finance Officers. The economic case for each disposal will be kept under consideration throughout the sale process.

Legal implications and risks:

In respect of the sites contained at Appendix A - The Council has the power to dispose of the land under section 123 of the Local Government Act 1972 ("LGA 72") subject to obtaining the best consideration reasonably obtainable. Where a site is open space, under section 123 2A of the LGA 1972, this power is also subject to advertising the proposed disposal in a local paper for two consecutive weeks and considering any objections raised before taking a decision on whether to dispose of the land. . In the event the land is appropriated for planning purposes prior to disposal of the land, then section 233 of the Town and Country Planning Act 1990 ("TCPA 1990") will apply which has the same requirement to obtain the best consideration reasonably obtainable

In exercising the delegated authority recommended by this report, the Assistant Director Housing, Property & Assets will be required to comply with the above requirements. In respect of any site to be disposed by way of auction the Assistant Director Housing, Property and Assets, in consultation with the Lead Member for Regeneration, will agree adequate reserve prices and a sale price respectively, which will be informed by independent valuation advice, to ensure that the Council can comply with the same duties to obtain best consideration, pursuant s.123 LGA 1972/s.233 TCPA.

Prior to any sale it will also be necessary for Legal Services to review the title to the property to confirm that no interests exist that may prevent a transfer. If any restrictions or covenants exist, the review will ascertain whether or not they are still capable of being enforced or will continue to bind the Council following the transfer.

In respect of the sites proposed for disposal to MLH the ability for MLH to develop and/or dispose of those sites will depend upon legal and financial due diligence. Furthermore, there remains the possibility that planning permission could be refused. As set out in the Cabinet report of February 2023 any disposal to MLH will allow for buy-back to account for the above factors and as such any capital receipt generated by this arrangement may be repayable. A separate report/s will be required to seek a decision as to whether monies will be made available to Mercury Land Holdings to make necessary arrangements for the sale and purchase. These reports will require the Council to demonstrate compliance with the relevant laws including s.123 LGA 1972/s. 233 TCPA and Subsidy Control laws.

Appropriation

The Council is seeking to appropriate land for planning purposes under section 122 LGA 1972.

Section 122 LGA 1972 enables the Council to appropriate (transfer) land it owns from one use to another, as long as (1) the new use is for a purpose it could have purchased the land and (2) the land is no longer required to be held for the purpose for which it is held immediately before the appropriation. The Council must therefore, consider whether the land is no longer needed for the purpose for which it is currently held if it is to be appropriated for planning purposes.

The meaning of the words “no longer required for the purpose for which it was held immediately before the appropriation” in law means “not required” or “not needed in the public interest of the locality”.

The appropriation for planning purposes, in this instance, must follow the process set out in section 122(2A) LGA 1972. This involves placing a notice in two consecutive editions of a local weekly newspaper and the formal consideration of any representations made in response to the notice. There is a legal duty to consider such representations fully and properly.

Appropriation of the land for “planning purposes” (in order to engage the provisions of section 203 Planning and Housing Act 2016 (“PHA 2016”)) requires the Council to consider the following factors, that is, whether:

- the appropriation will facilitate the carrying out of development, redevelopment or improvement on or in relation to the land or is required for a purpose which it is necessary to achieve in the interests of the proper planning of an area in which the land is situated;
- the proposed development, re-development or improvement will contribute to the promotion or improvement of the economic, social and/or environmental well-being of the area;
- it is in the public interest that the proposed development should be carried out, having regard to the provisions of the development plan, whether planning permission is in force and any other considerations that would be material to the determination of a planning application for development of the land; and
- as noted above, whether the land is no longer required for the original purpose for which it was acquired

“Planning purposes” is defined in section 246(1) TCPA 1990 and acquisition for such purposes includes acquisition under section 226 or section 227 TCPA 1990.

Where land is appropriated for planning purposes, it is then held by the Council under the statutory provisions of Part 9 of the TCPA 1990. The consequence is that the erection, construction or carrying out of any maintenance or any building

or work on the land and subsequent use of the land is authorised under those planning powers, if the works are done in accordance with planning permission, even if they interfere with third party rights.

The purpose of section 203 PHA 2016 is to ensure that where land has been appropriated for planning purposes, and provided that work is done in accordance with planning permission, then existing rights, which could prevent the development of that land from proceeding, can be overridden. The rights are overridden whether the Council or another person carries out the development. Persons who would otherwise benefit from those rights are entitled to claim compensation for the interference from the person carrying out the development.

Section 122(2A) LGA 1972 requires that before appropriating any land consisting or forming part of open space the Council must advertise the proposed appropriation in two consecutive editions of a local newspaper and consider any objections received in response.

In exercising the delegated authority recommended by this report to appropriate land for planning purposes, the Assistant Director Housing, Property & Assets will be required to comply with the above requirements.

Human Resources implications and risks:

There are no anticipated HR issues resulting from these decisions.

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.

An EqHIA (Equality and Health Impact Assessment) is usually carried out when a current or planned service/policy/activity is likely to affect staff, service users, or other residents.

The sites proposed for disposal are no longer operational, as detailed in Appendix A, and have been declared surplus, meaning that there is no material impact upon groups with protected characteristics

The proposed asset sales include a number of car parks with varying levels of disabled parking provision within. Consideration has been given to the proximity and capacity of alternative disabled parking provision (provided by both the Council and others) within Romford and Hornchurch town centres in order to mitigate the impact of withdrawing the subject car parks from their current use. For the time being these facilities remain in operational use and a full EqHIA will be conducted in advance of any change of operational status.

Health and Wellbeing implications and Risks

There are no specific Health & Wellbeing implications identified a consequence of the proposed resolution to dispose. The assets identified have already been vacant/surplus for some time, meaning there is unlikely to be any material wellbeing impact arising.

Environmental and Climate Change Implications and Risks

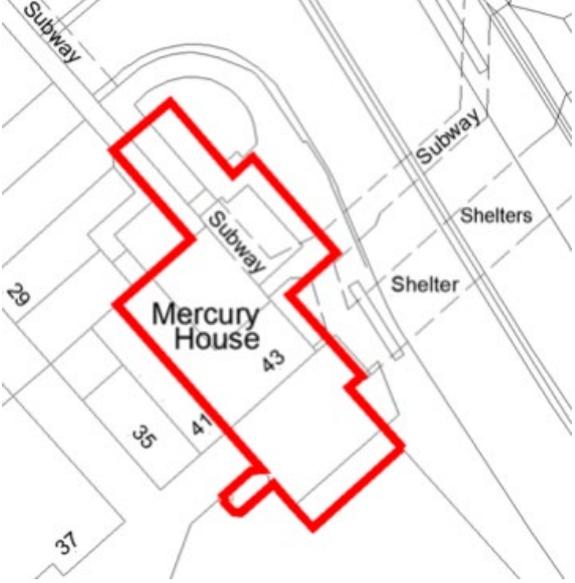
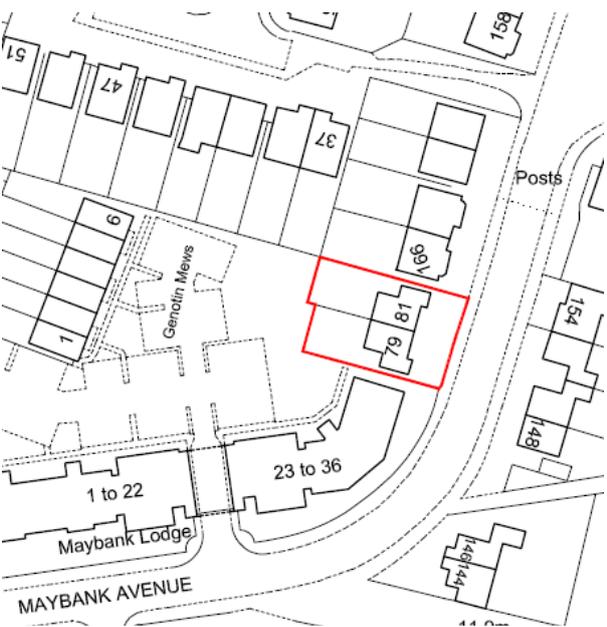
Disposal of the proposed sites will not, in itself, generate any environmental or climate change implications. Subsequent development of the sites will be subject to seeking planning permission and building control approvals, the process for which will require the applicant to demonstrate how any potential impacts are addressed

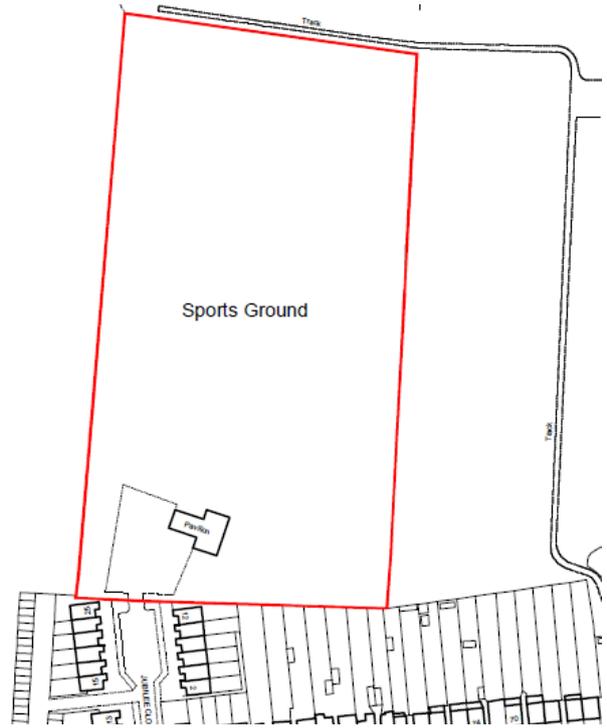
BACKGROUND PAPERS

Cabinet report of 8th February 2023 for the Asset Disposal Programme 2022-2028



Appendix A – Sites for proposed disposal

<p>Mercury House, 11 Western Rd, Romford RM1 3RL</p> 	<p>Mercury House has served as the Council's principal office premises since the 1970's and prior to the COVID19 pandemic accommodated a series of customer-facing services spanning Childrens and Adults Services, Neighbourhoods and Housing all of which have been relocated.</p> <p>In addition to general office space, the building accommodated a series of specialist facilities including:</p> <ul style="list-style-type: none">• The Multi-Agency Safeguarding Hub (MASH)• The CCTV control room• Public Protection food laboratory• Public Advice and Service Centre (PASC) <p>These services have also been relocated with exception of CCTV infrastructure which will be relocated imminently as part of the wider CCTV control room relocation.</p> <p>The building has been closed to staff and public use since Mar 2020</p> <p>Proposed open market disposal or disposal to Mercury Land Holdings subject to obtaining all required Landlord consents.</p>
<p>79 and 81 Maybank Avenue, Hornchurch, RM12 5SH (Former Group Homes)</p> 	<p>ASC Group Homes for people with mental health issues. Cabinet agreed to their closure (the service) as part of the budget setting process at their meeting in February. This means the properties are to be vacated.</p> <p>If the properties should be found to be viable and suitable for the Council's Housing acquisition program, they will be appropriated from the General Fund to Housing Revenue Account at market value.</p> <p>Should there not be a requirement from the housing acquisition program, an open market disposal by informal tender or auction is proposed.</p>

<p>Land at Bedale Road, Tiverton Road, Harold Hill, RM3 9TU</p>  <p>The site plan shows a residential area with streets including Tiverton Grove and Bedale Road. A red outline highlights a specific plot of land located between these two roads. The surrounding area contains numerous numbered residential plots.</p>	<p>The sites appears to form a community amenity area. Subject to planning, there is potential to redevelop the site with up to four homes, while retaining the remainder of the site for green space.</p>
<p>Land at Gaysfield Sports Ground Jubilee Close Romford, RM7 9LU</p>  <p>The site plan shows a large rectangular area outlined in red, labeled 'Sports Ground'. To the south of this area is a residential street named Jubilee Close. A 'Track' is visible along the northern and eastern boundaries of the sports ground. A 'Pavilion' is also indicated within the sports ground area.</p>	<p>The grounds were previously used by weekend football clubs and informal staff use. The grounds have not been used for the last 10 years.</p> <p>The title is understood to contain restrictive user clauses relating to open land type uses – allotments, garden grounds, park, playing fields or as an open space for public recreation.</p> <p>A disposal to Romford District Scout Association is proposed subject to title restrictions will enhance utilisation of the ground.</p>

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

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CABINET

Subject Heading:

**Local Government Association (LGA)
Corporate Peer Challenge 2022:
Approval of Action Plan**

Cabinet Member:

The Leader, Councillor Ray Morgon

SLT Lead:

Sandy Hamberger, Director of Strategy,
Policy & Transformation

Report Author and contact details:

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Policy context:

This is the Council's Action Plan to implement the improvements identified through the LGA Corporate Peer Challenge recommendations. These improvements will help the delivery of outcomes required in the Council's 2023/24 Corporate Plan and associated key policies and strategies.

Financial summary:

There are no direct financial implications arising from the implementation and monitoring of the improvement plan. The improvements themselves may require additional funding, if this is the case any such decisions will be progress via the appropriate channels as and when they materialise.

Is this a Key Decision?

This report is a key decision as the improvements will have significant beneficial effects on two or more wards.

When should this matter be reviewed?

Progress of delivery against the action plan should be reviewed on at least a six monthly basis.

Reviewing OSC:

Overview and Scrutiny Board

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

SUMMARY

This report focuses on the Council's Action Plan, developed in response to the Local Government Association Corporate Peer Challenge Review Team's key improvement recommendations.

It is proposed that the Action Plan is approved and monitored on a six monthly basis to ensure the recommended improvements are implemented.

As the improvements are strategic in nature and underpin the Council's Corporate Plan, the Overview and Scrutiny Board may wish to select it for scrutiny, this is in accordance with the statutory role of the Overview and Scrutiny Function as set out in the Council's Constitution.

RECOMMENDATIONS

The Action Plan sets out what needs to be done and the timescales to achieve this. Members are asked to agree

- The Action Plan
- The Senior Leadership Team are collectively the "Lead Officers" for delivery
- Cabinet and Overview and Scrutiny Board review progress against the Action Plan on a six monthly basis.

REPORT DETAIL

1. Background

1.1. The Local Government Association Corporate Peer Challenge is a key element of their overall sector-led improvement Programme. The Peer Team, comprising eight senior Members and Officers from other local authorities spent four days in Havering, between 7th and 10th November 2022.

1.2. The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges:

1. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?
2. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?
5. **Capacity for improvement** - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

1.3. At the request of the Council, we had a particularly strong focus on theme four, financial planning and management.

2. The peer challenge process

2.1. It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils' needs. The Council provided a self-assessment, which was used by the peer team initially to prepare for the review. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

2.2. The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the Council and the challenges it is facing. The team then spent 4 days onsite at Havering, during which they:

- Spoke to more than 150 people including a range of Council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 58 meetings, visits to key sites in the area and additional research and reading.

2.3. The peer team gave a short presentation before they left Havering, and produced a report for the Council, (Appendix A). The peer challenge is a snapshot in time and acknowledges that some of the feedback may be about things the Council is already addressing and progressing.

3. The Peer Teams Key Feedback for Havering

- 3.1. Following the local elections in May 2022, a new administration was formed at the London Borough of Havering. The new Leader and Cabinet are quickly establishing themselves as open and engaging. A new vision for the council has been adopted. There is now a window of opportunity to make change early in their new administration. The political leadership should now consider what the top three priorities are, so that there is a clear and shared understanding of the focus for delivery.
- 3.2. The council is well-respected by partners, who spoke highly of both the council and the Chief Executive, highlighted work to further develop good relationships with partners. The peer challenge team would encourage the council to be more strategic and take up opportunities to work more collaboratively across the organisation and with partners.
- 3.3. There are some areas of strength at the council, with examples of good practice in children's social work, a strong and well-used leisure offer. The development of Community Hubs is also a positive step.
- 3.4. The peer challenge team found that the Senior Leadership Team (SLT) are visible, and staff find them approachable. There are opportunities to empower middle managers (CLT) to allow the SLT more time to focus on strategic issues, such as the budget challenge, corporate priorities and exploring opportunities for collaboration. The peer challenge team heard some frustrations from staff about recent changes and the communication and engagement on these. It is clear that there are opportunities to improve engagement with and feedback to staff, which would also support the council to become a learning organisation.
- 3.5. The peer challenge team reviewed the council's budget report and financial monitoring data. It was clear that the council needs to make substantial savings at pace in order to be on a sustainable financial footing. While there is good understanding of the challenge facing the council and an awareness of the need to make significant savings across the organisation, there needs to be a greater sense of urgency to translate this into action.
- 3.6. Linked to this, the transformation programme is a positive development, but it could be utilised more effectively to help deliver financial sustainability for the council and outcomes for residents. The peer challenge team are of the view that is now time to move on to a new phase and level of ambition for the transformation programme.
- 3.7. The peer challenge team spoke to local residents, service users and backbench councillors. The team also reviewed performance data and it was clear that there is a need to improve customer services and engagement to ensure that the council consistently delivers good services for residents.

3.8. Engaging with residents, stakeholders and partners will be particularly important as the council navigates its financial, economic, and demographic challenges.

3.9. The council is facing a number of significant challenges, it is time to grip the challenges and deliver at pace.

4. The Peer Teams Key Recommendations for Improvement

4.1. The following are the peer team's key recommendations for the council are summarised and are addressed in the Action Plan, recommended for approval, Appendix B:

1. Having agreed their Vision in November 2022, the new political leadership should now consider what the top three priorities are so that there is a clear and shared understanding of the focus for delivery and using the new corporate plan, outcomes, and data, to inform a unified and cohesive transformation programme, focus on using change to deliver key outcomes and financial sustainability. Strengthen ownership, roles, and accountability, and consolidate resources.
2. Develop clear milestones, processes, and timescales for delivery of the Target Operating Model, ensuring staff and members are engaged in the process. Using the workforce strategy as an opportunity to act on feedback from staff (Recruitment, Retention and Organisational Development work) and that capacity is aligned with key delivery areas and corporate priorities.
3. Resolve the OneSource question, considering the budget implications and capacity, particularly in specialist and technical areas and how it links to the TOM.
4. Empower staff and middle managers, freeing up Senior Management (SLT) time to focus on the key strategic challenges. Improve engagement and cross-organisation working to enable this.
5. Establish member-led oversight mechanisms for strategic issues such as closing the budget gap and financial control, performance management, and corporate risks.
6. Savings needs to be a 'shared endeavour' with joint ownership across the directorates and portfolios. Strengthen financial reporting and ensure that the organisation and leadership is focussed on urgently gripping the delivery of savings to help balance the budget. This needs to be done at pace.
7. Review the scale of the capital programme in light of the changing economy and increased costs, considering affordability and the new vision/priorities. Undertake an asset review.

8. Improve ICT and the CRM, and review legacy software. Give staff the tools and training to get the job done, boosting capacity, and embed a customer service culture that delivers for residents. Improve engagement and feedback internally with staff and backbench (non-executive) councillors, and externally with residents and partners.
9. Review how contracts are aligned with the Target Operating Model and ensure procurement and commissioning align with the council priorities and key outcomes. Strengthen contract performance and increase member oversight, with an updated and improved contract register.

5. Next Steps

- 5.1. The Council has developed its Action Plan to implement the above improvement recommendations and is seeking Cabinet approval through this report.
- 5.2. The Peer Team will undertake a short follow up in Autumn 2023 to help independently assess the impact of the peer review.

6. Date of Next LGA Corporate Peer Challenge

- 6.1. The LGA will schedule a visit in approximately six months from the date of publication of the report.

Appendix A: Peer Review Team report

Appendix B: The Council's draft action plan to implement the recommendations outlined

REASONS AND OPTIONS

Reasons for the decision:

The purpose of having the LGA Corporate Peer Challenge was to give an external objective view of the Council's ambition, plans to achieve this and improvement recommendations.

Other options considered:

This option was adopted as the sector best practise and provided free of charge.

IMPLICATIONS AND RISKS

Financial implications and risks:

The Council reviews both its general and earmarked reserves on a regular basis. The Council has an ambition to hold £20m in general balances and has a planned £2m contribution in the budget each year to help achieve that target. The combined effect of firstly COVID and then the high inflation rates in the last year has resulted in the Council reporting revenue overspends. This has resulted in general balances reducing to £8.1m despite the planned contributions in the budget. The Council is reviewing the level of contribution needed in the MTFs in order to reach the planned target and the budget process currently underway for 24/25 fully recognises the need to replenish balances

Earmarked reserves are similarly reviewed and scrutinised on a regular basis and are all set aside for specific time limited purposes. Each year there are planned drawdowns of these reserves and decisions are taken on any requirement to replenish balances where required. Reserves are only held where necessary and if funding is no longer required the reserve is released for other corporate use. The use of reserves are considered as part of the monthly budget monitoring processes.

The Council's reserves are a prudent backstop against the risks and pressures that are ahead but due to financial constraints are certainly no more than adequate for that purpose. Many other authorities in London have much higher levels of reserves and balances.

There are no direct financial implications arising from this report. The implementation and monitoring of the improvements is anticipated to be contained within existing budgets. If through this processes pressures on budgets materialise these will be flagged and escalated through the appropriate channels as part of regular monthly budget monitoring.

It may be that the improvements themselves require additional funding. If so, any additional funding will be brought back for consideration via the appropriate channels as and when they materialise.

Legal implications and risks:

There are no specific legal implications arising as a result of these recommendations. Any implementation of the specific actions within the action plan will be subject to their own proper governance process in accordance with the Council's constitution and scheme of delegations. Indeed, some are already underway.

Human Resources implications and risks:

There are no HR implications or risks that impact directly on the Council's workforce as a result of the recommendations. Cabinet agreed a new workforce strategy in November 2022 and work is underway to deliver actions under this strategy.

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.

Health and Wellbeing implications and Risks

There are no Health and Wellbeing implications/risks arising from this proposal.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

No direct environmental and climate change implications and risks have been identified as a consequence of this report, however there may be indirect benefits arising from the outcome of the implementation of the recommendations.

BACKGROUND PAPERS

None

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LGA Corporate Peer Challenge

London Borough of Havering

7th - 10th November 2022

Feedback report





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2. Key recommendations	4
3. Summary of the peer challenge approach	6
4. Feedback	8
5. Next steps	15

1. Executive summary

Following the local elections in May 2022, a new administration was formed at the London Borough of Havering. The new Leader and Cabinet are quickly establishing themselves as open and engaging. A new vision for the council has been adopted. There is now a window of opportunity to make change early in their new administration. The political leadership should now consider what are the top three priorities so that there is a clear and shared understanding of the focus for delivery.

The council is well-respected by partners, who spoke highly of both the council and the Chief Executive, highlighted work to further develop good relationships with partners. The peer challenge team would encourage the council to be more strategic and take up opportunities to work more collaboratively across the organisation and with partners.

There are some areas of strength at the council, with examples of good practice in children's social work, a strong and well-used leisure offer. The development of Community Hubs is also a positive step.

The peer challenge team found that the Senior Leadership Team (SLT) are visible, and staff find them approachable. There are opportunities to empower middle managers (CLT) to allow the SLT more time to focus on strategic issues, such as the budget challenge, corporate priorities and exploring opportunities for collaboration. The peer challenge team heard some frustrations from staff about recent changes and the communication and engagement on these. It is clear that there are opportunities to improve engagement with and feedback to staff, which would also support the council to become a learning organisation.

The peer challenge team reviewed the council's budget report and financial monitoring data. It was clear that the council needs to make substantial savings at pace in order to be on a sustainable financial footing. While there is good understanding of the challenge facing the council and an awareness of the need to make significant savings across the organisation, there needs to be a greater sense of urgency to translate this into action.

Linked to this, the transformation programme is a positive development, but it could be utilised more effectively to help deliver financial sustainability for the council and

outcomes for residents. The peer challenge team are of the view that it is now time to move on to a new phase and level of ambition for the transformation programme.

The peer challenge team spoke to local residents, service users and backbench councillors. The team also reviewed performance data and it was clear that there is a need to improve customer services and engagement to ensure that the council consistently delivers good services for residents.

Engaging with residents, stakeholders and partners will be particularly important as the council navigates its financial, economic, and demographic challenges.

The council is facing a number of significant challenges, it is time to grip the challenges and deliver at pace.

2. Key recommendations

There are a number of observations and suggestions within the main section of the report. The following are the peer team's key recommendations to the council:

2.1. Recommendation 1

Savings needs to be a 'shared endeavour' with joint ownership across the directorates and portfolios. Strengthen financial reporting and ensure that the organisation and leadership is focussed on urgently gripping the delivery of savings to help balance the budget. This needs to be done at pace.

2.2. Recommendation 2

Establish member-led oversight mechanisms for strategic issues such as closing the budget gap and financial control, performance management, and corporate risks.

2.3. Recommendation 3

Review the scale of the capital programme in light of the changing economy and increased costs, considering affordability and the new vision/priorities. Undertake an asset review.

2.4. Recommendation 4

Resolve the OneSource question, considering the budget implications and capacity, particularly in specialist and technical areas.

2.5. Recommendation 5

Improve ICT and the CRM, and review legacy software. Give staff the tools and training to get the job done, boosting capacity, and deliver good customer services.

2.6. Recommendation 6

Empower staff and middle managers, freeing up Senior Management (SLT) time to focus on the key strategic challenges. Improve engagement and cross-organisation working to enable this.

2.7. Recommendation 7

Ensure that the workforce strategy is an opportunity to act on feedback from staff (Recruitment, Retention and Organisational Development work). Consider ways that staff capacity, development and progression can be improved. Align this work with key delivery areas and corporate requirements.

2.8. Recommendation 8

Create and embed a customer service culture that delivers for residents. Improve engagement and feedback internally with staff and backbench (non-executive) councillors, and externally with residents and partners.

2.9. Recommendation 9

Use the new corporate plan, outcomes, and data, to inform a unified and cohesive transformation programme. Focus on using change to deliver key outcomes and financial sustainability. Strengthen ownership, roles, and accountability, and consolidate resources.

2.10. Recommendation 10

Review how contracts are aligned with the Target Operating Model and ensure procurement and commissioning align with the council priorities and key outcomes. Strengthen contract performance and increase member oversight, with an updated and improved contract register.

2.11. Recommendation 11

Develop clear milestones, processes, and timescales for delivery of the Target Operating Model, ensuring staff and members are engaged in the process.

3. Summary of the peer challenge approach

3.1. The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- Chief Executive Peer – Paul Najsarek, former Chief Executive, Ealing Council
- Independent Member Peer – Cllr Julian German, Cornwall Council
- Labour Member Peer – Cllr Sam Webster, Lead Member for Finance and Resources, Nottingham City Council
- Conservative Member Peer – Cllr Rob Waltham, Leader of the Council, North Lincolnshire Council
- Senior Officer Peer – Stuart Reid, Director Business & Resources, South Tyneside Metropolitan Borough Council (S151 officer)
- Senior Officer Peer – Carol Williams, Director of Transformation and Digital, Walsall Metropolitan Borough Council
- Peer Challenge Manager – Angela Kawa, Senior Regional Adviser, LGA
- Shadow peer – Emilia Peters, Member Services Officer, LGA

3.2. Scope and focus

The peer team considered the following five themes which form the core components of all Corporate Peer Challenges. These areas are critical to councils' performance and improvement.

1. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?

2. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?
5. **Capacity for improvement** - Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?

At the request of the Council, we had a particularly strong focus on theme four, financial planning and management.

3.3. The peer challenge process

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent four days onsite at Havering Town Hall, during which they:

- Gathered information and views from more than 58 meetings, in addition to further research and reading.
- Spoke to more than 150 people including a range of council staff together with members and external stakeholders.

This report provides a summary of the peer team's findings. In presenting feedback, they have done so as fellow local government officers and members.

4. Feedback

4.1. Local priorities and outcomes

During the pandemic the council continued to deliver services for residents under very difficult circumstances. Staff demonstrated their commitment to delivering for local people by working very hard during this extremely difficult period.

Following the local elections in May 2022, a new administration was formed at the London Borough of Havering. The new Leader and Cabinet have made established themselves as open and engaging. The new vision and Target Operating Model (TOM) were agreed by Cabinet whilst the peer challenge team was onsite. These are positive steps. Now the vision and TOM are in place the focus needs to be on delivery. The political leadership should now consider what are the top three priorities for the organisation, so that there is a clear and shared understanding of the focus for delivery. Ensuring that capacity is aligned to the key priorities and outcomes will enable the council to deliver.

The council is delivering some good services. Ofsted-rated Children's Services as Good in May 2021. The peer challenge team heard about some examples of good practice in children's services and was pleased to have the opportunity to speak to children who use the service. We also noted that the adult social care team and the Director are well-regarded by local partners and the care sector.

The peer challenge team heard about the work that is being done to develop Community Hubs. The hubs are an opportunity to join up services in one place, this could be a very positive step.

The peer challenge team also heard about the Wates joint venture with the council, a good partnership delivering affordable housing for the local area. However, in the peer team's view, the risks of this joint venture need to be better understood and monitored. The peer challenge team also noted that whilst this will deliver more housing, there is more to be done to meet housing targets.

There could be more of a customer service focus at the council with more consistent action on customer feedback and better use of data. This would ensure that the council is quickly delivering for residents on issues such as environment and housing repairs. These two areas were mentioned repeatedly in interviews with the peer team

as being areas where improvements are needed. Housing repairs is particularly important given the impact that faults and condition issues can cause in terms of stress and potentially health issues for residents. The peer team heard that the council has a new housing repairs service and is working with their contractor on the issues.

In May 2021 the council commissioned the LGA to conduct a review (READI review) of Race Equality, Accessibility, Diversity, and Inclusion, which highlighted a number of significant issues on Equalities, Diversity, and Inclusion. The peer challenge team found that progress is being made on the READI review recommendations and action plan. During the corporate peer challenge, the peer challenge team heard frustrations from some staff that this progress hasn't been swifter. The peer team noted that it has taken the council some time to recruit staff with the right expertise to move the action plan forward, and this member of staff is now in place which should allow the council to make further progress in this area.

The peer challenge team reviewed the council's performance management and performance data, and found that performance management could be strengthened with more member oversight in key areas.

There are positive developments on health integration. Strong relationships with key partners have been established and there was positive feedback from partners about the council's approach in this area. Health integration will provide opportunities for the council and health partners to deliver for residents and jointly address social care and prevention.

The peer challenge team are of the view that the climate change objectives could be strengthened to create a 'green thread' throughout the organisation. This would highlight opportunities for all parts of the council to consider the role in tackling climate change. This would put the council in a better position to deliver on this important agenda.

4.2. Organisational and place leadership

The peer challenge team reviewed the council's strategic planning documents and noted that the Local Plan was adopted in 2021. At the time of writing the council has

not met the Housing Delivery Test and has an action plan in place. The council is taking steps to deliver more housing and is in the process of delivering new council housing in Rainham. But more needs to be done to identify further opportunities to create more housing.

In interviews partners praised the council's response to the Wennington fire, a very significant incident in 2022, which had a traumatic impact on the local community. The partners described the council's response as being very strong. Havering residents who were interviewed also stated that they thought the response was effective and that members were very visible during this difficult time.

The new Leader and Cabinet have been welcomed into their new roles. Partners report that they are approachable and are well-engaged with them. The political leadership should continue to develop these relationships further.

Although partners spoke positively about the council, they did note that engagement and feedback to partners could be improved. The council needs to ensure they close the feedback loop and keep partners updated on what action has been taken or what decision has been made when partners raise issues with them.

Good engagement and communication with partners will be particularly important as the council addresses the significant financial challenge it faces and makes changes to services and support for the local community. There will be opportunities to work with partners to address some of the financial challenges making these relationships particularly important.

Havering has a strong voluntary and community sector, and there are more opportunities for the council to explore joint working and increased capacity. For example, in the community hubs, joint funding arrangement, and joint bids for external funding. There is also more work to be done across the council on future commissioning and procurement, including in relation to the voluntary and community sector.

The peer challenge team found that the Senior Leadership Team (SLT) are visible, and staff find them approachable. Middle managers (CLT) are not as visible in the organisation and these managers could be empowered to do more. This would free up SLT time to focus on strategic issues, such as the budget challenge, corporate priorities and exploring opportunities for collaboration. It would also give CLT

opportunities for development.

4.3. Governance and culture

The peer challenge team found that member-officer relations at the council have improved since the last Corporate Peer Challenge in 2019. Many interviewees note that there had been an improvement in this area and that members and officers are now working together more effectively.

The newly elected councillors and new Cabinet Members are very engaged in development and support opportunities. The induction process and the member training provided by the council was well-received and praised by councillors. Cabinet Members have taken up a number of opportunities to attend LGA courses and training.

The peer challenge team found that the changes that have been made to Overview and Scrutiny have streamlined the meetings, these changes now need to be in. The council should consider how they can use scrutiny to the best effect, providing member oversight and challenge on the key issues the council is facing.

More member oversight is needed on performance, particularly on outcomes, service delivery and contract management. The council should consider how they can improve this oversight and challenge ensuring that it draws on improved data and intelligence. For example, Overview and Scrutiny could be used to further push the case for good performance management data and intelligence, and provide constructive challenge.

Cabinet members work well together and are now well-established in their roles. In the view of the peer challenge team, they now need to focus on key strategic issues, and delivering at pace on these issues, particularly the budget and financial sustainability.

The peer challenge team heard some good examples of cross-organisation working but this needs to be mainstreamed. There is still a tendency for the organisation to work in silos, and these silos need to be broken down. The council could use the opportunity of the new workforce strategy to embed a 'one council' culture focussed on getting things done and delivering priority outcomes.

Some staff expressed frustration that they were engaged towards the end of the change process and regretted that they had not been given the opportunity to feed in useful insights. Given the need to make decisions at pace on key issues, the council should consider ways to engage staff and members early on. The council also needs to consider how this early engagement will fit into the timelines for decision making.

Evidence of delivery can be used to boost confidence, communicating the progress to staff will also show that the organisation is making steps in the right direction.

Consider using a 'you said, we did' approach ensuring there is consistent feedback.

In interviews it was clear that the member casework system could be improved.

There need to be more timely responses to councillors' enquiries. The peer challenge team are also of the view that swifter action needs to be taken on the issues raised by councillors.

The new Cabinet has established theme board meetings with senior staff. Now that Cabinet is established in their role, the peer challenge team believe that now is a good time to consider the best way to use the theme boards to focus on the strategic issues.

4.4. Financial planning and management

The peer challenge team reviewed the council's budget reports and financial monitoring data. There is a £70m gap in the council's budget which needs to be bridged in the next four years, with substantial savings still to be found. The S151 Officer (Chief Finance Officer) and the Cabinet Member for Finance have a strong awareness and understanding of the challenge.

The council must build on early action to meet the challenge. The potential for additional government funding, or external investment opportunities (such as the proposed data centre), cannot be relied upon to address this shortfall. Significant work is required to look at every opportunity to balance the budget, particularly in light of the in-year pressures the council is facing.

Given the scale of the financial challenge the council should be commended for being open and honest about situation and for seeking conversations with the Government. If exceptional financial support from the Government (such as a

capitalisation direction) is sought the council needs to consider that there is no guarantee it will be given and will need to plan accordingly. Even if a capitalisation direction is granted, the council will still need to reduce costs over the short to medium term.

The peer challenge team noted that reserves have been used to compensate for undelivered or late savings, this is not sustainable. The council needs to ensure that planned savings are delivered, with all parts of the organisation putting in place measures to achieve this.

The peer challenge team is of the view that the council needs to strengthen financial management across the organisation, with increased grip and oversight needed on the delivery of savings. There is good understanding of the challenge facing the council and an awareness of the need to make significant savings across the organisation. However, a greater sense of urgency is required to meet the financial challenge. A clear plan identifying corporate ownerships and accountability needs to be in place as soon as possible.

The council should consider capacity in the finance team to deliver the substantial savings that are needed. Does the organisation have enough people in the right places, with the right skills to deliver these difficult savings?

The organisation has a new vision and Target Operating Model. The council should now align these ambitions and priorities with council resources, ensuring that priorities can be delivered with the financial resources that are available to the council. The council should also consider the alignment of the Transformation Programme with the new vision and TOM.

In light of increased project costs and higher inflation, the council should reconsider the affordability of the capital programme. The changing economic circumstances should also prompt a broader review of the council's strategy in this area and should include an asset review.

The peer challenge team found that there are opportunities to make changes to the way things are done. This would reduce duplication and inefficiencies, and potentially make savings. The council needs to move to managing demand and prevention, particularly in key areas such as children's services, adult social care, health, and housing. This will improve outcomes and help the council to manage the pressure in

the demand-led services. The organisation should consider a strengths-based practice in these areas.

There are issues with recruitment and retention of staff at the council and a reliance on a high number of agency and temporary staff. Using the new workforce strategy here is an opportunity to address the balance of agency, temporary staff, and permanent staff, with the potential to make savings.

There is also an opportunity to review contracts and procurement to identify further savings. This process should complement the increased member oversight of performance management and contract management.

The peer challenge team also encourage everyone at the council to take the learning from other councils who have already had to address savings of this scale. Take this learning and consider what this means for processes and systems at the London Borough of Havering.

4.5. Capacity for improvement

The council have passionate staff and members, who care deeply about the local area and about providing good services. Both members and staff are aware of the financial challenge and want to work together to meet it. There is a “willingness to do things differently” across the organisation. This willingness to do things differently should assist the council to make changes.

The transformation work being undertaken needs to be unified and focussed on delivering change. In particular this work should focus on delivering key outcomes, with the right resources in place to do this.

Performance management and intelligence could be strengthened to inform delivery of key priorities and provide more member oversight. This would improve the council’s capacity to make decisions about priorities and changes that have been informed by better data, intelligence, and insights.

Throughout the peer challenge the peer team heard differing views on the effectiveness, efficiency, and capacity of the current arrangements with OneSource. Questions are being asked about OneSource, and the council need to resolve this issue to provide clarity for staff. The organisation also needs to consider the impact

of any changes in terms of finances, specialist skills, capacity, and the workforce strategy.

We heard that recruitment and retention is causing issues for delivery, with staff reporting that there are struggling to get things done due to a lack of capacity in some teams. This issue needs to be addressed to ensure that the council has resources in the right place to deliver essential services and functions. This should be considered in the workforce strategy.

The peer challenge team are of the view that the council could utilise the 10 days staff personal development to support transformation and to also give opportunities for progression.

The workforce strategy is a good foundation, but the council now needs to consider what tools are needed. The council should also ensure the strategy aligns with key priorities for the organisation and embraces hybrid working. It will also be important for the organisation to capture the impact of this piece of work.

The organisation needs to ensure that the appraisal process is embedded throughout. The appraisal process should create a golden thread with the corporate priorities at its heart.

The peer challenge heard and saw some examples of good practice by the council. We encourage the council to become a learning organisation taking onboard feedback, identifying good practice, and making changes as a result. Take the good practice and duplicate it, take the feedback and act on it.

Finally, the organisation needs to come together to focus on the key strategic issues and delivering for residents. We encourage everyone at the council to work across the organisation to archive these important goals.

5. Next steps

It is recognised that senior political and managerial leadership will want to consider, discuss, and reflect on these findings.

Both the peer team and LGA are keen to build on the relationships formed through the peer challenge. The CPC process includes a six-month check-in session, which



provides space for the council's senior leadership to update peers on its progress against the action plan and discuss next steps.

In the meantime, Kate Herbert, Principal Adviser for London, is the main contact between your authority and the Local Government Association. Kate Herbert is available to discuss any further support the council requires:

kate.herbert@local.gov.uk

Peer Review Action Plan

No.	Recommendation	Lead Officer	Latest position
1	<p>Having agreed their Vision in November 2022, the new political leadership should now consider what are the top three priorities so that there is a clear and shared understanding of the focus for delivery and using the new corporate plan, outcomes, and data, to inform a unified and cohesive transformation programme, focus on using change to deliver key outcomes and financial sustainability. Strengthen ownership, roles, and accountability, and consolidate resources.</p>	<p>Leader of the Council, Chief Executive, AD innovation, AD Insight, Policy & Strategy</p>	<p>The Cabinet has agreed their top three priorities; improving customer service, improving customer engagement; and improving IT and Digital services. This, together with the Vision and the corporate plan, has focussed the organisation on delivering its outcomes. A refreshed Digital strategy has also been drafted.</p> <p>The balanced scorecard approach to service planning and demonstrating the golden thread flowing through the organisation from the Vision through the corporate plan into individual performance development reviews ensures the key outcomes are delivered and these are monitored through the performance management framework.</p> <p>The Council fully recognises the need for financial sustainability. Any significant project undertaken by the Council will have a financial appraisal to ensure that the objectives are delivered in an affordable and cost effective way.</p> <p>The assumptions in the Councils regeneration and housing schemes are regularly updated and full financial business cases are reported to cabinet. The business cases test the financial viability of these schemes and the Council will only commit money when that financial viability is confirmed</p> <p>The Council sets a robust budget each year which takes account of all known pressures and demographic increases in demand. Any savings proposals within the budget will have been fully appraised to ensure they are deliverable. The Council undertakes monthly budget monitoring of the revenue budget and action plans are developed to mitigate any overspends. The Capital programme is reported on a quarterly basis.</p> <p>The Council did overspend in 2022/23 due to the exceptionally high cost of living across the year but accurate monitoring allowed action plans to be developed which reduced the overspend considerably by year end.</p>

			<p>The Council is also fully committed to ensuring that it has adequate reserves and balances moving forward and has included planned contributions to reserves in both the current budget and MTFS moving forward.</p> <p>The budget and medium term financial process each year is robust to ensure financial sustainability. This process starts early in the year identifying all the potential pressures for the following year in order that the financial gap can be defined and savings developed to close that gap. This will include assumptions on underlying pressures from the current year, assumptions on future government funding, assumptions on corporate pressures such as levies and assumptions on demographic and inflationary pressures.</p> <p>The S151 officer regularly reviews the levels of reserves and balances and when the budget is set each year tests the all the assumptions in the budget when making a statement on the robustness of that budget.</p>
	<p>Develop clear milestones, processes, and timescales for delivery of the Target Operating Model, ensuring staff and Members are engaged in the process. Using the workforce strategy as an opportunity to act on feedback from staff (Recruitment, Retention and Organisational Development work) and that capacity is aligned with key delivery areas and corporate priorities.</p>	<p>Chief Executive, Director HR & OD, TOM Workstream Leads, TOM Programme Manager</p>	<p>A clear programme plan is in place for delivery of the TOM, with robust governance and oversight by the Chief Executive.</p> <p>Since the approval of the workforce strategy we have progressed the priority activities that deliver a strong response to our engagement survey responses. These activities enable our corporate priorities and Vision so much so that our Cabinet has directed particular attention to skills development in data and digital competency and to recognising the importance of customer service in our cultural action plan. Key generic performance objectives that support the design principles and the corporate plan outcomes are progressing, aligned with balanced scorecard work, to create the golden thread. There will be a Pulse survey in July 2023. Another good example of this work is the first tranche of quarterly workforce planning activities which is being undertaken in June 2023.</p> <p>Engagement with all employees has shown a clear focus as we develop and deliver our strategy with bi-monthly Let's Talk sessions where progress is shared and questions are answered, co-creation of the cultural action plan with our cross-Council change champions and a</p>

			working party group, regular weekly communication updates and engagement with our senior leadership through their regular meetings. There is a monthly performance focus for HR&OD at SLT. Our Union partners are included in our working group.
3	Resolve the OneSource question, considering the budget implications and capacity, particularly in specialist and technical areas and how it links to the TOM.	Chief Executive	The decision to return a number of services to each borough was approved at the OneSource Joint Committee on 28 April 2023 and detailed plans are in place to bring specific services back into Havering over the next 18 months. Legal & Governance and Transactional Services will remain as a shared service in OneSource and work is underway to determine the terms of engagement for these services in the future. An update is expected at the next Joint Committee meeting on 28 July 2023.
4	Empower staff and middle managers, freeing up Senior Management (SLT) time to focus on the key strategic challenges. Improve engagement and cross-organisation working to enable this.	Monitoring Officer, Director HR & OD, AD IT, Digital & Transformation	<p>The new Target Operating Model with its three themes of People, Place and Resources has introduced new Strategic Directors to focus on the key strategic issues within their area of expertise, but also facilitate collaboration across the organisation working with their peers to deal with the most difficult cross-cutting issues. Operational teams will be empowered to deliver on the strategic issues in the most effective way, with greater synergy of core functions being brought together to facilitate cross team working and maximise shared skills and knowledge sets.</p> <p>A review of governance is underway with the aim of ensuring decisions are made at the right level, approval processes are appropriate and more dynamic, and meetings and groups have real purpose which will free up managers to work on the key strategic and operational challenges whilst ensuring that staff feel empowered to make decisions within a clear framework. Cross-organisational working is encouraged and matrix management will be used where appropriate to embed this more formally.</p> <p>A Leadership Programme is being launched in June 2023 facilitated by an external company to bring the new Executive Management Team together under the new Target Operating Model and focus on the key strategic challenges.</p>

5	Establish Member-led oversight mechanisms for strategic issues such as closing the budget gap and financial control, performance management, and corporate risks.	Deputy s151 Officer, Head of Finance	<p>Theme Boards are in place and meet regularly to ensure Members have oversight of key issues including the finance monitor, reporting to Cabinet on a quarterly basis. The terms of reference are being reviewed to enable focus on strategic issues and the corporate forward plan is being refined to ensure Theme Board agendas are well planned, in advance, and more time afforded to performance management and corporate risks.</p> <p>The progress of all agreed savings proposals are tracked centrally and reported to Theme Board, and there are specific meetings planned for new savings proposals and their impact to be reviewed.</p> <p>Overview and Scrutiny boards and sub-committees are also being supported to enable them to increase their rigour in these areas.</p> <p>There is a robust mechanism for review of budget monitoring and ownership of solutions by SLT. The MTFs/Star Chamber process is built into the annual budget setting cycle and monthly Lead Member briefings will enable Cabinet Members and Directors to take forward the budget position and deal with any service pressures and challenges.</p> <p>The continuous revenue and capital monitoring and the review of budget pressures facilitates the ongoing plan to review budgets and understand the cost drivers, e.g. fees and charges review.</p> <p>Baselining the service budgets will allow each service management team, SLT and Cabinet to understand what each revenue and capital budget is delivering.</p>
6	Savings needs to be a 'shared endeavour' with joint ownership across the directorates and portfolios. Strengthen financial reporting and ensure that the organisation and leadership is focussed on urgently gripping the delivery of savings to help balance the budget. This needs to be done at pace.	S151 Officer, AD Innovation	Savings proposals have been drawn together by service Directors and discussed and agreed by SLT. SLT and Cabinet have collaborated at a number of Strategy Days, where they come together in a workshop style to explore budget challenges and also discuss 'reserves' and look at risks identified in achieving in-year savings. There are monthly Lead Member briefings which ensure monitoring of savings delivery and scrutiny of delivery plans.

			<p>Cabinet now receives the published financial position each quarter, to monitor the delivery of savings against individual business cases.</p> <p>Savings and cost reductions are the focus of a council-wide programme of regeneration to reduce spend on high-cost placements. The Supported Housing Working Group brings together subject matter experts from Regeneration, Housing, Adults and Children’s Social Care with a view to collaborating to create more supported housing placements by utilising opportunities available through regeneration and housing initiatives.</p> <p>The proposals are developed through the Star Chamber meetings and the monitoring and management of those savings are considered by SLT and are presented as part of the budget monitoring reports.</p> <p>There are a number of Star Chamber days planned in the summer to ensure savings are identified for future years. MTFs and Star Chamber processes are built into the annual budget setting cycle and considers the savings programme.</p>
Page 111	<p>Review the scale of the capital programme in light of the changing economy and increased costs, considering affordability and the new Vision/priorities. Undertake an asset review.</p>	<p>S151 officer, Strategic Director Place, Director Property.</p>	<p>The new Vision for the Council includes commitments to regeneration, affordable housing, supported housing and place-making in general, and there is a new focus on increasing the number of high value jobs in the borough through inward investment.</p> <p>An asset review has been undertaken within the HRA and the investment required has been fed into the HRA Business Plan. The General Fund asset review has been completed, including a programme of disposals, the first phase of which was agreed at Cabinet in February 2023. Phase 2 of the disposal programme will be presented to Cabinet in August 2023. We have already completed a review of assets with a view to rationalising the office estate.</p> <p>One of the largest components of the capital programme is the Regeneration Programme. The Havering Waters JV business plan and Bridge Close business plan recently reported to Cabinet as part of the budget setting process, as did the HRA Business Plan. The business plans have been re-profiled to take into account the changing economy,</p>

increased costs and affordability. Due to the uncertainty in market conditions a review is planned for October 2023.

An options paper for the Beam Park JV with Notting Hill Genesis is being reported to Cabinet in July.

A review of the Mercury Land Holdings (MLH) business plan will be presented to Cabinet in July outlining the dependencies on the asset disposal programme.

The regeneration programme is a key contributor to mitigating increases in homelessness demand in the borough.

The inclusion of a capital Star Chamber process allows the consideration of the capital programme and the deliverability, as well as considering the investment against corporate priorities. The capital requirement is costed and the revenue impacts of the capital financing is considered as part of the MTFS.

Robust quarterly reviews of the capital programme examine any slippage in delivery and are published at the Regeneration Board as part of the monitoring processes. Slippage in the schemes is considered alongside programme planning and monthly re-profiled schedules are presented.

The housing capital programme and planned spend on the maintenance programme are monitored as part of the HRA business planning.

A review of affordability of the capital programme is undertaken corporately as part of the development of the MTFS/capital financing requirement and the Treasury management strategy. Sensitivity analysis is undertaken, and prudential indicators give a framework to manage this.

Significant capital programmes have to demonstrate viability as part of the business case approval process, and the ongoing management of phases of the schemes allow consideration of viability at key gateway stages, e.g. Wates 12 Estates Joint Venture business case is established in phases, allowing consideration of affordability and viability before each

			phase is progressed. There will be also be a regular review undertaken of prudential indicators.
8	Improve ICT and the CRM, and review legacy software. Give staff the tools and training to get the job done, boosting capacity, and embed a customer service culture that delivers for residents. Improve engagement and feedback internally with staff and backbench (non-executive) councillors, and externally with residents and partners.	AD IT, Digital & Transformation, Director Customer Services, AD Customer Services	<p>A new Customer Experience Strategy is being developed alongside a refreshed Digital Strategy. This will help deliver on the objectives of the new Havering Vision embedding a customer service culture, setting out for example what residents and stakeholders should expect when interacting with us be it online, by telephone or face to face, ensuring a good and consistent service to all its residents.</p> <p>Over the last few months, large elements of the old legacy CRM solution have been replaced, improving the online customer experience with improved maps for reporting service issues, meaningful status updates and closure reasons on completion of works. Phase one of the replacement of existing CRM processes, and the associated benefits to residents being immediately realised will be completed by end of this October.</p> <p>As part of improving the whole end to end repairs experience for customers, the Contractor is now responsible for taking and recording repairs from tenants, enabling the tenant to discuss matters with the Contractor directly, leading to an improved diagnosis of the problem and a quicker response to the works being completed.</p> <p>The council's administration have designated resident engagement as one of their key priorities this year. As a result there has been increased engagement around key issues such as the budget consultation, which had the largest response rate for many years with over 3,000 responses. However, it is clear more work needed to take place around embedding engagement further and as a result, a review is taking place as part of the Target Operating Model on the current engagement function. This is looking at capacity in the council and will include a strategy setting out how Havering will use engagement and participation more strategically to inform policy and ensure there is a full feedback loop to residents. It will also look at how we make full use of available tools and techniques. Soft testing has already began using Nextdoor as an engagement tool with residents.</p>

9	<p>Review how contracts are aligned with the Target Operating Model and ensure procurement and commissioning align with the Council priorities and key outcomes. Strengthen contract performance and increase Member oversight, with an updated and improved contract register.</p>	AD Innovation	<p>Bringing procurement and commissioning together as part of the TOM will strengthen the corporate approach, with the importance of delivering value for money from services that deliver corporate outcomes and objectives being enshrined in the methodologies.</p> <p>The Council is currently reviewing the best tool to store contract information to have a single, easily accessible, contract register. This will enable the development of a clear forward-looking procurement plan. This is discussed at Gateway Review Group (GRG), the procurement governance body that oversees procurement.</p> <p>A monitor to that board is being compiled that will compare the procurement forward plan to the procurement initiation reports going to GRG, and to focus resources as required.</p>
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CABINET

Subject Heading:

Race, Equality, Accessibility, Diversity and Inclusion (READI) Programme Review.

Cabinet Member:

Councillor Ray Morgon, Leader of the Council

SLT Lead:

Sandy Hamberger, Director of Policy, Strategy and Transformation

Report Author and contact details:

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Policy context:

This report provides an update on the Council's high level action plan agreed by Cabinet in November 2022 to implement the fifteen recommendations from the Council's Commissioned Independent LGA READI review.

Financial summary:

There are no direct financial implications to this decision as this report provides an update to Cabinet regarding progress on the Independent LGA READI Review.

Is this a Key Decision?

This report is a key decision as it has significant effect on two or more Wards.

When should this matter be reviewed?

Bi-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 **X**

Place - A great place to live, work and enjoy **X**

Resources - A well run Council that delivers for People and Place. **X**

SUMMARY

- 1.1 In May 2021 the Council commissioned an independent Race, Equality, Accessibility, Diversity and Inclusion (READI) peer review by the LGA.
- 1.2 The review was a commissioned as a pro-active one to ensure the Council was undertaking its statutory Equalities Duties. The review focused on internal policies, procedures and sought experience of staff both in the workplace and undertaking their front-line duties. The review was undertaken by an experienced external team and followed the LGAs scope with a particular emphasis on race.
- 1.3 All those that took part did so on the understanding that contributions made were in confidence and for the sole use of the LGA peer team, whose report would be made public and include improvement recommendations. This is fully in-line with the LGAs sector offer.
- 1.4 The LGAs report was published at the 10th November 2021 Cabinet, along with the Councils Action Plan to deliver the improvement recommendations.
- 1.5 This report provides an update on the progress against the agreed action plan to achieve the improvement recommendations. A further detailed progress update will be provided to staff by the READI Programme Team in due course.
- 1.6 Havering's Vision and Corporate Plan agreed in November 2022 reaffirms its commitment for Havering as a safe place and committed to equality of opportunity for all.
- 1.7 Underpinning this, Havering has a clear zero tolerance to racism and discrimination of any kind, including providers of Council Services.
- 1.8 All Members, Staff, and third party providers are responsible for complying with the Equalities Act requirements and advancing Equality and Diversity and fostering good relations.
- 1.9 Council reports require authors to consider, comment on and address issues that arise from an Equality and Diversity consideration.
- 1.10 Both Members and Officers have access to Equality and Diversity Training and there are mandatory Equality and Diversity objectives in staff Personal Development Review

RECOMMENDATIONS

2.0 This report recommends that:

- Cabinet note the READI Programme Review Progress update in *Appendix 1*.
- All Members continue their support of the READI Programme (Members signed their commitment to Havering pledge upon election).

REPORT DETAIL

3.0 Background

3.1 The Council's commissioned Independent LGA READI Review was undertaken in May 2021. The LGAs Independent report and the Councils action plan to address the fifteen improvement recommendations was published at the Cabinet meeting in November 2021.

3.2 There is a clear governance in place, with the officer and member leads identified. The Councils corporate Equality, Diversity, Inclusion, Cohesion Group (EDIC's) provides support, advice, assurance and governance to ensure that the council meets our duties as defined in the Equality Act 2010, develop and implement READI related Policies and Action Plan and provides a forum for discussion on matters relating to EDI.

3.3 The Councils READI Team provides support, advice and training in line with the Equalities Act, LGA's Equality Framework for Local Government and the London Chief Executives anti-racism Programme.

3.4 The READI Team will provide a more detailed update for staff that sets out the progress made against internal processes.

3.5 Service areas are responsible for delivering elements of the READI action plan or in some case their own action plans as appropriate.

3.6 The Human Resources service provides monthly updates on EDI workforce dashboard, which includes working towards improving staff diversity disclosures and the data available to inform EDI activity across the Council. This includes information on protected characteristics, Gender Pay Gap.

3.7 The Councils Staff Forums are active, have a time and budget allocation to run a range of events in support of Equality, Diversity and Inclusion.

3.8 There is a clear Equality and Diversity line of site from the Councils Vision, Corporate Plan, Service Planning, Workforce Strategy, Training and PDR process that ensures the Councils Commitment and individual reasonability and expectations are understood.

3.9 The Councils last LGA Corporate Peer Challenge undertaken in November 2022 noted the progress following the READI review.

REASONS AND OPTIONS

4 Reasons for the decision:

Havering's Vision and Corporate Plan agreed in November 2022 reaffirms its commitment for Havering as a safe place and committed to equality of opportunity for all.

Underpinning this, Havering has a clear zero tolerance to racism and discrimination of any kind, including providers of Council Services.

4.1 Other options considered:

This is not applicable, as this report sets out the required reporting of progress against the agreed action plan.

IMPLICATIONS AND RISKS

5.0 Financial implications and risks:

There are no financial implications associated with reviewing the progress and outcomes of the Race, Inequality, Accessibility, Diversity and Inclusion (READI) Programme. However, the delivery, monitoring and future planning of this may have financial implications for the Council which will be raised through the appropriate channels if and when they arise.

5.1 Legal implications and risks:

There are no significant legal implications and risks associated with reviewing the progress and outcomes of the READI Review as the aim of the review is to ensure the Council meets its Public Sector Equalities Duties whilst eliminating discrimination in the advancement of equality.

5.2 Human Resources implications and risks:

There are no direct HR implications or risks that impact on the Council's workforce as a result of this report. The Council is undergoing organisational restructure and there has been diverse leadership appointments to fit the new TOM's structure. The development of the Council's new careers website and employer brand will give effect to the Council's Workforce Strategy to foster inclusive recruitment that delivers equality, diversity, and inclusion of employees. Workforce planning is being pursued to offer a more planned approach of secondments to learning to offer career progression while nurturing internal talents.

5.3 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, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or belief, sex/gender, and sexual orientation.

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.

All the actions in the report are in direct support of advancing equality of opportunity with a positive impact on staff with protected characteristics.

There is no requirement for EQHIA at this stage as the report seeks to update Cabinet about the positive impacts READI team have implemented.

5.4 Health and Wellbeing implications and Risks

The paper seeks to update on the Council's plans to implement improvements requested and identified through the Independent LGA READI review. Whilst there are no direct health and wellbeing implication and risks arising from this update, the READI programme action plan aims to drive equality, diversity and inclusion across the organisation and to eliminate discriminatory practices which will impact positively on the health and psychological wellbeing of the workforce and potentially boost confidence in the corporate Choosing Havering Strategy.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS
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None relating to this report.

BACKGROUND PAPERS

10th November 2021 Cabinet Report on Independent LGA READI Review 2021 [Cabinet report INDEPENDENT LGA READI REVIEW](#)

10th November 2021 Cabinet Report Appendix – The Council’s Summary Draft Action Plan to Implement the READI Recommendations [READI Appendix v3](#)

9th November 2022 Cabinet Report on [Vision and Corporate Plan](#)

EFLG Standard: [Equality Framework for Local Government | Local Government Association](#)

PSED: [Public sector equality duty - GOV.UK \(www.gov.uk\)](#)

Equalities Act 2010: [Equality Act 2010: guidance - GOV.UK \(www.gov.uk\)](#)

Appendix

Appendix 1 – LGA READI Programme Improvement Recommendation Progress Update.

Appendix 1 - The Council's Summary Action Plan to Implement the Improvement Recommendations

This action plan sets out the LGA READI review 15 priority recommendations and the Council's high level response. The READI Programme has taken forward a detailed work plan

READI Summary Action Plan - June 2023 Update

No.	Race Equality, Accessibility, Diversity, and Inclusion (READI) Recommendation	Comment/Key Actions/Achievements	RAG Status	Next steps
1	<p>Clarify and communicate the next stage in the Council's EDI review work. We understand the internal READI review is to be followed up by an external review of race relations across the borough, but this is not clearly understood across the organisation.</p> <ul style="list-style-type: none"> • Leader of the council and CEO leading on communications • Recruitment to READI Programme Team • Strategy and work plan identifying short, medium and long term deliverables 	<ul style="list-style-type: none"> • New Leader and Chief Executive Communication delivered. • CEO, Comms and READI delivered via all staff Let's Talk • READI Team in place • EDIC team identifying key deliverables 	Green	<ul style="list-style-type: none"> • READI Team working with Target Operating Programme Board to identify and align deliverables. • On-going commitment to delivering equalities.

2	Ensure councillors understand the implications of the changing demographics of the Borough, including member workshops or training sessions.	<ul style="list-style-type: none"> • The Havering Pledge –100% of Councillors have signed the Havering Pledge. • Induction of new members took place on 12/05/22. All Members undertook training required by the Public Sector Equality Duty (PSED) delivered in May 2022. • Staff Forum Meet & Greet Day – partnership planning with staff and members 	Green	<p>On-going training and development programme for members and staff</p> <p>To deliver credible focused activities and practices that meets the needs and demands of our residents, service users and our workforce.</p>
3	Share lived experiences with the leadership (senior officers and councillors) ensuring that this is done in a safe and supportive environment. These experiences will need to be acted upon	<ul style="list-style-type: none"> • Lunch time listening sessions delivered by Forums. • Annual diversity calendar events to celebrate and erase awareness. • Supportive training programme (bespoke and Skill Boosters online platforms) • Staff networks discussions, presentations, and case study sharing. 	Green	On-going programme of events
4	Use the self-assessment exercise as the first step in developing accessible service plans	<ul style="list-style-type: none"> • Self-Assessment used to inform and shape service plans 	Green	On-going
5	Seek understanding from the staff forums as to how they see their role in the organisation and determine what the organisation wants from the staff forums.	<ul style="list-style-type: none"> • Close working with READI team and staff forums to progress and navigate and inform and shape the Councils Equality & Diversity journey. • An SLT sponsor for each staff forum 	Green	On-going

6	Develop with the EDIC group a clear and immediate EDI action plan that is SMART with clear timelines (e.g., 12 months, 36 months, etc)	<ul style="list-style-type: none"> • EDIC Group meet regularly to determine EDI actions in line with the Councils Vision, Equalities Duty, and Service Planning. 	Green	<p>To reaffirm the Terms of reference & Membership for the EDIC Group as part of the TOM.</p> <p>To Track and progress READI priorities.</p> <p>To use Data as Insight and inform decision-making.</p> <p>communications to continuously reinforce our Choose Havering vision and Employer of Choice ambition.</p>
7	Establish a clear operational lead for EDI, with ownership and responsibility around delivery, ensuring that this appointment is well-known across the organisation. Ensure that the Member lead is also known and visible on this agenda.	<ul style="list-style-type: none"> • Strategic Lead appointed. • Member Champion appointed • EDIC role communicated • Operational Lead is the READI Programme Manager Permjeet Panesar appointed Aug 2022. • Programme Support appointed 	Green	On-going communication to raise awareness of ownership and reasonability
8	Collect, analyse and publish workforce data on protected characteristics, including pay gap data	<ul style="list-style-type: none"> • Improved collection of diversity disclosures data. • Improving disclosure completion of staff who do not use technology • Pay Gap Data has been produced for 22-23. • Staff Diversity Data reported quarterly to the EDIC Group. 	Amber	To continuously encourage staff and colleagues to provide diversity declarations.

9	Work with the staff forums and communications teams to increase disclosure rates of race and disability in particular as well as across all protected characteristics	<ul style="list-style-type: none"> • EDIC Dashboard is updated with monthly workforce diversity profiles. • Supported Forums in achieving a better understanding of equality considerations. • Collaborated with HR colleagues in the development of the careers website. • Engaged with London Boroughs and other councils to develop methodologies for current staff and new staff to disclose diversity disclosure information. 	Amber	Data to be analysed quarterly and reported to the EDIC Group
10	Improve understanding across the board of the complexity of the issues – EDI is not binary.	<ul style="list-style-type: none"> • Members training delivered • Mandatory EDI objectives required for Performance Development Reviews • Awareness raising with Contest Board, Hate Crime Working Partnership, Multi-Agency Safeguarding Partnership. • Delivered bespoke equalities training. • Essential Inclusion training has been added to PDR objectives from 22-23 	Green	On-going training and awareness raising
11	Run EDI training for staff and councillors, starting with Corporate Leadership Team and Commissioning and Procurement.	<ul style="list-style-type: none"> • Mandatory training delivered. 	Amber	On-going requirement
12	Political and managerial leaders to ensure that they are meeting their responsibilities as set out in the Public Sector Equality Duty, for example to promote EDI through their actions, and role model appropriately	<ul style="list-style-type: none"> • Members all signed the 'Havering Pledge' at the Council Meeting of 25th May 2022. • Senior Leadership Team are strategic sponsors for staff network and engagement to reinforce potential methods to achieve positive outcomes for all. 	Green	<p>On-going training to strengthen EQHIA</p> <p>Residents and community focus that involves us working across public, private and community sectors in designing and</p>

		<ul style="list-style-type: none"> • READI is aligned with TOM reinforcing key essential equality values for the Council. • Council is part of CELC Race Inequality Standard Programme. 		implementing appropriate strategies.
13	Behavioural expectations of staff, customers and councillors to be made explicit and reinforced with appropriate support and disciplinary mechanisms.	<ul style="list-style-type: none"> • Reinforced via PDRs and Training • Council sites have posters reinforcing zero tolerance to discrimination. • EDI Training programmes in place commissioned to Skills Boosters supported by OD. • Support for safeguarding activities in the Havering Safeguarding Partnership including Contest Board and Hate Crime Partnership. 	Green	On-going requirement Promote reporting of any unacceptable behaviour.
14	Review the effectiveness of the Personal Development Review (PDR) process across the organisation	<ul style="list-style-type: none"> • Reviewed and new Mandatory Equality PDR objectives required for all staff • Mandatory Equality Training: Inclusion Essentials, Leadership and Allyship are included in PDRs for staff and managers. • Skill Boosters provide an online training platform across key equality areas. 	Green	On-going requirement Include effectiveness as part of staff surveys
15	Adopt a communications strategy emphasising a zero-tolerance policy for all forms of discrimination, covering behaviour of Members, officers and customers. Should this policy be breached, ensure that appropriate action is taken, including police involvement if necessary.	<ul style="list-style-type: none"> • Havering has adopted a clear zero tolerance position. 	Green	To review reporting of issues and staff feedback.

