



CABINET

7.30 pm	Wednesday 14 June 2023	Council Chamber - Town Hall
----------------	-----------------------------------	--

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
Democratic and Election Services Manager

For information about the meeting please contact:

Bernadette Lynch tel: 01708 434849

e-mail: bernadette.lynch@havering.gov.uk



**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 - 4)

To approve as a correct record, the minutes of the meeting held on **3rd May 2023**, and to authorise the Chairman to sign them.

5 PROPERTY ACQUISITION PROGRAMME (PAP) (Pages 5 - 30)

6 LOOKED AFTER CHILDREN RESIDENTIAL CONTRACT EXTENSION FOR 2023/2025 (Pages 31 - 50)

7 HAVERING CLIMATE CHANGE ANNUAL REPORT INCORPORATING CARBON EMISSIONS DATA (Pages 51 - 64)

8 EARLY HELP STRATEGY 2022 - 2024 (Pages 65 - 114)

9 RECOMMENDATIONS TO CABINET FROM PEOPLE OSSC ON THE POLICE (Pages 115 - 118)



MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 3 May 2023
(7.30 - 7.51 pm)

Present:

Councillor Ray Morgon (Leader of the Council), Chairman

Cabinet Member responsibility:

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

Apologies were received for the absence of Councillor Keith Darvill.

80 ANNOUNCEMENT

Members were advised of the Fire Safety procedure in the Chamber.

81 APOLOGIES FOR ABSENCE

Apologies for absence received from Councillor Keith Darvill, Cabinet Member for Climate Change.

82 DISCLOSURES OF INTEREST

There were no disclosures of interest.

83 MINUTES

The minutes of the meeting held on **12th April 2023**, were agreed as a correct record and the Chair signed them.

84 EXTENSION OF CONTRACT FOR THE SUPPLY OF TEMPORARY WORKERS AND CONSULTANTS

Cabinet was presented with the **EXTENSION OF CONTRACTS FOR THE SUPPLY OF TEMPORARY WORKERS AND CONSULTANTS**.

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

A report before Cabinet to authorise the Extension of Contract for the Supply of Temporary Workers and Consultants. The two-year contract extension with Matrix for the supply of temporary workers and consultants via the ESPO Mstar3 London Collaboration call-off. The contract extension will reflect changes to Havering's work force strategy and help to deliver savings, with an agreed rate that will address inflation.

A member asked a question on the effect of redundancies, the role of temporary staff, whether they covered backlog of work or staff that have been made redundant. Officers confirmed that when staff go through redundancies the post gets deleted, and as the Council is ongoing restructuring of its workforce there is a process of redeployment to put the individual in a different area in the Council. Also, while Havering seeks to have more permanent staff there are circumstances that warrant the need for temporary staff.

It was AGREED:

That the existing contract with Matrix is extended by a further two years to 26th July 2025 by which time a new procurement process can take place to ensure that the most cost effective contract is delivered moving forward.

85 PROPOSALS FOR THE VOLUNTARY MAKING OF FIVE VILLAGE GREENS WITHIN HAVERING

Cabinet was presented with the **PROPOSALS FOR THE VOLUNTARY MAKING OF FIVE VILLAGE GREENS WITHIN HAVERING**.

Report introduced by Councillor Graham Williamson, Cabinet Member for Development and Regeneration.

A report before Cabinet to consider the proposal to make voluntary village green registrations of five green spaces in the borough – Land at Gooshays (Harold Hill), land at New Zealand Way (Rainham), land at Wennington Green (Wennington), land west of Taunton Road (Harold Hill) and land at Fleet Close Play Site (Upminster).

Section 15(8) of the Commons Act 2006 enables the Council (London Borough of Havering wearing a different statutory hat) to apply to the regulatory authority to register land as a town or village green. Havering as the landowner with no leaseholder interest has no impediment to make the application.

The proposal contributes to physical, mental well-being and environmental benefits of residents, provides a safe and inexpensive place to exercise, enables residents to benefit from social interaction, can be a refuge from stress, provides a social space where people of different ages and from different backgrounds can come together, thereby promoting social inclusion.

A member welcomed the proposal noting that it is important that more green spaces are preserved in the borough. A question was asked about the cost of the proposal to the Council. Officers clarified that there is no direct financial implication, but there will be officers time spent in detailing the proposals to the Monitoring Officer. Officers confirmed that the report put forward has been reviewed from colleagues in asset management, finance, and planning.

It was AGREED:

- 1. That Cabinet agreed to apply for the voluntary village green registration of the five pieces of open land considered in this report.**
- 2. That Cabinet instruct officers to carry out all necessary actions to achieve successful registration as agreed in recommendation 1 above.**
- 3. That Cabinet agreed the attached engagement and consultation process.**

Chairman

This page is intentionally left blank



This Report is part exempt and Appendices A, B, C and D are not available for public inspection as they contain or relate to exempt information within the meaning of Schedule 12A to the Local Government Act 1972. They are exempt because they refer to commercially sensitive information and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

CABINET

14 June 2023

Subject Heading:

Private Property Acquisition Programme (PPAP)

Cabinet Member:

Cllr Paul McGeary – Lead Member for Housing

SLT Lead:

Patrick Odling-Smee, Director of Housing

Report Author and contact details:

Darren Alexander

Assistant Director, Housing Demand

Policy context:

The policy context is associated with the Council's statutory duty to prevent homelessness.

Financial summary:

Over a period of 2 years the Council will replace its supply of 150 private rented properties through third party acquisition by an institution. The acquired properties will replace properties withdrawn from the market, mainly by private individuals. Annual rents will increase by inflation that are likely to outstrip increases in supported rents representing a risk to general fund that needs to be quantified and reflects spending pressures within the Medium Term Financial Strategy (MTFS). As current leases expire these costs also represent spending pressure through contracted dilapidation costs. Going forward the department should seek to minimise these costs through contractual terms.

Cabinet, 14th June 2023

Is this a Key Decision?	Yes
When should this matter be reviewed?	18 months
Reviewing OSC:	People OSC

SUMMARY

1. The Council intends to manage its mixed portfolio of accommodation options in the borough in order to prevent homelessness through replacing existing Private Sector Leases (PSLs). The Council will enter into a contractual arrangement with a real estate investment trust (REIT) which will acquire and procure the renovation of properties to a lettable standard (at no upfront cost from the Council) before leasing them to the Council for a term of 10 years. The Council will underlet those properties to Mercury Land Holdings (MLH) on a back-to-back basis so that they can be let to households in housing need on assured short hold tenancies.
2. This report describes the principles and structure of the proposed contractual arrangement with the REIT and MLH for the acquisition and letting of properties, together with the reasoning for supporting its implementation, and sets out specific Housing Services property requirements associated rental rates.
3. The proposed course of action is part of wider strategic response to ensure sufficient accommodation for the residents of the borough. The current proposal is to seek to acquire up to 150 properties, any increase in the number of properties should be considered as part of a wider strategic approach.

RECOMMENDATIONS

4. For the reasons set out in this report and its appendices Cabinet is asked to:
 - note the principles and structure of the proposed contractual arrangement for the acquisition and letting of properties, together with the reasoning supporting its implementation, both as described in this report;
 - agree to delegate to the Director of Housing in consultation with the Lead Portfolio Holder for Housing, the authority to negotiate the detailed terms of, and the authority to agree that the Council enters into, an Agreement for Lease (or a broadly equivalent contractual instrument with the same commercial effect) with the REIT (and any necessary ancillary agreements);
 - agree to delegate to Service Director Housing in consultation with the Section 151 officer, the Lead Portfolio Holder for Housing, the authority to negotiate the detailed terms of, and the authority to agree that the Council enters into, an Agreement for underlease (or a broadly equivalent contractual instrument with the same commercial effect) with MLH (and any necessary ancillary agreements).

REPORT DETAIL

Background

Impact on families in receipt of housing and universal credit benefits.

5. For residents in receipt of benefits the Local Housing Allowance (LHA) rates have significantly reduced the number of properties within affordable reach.
6. LHA is the level at which Housing Benefit and Universal Credit is paid to private renters. LHA rates are calculated for every local area based on local rents. For Havering, those areas are Outer North East London and South West Essex. The maximum amount of support a household can claim will depend on where they live, the number of bedrooms they need, and their income. Most private renters that need their income topped up by housing benefit will face a monthly shortfall between the actual cost of their rent and the support available. Table 1 sets out this shortfall and indication of the direction of travel.

7. **Table 1:**

Number of Bedrooms	One Bed	Two Bed	Three Bed	Four Bed
2019				
Average monthly rent	£874	£1,111	£1,338	£1,716
Housing Benefit entitlement	£694	£858	£1,082	£1,396
GAP individuals and families need to find each month (average monthly rent – housing benefit entitlement)	£180	£253	£256	£320
Percentage gaps	20%	22%	19%	19%
2020				
Average monthly rent	£896	£1,189	£1,377	£1,802
Housing Benefit entitlement	£694	£858	£1,082	£1,396
GAP individuals and families need to find each month (average monthly rent – housing benefit entitlement)	£180	£253	£256	£320
Percentage gaps	20%	22%	19%	19%
2020 POST COVID 16 March 2020/2021				
Average monthly rent	£896	£1,189	£1,377	£1,802
POST COVID Housing Benefit entitlement (LHA uplift new 10 th percentile)	£898	£1,147	£1,371	£1,725
GAP individuals and families need to find each month (average monthly rent – housing benefit entitlement)	+2	-£42	-£6	-£77
Percentage gaps	0	1%	1%	1%

March 2023				
Average monthly rent	£1,050	£1,100	£1,750	£2,100
Housing Benefit entitlement (LHA uplift new 10th percentile)	£898	£1,147	£1,371	£1,725
GAP individuals and families need to find each month (average monthly rent – housing benefit entitlement)	£152	£153	£379	£375
Percentage gaps	17%	13%	28%	22%

8. For households accommodated in properties leased directly by the council, or Private Sector Leases, as they are classified as temporary accommodation by the Department for Work and Pensions (DWP), the amount of Housing Benefit subsidy the Council can receive is capped at the January 2011 LHA rate less 10%. Rental charges paid to a landlord for a PSL is related closely to the market rent and therefore a significant gap is created which, on average, will cost in the region of £5k per property to replace it. The government has provided Homeless Prevention Grant (HPG) (Formerly known as Flexible Homelessness Support Grant (FHSG)) to meet this shortfall however there is no certainty that this will be provided in the future, and with the rising rent levels the gap is increasing.

Table 2.

Comparison	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	10 Year Total
Cost of equivalent new PSLs (000s)	467	948	979	984	989	1,018	1,024	1,029	1,060	1,066	9,568
Cost of equivalent hotel places (000s)	2,737	5,967	6,266	6,454	6,647	6,847	7,052	7,264	7,482	7,706	64,425

9. Properties let through and assured shorthold tenancy (AST) are classified as private rented accommodation by the DWP and the benefit is paid for through Universal Credit at the 2020 LHA rate.
10. The proposed property acquisition and leasing structure described in this report therefore seeks to minimise the risk of such funding gap and provide alternative accommodation that does not have this funding shortfall.
11. **Impact of the war in Ukraine, cost of living crisis/ high inflation/ interest rates rises/ tax for landlords - Unaffordable rents & increased demand**
12. We have entered an unprecedented period of economic disruption that has impacted the private rented market and our ability to accommodate families considerably. Landlords have faced higher than normal interest rates rises making mortgaging their properties extremely difficult to achieve and variable rate mortgages are unsustainable on the LHA rents. Landlords have subsequently exited the social rented market for benefit dependent households and are either selling their properties or searching for market rents to cover their costs. In previous years we would secure on average 400 properties a year through our rent deposits scheme and now we are occupying hotels for the first time in 6 years with a 170 families and singles in chain hotels at premium rates.

13. For residents in receipt of benefit, rises in local property rental prices have significantly reduced the number of properties within affordable reach. We know that the inability to afford, or sustain, an assured short hold tenancy (AST) in the private rented sector is a key cause of homelessness. This is not just an issue for people receiving benefits, but also for many in low-paid employment.
14. This makes Havering more attractive to other boroughs as an option to house their residents, as it has become a more affordable rental area compared to their own boroughs, and provides an unrealistic view of affordability long-term if the LHA returns to its previous position or is frozen in future years as has been done in the past.
15. Increased unemployment will increase the number of households unable to afford to pay their rents or mortgages and will therefore increase pressure on homelessness. In the last 2 years we started to see a significant increase in applications of homelessness and this rise has remained consistent throughout the remainder of 2022/23.
16. When the Council is unable to prevent homelessness then a full duty is accepted and temporary accommodation has to be provided.

Table 3: Shows number of homeless approaches between 2019 and 2023.

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	YTD
2019-20	155	186	160	195	177	165	187	174	111	233	160	129	2032
2020-21	114	141	165	166	228	269	236	256	175	239	255	292	2536
2021-22	235	268	315	246	275	102	262	280	169	258	250	282	3142
2022-23	261	294	237	280	319	100	105	100	249	282	325	tbc	3152

17. There is demand for settled accommodation and to move households who are currently in hostel and short-life units that need to be decanted for redevelopment – approximately 50 a year. PSL landlords are increasingly ending their leases with the Council as they can get higher rental rates by renting privately (Table 3)

Table 4 – PSL properties handed back -				
Bedroom size	Total 20/21	Total 21/22	Total 22/23	Total handed back over 3 years
1 bedrooms	15	8	18	41
2 bedrooms	23	43	17	83
3 bedrooms	14	29	15	58
4 bedrooms	4	6	0	10
Total	56	86	50	192

18. The Council is currently filling the supply gap by using vacant Council stock as short-life temporary accommodation awaiting demolition as part of its regeneration programmes. However, many of the short-life units will be required for redevelopment over the next 5-6

years and the Council will need a new stable supply to enable it to discharge its homelessness obligations.

19. Under the proposed property acquisition and letting structure, it is envisaged that the REIT will acquire up to 150 units and deliver these to the Council in the first 15-18 months. There is also the potential for further units up to an overall total of 400 to be acquired thereafter if the Council and the REIT agree to extend the arrangement. Such extension would be the subject of a future Cabinet decision. The REIT will not be subject to a contractual obligation to acquire properties, rather it will be commercially incentivised to do so. Accordingly, an element of delivery risk (i.e. to the extent that the REIT is unable to identify and acquire suitable properties) is part and parcel of the proposals.

20. Replenishing the existing temporary accommodation stock

21. The 150 units acquired by the REIT will be used to address the following:

- Replenish old and tired Private Sector Lease (PSL) stock including those being handed back
- To exit families and children out of chain bed and breakfast hotels
- To move on families in hostel accommodation

22. Outlined in the table below is the associated costs of replacing existing PSL stock with Chalkhill PRS stock.

Replacing PSL Temporary Accommodation stock with Chalkhill PRS stock	Ten year cost to Council
10 year cost of Chalkhill programme delivery	£8,015,079
Final void reinstatement costs	£750,000
Total cost	£8,765,079

23. PSL Stock Cost (see Appendix D for PSL cost structure)

Replacing PSL Temporary Accommodation stock with Chalkhill PRS stock	Ten year cost to Council
10 year cost of PSL delivery	£15,918,142
Less 10 year cost of Chalkhill programme delivery	£8,765,079
Net total cost avoidance	£7,153,063

24. Exit out of Bed and Breakfast Hotels and homeless demand pressures

25. We also acknowledge that the demand for accommodation far outstrips the supply and any shortfall in supply at any juncture will likely lead to further hotel usage. The cost of 150 hotel places is estimated at gross cost of £62,446,000 over a 10 year period and this does not include any housing benefit clawback; while we do not anticipate using hotels for 10 years we will continue to require a supply of accommodation to mitigate against that risk.

26. The total general fund budget cost avoidance over 10 years is £7,153,063.

27. Havering Response to the Accommodation Crisis

28. The Council's Prevention of Homelessness and Rough Sleeping Strategy, adopted by Cabinet in September 2020 set out the objective of reducing the number of households and the overall cost of temporary accommodation (TA). This proposal intends to meet both objectives through the proposed property acquisition and leasing structure.

29. The Council is developing/negotiating this proposal with Chalkhill Partners Limited (Chalkhill), a financial adviser regulated by the FCA. Chalkhill is promoting the transaction and will provide structuring services to the REIT once it has been formed. Chalkhill's fees will be paid by the REIT.

30. The Council's contractual counterparty in the proposed property acquisition and letting structure will be the REIT, a newly established real estate investment trust. The REIT will be a UK domiciled entity. Corporate entities of this kind are typical holding vehicles for real estate in general, reflecting their tax benefits which, in turn, lower the cost of capital. It is not envisaged that the REIT will be a listed corporate entity for the foreseeable future.

31. The REIT is not yet formed. This process will begin once an approval from Cabinet has been obtained in line with the recommendations in this report. Therefore the REIT's name is yet to be determined. The REIT will form the holding entity for other, similar, affordable housing transactions albeit each transaction will be ring-fenced. It is envisaged that the shares in the REIT will be sold to a broad base of investors. Chalkhill have obtained underwriting commitments to fund the entirety of the commercial proposal under discussion with the Council. The Council will not be involved in the formation or configuration of the REIT.

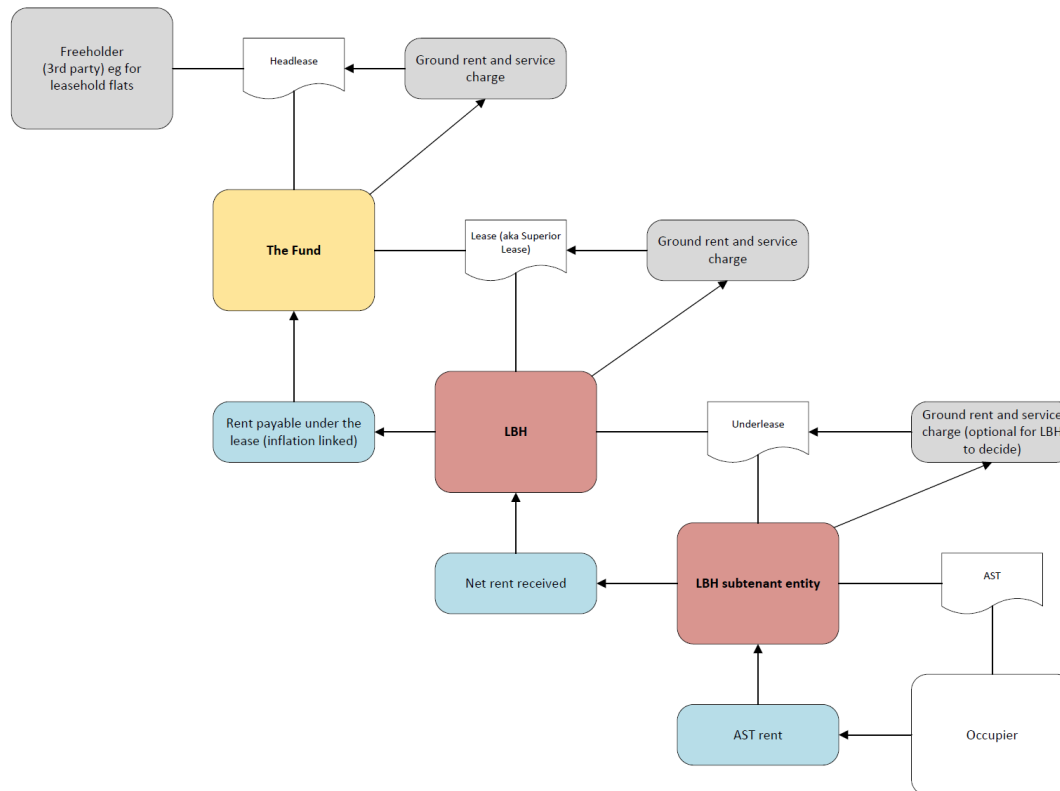
32. The REIT will acquire properties (on a freehold or long leasehold basis) from the open market and lease those individually to the Council (in each case for a term of 10 years) pursuant to an Agreement for Lease (or a broadly equivalent contractual instrument with the same commercial effect). The properties acquired will conform with agreed property selection criteria which pertain to locality and bedroom numbers. The rent payable by the Council to the REIT will be at the April 2020 LHA rate less a fixed sum for the management and maintenance of the properties (subject to subsequent annual increases in lease rental charges which will be based on the Consumer Price Index (CPI)). There is no cap and collar. The Council will underlet those properties to MLH on a back-to-back basis. The Council will then manage the properties on behalf of MLH through a management agreement.

33. The REIT will also enter into a contractual arrangement with Core Residential Ltd (Core Residential). Core Residential was specifically set up in 2018 by Chalkhill to manage the process of acquiring and refurbishing properties to be leased to local authorities. Core Residential Ltd has been dormant in the interim, awaiting its first transaction. It has an established panel of approved employer's agents, conveyancing solicitors and refurbishment contractors.

34. Core Residential will be a counterparty to the REIT as part of the process to acquire and refurbish the properties (to an agreed lettable standard specified in the contract documents) before they are leased to the Council as described above. Core Residential's contract will be with the REIT and its fees paid by the REIT. While the Council will not be able to 'reject' a property which accords with the specified property selection criteria and lettable standard, it is proposed that the Council will have a 6 month period from the date on which an acquired and refurbished property is handed over by the fund during which the Council can notify the

Fund of defects. Such notified defects will either be remedied or ultimately result in a termination of the relevant lease. The Council is comfortable with this level / means of protection regarding the suitability of acquired properties.

35. The Structure of the arrangement is set out below:



36. This arrangement will enable Havering to gradually reduce its Private Sector Lease (PSL) stock where properties are of poorer quality and value for money is no longer achieved.

37. Changes to the private rented sector has meant that our previously highly successful Find Your Own scheme has not been able to yield the usual 400+ properties for the last 12 months. This has led to substantial use of chain hotel accommodation and increasing nightly charged costs. We have worked extensively with private landlords in this period and price and quality has been a difficult negotiation where we are unable to achieve good prices for good quality accommodation. The Council did become a member of Capital Letters a London wide lettings service and this scheme has also failed to yield properties for the same reason.

38. The previous report "Private Housing Investment for Settled Homes Proposal for Mercury Land Holdings PHISH" agreed by Cabinet in 2022 set out a proposal to acquire and supply properties from the private sector housing market and in turn, would offer the properties to the homeless households approaching the Council for a minimum 1 year AST as part of the diversification of current private sector lease provision and to reduce the reliance on supply through the current PSL scheme. The fundamental change to the financial climate meant that this approach was no longer viable. The lease cost for the Private Property Acquisition Programme (PPAP) Chalkhill Scheme for 150 properties £2,301,056 is comparatively cheaper than PHISH MLH scheme for 150 properties is £2,431,560 which did not include today's inflation and interest rate values. See the exempt appendices for full details of projected costs.

39. Despite failures to deliver on previous proposals heard and approved by Cabinet the principles still provide a sound basis on which to deliver a mixed portfolio of temporary accommodation (PSLs) and private rented properties albeit under this new proposition there is no anticipated capital outlay from the Council.
40. Subject to the current homeless demand management model continuing to be effective, there is demand for Havering Council to deliver 400 units a year and will have to diversify its supply options to alleviate the pressures and over-reliance on current PSL Accommodation Scheme and Hotels.
41. Housing Services' expectations from the scheme are:
- Any grouping of units would be welcomed, as it simplifies management and engagement from a housing management perspective. Any block or site management acquisition, freehold purchase or long lease acquisition, where a number of households could be managed would be beneficial.
 - Any M&E, heating, lift services provided on site would need clarity on management company, or block management arrangements so that the Head of Property Services can be assured that there will not be any complication for occupants.
 - Any converted stock needs to be of a good standard. All units should pass a HHSRS assessment which procurement team will agree. Portfolio acquisition would be suitable.
 - Units should be acquired in locations which have public transport, services, schools and shops within reasonable travel distance.
 - These properties will not be subject to Right to Buy.

These expectations have so far as possible been reflected in the Council's approach to the structuring and configuration of the proposals for arrangements with the REIT, recognising that the negotiation of the detailed terms of the contract documents remains ongoing and this Report recommends their ongoing negotiation is delegated as described in paragraph 4 above.

Table 5 Supply and Demand table

[illegible]

42. It is envisaged that properties will be acquired on the open market and brought up to an agreed and specified lettable standard required by the Council at no extra cost. The Council will then be granted a lease (in each case for a term of 10 years) by the REIT (at an index-linked rent) and enter into an underlease with MLH who will provide Assured Shorthold Tenancies (ASTs) for tenants nominated by the Council. Rents will be set at the maximum LHA level for the area. Rental income under the ASTs will go to the Council who will take a fee for the management and maintenance of the property as well as remunerate associated staffing costs. MLH will have no contractual privity with the REIT and the Council is prepared to bear any shortfall in expected rental income collected by MLH under the ASTs due to arrears / voids. The Council will manage the properties on behalf of MLH through a management agreement. Accordingly MLH will be insulated from both financial and management risk / exposure under the proposed arrangements.
43. These Council fees/costs will be based on average costs per property typically incurred by the Council on existing PSL stock (including tenant damage), together with an allowance to cover landlord repairs and maintenance costs such as gas servicing, day to day repairs etc. Any costs incurred above the allowance are the responsibility of the Council. The Council will cover rent arrears and void rent loss in excess of the allowance amount (including any Council tax, utility costs etc.).
44. Save for circumstances where pre-existing leasehold arrangements supersede this (e.g. where the REIT has acquired a property on a long leasehold basis) the REIT will provide buildings and public liability insurance. In all circumstances an insurance rent will be payable by the Council under its own leasehold interest.
45. The options for the end of the 10 year lease are:
- Renew the lease for a further 10 years subject to terms being agreed with the REIT and MLH
 - Seek to purchase the property through the HRA or MLH.
 - Hand back the property at the end of the lease term.
 - Seek to secure another provider to renew the lease with the REIT with 100% nominations to Havering

46. How will Havering Discharge its Duty

47. MLH will let each property (subject to nominations rights in favour of the Council) on a Assured Shorthold Tenancy (AST) (or such replacement form of periodic tenancy required by emerging legislation including but not limited to the Renters Reform Bill), subject always to the residual term on the Council's head lease from the REIT. The Council, through a nominated discharge of duty protocol, will discharge its main duty to the household and relinquish responsibility as per the Housing Act 1996 (as subsequently amended by the Localism Act 2011). The Council will manage the properties on behalf of MLH through a management agreement.
48. Officers will send a letter to the applicant when making an offer of private rented accommodation, setting out the following:
- the duty under which the offer is being made
 - possible consequences of refusal or acceptance
 - the right to request a review of the suitability of accommodation
 - that the Council is satisfied that the accommodation is suitable
 - that the Council regards itself as ceasing to be subject to its homeless duty.

49. During the first 2 years of a tenancy, the Council will provide support to the applicant to help sustain the tenancy.

50. PSL Stock replenishment

51. Since 2021 we have lost 147 units of accommodation predominantly 2-beds (65) and 3-beds (47). These unit sizes are also the most sought after by homeless households as well as households on the Council's waiting list.

52. For 22-23, the average void-loss cost for a PSL handback was £2,715 and the average projected void repairs cost is £4,000 meaning a total cost per handback is £6,715. For 147 units the total cost of handing those properties back totals £987,105. Replacing these units through the PAPP Scheme will also contribute to significant cost avoidance.

	2021	2023	Stock Loss
Total	753	606	147
1-Bed	178	149	29
2-Bed	308	243	65
3-Bed	222	175	47
4-Bed	45	39	6

REASONS AND OPTIONS

53. Reasons for the decision:

54. Supply and demand

55. The Council is short of accommodation alternatives and there is an ongoing need for accommodation to continue to meet the housing need of existing homeless households. Delays to the regeneration programme will put further pressure on the supply of affordable housing.

56. Currently, the regeneration short-life properties are being used to fill the gap between supply and demand when PSL landlords cancel their lease arrangements with the Council. However, many of the short-life units will be required for redevelopment over the next 5-6 years. Therefore, the supply sought of PSL properties is needed to continue to meet the housing need of existing households.

57. In order to reduce the reliance on PSL properties with landlords terminating leases at any time, the Council should seek to diversify the sources of supply of both temporary and settled accommodation for homeless households by developing a mixed portfolio of properties at local housing allowance rent levels. Officers are investigating different scheme options and developing costed proposals in order to create sufficient alternative supply.

58. The arrival of mix of portfolio properties will also enable households who are either over-crowded or under-occupying their current PSL accommodation to be moved on in order to

alleviate overcrowding as well as release much needed larger accommodation for other families who need it.

59. Their support needs should be taken into account when decisions are made about the type of alternative accommodation that is suitable for them in order to keep residents near their support network.

60. Other options considered

61. Procure properties through a long term lease agreement with a purchase option.

62. Discussions are taking place with a provider to purchase properties and lease those to the council on a 40 lease agreement with an income strip so the Council will (pursuant to a purchase option) own the property for £1 at the end of the 40 year lease. The lease rental will rise with inflation over the 40 years, increasing the risk of financial losses over the period. This option remains under consideration.

63. Private partner to purchase and subsequently lease properties to the Council to be used as temporary accommodation

64. We considered the use of these properties as temporary accommodation however, the Council have already assessed that the rental value and the housing benefit subsidy deficit would lead to the Council losing out financially. The existing PSL scheme is also being pursued however there is a financial loss to the council due to the subsidy loss as set out elsewhere in this report.

65. The Council to purchase properties through the HRA

66. The Council has had a programme for the last 4 years for the purchase of properties through the HRA Acquisitions programme, funded from HRA borrowing and grant. For 2022/22 and 2022/23 the council received GLA grant towards these acquisitions however this has stopped so RTB receipts are being used in 2023/24 to subsidise the purchases. The increasing rise in house prices in the borough has impacted on the financial viability of this programme. Other funding grant opportunities are being explored. There are limitations in that we are only able to acquire units within the Havering borough boundaries as opposed to this proposal which enables us to acquire in other London Boroughs. Although this approach has delivered a positive yield of 35 – 80 per year it will not meet the required demand so other options are going also needed.

67. The Council to purchase properties through its own wholly owned subsidiary company MLH

68. The "Private Housing Investment for Settled Homes Proposal for Mercury Land Holdings PHISH" was agreed by Cabinet in 2022 to purchase 125 properties over a 5 year period. The structure of the proposal would mean that there was a capital outlay of circa £60 million from the Council's general fund and upon acquisition of a property we would offer 12-24 months Assured Shorthold Tenancy (AST) to homeless households and subsequently discharge our housing duty. However, the fundamental change to the financial climate since the Cabinet report i.e. spike in inflation and interest rates means that this approach is no longer financially viable. This does not mean this approach cannot be revisited once the markets have settled down however, it cannot be treated in isolation as a panacea for the current homeless pressures. The 125 units and limited 5 year term will not meet the considerable risk of hotel use in the long-term and will only alleviate it in the short term.

69. Develop new supply of homes through the Council's regeneration programmes

70. This is being actively pursued however the viability of future schemes has to be carefully considered. The Council does not receive GLA Grant for the units that are replaced, only the additional units built. There is also the medium term displacement of households during the development stage that creates additional demand for temporary accommodation. The Council is also developing a new hostel in Harold Hill that will provide temporary accommodation for homeless households however this is not due to be completed until 2025.

71. The Council to work with other investors who provide options to supply accommodation

72. The Council still consider this as a viable option in order to further increase the mixed portfolio profile it requires to meet the housing need and will carry out its due diligence of these offers as and when they arise.

IMPLICATIONS AND RISKS

73. Financial implications and risks:

74. In summary, the PPAP envisages that up to 150 units be acquired and delivered in the first 15-18 months, with the potential for further units up to an overall total of 400 to be acquired thereafter if the Council and the REIT agree to extend the arrangement, as part of a wider strategic assessment. Any increase would be subject to a new cabinet decision. The properties will become part of a Private Rented Supply for 10 years and then be returned to the REIT (subject to a dilapidations arrangement).

75. The proposals set out the financial implications relating to the leasing and rental management of the properties. Consideration must also be given to the accounting treatment of the lease, specifically International Financial Reporting Standard 16 (IFRS 16) to ensure that hidden costs are not being incurred that would offset any benefit. The way in which the council chooses to administer the properties, the length of the lease and other factors may all have a bearing on how the properties financed. It is also important that this is kept under review throughout the lifetime of the lease as accounting standards change and are often subject to clarification.

76. Although the Council will receive revenue in the form of an allowance for the provision of a chargeable management and maintenance service which it intends to deliver; with the volatility of the current financial climate it is anticipated that there will be some shortfall in the repairs and maintenance costs which will have to be met by the general fund. This is unquantified.

77. Other costs likely to be at risk is rent collection with families who are unable to afford the rent or who have significant rent arrears. Properties in voids that have been returned to landlords to carry out repairs but works have gone undone will also contribute to rent loss. We intend to mitigate these challenges by meeting some of the shortfall using the homeless prevention grant and managing contracts with landlords respectively.

78. Legal implications and risks:

79. General

80. Members established MLH, a company limited by shares and wholly owned by the Council subject to Part V Local Government and Housing Act 1989 and the Local Authorities (Companies) Order 1995. The company's business is the provision of homes for market rent, sale and if required through compliance with planning obligations the construction of affordable homes.
81. The Council has power under section 111 of the Local Government Act 1972 to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of its functions. Elsewhere in the same Act the Council is empowered to acquire property for its statutory purposes (including as lessee).
82. The Council may further rely upon the General Power of Competence provided for in Section 1 of the Localism Act 2011 to pursue the proposed acquisition and letting structure described in this report. The general power is a wide power which allows the Council to do anything that an individual may do (subject to public law principles), but it is subject to certain statutory limitations (of which there are none which apply in this context). For completeness, the purpose of the transaction is not for the leased properties to be held by the Council as an investment (thereby engaging other relevant statutory provisions).
83. The Council has a statutory duty under Sections 8 and 9 of the Housing Act 1985 to consider housing conditions in its district and the needs of the district with respect to the provision of further housing accommodation, and provides the Council with related powers to provide housing accommodation by building and acquiring houses or by converting other buildings into houses. These powers can include provision via third parties.
84. By virtue of Section 123 of the Local Government Act 1972, the Council may dispose of land held by it in any manner it wishes subject to obtaining the best consideration reasonably obtainable. Therefore the Council must ensure that the proposed grant of underleases to MLH meets the Council's s.123 obligations.
85. The Council also needs to have regard to its obligations under the Subsidy Control Act 2022 in relation to the entire proposed transaction, including without limitation where it considers the best consideration reasonably obtainable in relation to the proposed grant of underleases to MLH has not been obtained.

86. Housing Duty

87. When a family or individual presents to the Council as homeless, the Council has a statutory duty under Part 7 Housing Act 1996 to consider this application and make a decision as to whether the family/ individual is homeless, eligible, in priority need, and not homeless intentionally. If the decision is that these criteria are met, then a duty is owed to that family under section 193 Housing Act 1996 (often referred to as the full housing duty).
88. Once that duty is accepted, the Council must ensure that suitable temporary accommodation is provided pending discharge of the duty. This duty can be discharged in a number of different ways, including via an offer of permanent social housing pursuant to Part 6 Housing Act 1996 or refusals of suitable offers. Section 193(7AA) Housing Act 1996 provides that the acceptance or refusal of a private rented sector offer can discharge the full homelessness

duty. To qualify a private rented sector offer has to be the offer of an Assured Shorthold tenancy, by a private sector landlord, and be for a fixed term of at least 12 months. Under the proposed acquisition and letting structure outlined in this paper the Council will retain 100% nominations to let the acquired properties to homeless households in discharge of the housing duty, in line with the statutory provision and lawful. To those individuals or families who accept the offer of a tenancy from MLH the Council will no longer owe a homelessness duty.

89. However, if within 2 years of a private rented sector offer being accepted, the applicant reapplies to the Council for assistance, they will be automatically owed the full housing duty regardless of whether a priority need is still present.

90. Regulated activity

91. Provision of social housing is a regulated activity and requires registration of the organisation as a Registered Provider with the Regulator of Social Housing. MLH is not a Registered Provider of Social Housing. Social Housing is defined in the Housing and Regeneration Act 2008 as either low cost rental accommodation or low cost home ownership accommodation. Section 69 Housing and Regeneration Act 2008 defines low cost rental accommodation as: being made available for rent; the rent is below the market rate; and the accommodation is made available in accordance with rules designed to ensure that it is made available in accordance with rules designed to ensure that it is made available to people whose needs are not adequately served by the commercial housing market.

92. As set out in Table 2 in the report, LHA rates, which is the level at which rent will be charged by MLH on these properties, is within the lowest 10th percentile of market rent and there is currently minimal difference between LHA and market rents. As such at present it is not considered that the proposal comes within the definition of social housing, and is not a regulated activity. However, it is recommended that close scrutiny is given to the rent levels as the matter progresses to ensure that the risk of the activity becoming one that should be regulated.

93. Procurement

Regulation 10(a) of the Public Contracts Regulations 2015 (as amended) (PCR) specifically excludes land transactions from the full application of the PCR.

94. Notwithstanding the fact that the proposed acquisition and letting structure encompasses the procurement of some renovation works as well as some service charge aspects attaching to letting arrangements, legal analysis of the overall structure has concluded that (in line with Regulation 4(2)(b) of the PCR) that the acquisition and letting of properties, not the provision of works and/or services, is the “main subject matter” of this proposed contractual arrangement. In any event it is envisaged that any such renovation works will be procured by the REIT rather than the Council and the value of such works will up to a maximum value of £12k per property.

95. Finance Arrangements

96. Section 24 Local Government Act 1988 (LGA 88) provides the Council with the power to provide a wide range of financial assistance to MLH (in respect of privately let housing) including making a grant or loan to it and as MLH is a body corporate the Council may under Section 24 (2)(d) also acquire share or loan capital in it. Privately let housing means any form of rented accommodation provided that is not let by a local authority.

97. If the Council exercise its powers under Section 24 LGA 88 then under Section 25 of the LGA 88 it must obtain the consent of the Secretary of State to do so. The Secretary of State has set out pre-approved consents in the 'General Consents 2010' (July 2011 update). If the circumstances of financial assistance meet one of the criteria in the General Consents then the Secretary of State's consent is given.
98. The current version of the General Consents 2011 contains Consent C. This permits financial assistance to be provided to any person (which includes MLH). The only form of financial assistance which may not be given under Consent C is support through the transfer of land – i.e. at nil or a reduced consideration.
99. If the Council intends to borrow to lend to MLH, Reg 25 Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 (SI 2003/3146) treats the giving of a loan by a local authority to a third party (such as MLH) towards expenditure (e.g. works on a new buildings) as capital expenditure providing that if the local authority itself incurred that expenditure (it borrowed to undertake the works itself) it would treat that expenditure (under proper accounting practices) as capital expenditure-

100. Fiduciary Duties

101. The Council's fiduciary duties could be briefly summarised as it acting as a trustee of tax and public sector income on behalf of its rate and tax payers. The Council in effect holds money but does not own it; it spends money on behalf of its business rate and Council-tax payers.

102. Human Resources implications and risks:

103. The recommendations made in this report do not give rise to any identifiable HR risks or implications that would affect either the Council or its workforce. And it is anticipated that the extra revenue generated from this proposal will ease some of the financial burden within the existing budgets.

104. Equalities implications and risks:

105. 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 characteristics¹ and those who do not, and;
 - iii) Foster good relations between those who have protected characteristics and those who do not.
106. The Council is committed to all of the above in the provision, procurement and commissioning of its services, and the employment of its workforce.

¹ 'Protected characteristics' are age, disability, gender reassignment, marriage and civil partnerships, pregnancy and maternity, race, religion or belief, sex/gender, and sexual orientation.

107. 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. The scheme will benefit households at risk of homelessness by providing good quality, affordable housing. Households with protected characteristics are over-represented as homeless and therefore this scheme will have a positive impact on those groups.

108. Health and Wellbeing implications and Risks

109. It is anticipated that the implementation of this proposal and its subsequent delivery of better quality properties will generate positive health and wellbeing benefits directly to households who have a need to be accommodated by the Council.

110. Havering council is committed to improving the health and wellbeing of its residents. The provision of good quality and affordable housing is an important determinant of health and wellbeing as housing impacts both our physical and mental health and wellbeing. Inadequate housing and poorly designed housing is associated with increased risk of ill health including cardiovascular and respiratory diseases, depression and anxiety as well as risk of physical injury from accidents.

111. Housing conditions, quality, affordability and tenure (particularly for women due to safety issues) plays an important part in pathways long term sustainability as well as well as means through which people living in Havering can build a new life (e.g. access to employment, identity, living practices, creation of social networks etc.).

112. There is an impact for families placed outside of the borough but the risks of remaining in insecure accommodation particularly for children weigh higher.

113. A full Equalities Impact Assessment will be prepared where appropriate as part of the delegated decision process to enter into the arrangements contemplated by this report.

BACKGROUND PAPERS

Exempt appendices A, B, C and D

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank



This Report is part exempt and Appendix A is not available for public inspection as it contains or relate(s) to exempt information within the meaning of paragraph 3 of Schedule 12A to the Local Government Act 1972. It is in the exempt part of the agenda because it refers to estimates of the expenditure to be incurred for the supply of goods or services and, in all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information

CABINET

Subject Heading:

Approval to extend the Looked After Children (LAC) Residential Contract.

Cabinet Member:

Cllr. Oscar Ford, Cabinet Member - Children and Young People

SLT Lead:

Tara Geere, Acting Director of Children's Services

Report Author and contact details:

Bradley Ramsey, Senior Commissioner and Project Manager for the North East London Commissioning Partnership

Email: bradley.ramsey@havering.gov.uk

Policy context:

This proposal is guided and underpinned by the principles of the Children's Act 1989, The Children's Homes Regulations and Quality Standards 2014 and the Children and Families Act 2014.

Financial summary:

The contract started on 28th October 2019 with the initial contract period due to end by the 27th October 2023, with two further possible extensions of two years each; a total of 8 years.

During the initial four year contract the projected spend until 27th October 2023 across all local authority partners is £10,188,227.90. The projected spend for the two year extension period across is £11,391,347.04. The total projected spend of for the full six year period is £21,597,574.94.

It is not expected that the cost will exceed the originally projected total value of the contract over the full eight year period which was

expected to be up to a maximum of £38,383,649.00.

As the contract was a joint commissioning exercise across the Northeast London Local Authorities led by Havering. The financial commitment from existing funds is shared across the seven local authorities on a usage basis.

Is this a Key Decision?

This is a key decision under the grounds of expenditure in excess of £500,000 and impact on communities living or working in an area compromising two or more wards.

When should this matter be reviewed?

October 2024, to coincide with the annual review point and preparations for the next year.

Reviewing OSC:

People Overview & Scrutiny Committee

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

☒ People - Things that matter for residents

☐ Place - A great place to live, work and enjoy

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

SUMMARY

This report seeks approval to extend the Looked After Children (LAC) Residential Contract for a period of 2 years and to at the same time vary the detail of banding system within the contract to increase granularity and reflect the profile of the services commissioned over the initial term.

This contract was commissioned on behalf of the North East London Commissioning Partnership with Havering acting as the lead authority.

The contract started on 28th October 2019 with the initial contract period due to end by the 27th October 2023, with two further possible extensions of two years each; a total of 8 years.

The first contracted extension period will continue to commission the contract from the 28th October 2023 to the 27th October 2025.

RECOMMENDATIONS

It is recommended that Cabinet agree to:

1. Extend the Looked After Children Residential Contract with Woodford Childrens Home Limited for a period of two years from 28 October 2023; and
2. Subject to (1) above to vary the contract as set out in this report.
3. Delegate the decision to further extend the contract for the final contracted extension period (for a period of 2 years from 28 October 2025) to the Director of Children's Services, in consultation with the Lead Member of Children's Services subject to:
 - 3.1 the performance of the contract continuing to be satisfactory;
 - 3.2 the contract representing best value for the London Borough of Havering; and
 - 3.3 the agreement of all members of the North East London Commissioning Partnership to the extension.

Note:

4. The costs of the contract, including the vacancy fund as set out in this report.

REPORT DETAIL

This report seeks approval to extend the Looked After Children (LAC) Residential Contract for a period of two years and at the same time, reframe the commissioned services such that they remain within the scope of the originally specified provision and at the same time reflect the current commissioning landscape requirement.

The LAC Residential Contract (the Contract) was commissioned on behalf of the North East London Commissioning Partnership (NELCP) with Havering acting as the lead authority responsible for contract procurement, management and monitoring functions.

The Partnership brings together 8 Local Authorities and NHS organisations (the Partners) in the areas within:

- The London Borough of Havering
- The London Borough Barking and Dagenham
- The London Borough of Tower Hamlets
- The London Borough of Newham
- The London Borough of Waltham Forest
- The London Borough of Redbridge
- The Corporation of the City of London
- The London Borough of Hackney

A Partnership Agreement, sets out the roles and responsibilities of the parties within NELCP and provides structure for decision making.

In October 2019, the partners commissioned a contract for up to 35 Looked After Children (LAC) residential placements within the geographical footprint of North East London. The contract was awarded by LB Havering (as lead authority) to Woodford's Children's Services (Woodford) and commenced on the 28th October 2019 with an initial contract period of four years with two extensions available, each of a maximum of 24 months. A maximum contract length of 8 years in total.

The Contract is designed to offer flexibility in the design of the homes by not specifying the makeup of the homes beyond the levels of support and staffing requirements.

The current contract with Woodford entered its fourth year in October 2022 and the initial term will expire in October 2023.

There were significant challenges relating to the acquisition and development of homes within North East London due to the COVID pandemic and subsequent inflationary crises. The contract has not reached the full capacity. Currently, there are five homes operating under the NEL residential contract offering a maximum capacity of up to 22 placements. One service is in development and expected to begin taking placements in the second/ third quarter of the 2023/24 financial year. There is ongoing work with local authority Partners to identify suitable locations within each Borough for further services during the extension period.

To better achieve long term financial sustainability of the project and more adequately share liability across the local authority partners, in 2022 the operation of the residential contract moved away from a more traditional block contracting arrangement and adopted the use of a shared vacancy fund for managing vacancies. Under this arrangement, each Partner contributes £20,000 per annum to fund unfilled placements across the project, rather than

any one local authority being responsible for the full cost of a vacancy. For transparency, the use of this fund is overseen by local authority partners at a regional placements group.

Despite the challenges highlighted, the project has started to deliver some of the anticipated benefits including value for money, outcomes for young people and placement stability within the homes as assessed independently by Revolution Consulting as part of the programme. Residential sufficiency presents a national challenge and recent guidance from the Department of Children, Schools and Families highlights the importance of regional commissioning arrangements in meeting demands. Additionally, there has been great benefit achieved in the Partnership working across the seven local authorities, and the relational commissioning arrangements with the service provider. It is acknowledged that whilst the financial benefits have been initially limited, further benefit could be attained by expansion of the programme towards the full complement of 35 placements.

With changes in demand together with the formation of other regional and pan-London groups, exercising the option to extend the contract offers further opportunities to regionally address sufficiency issues within North East London; and address the inequality in the outcomes for children in care whilst providing greater regional strength in commissioning of residential services for children in care.

Variation of the Contract

Due to the changes in the market since the contract was initially established, we would like to adopt the following changes to the contract by way of a variation. The changes are intended to reframe the commissioned services such that they remain within the scope of the originally specified provision and at the same time reflect the current profile of need. The profile identified is expected to last for the maximum permitted extension available.

The proposed changes (re-profiling) are:

Changes to the tiers of support under the contract.

Three bands of support are available within the contract. It is proposed that the contract will contain the same three levels with an additional subcategory of support to better reflect the changes in need across the children in care cohort since the commencement of the contract and offer better value for money for the minimum funding requirements compared to their equivalent services in the open market. The proposed tiers are as follows:

- Vacancy Rate/ Core – representing a minimum level of support on offer i.e. when a young person is demonstrates significant independence and will also be the cost for funding homes vacancies under the programme.
- Standard Rate – this would represent the equivalent to the low level of support under the original tender process.
- Enhanced care – representing the equivalent to the medium level of support under the original tender process.
- Complex care – representing the equivalent to the higher level of support under the original tender process.

Addition of a break clause into the contract extension periods at one year intervals.

To enable greater flexibility for the local authority partners, it is proposed that a one year break clause be added into each two year extension period. .

Aligning the inflation mechanism review to the financial year.

The contract contains a discretionary annual uplift clause. This is aligned to the contract year (i.e. 29 October). It is proposed that the mechanism is moved to line up with other inflationary requests and negotiations within the sector which are executed from the start of the financial year i.e. April 1st.

The above changes have been discussed with and agreed with Woodford.

Each Partner has agreed in principle (via the NELCP Program Board) to the proposed extension and variation. Following agreement, Partners are progressing the required internal governance to authorise extension. It is anticipated that formal confirmation of agreement will be provided to the Council by each Partner by 30 June 2023. At that point, subject to agreement of the recommendations of this report, the Council might enter into the extension.

Risks of extension

- Insufficient referrals could lead to substantial vacancies. As the financial risk of vacancies sits with the Partners not the provider, if only 50% of the current placements (22 placements) are filled the Partners would be (over) paying £1,146,728.00 (£163,818.29 per LA) per year for unfilled places. To mitigate this risk, regular forward planning and monitoring of placements will be undertaken to identify suitable referrals and step down opportunities across the local authority partners.
- LBH is lead Borough, and we are contractually responsible for all payments to providers. Havering has to ensure that:
 - Each member is charged accurately for its usage under the contract.
 - Havering receives prompt reimbursement for costs incurred on behalf of other Boroughs - It is envisaged that all Partnership members would be required to make an “up front” contribution in respect of the programme management costs associated with overseeing the delivery of the project including the funding of the project team in order to mitigate this risk.
- If Partners wish to pull out of the regional arrangement this could increase the costs for the remaining local authority partners, and reduce the overall strength of the regional contract. Under the collaboration agreement one month’s notice is required should a local authority wish to leave the partnership. The Partnership Agreement provides that upon exit, an exiting partner will account for outstanding financial liabilities related to existing project agreements or project contract.

Benefits of extension

Under the original intentions of the contract, it was expected that the contract would be utilised primarily for moving young people in care from out of Borough services to services much closer to their support networks and the placing local authorities. Due to shifting demands and priorities of the Partners caused by the change in the profile of need for young people in care, the contract has been used to support the demands of young people who have more limited experiences with the care system i.e. their first experience in the care system. With the changes in demographic, the benefits of the contract have been changed to better reflect the young people being supported.

Under the changes proposed above, we would expect a summary of the benefits are provided below with a breakdown being provided in Appendix A.

- Reduced costs – it is proposed that the Council will make efficiencies by remaining in the programme, both directly from the costs of placements by scaling up the provision, and from sharing liability across the local authority partners compared to undertaking the work individually.
- Greater cost avoidance – by maintaining the regional approach and developing further services with transparency around pricing.
- Improved outcomes for young people placed in residential services -
- Improved placement stability – with the improved support offer and further developing the care planning approach, the services can be more responsive to the needs of young people and ensure that they are being
- Collaboration – by supporting the programme and adopting the changes outlined above, it is expected that there will be benefits provided by the collaborative approaches such as buying power and by adopting regional approaches.
- Improved sufficiency – by further engaging with the programme in developing the next phase of the contracts and services, and by aligning the goals of local authority partners.
- Improved care planning – the current work undertaken by Woodfords and the NELCP has provided insight into the main issues relating to finding suitable care for young people, this intelligence will be shared with local authorities with a view to developing a collaborative approach.
- Improved sustainability within the local residential market – the programme aims to develop a regional market statement relating to residential care and further develop the local markets to support needs. By engaging with the programme, Partners will be able to shape this to better meet their needs.

Costs

There are two associated costs for the residential contract: the residential fees and the wider programme costs for overseeing the delivery of the NELCP programme. Under the contract, the provider is able to provide uplift requests on an annual basis. Partners will need to negotiate their ongoing contribution to the sub regional commissioning functions going forward. These contributions would be built into the cost of placements and charged pro-rata to ensure there is an agreed way of meeting these costs for the duration of the contract between the partners. Other LAs 'spot-purchasing' would be charged a fee to contribute to administration costs.

There will be a fixed price per placement for basic requirements and a sliding scale of costs for more specialist support over and above the basic. There will be an expectation that the specialist costs will reduce as LAC children progress along their care plan.

Projected Placement Costs 2023/24

The projected placement costs across the 8 LA partners includes a fee uplift of 8% from April 2023 and an addition of 1 extra unit for emergency care from October 2023.

Projected Spend 2023/24

	Total
Vacancy Payments	£ 96,000.00
Standard	£ 1,367,113.81
Enhanced	£ 2,392,624.26
Complex	£ 864,379.20
Total	£ 4,720,117.28

Projected Costs 2024/25

An inflationary uplift of 5% from April 2024 has been used to provide an indicated contract value. As part of the extension period, we have included the expanded development of two home for a total of 8 capacity in 2024/25 financial year.

Projected Spend 2024/25

	Total
Vacancy Payments	£ 69,428.57
Standard	£ 1,798,804.11
Enhanced	£ 3,109,093.38
Complex	£ 1,068,793.20
Total	£ 6,046,119.26

The programme management costs are split across the local authority partners within the programme. The below projected costs outline the costs per LA should LA partners decide to leave the programme. These projections are based on the projected budget for each year noting that these run from financial year (April to April) and not the contract years (October to October). As the lead local authority Havering Council is responsible for recruitment of the programme roles to oversee the delivery of the North East London Commissioning Partnership and the LAC residential contract. Currently, there are two roles overseeing the contract; a Senior Commissioning and Project Manager and a Placements Officer, with additional roles for the delivery of the North East London Commissioning Partnership Programme.

Projected Programme Management Costs 2023/24

	Projected Cost for 2023/24 by No. of LA Partners				
Project Cost Function	All LA Partners	6 LA Partners	5 LA Partners	4 LA Partners	3 LA Partners
Project Team	£189,196.00	£189,196.00	£189,196.00	£189,196.00	£189,196.00
Back Office	£39,384.62	£39,384.62	£39,384.62	£39,384.62	£39,384.62
Contracted Services	£15,000.00	£15,000.00	£15,000.00	£15,000.00	£15,000.00
Vacancy fund	£140,000.00	£120,000.00	£120,000.00	£120,000.00	£120,000.00
Total	£383,580.62	£363,580.62	£363,580.62	£363,580.62	£363,580.62
Cost per LA	£54,797.23	£60,596.77	£72,716.12	£90,895.16	£121,193.54

Projected Programme Management Costs 2024/25

	Projected Cost for 2024/25 by No. of LA Partners				
Project Cost Function	All LA Partners	6 LA Partners	5 LA Partners	4 LA Partners	3 LA Partners
Project Team	£241,529.88	£241,529.88	£241,529.88	£241,529.88	£241,529.88
Back Office	£40,172.32	£40,172.32	£40,172.32	£40,172.32	£40,172.32
Contracted Services	£0.00	£0.00	£0.00	£0.00	£0.00
Vacancy fund	£140,000.00	£120,000.00	£120,000.00	£120,000.00	£120,000.00
Total	£421,702.20	£401,702.20	£401,702.20	£401,702.20	£401,702.20
Cost per LA	£60,243.17	£66,950.37	£80,340.44	£100,425.55	£133,900.73

For the extension period, the programme costs would equate to £384k of the total projected spend across the LA partners of £5.2m for 2023/24. This equates to £55k per LA for 2023/24 and 7% of the total projected contract spend (including back office costs). For 2024/25 the programme costs equate to £373k of the total projected spend of £6.4m.

The addition of the break clause into the extension period will better enable the Partners to reduce the overall liability for costs should Partners pull out. Ultimately, an overall financial benefit of the programme is achieved regardless of the number of partners providing that a minimum number of placement weeks are met. These are highlighted in Appendix A.

Links to other local projects within with North East London & Havering

Locally, the supported housing programme is developing semi-independent provision for this cohort of young people which will enable young people placed in the programme by Havering to be stepped down locally. This offers a greater opportunity for continuity of care by keeping support networks local.

Residential sufficiency remains an issue across London and nationally, the government has advised local authorities to develop regional commissioning strategies. Due to the NELCP, NEL has an advantage over other local authorities who are looking to establish similar arrangements. It is possible to sell underutilised provision to other local authorities and regional groups where needs arise further reducing the overall financial liability of the project on the local authority partners.

Overall our intentions are to keep people local and to develop local support and provision across the network. This includes initiatives looking to address health and education inequalities for children in care.

REASONS AND OPTIONS

Reasons for the decision:

As demonstrated above, the extension of the contract will help to support local and regional strategic aims in meeting the statutory obligations under the Children's and Families Act in providing appropriate services for Looked After Children. In addition, it would enable the London Borough of Havering in conjunction with the North East London Commissioning

Partnership to better support sufficiency within the children's residential care market, and supporting the wider aim of placing LAC closer to home and local support networks.

Other options considered:

Option 1: Decommissioning of the contract and exit the NELCP - If we decommission the contract it would result in vulnerable children being without care in the community. The Council might not be able to meet their statutory responsibilities of providing homes for children. Rejected.

Option 2: Procure as a single Borough Service - Going out to market for a Havering only service would not offer the same opportunities for economies of scale that an eight-borough tender across North East London would offer. Rejected.

IMPLICATIONS AND RISKS

Financial implications and risks:

The costs over the first 4 years of the contract and forecasts the next 2 years are shown in the table below. The estimated value of the 8 year contract at procurement across all partners was £36.8M

Contract spend over all councils till Oct 2023	£10,188,227.90
Forecasted spend over all councils over the next 2 years	£11,391,347.04
6 years total projected spend	£21,579,574.94
Total expected contract value	£38,383,649.00

The actual financial cost to Havering will be dependent upon the contract award, and the number and value of Havering placements relocated under the block contract. The contract has demonstrated the benefit of the joint procurement and led to significant cost avoidance for the partner councils, as shown in Appendix A.

The programme management costs are shared across the partnership councils, and if any of the partners decided to leave the arrangement giving relevant notice, that cost would be recovered from the remaining councils and the shares would increase as shown in the body of the report.

Legal implications and risks:

The Council has power to extend and vary the contract under the general power of competence contained in section 1 of the Localism Act 2011 which allows the Council to do anything that an individual may do subject to any statutory constraints on the Council's powers. None of the constraints on the Council's s.1 power are engaged by this decision.

The Council also has power to extend and vary the contract under s111 Local Government Act 1972 which permits the Council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

The Partner Councils are parties to a Collaboration Agreement under which the Council agrees to be lead council within the North East London Commissioning Partnership (NELCP) and to enter into contracts (Specific Project Agreements) on behalf of itself and the other Partners. The Council entered into the Looked After Children Residential Contract further to the NELCP collaboration agreement. The agreement contains appropriate cross indemnities and liabilities relating to partnership matters.

The Looked After Children Residential Contract is a Specific Project Agreement. As stated in the body of the report, a Partner may leave (withdraw) on one month's notice. In the event that a Partner withdraws, the collaboration agreement requires that the Partners (including the withdrawing Partner) agree the extent of the liabilities of the withdrawing Partner pursuant to the collaboration agreement and any Specific Project Agreement. To include the costs and losses of the remaining Councils arising from the withdrawal and specifically contract payments). Following agreement, payment must be made by the withdrawing Partner within 20 days.

The proposed extension to the contract is expressly provided for within the contract terms and is permissible.

The contract when procured was above the Public Contracts Regulations 2015 (PCR 2015) Light Touch Threshold for Services and any proposed variation must be permissible under Regulation 72 PCR 2015.

The proposed variation is considered permissible under Regulation 72(1)(e). In particular:

- The nature of the contract and the services will remain unchanged from those initially procured.
- The economic balance is unchanged (it is noted that voids costs have always been subject to payment)

For the reasons set out above, the Council may extend and vary the contract.

Human Resources implications and risks:

There are no human resources implications or risks associated with this contract extension.

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.

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.

It is important to the council to ensure that direct payments for social inclusion are relevant to our community's needs and the new day service policy ensures that there is a clearly defined offer that is based on a service user's needs.

The purchasing power of an 8-borough arrangement allows great opportunity to place a child closer to their normal place of residence/home community. As such this would have positive impacts on the health and wellbeing of the child in care. In addition, the increased chance of being in education or employment is likely to improve the child's life chances for better paid employment, education, housing and income, all of which benefit their overall health and wellbeing.

Environmental and Climate Change Implications and Risks

There are no environmental and climate change implications or risks associated with this contract extension.

BACKGROUND PAPERS

Appendix A – Benefits of the NELCP - This appendix is not available for public inspection as it contains or relates to exempt information within the meaning of paragraphs 3 of Schedule 12A to the Local Government Act 1972 by virtue of which the public are likely to be excluded.

It is in the exempt part of the agenda because it refers to estimates of the expenditure to be incurred for the supply of goods or services and, in all the circumstances, the public interest in maintaining the exemption outweighs the public interest in disclosing the information

North East London Commissioning Partnership Evaluation Report published December 2022 by Revolution Consulting and National Centre for Excellence in Residential Child Care

Additional papers relied upon are already in the public domain as “published papers”.

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank



CABINET

Subject Heading:

Havering Climate Change Annual Report incorporating Carbon Emissions Data

Cabinet Member:

Cllr Darvill - Cabinet Member for Climate Change

SLT Lead:

Sandy Hamberger – Assistant Director of Policy, Performance and Community

Report Author and contact details:

Nicholas Kingham: Corporate Projects Manager Nick.Kingham@havering.gov.uk 01708 432896 Louise Warner: Insight Manager (acting) Louise.Warner@havering.gov.uk 01708 432402

Policy context:

The impacts and causes of climate change have been recognised by Havering Council. The Council has developed strategies and goals to address these impacts and mitigate the effects of climate change.

Financial summary:

The finances to annually review the Havering Climate Change Action Plan will be contained in the existing corporate financial provision.

Is this a Key Decision?

This is not a key decision.

When should this matter be reviewed?

Activities to tackle climate change should be reviewed annually.

Reviewing OSC:

Places OSC

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

In the Havering Climate Change Action Plan (HCCAP) November 2021, Havering Council set ambitious targets to reduce carbon emissions. The Council also declared a Climate Emergency on March 21st 2023. The priority for the Council now is to deliver against these targets. This shift in focus, from ambition to delivery, will be the rationale for the Monitoring Framework, which will track progress against milestones and how they contribute to delivering the Council's climate ambitions.

This is an evolving framework, and the Council will continue to update the approach over time; as targets change, new data becomes available, and following major Government decarbonisation strategies. Havering has a solid data base and a robust intelligence hub which leads the coordination and development of applied data.

Implementation of the Havering Climate Change Action Plan (HCCAP), the Air Quality Action Plan (AQAP) and other associated plans has resulted in a number of actions and projects being developed to deliver the ambition set by the Council to be carbon neutral by 2040 or sooner. These are referenced in the report.

RECOMMENDATIONS

This report recommends that:

1. Members note the contents of this report.

REPORT DETAIL

EXECUTIVE SUMMARY

- 1.1 The UK is required by the Climate Change Act¹ to reach Net Zero emissions by 2050 and to meet a series of five-year carbon budgets² over this period. These are in addition to our Nationally Determined Contribution (NDC) under the Paris Agreement, which is a commitment of a 68% reduction in emissions by 2030, relative to 1990 levels.

¹ [Climate Change Act 2008 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

² [UK Carbon Budgets - Climate Change Committee \(theccc.org.uk\)](https://theccc.org.uk)

- 1.2 Officers have developed the Council monitoring framework with an aim of identifying as early as possible where changes are needed to stay on track to meet the Havering Council and the United Kingdom's emissions targets.

Many aspects of the transition are inherently uncertain. It is recognised that progress may be faster in some sectors, and slower in others. This is acceptable, so long as the overall targets are met.

There are two elements to the data monitoring: the first relates to the Council's emissions from the operation of its services which are broadly controllable, subject to financial constraints and Government support.

The second aspect of the data collection relates to Borough emissions where the Council only has an influencing and/or leadership role.

Borough Data

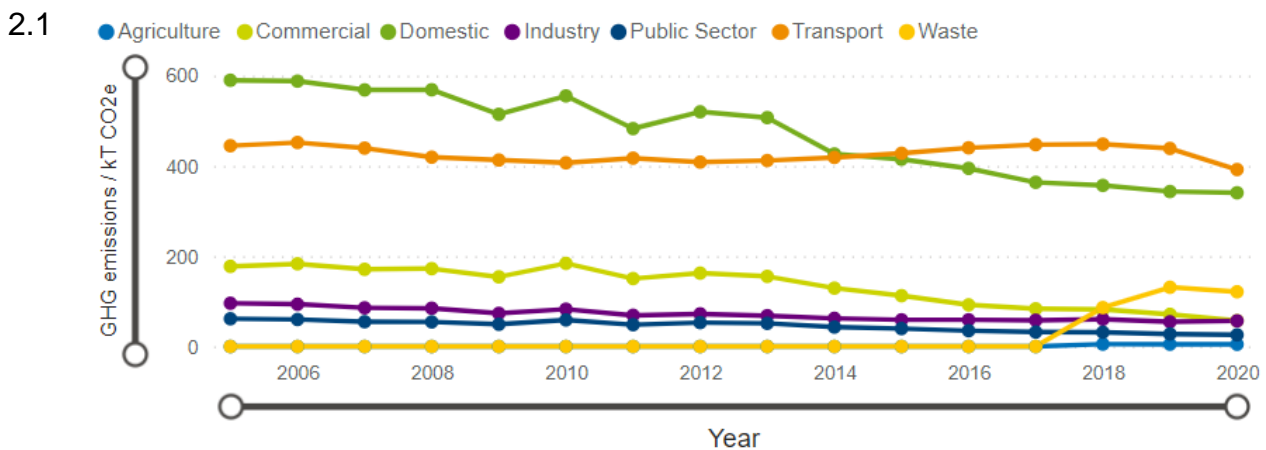


Figure 1 Total Greenhouse Gas emissions in Havering over time / kT CO₂e.
Source of data: BEIS³

- 2.2 Figure 1 shows how Greenhouse Gas emissions in Havering have changed over time. Greenhouse Gases included in the data are: Carbon Dioxide CO₂; Nitrous Oxide N₂O; Methane CH₄.
- 2.3 There has been a reduction in emissions from all sectors since 2018.⁴ Up to and including 2014, the biggest greenhouse gas emissions came from the Domestic Sector, but this has now been overtaken by the Transport Sector which has not seen the steady decrease in emissions shown in the Domestic Sector. It is likely that the small decrease in transport emissions in 2020 was influenced by the national COVID-19 lockdown and the increase in home working.

³ [UK local authority and regional greenhouse gas emissions national statistics - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics)

⁴ Note: Monitoring of Agriculture and Waste emissions did not commence until 2018

2.4

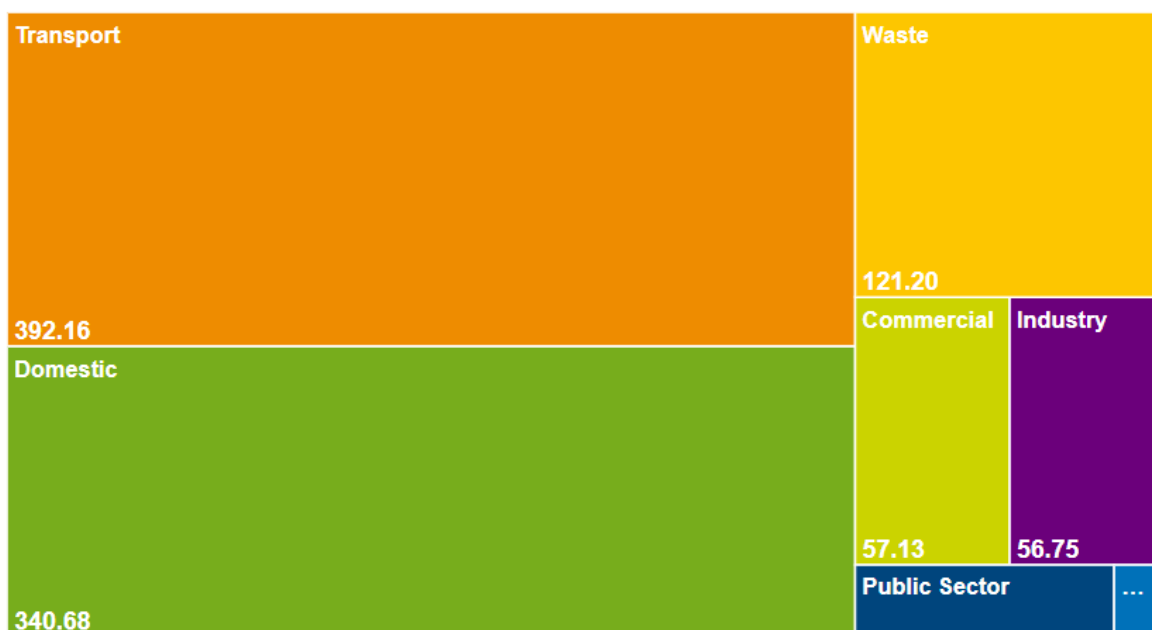


Figure 2 Total Greenhouse Gas emissions in Havering 2020, by Sector, kTCO₂e
Source of data: BEIS⁵

2.5 Figure 2 shows that the Transport and Domestic Sectors were by far the biggest contributors to greenhouse gas emissions in 2020. The Waste Sector is also a significant contributor, and as this is a relatively new category compared to the other sectors, (only being introduced in 2018 alongside the Agriculture Sector), emission trends will be carefully monitored in future years.

Havering Council Data

3.1 Figure 3 shows the main sources of Scope 1 and 2 emissions from Havering Council operations in 2021-22, as recorded in the LGA Greenhouse Gas Accounting Tool⁶. At the time of writing, Scope 3 emissions⁷ (Indirect) are not included in the total. Energy consumption data provided by Asset Management (buildings gas and electricity) and mileage data provided by Fleet Services have been converted to estimated CO₂ emissions using the most recent carbon conversion factors⁸.

⁵ [UK local authority and regional greenhouse gas emissions national statistics - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/uk-local-authority-and-regional-greenhouse-gas-emissions-national-statistics)

⁶ <https://www.local.gov.uk/our-support/climate-change-hub/climate-action-data-and-digital>

⁷ [Briefing: What are Scope 3 emissions? | The Carbon Trust](https://www.carbontrust.com/resources/briefing/what-are-scope-3-emissions)

⁸ [Government conversion factors for company reporting of greenhouse gas emissions - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/government-conversion-factors-for-company-reporting-of-greenhouse-gas-emissions)

3.2

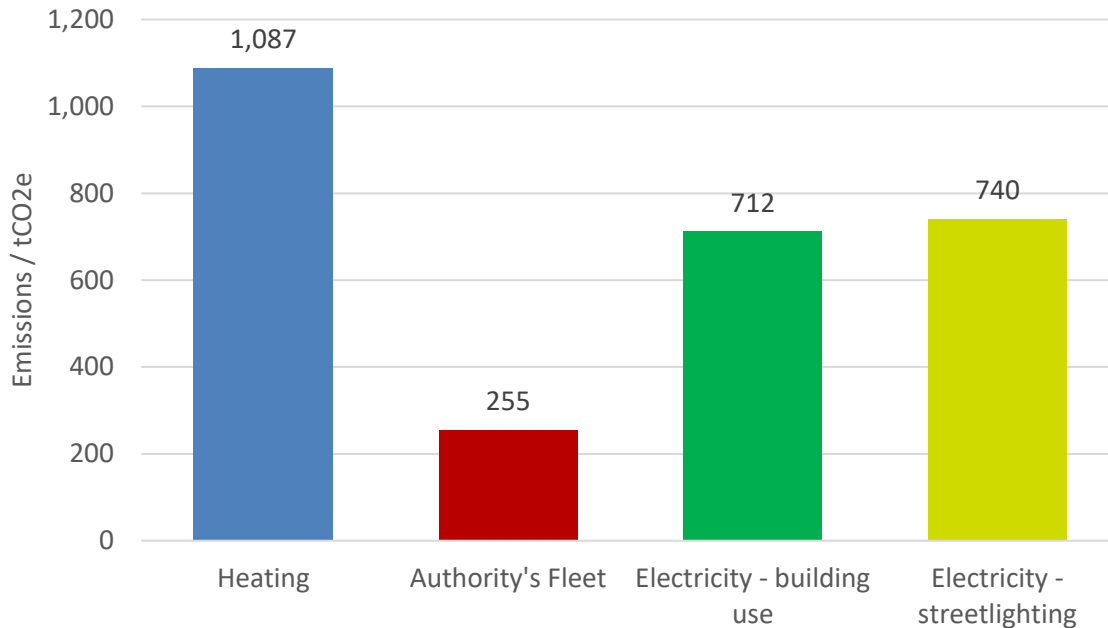


Figure 3 Total emissions by Havering Council 2021-22 / tonnes CO₂
Source of data: Asset Management

- 3.3 The biggest contribution to Havering Council's CO₂ emissions is the use of gas heating in the corporate estate. Gas consumption is expected to decrease through asset rationalisation over time, and further reductions will be achieved through improvements in building energy efficiency. The second biggest contribution to emissions is street lighting which, in 2021-22, used more energy and contributed more emissions than the electricity used to power the entire corporate estate – despite being over 99% LED.

Pathway to Net Zero by 2040 or sooner – key successes and strategies so far

- 4.1 Implementation of the Havering Climate Change Action Plan (HCCAP) has resulted in a range of actions. The HCCAP is currently being refreshed and will be presented for consideration to Cabinet in July 2023.
- 4.2 The original HCCAP was constructed as a plan to establish a shared endeavour to tackle the causes of climate change and mitigate the effects. The targets were established and designed as levers not only to coordinate the efforts of the Council but also to influence the wider community. As such, a number of the actions will show as underway. As originally intended, new actions were developed and will continue to be developed as the shared understanding of the commitment to tackle climate change becomes more widely understood.

4.3

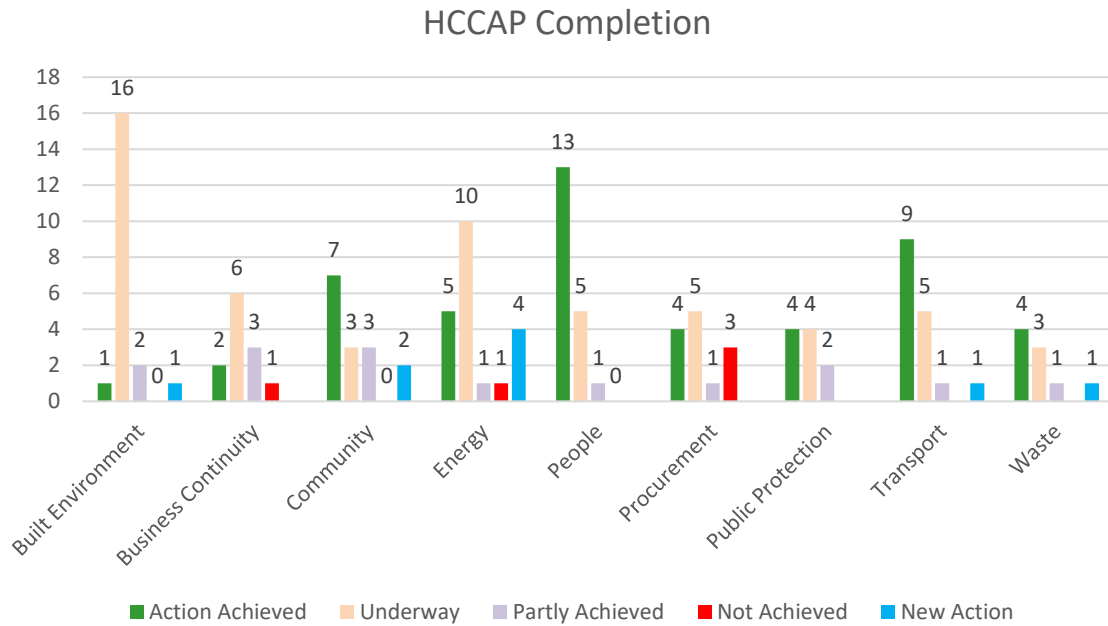


Figure 4 Havering Climate Change Action Plan – Annual Review – status update

4.4

Status of action	Total actions	% actions
Action Achieved	49	36%
Underway	57	42%
Partly Achieved	15	11%
Not Achieved	5	4%
New Actions	9	7%
Total	135	100%

Figure 5 Summary of progress

4.5 A programme of this scale and scope will be a blend of strategic plans and detailed actions flowing from the direction set by the Council. Over the last year, since the original plan was produced, each Work-Stream has implemented the following actions and strategies:

4.6 **Built Environment**

- Secured investment in the Council's housing stock through the Social Housing Decarbonisation Fund: Wave 1 Programme - £1.27 million.
- Actively supported the Sustainable Warmth Programme to assist and promote the BEIS Energy Grant programme which, at the time of writing this report,

had made energy improvement measures in 52 Havering owner occupied homes to the value of £949,449.

- Supported the GLA Warmer Homes and Core Funding Programmes which delivered energy saving measures to 14 Havering owner occupied properties.
- 8000 whips have been planted in woodland restoration projects in our open spaces. The planting of trees in these areas helps to capture more carbon as well as providing valuable habitat for a range of flora and fauna within the borough.
- Over 350 standard trees have been planted in streets. These will help to offset vehicle emissions and improve air quality.

4.7 Business Continuity

- The Council's Emergency Planning Framework, which incorporates addressing and mitigating climate change, was enacted during the Wennington fire tragedy and proved to be fit for purpose. Lessons from the statutory body reports will be incorporated into the Council's future emergency plans.
- The Council's new Flood Risk Management Plan (FRMP) has been published by the Environment Agency. These are strategic plans that set out how to manage flood risk in nationally identified flood risk areas (FRAs) for the period 2021 – 2027. Please refer to the DEFRA Flood Plan explorer⁹ for further information.
- The Council has an annual programme for cleaning out gullies in the borough. In the last 2 years the Council has cleaned out the majority of its 25,000 gullies in order to manage flood risk and resilience.

4.8 Energy

- 99% of traditional street lighting has been replaced with LED lighting.
- The corporate estate has been rationalised and the second most energy consuming building was decanted prior to disposal.
- A data warehouse has been developed which:
 - Provides information on returns on investments
 - Allows for data gaps to be identified by service directors
 - Provides an 'at-a-glance' view of key data
 - Provides key data in a visual format for public consumption
 - Enables officers to routinely consider climate change actions
 - Provides information to allow Members to make evidence-based decisions.
- Developed and provided sustainability advice for designers engaged in the management and maintenance of the corporate estate.
- Eco Demonstrator and Visitor Centre – secured UK Shared Prosperity Funding to build, with the voluntary sector, a net zero carbon demonstration /

⁹ [Find out about flood risk management plans – Flood Plan Explorer \(data.gov.uk\)](https://data.gov.uk/flood-plan-explorer)

visitor centre to raise awareness of energy saving measures in residential accommodation.

- Energy Doctors Programme established – working with Age UK's trained Energy Doctors and the Havering Volunteer Centre to provide free advice on how to save energy and reduce costs and tips on how to reduce waste, recycle more and buy less.
- SLM, the Council's leisure centre operator, carried out an energy audit to identify utility usage of leisure centres in order to understand energy consumption. An action plan is being produced linked to reducing carbon and energy usage at each centre through new or more efficient ways to power the leisure centres facilities.

4.9 People

- Established a Staff Climate Change Programme which includes a Climate Change Staff Forum, held monthly. Participated in awareness raising at a Corporate All Staff Forum event
- Three officers sponsored and accredited in the Carbon Trust Climate Literacy Qualification.
- Engaged with Trades Unions to develop a common understanding of climate change and the importance of working jointly to improve the Havering response.
- Factored climate considerations into all the Council decision making processes including requiring all reports to include a climate impact assessment.
- Commissioned Eunomia to produce a Business Directory that identified and analysed sectors in Havering with the highest greenhouse gas emissions and provided sector specific information and information on business support programmes to support the decarbonisation of key emitting business sectors.
- The Planning Policy Team has arranged for a member of staff to undertake a short course at London South Bank University on Leadership and Management for Net Zero Buildings. The learning from this will be cascaded to other members of the team.
- Held a joint business event for all Havering businesses to promote the HCCAP, identify measures to help employees and hear from companies about the steps they have and are taking to tackle climate change.

4.10 Procurement

- Pensions: agreed to invest 2.5% in a London Collective Investment Vehicle (LCIV) – a renewable energy infrastructure fund.
- Agreed to switch assets (15%) from the LCIV Global Alpha Fund to the LCIV Global Alpha Paris Aligned Variant.
- Agreed to invest 10% of the Fund's assets into the Legal and General Investment Management (LGIM) Future World, which is an equity allocation with a climate-tilted focus.

- Agreed to invest 5% of its passive equity investments in the LCIV Passive Equity Progressive Aligned (PEPPA) Fund.

4.11 Stakeholder

- The Communities Team and the Waste Minimisation Team secured a National Lottery 'Tackling the Planet' grant to design and create a Climate Change Community Champions Programme. To date 44 volunteer Community Climate Change Champions have been trained. The programme works with the voluntary sector and business partners to promote awareness and provide information on recycling, upcycling, waste composting and other ways of making the local environment cleaner and greener.
- 61 community events have been held with the Community Climate Change Champions between May 2022 and February 2023 including:
 - clothes swaps (300 items swapped, 70 items upcycled and 65 kilos of unsuitable clothing sold for recycling)
 - 16 community clean ups and numerous litter picks
 - composting workshops
 - 13 events held during the Great Big Green Week.
- Established a Green Forum with local stakeholders to consider key environmental matters. Chaired by the Lead Member for Climate Change, the Forum invites guest speakers and provides an opportunity for the Council to consider the views of all parties.
- Organised business events, hosted by the voluntary sector.
- Planted over 1000 trees as part of a Memorial Garden for those affected during the Covid pandemic.
- As part of the Local Authority Treescapes Fund, 356 trees were funded to improve landscape connectivity outside woodland. A further 1047 whips have been donated by Marlborough, Havering's highways contractor.
- A policy on the mass release of sky lanterns and helium balloons and the unauthorised use of fireworks on Council owned or managed land has been introduced following a consultation exercise in which 512 responses were received with overwhelming support for the initiative.
- Warm Places - Partnership working with the Housing Resident Engagement Team to support the Cost of Living Roadshows. The Champions provide energy efficiency tips, food waste reduction information and promote the free Repair Cafés etc. Partnership working with Havering Association for the Disabled (HAD) to develop their Friendship Cafés across the Borough, which host a Climate Change themed session each month. These Cafes also double up as Warm Places for people to go to.

4.12 Transport

- Decarbonisation of the Council's transport fleet through the use of alternative and greener fuels (switched from low sulphur B7 diesel to a synthetic green fuel).
- Established a rolling programme of Driver CPC courses for vocational drivers.
- Optimised routes via vehicle scheduling, thereby reducing the number of miles travelled and amount of carbon emitted.
- Introduced large Euro 6 buses.
- The Mayoral car has been switched from an internal combustion engine to a battery electric vehicle.
- Cycle Confident, provider of cycle training, has trained 214 children from eight schools and 268 adults. In addition, the London Borough of Havering has recently been granted £56k from the Local Implementation Plan. This will enable Cycle Confident to deliver training to twice as many riders during the remainder of this financial year.
- Implemented Phase 2 of the Havering School Streets Scheme. This saw a further 8 School Streets implemented around 10 schools as part of a wider initiative to reduce vehicle traffic and improve air quality around schools. Consultation is currently taking place on Phase 3 of the School Streets programme.
- Developed and adopted a policy on vehicle anti-idling and participated in events with schools and students to raise awareness of the issue.
- Anti-Idling workshops have been delivered to schools. These involved engaging with pupils and parents outside the school gates to raise awareness about the consequences to the local environment of leaving vehicle engines running when parked.
- Successfully bid for Air Quality Grant DEFRA Funding. Over £100k has been allocated to Havering across the 2023/24 and 2024/25 financial years which will see Walking Zone Maps, Anti-Idling Campaigns, Air Quality theatre productions and Walking Buses, delivered in collaboration with schools across the borough.
- Cycle Storage facilities are being delivered across the borough. 64 secure cycle storage facilities areas are being delivered across 7 residential estates.
- The Council has supported the Barking, Havering and Redbridge University Hospital NHS Trust Travel Plan and is partly funding cycle parking facilities for Queens Hospital.
- Cycle and Scooter parking is being delivered across 13 schools in the borough through the Local Implementation Plan programme. The Council has invested £20k of Local Implementation Plan funding in "Try Before You Bike". This scheme gives residents the opportunity to rent a bicycle for a small fee from a company called 'Peddle My Wheels'. Residents rent the bicycle for a month or more and have the opportunity to purchase the bicycle at a discounted rate at the end of the rental period.

4.13 Waste

- New printers and photocopiers (MFDs) purchased which use less electricity and reduce toner requirements. Reduction in the number of MFDs from 117 to 28.
- Paper reduction from 250 reams per week to 250 reams every 6 weeks.
- Items from Mercury House sold or re-used elsewhere.
- Improved waste and recycling facilities within the newly refurbished Town Hall.
- Production of draft Reduction and Recycling Plan for the GLA, which will illustrate activities contributing towards household waste reduction, potential future service changes, and emissions produced through council waste collection and treatment.
- The new waste collection and street cleansing contract with Urbaser will go live on October 22nd 2023. The contract will include a number of electric vehicles and other sustainable equipment, as well as funding for small scale environmental projects in the borough.
- The Waste Minimisation Team have held a number of events including: 4 composting workshops; 7 Love Food Hate Waste workshops; 3 Repair Café sessions; 2 stalls at shopping centres promoting waste minimisation.
- South Essex Crematorium - All floral tribute waste is taken to the local refuse centre where it is sorted and reused. This includes green waste which can be composted and plastic waste which can be recycled.

Summary

- 5.1 It is apparent, from the activities listed above, that the Council is treating climate change as a priority and that these activities are already seeing benefits in terms of reducing the Council's and the Borough's emissions. In addition, many of the activities undertaken have significantly raised the profile of climate change work with all stakeholders across and beyond the Borough.
- 5.2 It is recognised however that there is still much work to do, especially following the IPPC synthesis report¹⁰ which was published in March 2023.
- 5.3 As shown above, statistics show that the Council's and the Borough's emissions are continuing to reduce. It is recognised that the Council only has control over a small amount of emissions and that it will need to continue to work with the wider community to enable them to play their part in achieving the Council's and the national ambitions. This will require working locally and regionally to attract external funding in order to make the necessary changes, particularly to the transport and residential accommodation infrastructure.
- 5.4 Officers from all Directorates, in conjunction with Members, are currently in the process of evaluating their original actions in the Havering Climate

¹⁰ [AR6 Synthesis Report: Climate Change 2023 — IPCC](#)

Change Action Plan (HCCAP) and proposing further actions for the next two years. The emphasis will now be on:

- Communications
- Improving the data
- Securing grant funding
- Continuing to embed climate change into the DNA of the organisation and ensuring that the new Target Operating Model is aligned to the climate ambitions.

5.5 The revised HCCAP will be presented to Members in July 2023.

REASONS AND OPTIONS

Reasons for the decision:

Not applicable

Other options considered:

Not applicable

IMPLICATIONS AND RISKS

Financial implications and risks:

The work already undertaken described in this report to reduce the Council's carbon footprint has either been funded by successful grant bids or from within existing resources. At present there are no financial pressures relating directly to climate change built into the Council's Medium Term Financial Strategy.

It is possible however that future climate change initiatives may require either match funding for grants or indeed either Capital or revenue funding to move forward. When these projects are identified the appropriate financial approval will be sought before they are agreed.

It is also possible that the Government or the GLA will introduce new legislation which the Council will be required to adopt in relation to climate change. It is hoped

and expected that external funding will be provided for any such requirement but there is a risk that the Council may have to fund initiatives in the future

Legal implications and risks:

There are no implications arising from the recommendation in this report.

Human Resources implications and risks:

There does not appear to be any HR implications or risks arising directly as a result of this report which is for information only.

Equalities implications and risks:

The initiatives outlined implemented above are designed not to have a detrimental effect on any of the protected characteristic groups as defined by the Equalities Act 2010.

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 and this is taken into consideration within the climate agenda.

Health and Wellbeing implications and Risks

Changing climate is cited as one of the most challenging threats to health, in both the long and short term.

Long term impacts of extreme weather include indirect harms, such as those that result from economic harm, as well as direct harms to health, such as a projected

increase in heat related deaths; expected to triple by 2050. Implementing the Havering Climate Change Action Plan mitigates these risks and has associated health benefits for the residents of the Borough.

The shorter term impacts of extreme weather include those that arise as a result of flooding, including on mental health.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

There are no specific implications or risks as a result of this report.

The Climate Change Act 2008, as amended, is the basis for the UK's approach to tackling and responding to climate change. The Climate Change Act commits the UK government, by law, to reducing greenhouse gas emissions by at least 100% of the 1990 levels (net zero) by 2050.

Havering Council resolved to ensure that Havering leads the way on environmental protection and climate change and, in doing so, established the Havering Climate Change Action Plan (HCCAP) on 10th November 2021. In this Action Plan the Council agreed to monitor carbon emissions in the borough and committed Havering Council, as an organisation, to become carbon neutral by 2040 or sooner.

This report fulfils the requirement to report on emissions and the actions taken in respect of the HCCAP.

BACKGROUND PAPERS

In addition to the papers referenced throughout this report the following papers are relevant:

[Climate Change Action Plan | The London Borough Of Havering](#)

[Climate Change Act 2008 \(legislation.gov.uk\)](#)

CABINET	
Subject Heading:	Sign off of the Early Help Strategy 2022 – 2024
Decision Maker:	Councillor Oscar Ford
Cabinet Member:	As above
SLT Lead:	Tara Geere, Director of Childrens Services
Report Author and contact details:	Helen Harding, Strategic Head of Service for Early Help, Targeted Support, MASH and Youth Justice
Policy context:	Early Help Strategy 2022-2024 to support children, young people and families within Havering
Financial summary:	<i>There are no Financial Implications arising directly from the approval of the Early Help Strategy. It is expected that it will be implemented from within existing resources and budgets The strategy incorporates the impact of the savings the service will be delivering between 2022-24.</i>
Relevant OSC:	People
Is this decision exempt from being called-in?	The decision will be exempt from call in as it is a Non key Decision

Non-key Executive Decision

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.

Part A – Report seeking decision

DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

This decision is to approve the Early Help Strategy which has been drawn up in Partnership with multi-agency partners working with children, young people and families across Havering

AUTHORITY UNDER WHICH DECISION IS MADE

Cite here the authority in the Constitution, or the Cabinet decision, under which the executive decision or key decision is made. Individual Cabinet members' responsibilities for functions are set out in Part 3, section 2.2 of the Constitution.

STATEMENT OF THE REASONS FOR THE DECISION

To ensure the Strategy for delivering Early Help and Intervention services across Havering is approved and implemented across the multi-agency Partnership

Statutory Guidance on Early Help is provided by Working Together to Safeguard Children 2018 (updated 2020), in relation to identifying children and families who would benefit from Early Help; effective assessment of the need for Early Help; provision of effective Early Help services; and accessing help and services. This strategy explains how the statutory guidance will be delivered locally.

OTHER OPTIONS CONSIDERED AND REJECTED

Havering should have an updated and implemented Early Help Strategy.
We have considered the option of not having a strategy in place and have rejected this option as it is best practice to ensure one is in place

PRE-DECISION CONSULTATION

Partners have been fully engaged with the drafting and production of the Early Help Strategy and there is no obligation to consult with the public/residents specifically in relation to it's development

NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER

Name:

Designation:

Non-key Executive Decision

Signature:

Date:

Part B - Assessment of implications and risks

LEGAL IMPLICATIONS AND RISKS

The recommendations made in this strategy do not give rise to any identifiable legal risks or implications that would affect the council or its workforce.

FINANCIAL IMPLICATIONS AND RISKS

There are no Financial Implications arising directly from the approval of the Early Help Strategy. It is expected that it will be implemented from within existing resources and budgets.

The strategy incorporates the impact of the savings the service will be delivering between 2022-24

There is a risk that the cost of the Strategy cannot be contained within existing budgets. If this is the case, either additional funding will be identified from elsewhere within Childrens Services or delivery plans amended accordingly.

Any significant issues will be raised through the appropriate channels.

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

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

EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS

The recommendations in this strategy will positively impact residents, children and families in respect of equalities and diversities and look to ensure inclusive services are in place at the earliest opportunity

An equalities impact assessment has been completed as part of this process

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

The recommendations made in this strategy do not give rise to any identifiable, negative climate change implications that would affect either the Council or its workforce as set out by Havering's climate change committee

» [Climate Change Committee Guidance \(havering.gov.uk\)](https://www.havering.gov.uk/climate-change-committee-guidance)

BACKGROUND PAPERS

None

APPENDICIES Page 69

Appendix A

Early Help Strategy 2022-2024

Open and attached

Appendix B

detail

Open

Appendix C

detail

Open

Non-key Executive Decision

Part C – Record of decision

I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

Decision

Proposal agreed

Delete as applicable

Proposal NOT agreed because

Details of decision maker

Signed

Name:

Cabinet Portfolio held:

CMT Member title:

Head of Service title

Other manager title:

Date:

Lodging this notice

The signed decision notice must be delivered to Democratic Services, in the Town Hall.

For use by Committee Administration

This notice was lodged with me on _____

Signed _____



Havering

LONDON BOROUGH

Early Intervention Strategy 2022-2024

Cabinet – June 2023

Early Intervention Strategy 2022 - 2024

Early Intervention Services have a vital role to play in ensuring that all children and young people in Havering have the same opportunities to grow, develop and thrive. Research tells us that positive change is most likely to occur when support is offered as early as possible and we know that a number of factors can adversely contribute to a child's development.

Whilst the Early Intervention Service is an offer, it is also an ethos that is recognised across the partnership. Our operational partnerships are just as important as our strategic relationships, with co-location and co-delivery creating a cohesive and comprehensive offer for our residents.

In order to deliver effective Early Intervention Services, we need to ensure that our staff are provided with the tools and knowledge to undertake skilled interventions. There is also a large training offer available to our Partner Agencies who support us in ensuring that every child is safeguarded and families have access to all available resources to ensure best outcomes are achieved

Many of our Key Priority Areas are reflected in the Vision for Havering (2022) Under the Theme of 'People'.

Early Help Intervention 2022 - 2024

Enabling our children and families
to lead happy, healthy lives.

Supporting Families

Families are able to access the right services at the right time, supporting the best possible outcomes at the earliest opportunity

Universal services are well publicised and accessible at a variety of venues across the borough

Parenting offer is consistent and available from pregnancy through to adolescence.

Our cohort of volunteers is diverse and flexible to respond to changing demand

Parent volunteers are supported and trained to share knowledge and build community resilience



Partner agencies are kept up to date so they are able to effectively signpost families

Support for emotional wellbeing is offered in informal, non-judgemental, environment

Universal services are designed to help every child to reach their potential, and be ready for school.

Universal services will promote a healthy lifestyle

Universal Plus Service continues to offer a multi-disciplinary response to low level need

Learning and Improvement

Early Help Service offer is created and reviewed based on evidence of what works, demand and family's needs

Supporting Families framework is used to evidence sustained progress

Holistic family assessment is utilised to enable families to track their own journey.

Performance data is collated effectively to enable understanding of how, where and what services are used and by whom.



Mechanisms to track outcomes and impact of individual services are designed and implemented

Feedback from children and families is effectively collated and used to inform service delivery

Focus on distance travelled and progress made rather than target driven indicators.

Explore opportunities to learn from other organisations and share good practice



Early Help Services Vision
2022 - 2024

Partnerships and Collaboration

Services are delivered in a joined up way to provide the most efficient service for families; information is shared effectively to ensure families only have to tell their story once

Early Help and Universal services are delivered in collaboration with health education and Voluntary Sector partners

Link with community and corporate programmes to ensure joined up approaches and shared learning

Families and children with disabilities or learning needs have access to appropriate services and support



When concerns are identified that could lead to exclusion, children are supported to stay in school via a multi-agency approach

Effective information sharing ensures that 'hidden families' are supported to access services

Partnership approach to school readiness is agreed, with parents provided with information and tools to track their child's development

Services for care leavers with children are co-designed and support education and employment opportunities

Services are delivered at community venues and supported by parent volunteers

Our Way of Working

Face to Face systemic working is supported by planned, purposeful and focussed interventions

Interventions are co-designed with families

Vulnerable families are encouraged to access services to respond to their needs

Always another chance – no limit on access to services

Staff are supported to manage risk with confidence and identify positive differences



Families are supported to build and repair relationships one conversation at a time.

Parents are empowered to develop their skills, create support networks and build their confidence

Family Group Conferences and Team around the Family Meetings are family led and child focussed

Written assessments and plans are recognised by the family as responding to their needs and identifying their strengths

Early Intervention Strategy 2022 - 2024

Havering Vision:

Our children, young people and young adults thrive and are inspired to reach their full potential

Priority Area:

1001 days and school readiness

Early Help Strategy:

A multi-agency offer is in place to support the development of skills which mean a child is best equipped to thrive and learn. Working with parents to explore the link between life skills and being ready to learn by reception age.

Early Intervention Strategy 2022 - 2024

Havering Vision:

We enable and support families and communities to look after themselves and each other

Priority Area:

Increasing Community Capacity and Reducing the Need for Statutory Intervention

Early Help Strategy:

Development of an offer that is more responsive to need and demand, working in conjunction with health, education and the voluntary sector to deliver accessible services within the local community. To support with cost benefit initiatives throughout Havering and reducing the need for statutory services.

Early Intervention Strategy 2022 - 2024

Havering Vision:

The best health and social care outcomes for our residents are secured; Our children, young people and young adults thrive and are inspired to reach their full potential

Priority Area:

Children with Special Educational Needs and Disabilities

Early Help Strategy:

A robust, multi-agency offer is in place for children, young people and parents with SEND needs to access early intervention from birth to the age of 25

Early Intervention Strategy 2022 - 2024

Havering Vision:

People are helped to live independent, socially connected and healthier lives; Our children, young people and young adults thrive and are inspired to reach their full potential

Priority Area:

Child, Adolescent and Family Mental Health and Emotional Wellbeing

Early Help Strategy:

Pathways are in place for children, young people and parents/carers in regards to access mental health and emotional wellbeing support, which, following on from the COVID-19 pandemic, has become a prevalent need

Early Intervention Strategy 2022 - 2024

Havering Vision:

Havering is a safe place and committed to equality of opportunity for all; Our children, young people and young adults thrive and are inspired to reach their full potential

Priority Area:

Adolescent Early Intervention and Prevention

Early Help Strategy:

Clear pathways are in place for early identification and intervention in relation to adolescent safeguarding approaches inclusive of but not limited to: Child Criminal Exploitation, Children who are Missing, Child Sexual Exploitation, Harmful Behaviours etc

Early Intervention Strategy 2022 - 2024

In order to achieve these aims we will work in partnership with members from the Early Help Partnership Board, Early Help Operational Forum, The Community Advisory Group and the Parent Advisory Group to drive forward actions that have been agreed in relation to the 5 key priority areas.

We will also ensure that relationships are strengthened and maintained through further strategic boards who have significant input into delivery services for children and families.

Our Strategy for the Delivery of Early Intervention Services in Havering outlines how, over the next 18 months, we will deliver against our identified priorities. We will also focus on how our services will adapt and evolve as demand changes and the way residents access services is in accordance to their individual needs.



EH Strategy
2022-2024

This page is intentionally left blank

Strategy for the Delivery of Early Intervention Services in Havering

September 2022 – March 2024

Contents

Introduction	3
Our Vision for Early Intervention Services.....	5
Our Early Intervention Offer	6
Priorities	8
Action Plan and Impact Monitoring.....	10
What the Future Holds	17

Introduction

Early Intervention services have a vital role to play in ensuring that all children and young people in Havering have the same opportunities to grow, develop and thrive. Research tells us that positive change is most likely to occur when support is offered as early as possible and we know that a number of factors can adversely contribute to a child's development. During the first two years of life the brain displays a remarkable capacity to absorb information and adapt to its surroundings. Sensitive, attuned parenting and positive early childhood experiences are essential in promoting attachment, development and early learning. For example, talking and reading to a baby from birth can help stimulate language skills which in turn help children to develop a range of cognitive skills that are crucial for their development. Parents' ability to fulfil this role is affected by their own wellbeing and parenting skills, hence the need to consider the whole family and provide appropriate support through high-quality early education settings, early help services and health services. Perinatal mental health is a key influencer on a mother's ability to bond with her baby and attune to his/her emotions and needs, which in turn impacts on the baby's ability to develop a secure attachment.

Serious case reviews will often highlight the importance of intervening early and where opportunities may have been missed to provide an opportunity for change. This is particularly prevalent in cases of serious youth violence and gang activity where we know that issues relating to parental engagement and attachment in the formative years can result in a lack of empathetic understanding as a teenager/adult. Young people with undiagnosed or unidentified speech and language difficulties or special educational needs are also, statistically, more at risk of exploitation and criminal behaviour. With this in mind, our targeted services designed to address vulnerabilities and the issues surrounding them are a vital part of Early Intervention offer. This ranges from a universal offer focused on specific needs (i.e. speech and language and those with special educational needs) to a targeted offer for care leavers around education, employment and training and parenting support designed for those under 25. Our advocacy and mentoring service, inclusive of the 'Future Mentor' programme, also provides a highly valued service to young people, both care experienced and within the borough as a whole.

Whilst the Early Intervention Service is an offer, it is also an ethos that is recognised across the partnership. Our Early Help Partnership Board is well attended and works well together to identify risk and implement new ways of working. The Early Help Partnership Board also provides quarterly reports to the Havering Safeguarding Children Partnership to identify and raise awareness of the challenges and priorities for the Early Help Sector. Our operational partnerships are just as important as our strategic relationships, with co-location and co-delivery creating a cohesive and comprehensive offer for our residents. This includes the delivery of midwifery and health visiting services from many of our children's centres and our positive working relationships with many of the boroughs schools and early year's providers.

In order to deliver effective Early Intervention Services, we need to ensure that our staff are provided with the tools and knowledge to undertake skilled interventions. As part of the Children's Services Directorate and under the Assistant Director for Social Care, all staff in the Early Help Services have access to the training and development opportunities provided by the Havering Social Care Academy. This includes the accredited systemic family therapy training delivered by the Institute of Family Therapy for those staff who are case holding and managers who provide supervision.

Our *Strategy for the Delivery of Early Intervention Services in Havering* outlines how, over the next 18 months, we will deliver against our identified priorities. We will also focus on how our services will adapt and evolve as demand changes and the way resident's access services is in accordance to their individual needs

Our Vision for Early Intervention Services

Enabling our children and families
to lead happy, healthy lives.

Supporting Families

Families are able to access the right services at the right time, supporting the best possible outcomes at the earliest opportunity

Universal services are well publicised and accessible at a variety of venues across the borough

Parenting offer is consistent and available from pregnancy through to adolescence.

Our cohort of volunteers is diverse and flexible to respond to changing demand

Parent volunteers are supported and trained to share knowledge and build community resilience



Families build positive relationships

Partner agencies are kept up to date so they are able to effectively signpost families

Support for emotional wellbeing is offered in informal, non-judgemental, environment

Universal services are designed to help every child to reach their potential, and be ready for school.

Universal services will promote a healthy lifestyle

Universal *Plus* Service continues to offer a multi-disciplinary response to low level need

Learning and Improvement

Early Help Service offer is created and reviewed based on evidence of what works, demand and family's needs

Supporting Families framework is used to evidence sustained progress

Holistic family assessment is utilised to enable families to track their own journey.

Performance data is collated effectively to enable understanding of how, where and what services are used and by whom.



Use information effectively to inform practice

Mechanisms to track outcomes and impact of individual services are designed and implemented

Feedback from children and families is effectively collated and used to inform service delivery

Focus on distance travelled and progress made rather than target driven indicators.

Explore opportunities to learn from other organisations and share good practice



Early Help Services Vision
2022 - 2024

Partnerships and Collaboration

Services are delivered in a joined up way to provide the most efficient service for families; information is shared effectively to ensure families only have to tell their story once

Early Help and Universal services are delivered in collaboration with health education and Voluntary Sector partners

Link with community and corporate programmes to ensure joined up approaches and shared learning

Families and children with disabilities or learning needs have access to appropriate services and support



Services for care leavers with children are co-designed and support education and employment opportunities

When concerns are identified that could lead to exclusion, children are supported to stay in school via a multi-agency approach

Effective information sharing ensures that 'hidden families' are supported to access services

Partnership approach to school readiness is agreed, with parents provided with information and tools to track their child's development

Services are delivered at community venues and supported by parent volunteers

Our Way of Working

Face to Face systemic working is supported by planned, purposeful and focussed interventions

Interventions are co-designed with families

Vulnerable families are encouraged to access services to respond to their needs

Always another chance – no limit on access to services

Staff are supported to manage risk with confidence and identify positive differences



Family Group Conferences and Team around the Family Meetings are family led and child focussed

Families are supported to build and repair relationships one conversation at a time.

Parents are empowered to develop their skills, create support networks and build their confidence

Written assessments and plans are recognised by the family as responding to their needs and identifying their strengths

Our Early Intervention Offer

The London Borough of Havering Early Help Service is made up of the following teams, with a remit of supporting children, young people and their families from pregnancy up to the age of 25. Early Help Services will also offer support and intervention to families with social care involvement, including independent visitors for care experienced children and young people.

Early Help Family Practitioners

Undertake Early Help Assessments
Step-up to Social Care, where needed
Team Around the Family (TAF) Meetings

Universal Plus

Multi-Disciplinary Team response to concerns that do not meet threshold for Family Practitioner intervention but would benefit from support and intervention.

Family Group Conference

Responsible for the undertaking of Family Group Conferences, including those which are court directed

MASH

An Early Help Social Worker in MASH supports with proportionate and timely responses for families requiring Early Intervention support

Volunteering and Advocacy Service

Independent Visitors
Advocacy for children and young people known to Social Care
Mentoring
Family Coach
Future Choices Mentors

Supporting Families Team

Monitoring and submission of our Payments by Results outcomes
Working with professionals to identify and track progress

Youth Services

Go Girls and GRL Academy
Goodfellas
Tea and Talk
Local Youth Groups
1-2-1 Targeted Youth Support Participation

Children's Centres

Universal 0-5 offer, available to every child in the borough
Health Visiting and Midwifery Services
Targeted services for families where a specific need is identified
Delivery of school readiness offer
1001 days and school readiness

Parenting

Empowering Parents, Empowering Communities
Strengthening Families, Strengthening Communities
STOP Programme
Parent Surgery and online support
NVR – rolling workshops

Priorities

The priorities identified in this strategy are focused areas of development and implementation for the next 18 months. Each team and partner agency within the Early Help offer will, rightly, have other areas of focus and these are for the operational managers to identify and monitor. The strategic priorities have been identified based on the below criteria and intelligence drawn from the Havering Joint Strategic Needs Assessment;

- Likely to have significant, long term impact on outcomes for children and young people
- An identified or upcoming issue likely to significantly impact on demand for statutory services if not responded to.
- A new trend or theme where a response has previously been under developed
- Requires a multi-agency strategic overview in order to respond in the most effective way.

The priorities and the associated action plan will be agreed at the Early Help Partnership Board and shared with the Local Safeguarding Partnership. This will be with the invitation of buy-in, support and challenge.

The action plan developed as part of this strategy will also ensure that residents are engaged in any new services on offer, as well as raise awareness of the benefits and outcomes associated. There have also been indicators of impact identified for each of the priorities, to help us understand and evidence what difference our offer is making to the children, young people and families of Havering.

The five key priorities identified in this strategy are;

1. **1001 days and School Readiness;** *An offer is in place to support the development of skills which mean a child is best equipped to thrive and learn. Working with parents to explore the link between life skills and being ready to learn by reception age.*
2. **Increasing Community Capacity and Reducing the Need for Statutory Intervention;** *Development of an offer that is more responsive to need and demand, working in conjunction with health, education and the voluntary sector to deliver accessible services within the local community. To support with cost benefit initiatives throughout Havering and reducing the need for statutory services.*
3. **Children with Special Education Needs and Disabilities;** *an offer is in place for children, young people and parents with SEND needs to access early intervention from birth to the age of 25*
4. **Child, Adolescent and Family Mental Health and Emotional Wellbeing;** *Pathways are in place for children, young people and parents/carers in regards to access mental health and emotional wellbeing support, which, following on from the COVID-19 pandemic, has become a prevalent need*
5. **Adolescent Early Intervention and Prevention;** *Clear pathways are in place for early identification and intervention in relation to adolescent safeguarding approaches inclusive of but not limited to: Child Criminal Exploitation, Children who are Missing, Child Sexual Exploitation, Harmful Behaviours etc*

Action Plan and Impact Monitoring

1001 Days and School Readiness

Key Activities/Tasks	Lead Agency	Intended Outcome	Indicators of Impact
To embed widespread usage of school readiness 'Grown and Learn' booklet and '1001 Days' directory encouraging parents to consider and monitor key skills and activities to promote school readiness	Early Help Service NELFT BHRUT	Parents are supported to identify key skills and behaviours that ensure their child is ready to learn	% increase in 2-2½ year olds at or above expected level of development (ASQ3 completed by Health Visiting Service)
To maintain and increase registration and monitoring within Havering Children's Centres to ensure information regarding services is shared and contact is sustained.	Children's Centres	Through increased outreach and sustained contact, more children access early help and universal services before attending nursery/pre-school to ensure any learning and/or development needs are identified and responded to.	% increase in children achieving 'Good Level of Development' (GLD) at 2-3 years (EYFS progress check completed by Early Years providers) % increase in children achieving GLD at the end of Reception (EYFS profile)
To improve engagement with Childrens Social Care teams who are supporting children of pre-school age, to promote services linked to school readiness. Make every contact count by ensuring all relevant agencies are aware of, and can actively promote, opportunities for funded early education and childcare	Early Help Service Havering Childrens Services	More vulnerable children are ready to learn by reception age and have a positive education experience. Partners to receive information include e.g. DWP, local NHS agencies, Education, Social Care, Children's Centres.	% increase in children eligible for Free School Meals (FSM) achieving GLD in EYFS progress check at the end of Reception year % increase in eligible two year old population taking up the Two Year Old Offer (2YOO)
To monitor and evaluate levels of development at available health and development reviews: a) 2-2½ year olds at or above the expected level of development in the ASQ3 carried out by Health Visiting team	Early Help Service Early Years Services NELFT Public Health	Children of pre-school and nursery ages are meeting 'good levels of development' in accordance to ASQ 2/3 development checks to support school readiness	% decrease in children starting Reception who have not previously attended an early years setting

Page 90

b) 2-3 year olds at good level of development in the EYFS progress check carried out by Early Year providers			% increase proportion of families with sustained contact at Children's Centres for targeted services
To develop a wrap-around service for expectant mothers and new parents who are referred to social care and/or subject to statutory intervention (Inc. LAC and Care Leavers). This service will focus on developing parenting skills and promoting positive attachment.	Children's Social Care Children's Centres	Families benefit from increased knowledge and skills through positive parenting and family unification.	% increase of parents accessing Mellow Bumps, Mellow Babies and Baby Massage % increase of uptake of Butterflies Perinatal Support Group
To increase sharing of information, feedback loops and co-delivery of services between Children's Centres and Maternity Services to ensure effective and robust systems.	Children's Centres BHRUT Maternity Services NELFT Health Visiting	All expectant mothers are offered support and teenage mothers are identified for targeted support	% increase in number of teenage parents who are supported % increase in number of BAME and vulnerable families accessing the universal offer
To reduce inequalities in perinatal outcomes, especially for mothers from BAME communities, through improved delivery of perinatal mental health services and infant feeding support.	Children's Centres BHRUT	More BAME mothers, fathers and carers access appropriate support services	% increase in number of fathers/male carers engaging in support services % increase in HENRY Family Lifestyle score within local programme evaluation
The delivery and promotion of inclusive pre and post-natal services for parents, with a focus on engaging fathers/male carers	Children's Centres BHRUT	All parents are able to engage with support services, with a particular increase in numbers of fathers/ male carers participating.	% increase of 5 year olds free from dental decay % increase of 3 year olds free from dental decay
To increase the delivery of HENRY 0-5 Programme / HENRY Buddy Service to vulnerable families	Children's Centres/Early Help Service NELFT Public Health	Families improve their attitudes, knowledge and behaviours towards diet and health as per the HENRY evaluation criteria.	% increase/decrease of children underweight/overweight/healthy weight at reception age % increase in prevalence of mothers breast feeding at 6-8 weeks
To increase accessibility and availability of Infant Feeding programmes	Children's Centres NELFT	Increase in positive bonding and reduction in stress, around Infant Feeding, as reported by parents	
	Kent Community Health NHS Foundation Trust	For an increase of parents/carers attending oral health workshops delivered through the Childrens	

To promote Dental Nurse Drop In at children's centre sessions and increase uptake of Oral Health Workshops via the Universal Offer	Children's Centres	centres and reduce the number of children experiencing tooth decay	
To promote and encourage Healthy Early Years Programme, through the Childrens centres; ensuring a healthy diet for children and supporting oral health alongside food.	Children's Centres	Providing parents with an understanding of how to maintain and establish good oral health and nutrition. Reducing childhood obesity.	
The development of pre and post birth checklists covering Early Help/ Early Years information to be implemented through MASH and Assessment team	Childrens Services MASH Early Help	Families supported by Childrens Services have a wider understanding of the Early Years offer and services available to them throughout pregnancy and post birth stages	

Increasing Community Capacity and Reducing the Need for Statutory Interventions

Key Activities/Tasks	Lead Agency	Intended Outcome	Indicators of Impact
Establish and deliver a Universal Parenting Offer within the community, to include Empowering Parents Empowering Communities (EPEC)	Parenting Service Early Help Service	Increased capacity for delivering services within community venues such as community hubs, schools and faith venues	% increase of EPEC delivery and sustained engagement from participating families
For links are developed and strengthened between the Childrens Centres 0-5 offer and community venues, including Community Hubs, GP's, Hospitals and Local Community Groups	Childrens Centres	Childrens centres 0-5 offer is accessible from within the community, with a view to target 'hard to reach families'	% increase in parent group leaders/community champions % increase in uptake of rolling parenting programmes % increase in Childrens Centre new registrations
To evidence of a range of services being accessed via the community such as	Voluntary sector agencies Early Help Service Supporting Families Team	Families are able to access support from within their community at the earliest	% increase of families accessing the Harold Hill/Rainham Community Hub

PANTRY provision, Peabody support and Employment/training advisors		opportunity reducing the need for potential future interventions	% increase of families referred to Community hubs from partner agencies
A Youth Provision is available within the community and partners cross work to promote awareness and attendance	Youth Services Partner Agencies	Children and Young People are able to access youth provisions from a range of locations in accordance to their needs	% increase in youth provision attendance
A strong volunteering offer is available within the community to offer either a route to support or to becoming a community volunteer	Volunteer, IV and Advocacy Service	We will have a wide range of diverse volunteers available to support families, recruited from the local community who are appropriately matched with families/young people	% of young people attending targeted sessions such as LGBTQ groups % increase of volunteer base
Local Area Co-ordination is embedded into the community and partners are aware of the support available and appropriate referral routes	Local Area Co-ordination team Early Help Service Partner Agencies	Families are supported at the earliest opportunity to link into their local community resources and remain independent from statutory services	% increase of young people/families matched within the mentoring and family coach service % increase in referrals to local area coordination from across service areas % decrease in re-referrals to services for families that have had local area coordination support

Children with Special Education Needs and Disabilities

Key Activities/Tasks	Lead Agency	Intended Outcome	Indicators of Impact
----------------------	-------------	------------------	----------------------

To maintain links with Speech and Language Therapy Service, Health Visiting Service and Ready, Steady, Talk Group for those children on the waiting list for low level services. To increase service delivery to meet growing need	NELFT Children's Centres	An increased amount of children access speech and language support before the age of five	% increase in referral rate to Ready, Steady, Talk Group and outcomes for attendees. % increase in referrals of parents to the Family Learning Service
Formalise the pathways between Children's Centre and the 0-5 CAD Team.	CAD 0-5 Team Children's Centres	Children with SEN are able to access support, advice and guidance as well as services and activities to aid development.	% decrease in average wait time with regard to referral pathways for specialist services
To embed and deliver on the START programme for families with a diagnosed or suspected Autism/ADHD diagnosis	CAD 0-5 Childrens Centres	Families are able to access specialised support/programme in regards to commination/developmental needs where there is a familial link to Autism or ADHD	% increase of EHCP applications in the Early Years Settings to support school readiness % increase in uptake of the START programme and completion rate
Raise awareness of early education offer for children in receipt of DLA and ensure robust information sharing between CAD, Admissions and Early Help Service	CAD Early Years Early Help Service	To support children into provision at an earlier point to ensure needs are identified and enable other services to work with the children.	% increase in junior revellers attendance % increase in revellers up to 25 attendance
Improved access to Youth Services from a community based level as well as referrals from partner agencies for children and young people with SEND needs	Youth Services Early Help Service Partner Agencies	Young people within the borough feel confident and comfortable attending youth groups delivered and that referral routes are embedded across partner agencies	% uptake of the youth offer from children with SEND needs % increase of young people engaged with the YJS who are supported via SALT
Improved access to Speech and Language support services for young people engaged with the Youth Justice Service	Youth Justice Services SALT	Young people within the Youth Justice Service are appropriately supported by health colleagues/speech and language team at the earliest identified opportunity	

Child, Adolescent and Family Mental Health and Emotional Wellbeing

Key Activities/Tasks	Lead Agency	Intended Outcome	Indicators of Impact
Children, Young People and Families are supported to access appropriate mental health services in a timely fashion	Early Help Service CAMHS Health Services	Children and parents are referred to mental health services and are able to engage in interventions without the need of high level services	Number of young people referred to CAMHS / mental health services % reduction in young people being admitted to inpatient treatment for mental health concerns
Promotion of universal services to support with mental health and ease of accessibility. Family Information Service sees an increased digital footprint in this access	All partner agencies Family Information Service	Families are able to access services independently, using digital resources, to support with their emotional wellbeing	% increase of digital footprints from the FIS service mental health directory % increase of referrals to the Early Help Mental Health Advisor
Parents engaged with Early Help or CYPS support are referred/have access to Mental Health Assessments and are referred to appropriate services	Early Help Service CYPS Supporting Families	Parents are supported in a timely manner in regards to mental health assessments and appropriate recommendations/actions are put in place to offer support	% increase of referrals to the MHST teams % increase of STAR worker engagement within school % uptake of the Tea and Talk provision
Young people are able to access Mental Health and emotional wellbeing support in schools in a timely manner	Mental Health School Support Teams STAR Workers Education providers	Children and young people are supported through early identification in regards to their mental health, reducing the need for more intensive services in the future	% uptake of Goodfellas, Go Girls and GRL Academy provision % uptake of the Bounce provision
Young People are engaged with positive youth activities to support with their emotional wellbeing	Youth Services Integrated Adolescent Services Partner Agencies	Through attending youth provisions, children and young people are supported to maintain a good level of emotional wellbeing and are able to access support if required	% uptake of LGBTQ+ activities

			<p>% Uptake of CAMHS support undertaken in the Youth Justice Service</p> <p>% increase of young people accessing ELSA support within their educational setting</p>
--	--	--	--

Adolescent Early Intervention and Prevention

Key Activities/Tasks	Lead Agency	Intended Outcome	Indicators of Impact
<p>Introduction of Havering risk and vulnerability assessment tool HARVA – embedded into case management system internally – this will take place of other assessments</p> <p>This will also be offered externally – understanding the level of risk and how to manage this within sectors of if further support is identified</p>	IASS Childrens Services	Young people at risk of contextual safeguarding concerns are identified at the earliest opportunity and support is available	<p>% increase in HARVA assessments to be completed</p> <p>% increase of HARVA assessment completed by partner agencies</p> <p>Training provided from IASS to partners in regards to risk assessments and what can be offered</p>
Clear pathways from the MASH front door into IASS service developed and implemented	MASH IASS	Young people are supported via the right service at the earliest opportunity	% increase of peer groups being identified
Group working in schools – identifying peer groups of young people with concerns and working contextually to reduce risk	Education IASS Childrens Services	Early identification of peer group concerns and support is made available within the community	% increase of IASS referrals from the MASH front door

To increase the take up of local parenting offers i.e. Non Violent Resistance, STOP and Strengthening Families within the IASS service	Early Help Childrens Services	To provide a targeted support to parents/carers in respect of positive parenting strategies to reduce contextual risks and maintain family relationship.	<p>% increase of young people removed from the SFC index</p> <p>% decrease in 1st time entrants to YJS/CIC etc</p> <p>% increase of IASS consultations taking place between IASS and Early Help</p>
To implement a pathway from the MASH front door in respect of NVR parenting for contact reasons such as 'beyond parental control'. To support with the reduction of relationship breakdown and the implementation of strategies to address risk taking behaviours	MASH Parenting Service	To provide timely support at the earliest opportunity to support parents/carers to manage risk taking behaviours, to support parents/carers reflect on their parenting styles and the implementation of appropriate parenting strategies	<p>% decrease in young people going missing (particularly around children in care)</p> <p>% Increase in STOP referrals, NVR referrals from IASS</p>
To implement a standardised referral route for families engaged with Childrens Services to engage with the Family Group Conference Service to allow exploration extended family support network in response to identified needs/risks	Early Help Childrens Services Family Group Conference	To allow families the chance to explore their extended support networks in regards to identified needs to support with developing family resilience and reducing the need for future statutory support	<p>% Uptake of the Reducing Parental Conflict offer from the IASS service</p> <p>% of parenting support offered through the MASH front door for targeted concerns</p> <p>% increase of Family Group Conferences referrals/meetings and to evidence a reduction of re-entry into services following conferences</p>

What the Future Holds

In the coming months and years, budgets for all Council services will be tight and the need for collaboration will be stronger than ever before. Our Early Help Partnership is built on strong foundations and has already achieved great outcomes for children and families within the borough. Our strategy sets out our priorities for the next 18 months, however is by no means exhaustive of the work carried out by colleagues within the partnership. The Early Help Partnership Board will continue as the forum for the strategic oversight of the work carried out, as well as any successes and challenges that are faced. Our Early Help

Operational Forum will oversee the day to day work completed via task and finish groups, with this then feeding into the Partnership Board via regular reporting. We will also continue our role as part of the Havering Safeguarding Partnership with regular updates.

In the future we are likely to see a greater demand on early help and early intervention services. These are likely to be some families that have never needed our services previously, and others that we have supported before. We also need to continue to be mindful of the changing demographic within our borough and ensure that our services are inclusive and accessible to all who need them.

I am confident in the strength of our partnership and the high quality of services on offer, I look forward to being part of the continuing journey.

Tara Geere | Director of Children's Services

Equality & Health Impact Assessment (EqHIA)

Document control

Title of activity:	Strategy for the Delivery of Early Intervention Services in Havering 2022- 2024
Lead officer:	Samantha Denoon <i>Early Help Group Manager</i> Children's Services
Approved by:	Helen Harding; <i>Strategic Head of Service for Early Help, Targeted Support, MASH and Youth Justice</i> Tara Geere; <i>Director of Children's Services</i>
Date completed:	10.02.2023
Scheduled date for review:	TBC

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

1. Equality & Health Impact Assessment Checklist

Please complete the following checklist to determine whether or not you will need to complete an EqHIA and ensure you keep this section for your audit trail. If you have any questions, please contact EqHIA@havering.gov.uk for advice from either the Corporate Diversity or Public Health teams. Please refer to the Guidance in Appendix 1 on how to complete this form.

1	Title of activity	Strategy for the Delivery of Early Intervention Services in Havering 2022- 2024		
2	Type of activity	A report is being presented to Cabinet outlining recommendations for the Early Help Strategy 2022-2024.		
3	Scope of activity	<p>Early Intervention Services have a vital role to play in ensuring that all children and young people in Havering have the same opportunities to grow, develop and thrive. Research tells us that positive change is most likely to occur when support is offered as early as possible and we know that a number of factors can adversely contribute to a child's development.</p> <p>Whilst the Early Intervention Service is an offer, it is also an ethos that is recognised across the partnership. Our operational partnerships are just as important as our strategic relationships, with co-location and co-delivery creating a cohesive and comprehensive offer for our residents.</p> <p>In order to deliver effective Early Intervention Services, we need to ensure that our staff are provided with the tools and knowledge to undertake skilled interventions. There is also a large training offer available to our Partner Agencies who support us in ensuring that every child is safeguarded and families have access to all available resources to ensure best outcomes are achieved</p> <p>Many of our Key Priority Areas are reflected in the Vision for Havering (2022) Under the Theme of 'People'.</p>		
4a	Are you changing, introducing a new, or removing a service, policy, strategy or function?	Yes	<p>If the answer to <u>any</u> of these questions is 'YES', please continue to question 5.</p>	<p>If the answer to <u>all</u> of the questions (4a, 4b & 4c) is 'NO', please go to question 6.</p>
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:	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:	Samantha Denoon, Early Help Group Manager, Children's Services
Date:	10.02.2023

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

Background/context:

There are five key priorities to this strategy

1. 1001 days and School Readiness; An offer is in place to support the development of skills which mean a child is best equipped to thrive and learn. Working with parents to explore the link between life skills and being ready to learn by reception age.
2. Increasing Community Capacity and Reducing the Need for Statutory Intervention; Development of an offer that is more responsive to need and demand, working in conjunction with health, education and the voluntary sector to deliver accessible services within the local community. To support with cost benefit initiatives throughout Havering and reducing the need for statutory services.
3. Children with Special Education Needs and Disabilities; an offer is in place for children, young people and parents with SEND needs to access early intervention from birth to the age of 25
4. Child, Adolescent and Family Mental Health and Emotional Wellbeing; Pathways are in place for children, young people and parents/carers in regards to access mental health and emotional wellbeing support, which, following on from the COVID-19 pandemic, has become a prevalent need
5. Adolescent Early Intervention and Prevention; Clear pathways are in place for early identification and intervention in relation to adolescent safeguarding approaches inclusive of but not limited to: Child Criminal Exploitation, Children who are Missing, Child Sexual Exploitation, Harmful Behaviours etc.

These five priorities will be monitored through key performance indicators within the strategy in accordance with the protected characteristics in the Equalities Act 2010.

It is proposed that our key priorities are fluid in order to for our strategy and service offer to grow and evolve in a timely response to the needs of the children and families within Havering, Using data, feedback from partner agencies and families to inform practice.

Who will be affected by the activity?

Residents using and accessing Universal, Early Help and Statutory Services.

From pregnancy through to adulthood, Early Help aims to work with children and families to provide the right service at the right time to help children thrive. By reviewing the Early Help strategy, this allows the service to target services to ensure best outcomes for families.

Protected Characteristic - Age: Consider the full range of age groups

Please tick (✓) the relevant box:

Positive

✓

Neutral

Negative

Overall impact: It is assessed that the impact on the age characteristic will be positive.

Evidence:

The recorded population in Havering as per the 2021 Census is 262,052 with 16,488 of the population being children 0-4 years.

What happens in pregnancy and early childhood impacts on physical and emotional health all the way through to adulthood.

Havering's population has altered significantly, with almost all age groups either declining or growing. As well as (and likely linked to) significant growth in the population aged 25 to 39, the proportion of young children in Havering has increased at one of the fastest rates nationwide. Havering saw the second highest growth of all local authorities of those aged 0-4. Havering also saw the 12th highest growth nationally and the 2nd highest growth within London for children aged 5-9. At the time of the 2021 Census, 24.3%, or roughly one in four people living in Havering, were aged 0 to 19.

The increase in our population of 0-4 year olds has meant an increase in demand for services, and an increased likelihood that there are families who would benefit from services we have not reached. In order to maximise the impact of services we need to adapt and develop our service delivery to make it more widely accessible.

Over the last 5 years, we have seen an increased in referrals being made to the Multi Agency Safeguarding Hub (MASH) and subsequently families who require intervention across universal, early help and statutory services. In response to this, we have reviewed and updated the Early Help Strategy, to respond to the changing need within Havering, ensuring families get the right support at the right time. Under the new strategy, Early Help would have a greater focus upon the delivery of proven, targeted early intervention.

Sources used:

- Census 2021- [Havering – Population Intelligence Briefings \(haveringdata.net\)](https://www.haveringdata.net/)
- Information and Data obtained via the Children's Services Recording System (Liquid Logic).

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

Please tick (✓) the relevant box:

Positive

✓

Neutral

Negative

Overall impact: It is assessed that the impact on those with physical disabilities, mental ill health, Special Educational Needs or Disabilities (SEND) or learning difficulties will be positively affected, should the proposed changes be implemented.

Evidence:

In 2021, 6.6% of Havering residents were identified as being disabled and limited a lot. At least one in four people will experience mental ill health at some point in their life and one in six adults will have a mental health issue at any one time. The potential impact upon children living with parents who have mental ill health are widely documented. One in ten new mothers will experience postnatal depression and it is vital the right support is available and accessible. By widening our offer to community venues and offering services where new mothers are likely to be, we can increase our opportunity to reach those who may be in need of support.

There is evidence to suggest that when children act as young carers there is potential to jeopardize their educational development as well as social and emotional health and wellbeing. There are currently services delivered as part of the universal offer, which has recently expanded to include siblings of young carers. We have commissioned a provider (Imago) to deliver this service.

For example, two Walk & Talk buggy sessions have been launched to encourage being physical active and reduce social isolation which has shown to promote overall health and wellbeing.

By working in collaboration with partners and exploring joint funding bids, our perinatal service Butterflies and Havering Mind Mums Matter programme are planning to increase capacity for services that support perinatal mental health to reach a greater proportion of those most in need of targeted support.

The new Early Help Strategy plans to ensure robust, multi-agency offers are in place for children, young people and parents with SEND needs, to access early intervention from birth to the age of 25

Sources used:

- This is Havering 2018 version 4.1 (August 2018) *produced by public health intelligence*
- Projecting Adult Needs and Service Information System (PANSI, 2017); calculations uses Mid-year population estimates 2017; Office for National Statistics (ONS); *produced by public health intelligence*
- How life has changed in Havering: Census 2021 (ons.gov.uk)
- Mental Health JSNA January 2015
- Children as carers: the impact of parental illness and disability on children's caring roles – Jo Aldridge and Samuel Becker, The Association for Family Therapy 1999.

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

Please tick (✓) the relevant box:

Overall impact: It is assessed that the impact on sex/ gender will be neutral.

Positive

Neutral

✓

Negative

Evidence:

The 2021 Census shows that out of the 262,052 residents in Havering, 135,668 (52%) are female and 126,384 (48%). With 5.9% of the population being female 0-4 years and 6.7% male.

In 2022, Fatherhood Institute reported that less than 4% of eligible families' use shared parental leave. This means it is more likely to be women that are able to attend activities, groups and workshops at the children's centres as the majority are held on week days. The expansion of the service delivery to community venues increases the possibility of a varied timetable of activities and groups. This is also supported by the increase of trained a volunteer cohort to support with service delivery.

There are services delivered from children's centres where the gender of attendees is predetermined, for example a Dad's Club takes place at St Kilda's on alternate Saturday mornings for fathers and male carers to attend with their child/ren and partake in activities. There are similar activities available for mothers at alternative times.

Recognising the important role fathers play in caring for their child/ren and to increase their confidence and skills in providing responsive parenting, a virtual Becoming Dad course is also now in place. The perinatal period during pregnancy provides an opportunity to engage fathers and research demonstrates that close involvement of fathers from birth onwards, can support positive infant and child development laying the foundations for improved social, emotional and cognitive development with lifelong benefits.

We will ensure that younger fathers will also be included in further engagement and in service development which encourages their participation, building on our engagement work already undertaken with 'Becoming Dad'.

Sources used:

- Census 2021- [Havering – Population Intelligence Briefings \(haveringdata.net\)](https://www.haveringdata.net/)
- <http://www.fatherhoodinstitute.org>

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

Please tick (✓) the relevant box:

Overall impact: It is assessed that the impact on this protected characteristic will be neutral.

Positive

Neutral

✓

Negative

Evidence:

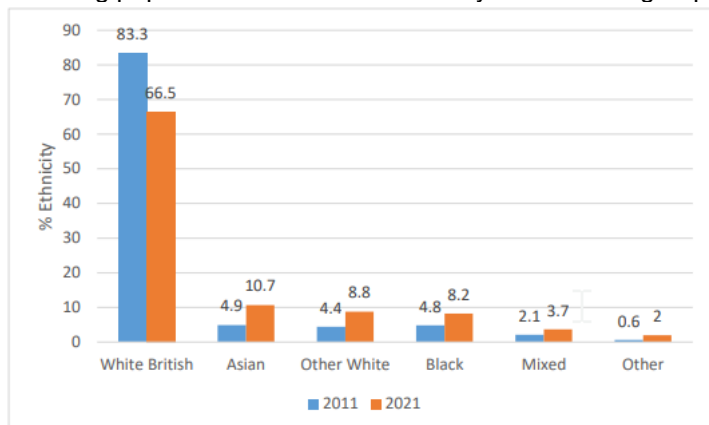
Ethnic make-up of Households

The 2021 Census shows that 33.5% of people in Havering identify as non-White British. 66.49% of people identify as White British, which is the second highest figure in London. 87.8% of usual Havering residents identified with at least one UK national identity (English, Welsh, Scottish, Northern Irish, British and Cornish);

In 2021, White British remains the most common ethnic group in Havering, with 66.5% (174,232) of the population identifying in this group.

The next most common ethnic group is Asian, accounting for 10.7% (28,150) of the population.

Havering population in 2011 and 2021 by main ethnic group



Source: Office for National Statistics (ONS), Census 2011 & 2021; Produced by: Havering PHI

Language

In 2021, 90.1% (227,346) of Havering residents, aged 3 years and over, identified as having English as their main language, down from 95.4% (218,645) in 2011. The top 10 other languages identified in 2021 are shown in Figure 7, below. 4.8% of households have no members that have English as their main language.

Top 10 main languages in Havering (excluding English)

Language	Observation	%
Romanian	5742	2.28%
Lithuanian	2203	0.87%
Panjabi	1393	0.55%
Polish	1320	0.52%
Bengali	1131	0.45%
Urdu	1081	0.43%
Bulgarian	900	0.36%
Portuguese	730	0.29%
Russian	719	0.28%
Tamil	669	0.27%

Source: Office for National Statistics (ONS), Census 2021; Produced by: Havering PHI

Our services have adapted to respond to the change in demand brought about by a shift in demographics and growing cultural diversity. There is an increased focus on raising awareness of the children's centres offer through linking in with faith groups in the community via Havering's Inter Faith Forum. Promotional materials in a range of spoken languages are also being used as part of marketing campaigns including for the National Healthy Start Scheme.

There are recommendations in our Early Help Strategy where attendance is specified based on ethnicity, race or culture. Services are offered at varying days/times and this will increase with a wider community based offer.

Sources used:

- This is Havering 2018 version 4.1 (August 2018)
- 2011 Census

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: It is assessed that the impact upon this protected characteristic is neutral.
Positive		
Neutral	✓	
Negative		

Evidence:

The most commonly reported religion in Havering is Christian, with 52.2% of the total population in 2021 describing themselves as Christian. This is a reduction from 65.6% in 2011. No religion was the second most common response, with 30.6% identifying in this category, up from 22.6% in 2011. Other religions accounted for 11.7% of the total Havering population, which is an increase from 5.1% in 2011.

No activities delivered as part of our Early Help offer are aligned to any faith or religion and there are no services offered out of a children's centre where attendance is specified based on religion. Inclusive sessions for all religions and faiths are planned through the universal offer and included within the Strategy, which will be open to all families. Services are offered at varying days/times and this will increase with a wider community based offer.

Sources used:

- Census 2021- [Havering – Population Intelligence Briefings \(haveringdata.net\)](https://www.haveringdata.net/)

Protected Characteristic - Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Overall the impact on gender reassignment is neutral. Access to Early Help Service is not determined based on sexual orientation and this information is not collated about service users.
Positive		
Neutral	✓	
Negative		

Evidence: All residents will be provided with the same information and afforded with the same opportunities to access services and express their views and opinions.

Sources used: N/A

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: Overall the impact on gender reassignment is neutral. The proposal impacts residents in the same way despite their gender or whether they have had or are in the process of gender reassignment.
Positive		
Neutral	✓	
Negative		

Evidence: There are no services offered in line with the proposed Early Help Strategy where attendance is specified based on current or previous undertaking of gender reassignment. This information is not collated about those accessing the services.

Sources used: N/A

Protected Characteristic - Marriage/civil partnership: Consider people in a marriage or civil partnership		
Please tick (✓) the relevant box:		Overall impact: Overall the impact on marriage and civil partnership is neutral.
Positive		
Neutral	✓	
Negative		
Evidence: There are no services offered out of a children's centre where attendance is specified based on marital or civil partnership status. This information is not collated about those accessing the services as an accessibility criteria. All children's centre users are granted the same access to services regardless of marital status.		
Sources used: N/A		

Protected Characteristic - Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave																																																																																																	
Please tick (✓) the relevant box:		Overall impact: It is assessed that the impact on pregnancy, maternity and paternity will be neutral. Health provisions such as midwifery, child development checks will continue to be delivered from the children centres and we will continue to work closely with our partner agencies to ensure easy accessibility for families to access service.																																																																																															
Positive	✓																																																																																																
Neutral																																																																																																	
Negative																																																																																																	
Evidence: The recorded population in Havering as per the 2021 Census is 262,052 with 16,488 of the population being children 0-4 years. Havering saw the second highest growth of all local authorities of those aged 0-4.																																																																																																	
<p>Havering population change from 2011 to 2021</p> <p>census</p> <p>2011-Females(%) 2011-Males(%) 2021 Males(%) 2021 Females(%)</p> <p>Age group</p> <table border="1"> <caption>Estimated data from Population Pyramid</caption> <thead> <tr> <th>Age group</th> <th>2011-Males(%)</th> <th>2011-Females(%)</th> <th>2021-Males(%)</th> <th>2021-Females(%)</th> </tr> </thead> <tbody> <tr><td>85+ yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>80-84 yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>75-79 yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>70-74 yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>65-69 yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>60-64 yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>55-59 yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>50-54 yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>45-49 yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>40-44 yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>35-39 yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>30-34 yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>25-29 yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>20-24 yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>15-19 yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>10-14 yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>5-9 yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> <tr><td>0-4 yrs.</td><td>0.5</td><td>0.5</td><td>0.5</td><td>0.5</td></tr> </tbody> </table>			Age group	2011-Males(%)	2011-Females(%)	2021-Males(%)	2021-Females(%)	85+ yrs.	0.5	0.5	0.5	0.5	80-84 yrs.	0.5	0.5	0.5	0.5	75-79 yrs.	0.5	0.5	0.5	0.5	70-74 yrs.	0.5	0.5	0.5	0.5	65-69 yrs.	0.5	0.5	0.5	0.5	60-64 yrs.	0.5	0.5	0.5	0.5	55-59 yrs.	0.5	0.5	0.5	0.5	50-54 yrs.	0.5	0.5	0.5	0.5	45-49 yrs.	0.5	0.5	0.5	0.5	40-44 yrs.	0.5	0.5	0.5	0.5	35-39 yrs.	0.5	0.5	0.5	0.5	30-34 yrs.	0.5	0.5	0.5	0.5	25-29 yrs.	0.5	0.5	0.5	0.5	20-24 yrs.	0.5	0.5	0.5	0.5	15-19 yrs.	0.5	0.5	0.5	0.5	10-14 yrs.	0.5	0.5	0.5	0.5	5-9 yrs.	0.5	0.5	0.5	0.5	0-4 yrs.	0.5	0.5	0.5	0.5
Age group	2011-Males(%)	2011-Females(%)	2021-Males(%)	2021-Females(%)																																																																																													
85+ yrs.	0.5	0.5	0.5	0.5																																																																																													
80-84 yrs.	0.5	0.5	0.5	0.5																																																																																													
75-79 yrs.	0.5	0.5	0.5	0.5																																																																																													
70-74 yrs.	0.5	0.5	0.5	0.5																																																																																													
65-69 yrs.	0.5	0.5	0.5	0.5																																																																																													
60-64 yrs.	0.5	0.5	0.5	0.5																																																																																													
55-59 yrs.	0.5	0.5	0.5	0.5																																																																																													
50-54 yrs.	0.5	0.5	0.5	0.5																																																																																													
45-49 yrs.	0.5	0.5	0.5	0.5																																																																																													
40-44 yrs.	0.5	0.5	0.5	0.5																																																																																													
35-39 yrs.	0.5	0.5	0.5	0.5																																																																																													
30-34 yrs.	0.5	0.5	0.5	0.5																																																																																													
25-29 yrs.	0.5	0.5	0.5	0.5																																																																																													
20-24 yrs.	0.5	0.5	0.5	0.5																																																																																													
15-19 yrs.	0.5	0.5	0.5	0.5																																																																																													
10-14 yrs.	0.5	0.5	0.5	0.5																																																																																													
5-9 yrs.	0.5	0.5	0.5	0.5																																																																																													
0-4 yrs.	0.5	0.5	0.5	0.5																																																																																													
<p>The increase in our population of 0-4 year olds has meant an increase in demand for services, and an increased likelihood that there are families who would benefit from services we have not reached. In order to maximise the impact of services we need to adapt and develop our service delivery to make it more widely accessible.</p> <p>Over the last 5 years, we have seen an increased in referrals being made to the Multi Agency Safeguarding Hub (MASH) and subsequently families who require intervention across universal, early help and statutory services. In response to this, we will be making changes to the early help offer to respond to this demand to ensure families get the right support at the right time. Under the new model, early help would have a greater focus upon the delivery of proven targeted early intervention and “edge of care” provision within a range of community settings. Like all areas of the Council, we need to consider how we can ensure the service is delivered in the most cost effective way.</p>																																																																																																	

From our analysis we know that the midwifery and health visiting services are the greatest driver of footfall into our centres. It is therefore vital that we maintain this connectivity and build upon our partnership with our providers in order to co-ordinate and strengthen the universal and targeted support offer alongside this.

The service will continue to work inclusively before, during and after pregnancy with parents, teenage mothers and fathers and pregnant young women, including those in care. Working more closely with midwives will support engagement from all parents/parents to be.

In addition to this, there are professional links established with BHRUT with the leads from Infant Feeding, Midwifery and Perinatal Mental Health to support referral pathways into universal, Early Help and targeted services.

Sources used:

- Office for National Statistics (ONS)
- <https://democracy.havering.gov.uk/>
- 2021 Census

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

Please tick (✓) the relevant box:

Positive

✓

Neutral

Negative

Overall impact: It is assessed that the impact for this protected characteristic will be positive.

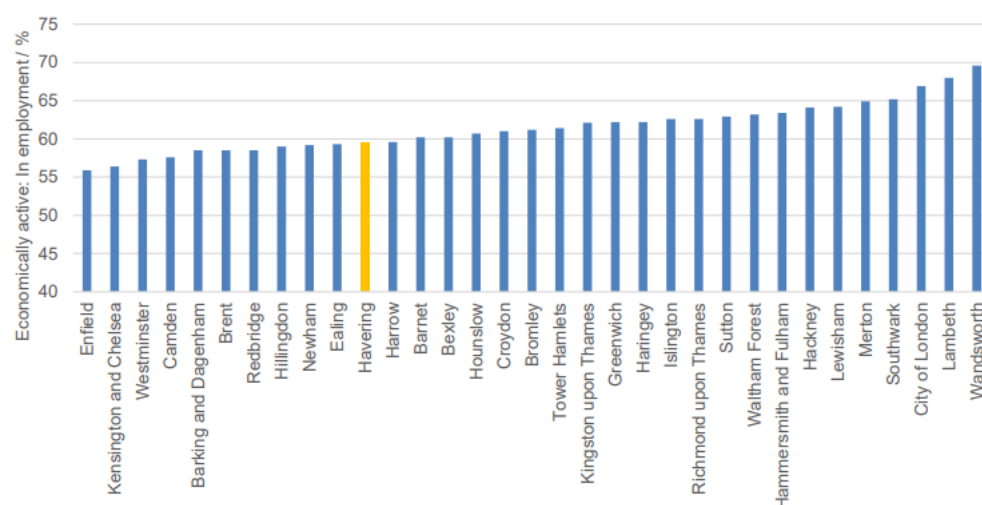
Evidence:

Data provided by the 2021 Census shows that 59.5% of residents in Havering have a job, an increase from 58.9% in 2011. 3.6% of residents are unemployed, which is the fourth lowest rate in London and an improvement from the rate of 5.0% in 2011. 13.4% of economically active residents are employed in construction and civil engineering, which is the biggest industry in Havering. 21.0% of residents are retired - the highest rate in London. 33.4% of economically active residents were working from home at the time of the census and 39.5% of economically active residents travel to work by car, the second highest rate in London

Economically active – in employment (an employee or self-employed)

In Havering, 59.5% (124,781) of usual residents aged 16 and over were in employment at the time of the Census 2021. This includes people who were put on furlough. This is a higher rate of economic activity than the England average of 57.4%, but lower than the London average of 61.4%. Havering has the eleventh lowest rate of residents who are economically active and in employment in London.

Percentage of residents who are economically active and in employment, by London Borough 2021

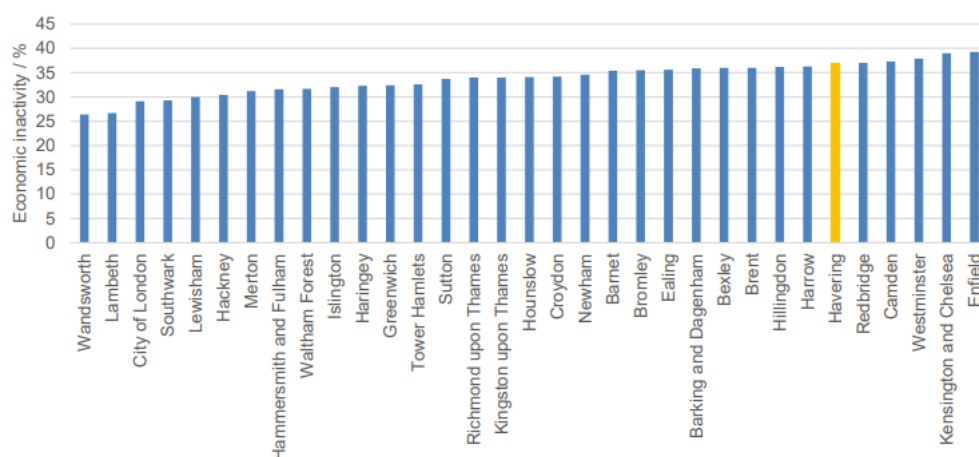


Source: Office for National Statistics (ONS), Census 2021; Produced by: Havering Insight Team

In Havering, 36.9% (77,298) of residents aged 16 years and over were economically inactive at the time of the Census. This is lower than the England average (39.1%) but higher than the London average (33.8%). Havering has the sixth highest rate of economic inactivity in London.

Percentage of residents who are economically inactive by London Borough, 2021

Source: Office for National Statistics (ONS), Census 2021; Produced by: Havering Insight Team



Data of Deprivation

Children's Centre	Index of Multiple Deprivation (IMD) Score	IoD 2019 Income Deprivation Affecting Children Index (IDACI) Score (rate)
	Description The Index of Multiple Deprivation score, where a higher score indicates a higher level of deprivation . The Index of Multiple Deprivation (IMD) is the official measure of deprivation in England. It is comprised of seven distinct domains of deprivation - Income, Employment, Health Deprivation and Disability, Education and Skills Training, Crime, Barriers to Housing and Services, and Living Environment - which are combined to provide an overall relative measure of deprivation. The IMD is calculated for every LSOA in England, with each LSOA being ranked according to their level of deprivation relative to that of other areas. A rank of 1 indicates the most deprived area, and a rank of 32,844 indicates the least deprived area. Note that the IMD is a relative index - it can be used to compare the relative level of deprivation between areas, but does not quantify how deprived a particular area is.	Description The Indices of Deprivation (IoD) 2019 Income Deprivation Affecting Children Index comprises children aged 0 to 15 living in income deprived families, here defined as families that either receive Income Support or income-based Jobseekers Allowance or income-based Employment and Support Allowance or Pension Credit (Guarantee) or Universal Credit (in the 'Searching for work', 'No work requirements', 'Planning for work', 'Working with requirements' and 'Preparing for work' conditionality groups) or families not in receipt of these benefits but in receipt of Working Tax Credit or Child Tax Credit with an equivalised income (excluding housing benefit) below 60 per cent of the national median before housing costs. Child asylum seekers are not included in the Income Deprivation Affecting Children Index. A higher score indicates that an area is experiencing high levels of deprivation.
	Source Havering Data Hub https://www.gov.uk/government/publications/english-indices-of-deprivation-2019-technical-report	Source : Ministry of Housing Communities and Local Government (MHCLG) https://www.gov.uk/government/statistics/english-indices-of-deprivation-2019
Rainham	19.839	18.8%
Elm Park	11.057	15.7%
Romford	18.737	15.5%
Collier Row	26.639	Not available
Harold Hill	29.634	24.3%

There is a well-researched and documented link between deprivation and vulnerability, thus meaning there are some families in this category that would benefit from our support. The 2018 Children's Centre Analysis identified that 60% of children resident in the most deprived IDACI decile in the country (based on the Income Deprivation Affecting Children Index 2015) were not seen at children's centres in 2017/18. This suggests we need to be doing something differently in order to reach families who may need support.

Currently there are no services offered from the Early Help Service that is means tested and information on family income is not collated by the service.

The proposed Early Help Strategy aims to work closely with partner agencies to ensure families who are from low income families have access to service and resources to provide better opportunities for children and families to help address some of the diversity they experience as a result of their financial circumstances.

Sources used:

- This is Havering 2018 version 4.1 (August 2018) *produced by public health intelligence*
- Census 2021

- Haveringdatahub

Health & Wellbeing Impact: Consider both short and long-term impacts of the activity on a person's physical and mental health, particularly for disadvantaged, vulnerable or at-risk groups. Can health and wellbeing be positively promoted through this activity? Please use the Health and Wellbeing Impact Tool in Appendix 2 to help you answer this question.

Please tick (✓) the relevant boxes:

Positive

✓

Neutral

Negative

Overall impact:

It is assessed that overall the proposal will have a positive impact on health and wellbeing as greater opportunity for accessing services is being provided. The proposal will help to address inequalities in health, wellbeing and development by helping to ensure that all families who require support receive it at the earliest opportunity.

Do you consider that a more in-depth HIA is required as a result of this brief assessment? Please tick (✓) the relevant box

Yes ☐

No ☒

Evidence:

Research shows that what happens in pregnancy and early childhood impacts on physical and emotional health all the way through to adulthood.

Investing in early years services can improve babies' and children's health outcomes including:

- early cognitive and non-cognitive development
- social development
- children's readiness for school
- later educational outcomes

This is a crucial time when parents have contact with health and early years services before, and after, the birth of their child and are especially receptive to offers of advice.

It is an opportunity to support all families to give children the foundations for good health and extra support when needed. Identification and early intervention can identify families at risk of problems escalating into neglect and abuse.

The proposed Early Help Strategy looks at providing the right support to families within Havering at the right time with targeted services implemented to respond to the needs of the borough.

It is proposed that this is a fluid document which allows the strategy to grow and evolve in a timely response to the needs of the children and families within Havering, using data, feedback from partner agencies and families to inform practice.

Sources used:




21st Century Children's Centres – The Innovation Unit and Pen Green Research Base

<https://www.gov.uk/government/publications/health-matters-giving-every-child-the-best-start-in-life/health-matters-giving-every-child-the-best-start-in-life>

3. Outcome of the Assessment

The EqHIA assessment is intended to be used as an improvement tool to make sure the activity maximises the positive impacts and eliminates or minimises the negative impacts. The possible outcomes of the assessment are listed below and what the next steps to take are:

Please tick (✓) what the overall outcome of your assessment was:

	1. The EqHIA identified <u>no significant concerns</u> OR the identified <u>negative concerns</u> have already been <u>addressed</u>		Proceed with implementation of your activity
	2. The EqHIA identified some <u>negative impact</u> which still needs <u>to be addressed</u>		COMPLETE SECTION 4: Complete action plan and finalise the EqHIA
	3. The EqHIA identified some <u>major concerns</u> and showed that it is <u>impossible to diminish negative impacts</u> from the activity to an acceptable or even lawful level		Stop and remove the activity or revise the activity thoroughly . Complete an EqHIA on the revised proposal.

4. Action Plan

The real value of completing an EqHIA comes from the identifying the actions that can be taken to eliminate/minimise negative impacts and enhance/optmise 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

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: It is recommended that a review of this assessment should take place following the implementation of any changes to service delivery, to ensure that there is no unintended impact on protected characteristics.

Scheduled date of review: March 2024

Lead Officer conducting the review: Head of Early Help Service (or officer with delegated authority)

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 type="checkbox"/> NO <input type="checkbox"/>	Personal circumstances	YES <input type="checkbox"/> NO <input type="checkbox"/>	Access to services/facilities/amenities	YES <input type="checkbox"/> NO <input type="checkbox"/>
<input type="checkbox"/> Diet		<input type="checkbox"/> Structure and cohesion of family unit		<input type="checkbox"/> to Employment opportunities	
<input type="checkbox"/> Exercise and physical activity		<input type="checkbox"/> Parenting		<input type="checkbox"/> to Workplaces	
<input type="checkbox"/> Smoking		<input type="checkbox"/> Childhood development		<input type="checkbox"/> to Housing	
<input type="checkbox"/> Exposure to passive smoking		<input type="checkbox"/> Life skills		<input type="checkbox"/> to Shops (to supply basic needs)	
<input type="checkbox"/> Alcohol intake		<input type="checkbox"/> Personal safety		<input type="checkbox"/> to Community facilities	
<input type="checkbox"/> Dependency on prescription drugs		<input type="checkbox"/> Employment status		<input type="checkbox"/> to Public transport	
<input type="checkbox"/> Illicit drug and substance use		<input type="checkbox"/> Working conditions		<input type="checkbox"/> to Education	
<input type="checkbox"/> Risky Sexual behaviour		<input type="checkbox"/> Level of income, including benefits		<input type="checkbox"/> to Training and skills development	
<input type="checkbox"/> Other health-related behaviours, such as tooth-brushing, bathing, and wound care		<input type="checkbox"/> Level of disposable income		<input type="checkbox"/> to Healthcare	
		<input type="checkbox"/> Housing tenure		<input type="checkbox"/> to Social services	
		<input type="checkbox"/> Housing conditions		<input type="checkbox"/> to Childcare	
		<input type="checkbox"/> Educational attainment		<input type="checkbox"/> to Respite care	
		<input type="checkbox"/> Skills levels including literacy and numeracy		<input type="checkbox"/> to Leisure and recreation services and facilities	
Social Factors	YES <input type="checkbox"/> NO <input type="checkbox"/>	Economic Factors	YES <input type="checkbox"/> NO <input type="checkbox"/>	Environmental Factors	YES <input type="checkbox"/> NO <input type="checkbox"/>

<input type="checkbox"/> Social contact <input type="checkbox"/> Social support <input type="checkbox"/> Neighbourliness <input type="checkbox"/> Participation in the community <input 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 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
---	--	--

This page is intentionally left blank

CABINET – 14th JUNE 2023

Subject Heading:

***Recommendations from People
Overview & Scrutiny Sub-Committee
relating to Town Centre Police
Provisions***

Cabinet Member:

Councillor Barry Mugglestone, Cabinet
Member for Environment

SLT Lead:

Imran Kazalbash, Assistant Director of
Public Realm

Report Author and contact details:

*Luke Phimister, Committee Officer, 01708
434619*

Policy context:

*This Report relates to the Place Priority:
Havering is a safe place and committed to
equality for all.*

Financial summary:

There are no financial implications

Is this a Key Decision?

No

When should this matter be reviewed?

Autumn 2023

Reviewing OSC:

People OSSC

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

People - Things that matter for residents

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

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

SUMMARY

At a special meeting of the People Overview & Scrutiny Sub-Committee (OSSC) on 16th March 2023, colleagues from the Police gave an update on the borough-wide situation following a number of stabbing incidents. This resulted in several recommendations to Cabinet as detailed below.

RECOMMENDATIONS

The Overview and Scrutiny Board recommends that Cabinet should:

- 1) Commend the Police's work regarding the recent stabbing incidents in Romford
- 2) Request the People Overview and Scrutiny Committee to review Town Centre provisions in consultation with the Police and relevant Council Officers, considering specifically toilet facilities for officer use and available private spaces for taking statements and speaking to residents away from public areas.
- 3) Request that the People Overview and Scrutiny Committee bring back a Report to Cabinet after they have completed their review with any recommendations they consider appropriate.

REPORT DETAIL

- 1.1) During the special People OSSC meeting, Police Officers and colleagues explained to Councillors the work the Metropolitan Police has undertaken following a number of stabbings, mainly in Romford Town Centre.
- 1.2) The OSSC Councillors discussed how the Council can help the Town Centre Police teams with the work they undertake.
- 1.3) It was explained that Police Officers have raised concerns around the lack of toilet facilities for them within Town Centres and a desire to have private areas which would allow officers to take statements and converse with residents away from other members of the public

REASONS AND OPTIONS

Reasons for the decision:

The recommendations would, not only show the Council's support for the Borough's Police Force, but would allow the Council to work alongside Police colleagues to further support them in their work

Other options considered:

Option 1: To not support the proposals at this time

The members of the People OSSC understand that there is no legal obligation for the Council to provide this level of support to the Police but feel that the Council should do all it can to make the Borough's Town Centres as safe as possible. This option was not therefore supported.

Option 2: Ensure the Police have spaces within future regeneration plans

The People OSSC considered recommending that Cabinet ensure that the Police have dedicated spaces as part of future regeneration plans within Town Centres. This option was decided against as members felt that the Police should be consulted with in the first instance to ensure that any provisions are fit for purpose. Members also decided against this as it could potentially restrict certain regeneration plans when a Police provision may not be needed. This option was therefore not supported.

IMPLICATIONS AND RISKS

Financial implications and risks

The review of town centre provisions will be carried out by existing resources and will therefore be funded by existing budgets. Any costs associated with the findings/commendations of the review will be identified in subsequent reports if and when necessary with the required funding incorporated as part of budget setting processes.

Legal implications and risks

None identified.

Human Resources implications and risks

None identified.

Equalities implications and risks

None identified as defined by the protected characteristics within the Equalities Act 2010

Health and Wellbeing implications and Risks

The introduction of any new toilet and/or interview facilities could positively impact the mental and physical health and wellbeing of Town Centre Police Officers. Crime and fear of crime negatively impacts the health and wellbeing of residents and the MPS are a crucial element in efforts to protect residents from harm.

Environmental and Climate Change Implications and Risks

No implications identified.

BACKGROUND PAPERS

None