



CABINET

7.30 pm	Wednesday 8 November 2023	Council Chamber - Town Hall
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Members 9: Quorum 3

Councillor Ray Morgon (Leader of the Council), Chairman

Cabinet Member responsibility:

Councillor Keith Darvill

Lead Member for Climate Change & Housing Need

Councillor Gillian Ford

Lead Member for Adults & Wellbeing

Councillor Oscar Ford

Lead Member for Children and Young People

Councillor Paul McGeary

Lead Member for Housing & Property

Councillor Paul Middleton

Lead Member for Digital, Transformation & Customer Services

Councillor Barry Mugglestone

Lead Member for Environment

Councillor Christopher Wilkins

Lead Member for Finance

Councillor Graham Williamson

Lead Member for Regeneration

Zena Smith
Head of Committee and Election Services

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



Webcast

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

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

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

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

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

Reporting means:-

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

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

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

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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



AGENDA

1 ANNOUNCEMENTS

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

2 APOLOGIES FOR ABSENCE

(if any) - receive

3 DISCLOSURES OF INTEREST

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

4 MINUTES (Pages 5 - 8)

To approve as a correct record, the minutes of the meeting held on **4th October 2023**, and to authorise the Chairman to sign them.

5 UPDATE ON THE 2024-25 BUDGET (Pages 9 - 158)

6 ANNUAL REVIEW OF THE COMMUNITY SAFETY PLAN 2022-25 (Pages 159 - 210)

7 TO APPROVE UPDATE TO PHASE 5 SCHOOL EXPANSION (Pages 211 - 266)

8 ANY OTHER BUSINESS



MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 4 October 2023
(7.30 - 8.05 pm)

Present:

Councillor Ray Morgon (Leader of the Council), Chairman

Councillor Keith Darvill

Councillor Gillian Ford

Councillor Oscar Ford

Councillor Paul McGeary

Councillor Paul Middleton

Councillor Barry Mugglestone

Councillor Christopher Wilkins

Councillor Graham Williamson

Cabinet Member responsibility:

Lead Member for Climate Change

Lead Member for Adults and Health

Lead Member for Children and
Young People

Lead Member for Housing

Lead Member for Corporate, Culture
and Leisure Services

Lead Member for Environment

Lead Member for Finance and
Transformation

Lead Member for Development and
Regeneration

121 ANNOUNCEMENTS

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

122 APOLOGIES FOR ABSENCE

There were no apologies for absence.

123 DISCLOSURES OF INTEREST

There were no disclosures of interest.

124 MINUTES

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

125 **EXTENSION OF ROMFORD TOWN CENTRE PUBLIC SPACE PROTECTION ORDER**

Report: **Extension of Romford Town Centre Public Space Protection Order**

The report was presented by **Councillor Barry Mugglestone, Cabinet Member - Environment**

Romford Town Centre has a vibrant and busy daytime/night-time economy with many licenced premises within the town centre selling alcohol and alcohol related products to local residents, businesses, members of the public and visitors.

Previously, alcohol related nuisance was dealt with under the Romford Town Centre Drinks Banning Order (DPPO), which covers a smaller area of the town centre. The Anti-Social Behaviour, Crime and Policing Act 2014 required that this was converted into a Public Space Protection Order - PSPO.

With the introduction of the Public Space Protection Order (PSPO) legislation, Police and partners of the Local Authority wished to introduced a method of enforcement against alcohol related nuisance. The existence of the legislation and introduction of the PSPO specifically in this area means the Police now have the power to approach, advise, warn and seize alcohol, or otherwise disperse offenders which in turn removes the related congregation and subsequent nuisance. As a last resort the Police and authorised officers can issue a fixed penalty notice or even instigate a prosecution for breach of the PSPO, however, the threat of this usually sees compliance and as a result no FPNs have needed to be issued.

The Current PSPO was introduced in September 2017 and extended in October 2020. Romford Town Centre remains a hotspot for Crime and Disorder and continues to require the additional powers provided by the PSPO to tackle alcohol related offending.

Romford Town has a dedicated Town Centre team who are very proactive in tackling crime and disorder such as offences of knife crime during the day and disorder associated with the night-time economy but can only do so much and resources are at times stretched. If the PSPO was lifted this would without doubt place an even bigger burden on the team and the emergency services as a whole including an increase in call volumes.

With the above in mind, Community Safety is seeking to continue a PSPO for Romford Town Centre for an additional 3 years (October 2026), to provide continued methods of controlling alcohol related nuisance.

The Cabinet, **approved:**

- The Extension of the Romford Town Centre, Public Space Protection Order with the proposed publication and notification of the Public Space Protection Order and the associated conditions below:
 - Persons must not be in possession of an open container of alcohol in a public place within the Alcohol Control Area (except on licensed premises);
 - Persons must not consume alcohol in a public place within the Alcohol Control Area (except on licensed premises);
- the procurement, replacement and display of appropriate signage

126 **BUDGET MONITORING REPORT - PERIOD 4 JULY 2023 AND MTFS FINANCE UPDATE**

Report Title: **Budget Monitoring Report - Period 4 July 2023 and MTFS Finance Update**

This update was presented by **Councillor Chris Wilkins, Cabinet Member for Finance & Transformation.**

This report sets out the monitoring position of the Council for 2023/24, based on figures to period 4 (31st July).

The Cabinet:

Noted the revenue and Capital financial positions at Period 4 as contained within the report.

Noted the progress towards setting the 2024/25 budget as contained within the report

Noted the Quarter 1 Capital Programme update as contained within the report.

127 **PROVISIONAL ITEM: REQUISITION OF EXECUTIVE DECISION:
ACCEPTANCE OF £6.3M FUNDING FROM THE GLA REFUGEE
HOUSING PROGRAMME**

Provisional Item: Requisition of Executive Decision: Acceptance of £6.3m funding from the GLA Refugee Housing Programme

Discussion not required.

Following the Overview & Scrutiny Board of 27th September the requisition of the Key Executive Decision for acceptance of £6.3m funding from the GLA Refugee Housing Programme was **NOT UPHELD** by unanimous decision.

The Key Decision can now proceed as proposed.

Chairman

CABINET

Subject Heading:

Progress on the 2024/25 Budget and MTFS Update

Cabinet Member:

Councillor Chris Wilkins (Cabinet Member for Finance and transformation)

SLT Lead:

Kathy Freeman
Strategic Director of Resources

Report Author and contact details:

Richard Tyler
Head of Financial Strategy and Business Intelligence
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Policy context:

The report provides an update on the process to set the 2024/25 budget and an update on the Councils 4 year medium term financial strategy.

Financial summary:

This report includes:

- Update on the 2024/25 Revenue Budget and 4 year MTFS
- Proposals to close the 2024/25 budget gap
- Approach to the public Budget Communication and Consultation

Is this a Key Decision?

No

1. EXECUTIVE SUMMARY

- 1.1. This report sets out the actions the Council is taking in order to control spending and mitigate the pressures the Council is facing in 2023/24. The report also sets out proposals to close the 2024/25 budget gap. These proposals will be consulted on before final decisions are taken in the new year on the 2024/25 budget
- 1.2 The Council has acted robustly to the financial situation it has been placed in by years of underfunding from central government. Additional savings proposals have been identified and spending controls have been put in place. The underlying issues of rising demand in comparison to insufficient central funding remains however and until the Government fully recognise the pressures efficient Councils such as Havering are facing, the Council will continue to struggle to balance the books.
- 1.3 The report also sets out the proposed communications and consultation approach on the budget. The Council's proposals will be consulted on for a six week period commencing in November and the Council will be seeking for views from as many residents and key stakeholders as possible.

2. RECOMMENDATIONS

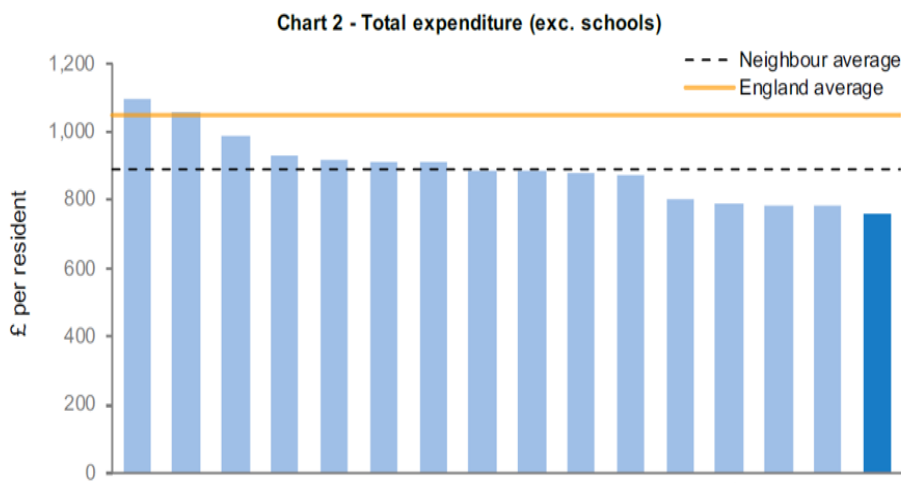
- 2.1. Cabinet are asked to agree that we proceed with consultation on the £11.9m of budget savings proposals set out in section 4.7 of this report and appendix A.
- 2.2. Cabinet are asked to note that despite the £11.9m of proposals put forward, there is still a residual budget gap of £12.0m and that Officers will be putting additional proposals forward for further consideration and decision in due course
- 2.3. Cabinet are asked to agree for Officers to engage with the Department of Levelling Up and Communities to formally request a Capitalisation Directive which will only be drawn down in the event the Council is unable to set a legally balanced budget for 24/25
- 2.4. Cabinet are asked to note the actions the Council is taking to control in-year spending
- 2.5 Cabinet are asked to agree the Consultation approach set out in Section 6 of this report

3. BACKGROUND

- 3.1. Havering is an efficient well-run council with low unit costs in comparison to its neighbours. The Council's costs for the majority of the services provided is much lower than the national average. Havering is now in an extremely difficult financial position due to years of underfunding from central government. The Council has seen rapidly increasing costs for the provision of Social Care in recent years driven by both increased demand and rising unit costs from our providers. Government Funding is still based on formulae which are now 10 years out of date and not fit for purpose.
- 3.2. A report to cabinet in October set out the pressures the Council is facing to set a balanced budget for 2024/25. This report identified a financial gap of £31.2m for 2024/25 even after taking account of £6.8m previously agreed savings and £9.8m of assumed additional Government Support.
- 3.3. Havering has always managed its finances effectively. The Council has low unit costs compared to many of its neighbours and is top quartile in London for Council Tax collection. The authority has relatively low levels of borrowing to deliver the Capital programme and therefore has lower financing costs than other similar London Boroughs.

In 2023/24, Havering's total expenditure per resident (excluding schools) was 15.0% lower than the nearest neighbour average. It was ranked 16th highest out of the 16 authorities in the group.

Its position relative to its nearest neighbours is illustrated in the chart below.



- 3.4 Havering however has the 4th highest increase in children nationally and has the 2nd Oldest population in London. Demographic increases have historically been matched by additional funding from the Government but recent Governments have chosen to freeze the funding formula based on data that is now over 10 years old. This has led to a sizable imbalance in external funding compared to the additional demand and rising costs being faced by the Council
- 3.5 Havering is facing significant new pressures across People Services which are driven by increased demand, complexity of cases and costs across the main care areas.
- In Starting Well (Children's Services) the number of complex placements requiring Council support has risen significantly over the last two years. The Council has a statutory duty to protect and support these vulnerable children but these are high-cost placements in a market where provider prices are sharply increasing, with many of the children's homes now owned by Private Equity firms reporting record profits;
 - In Living Well (Housing and Temporary Accommodation) the number of families and single people presenting as homeless continues to rise. This in turn is resulting in an increase in the number of people the Council has a statutory duty to house. This increase in housing support has come at the same time as a significant reduction in the number of Private Sector Landlord properties as landlords continue to leave the market due to various government reforms. The Council has had no alternative but to use expensive hotel and bed & breakfast accommodation to provide housing support;
 - In Ageing Well (Adult Social Care) the Council continues to have a high volume of older people requiring support. The cost of these packages has risen sharply as providers increase their fees causing a significant pressure on the Council's budget. The Council already spends over £80m on placement costs in this area so the sharp increase in unit costs has had a significant effect on the budget. The Government has provided additional funds to help meet this demand but is insufficient to cover the additional costs. The Ageing Well budget is also underpinned by support from our Health partners who are facing similar financial difficulties. This uncertainty is also placing further risk on the Council's budget assumptions in this area.
- 3.6 These pressures are causing an overspend on the 23/24 budget which was forecasted at £23m at Period 4 in the October cabinet report. The Council has a robust set of measures in place to try and contain this overspend as set out in section 4.2 of this report. The ongoing demographic pressures however are significant and the shortfall caused by the Government not reflecting current social care data in their funding formula has resulted in the budget position the Council faces in its medium term financial strategy.

4. UPDATE ON 2024/25 BUDGET SETTING PROPOSALS

4.1. The Council has acted robustly to the budget challenges it faces both in year and across the 4-year medium term financial period. The Council has developed plans to help mitigate the in year overspend position and has developed assumptions on the budget in order to identify the budget gap over the next four years

4.2. Mitigation of the 2023/24 projected Overspend

4.2.1 In order to mitigate the 2023/24 budget overspend a series of spending control measures have been put in place including:

4.2.2 Identification of In-year savings and increased income:

All services have reviewed their areas to identify savings and efficiencies that could be delivered in year. Proposals include:

- Review of all high-cost social care placements to ensure the placement is both appropriate for the service user and represents best value for the authority
- Review of placements to identify in-house opportunities rather than more expensive out of borough placements
- Review of staffing and structures including ensuring funds are appropriately charged to revenue, capital and the Housing Revenue Account
- Ensure the Public Health Grant is utilised effectively to deliver strategic health aims of the Council
- Improve debt collection within Housing and from Private Sector Landlords
- Joint work with Health and hospitals to ensure better outcomes for adults leaving hospital and costs for continuing care are shared appropriately

4.2.3 All service managers are fully committed to delivery of existing savings or the identification of alternative in year cost saving measures to mitigate any delay in saving delivery.

4.2.4 All managers to review all agency staff and interim staff to either curtail contracts where possible or identify opportunities to make staff permanent

4.2.5 Implementation of strict Spend Controls across all services. Managers to only spend where absolutely necessary and required to fulfil statutory duties or obligations in respect of Health and Safety

4.2.6 Review of all contracts to ensure best value and to seek efficiency on contracts near to renewal or closure

4.2.7 All Asset disposals will be reviewed to identify whether they can be brought forward and accelerated to reduce revenue expenditure.

4.3 Assumptions within the Medium Term Financial Strategy

4.3.1 The Medium Term Financial Strategy (MTFS) contains a series of assumptions which are subject to change and are reviewed on a regular basis. The MTFS currently has the following assumptions shown in the table below.

4.3.2 In developing the Medium Term Financial Strategy other assumptions about Growth have been including:

- The number of people requiring Housing support to increase by 120 in 2024/25
- Additional cost of a user in Temporary Accommodation compared to other options £21k
- Further increases of 13% in the number of Education Health Care Plans
- Assumed 10% increase in Looked After Children Costs
- Assumption of 100 additional Adults requiring social care support
- Assumption of £2m for the additional cost of transition cases in from Starting Well to Ageing well

Pressure and Income	Current Assumption %	Impact of 1% Increase £m
2024/25 Pay Inflation	3%	1.0
Council Tax income	TBC	-1.5
Contractual Inflation	7%	0.3
Government Support (SFA)	0%	-0.4
Increase in families requiring housing support	10%	0.3
Discretionary Income from Fees and Charges (excludes social care fees)	3%	-0.3
Adult Social Care Provider Costs	5%	0.9
Starting Well Budget	N/A	0.7
Cost of Freedom Pass <i>(the Freedom pass costs halved when usage stopped during COVID and are still returning to previous levels)</i>	33%	0.05
Additional social care grant support assumed	16%	0.24
Settlement Funding Assessment (Core Grant)	5%	0.02
Waste Disposal Levy	10%	0.2

4.4 Review of Fees and Charges

4.4.1 The Council reviews its fees and charges every year as part of the budget cycle and a schedule of proposed rates are included for approval in the budget papers in February each year. Many of the fees the Council charges are set nationally but for the discretionary fees the Council has to consider the following factors in setting fees

- The inflationary increase in cost of providing the service
- Market conditions and the fee other similar providers are charging
- The ability of our customers to pay the fees

4.4.2 The Council has considered these factors in developing the proposed fees and charges for 2024/25. The proposed fees will be formally agreed at Council in February and a full fees and charges schedule will be published with that report. The savings proposals discussed in Section 4.7 of this report include fees and charges proposals but final decisions will not be taken until after the consultation period has closed and all views have been taken into consideration.

4.5 Review of the Capital Programme

4.5.1 The majority of the Council's Capital programme is focussed on Housing and Regeneration which is crucial to delivering new homes in the medium term to help the current Housing shortage. This remains a key objective of the Council but the revised Government fire safety regulations and the current cost of supplies and materials has caused the Council to review its business models including the delivery timetable.

4.5.2 This position has resulted in a re-profiling of the regeneration capital programme and whilst this has largely already been reflected in the budget assumptions the expected timing of spend will be kept under constant review.

4.5.3 The Council is also undertaking a review of its digital strategy to ensure it delivers modernised outcomes for service users. The Capital programme currently has expected spend which will be reprofiled when the review is complete.

4.5.4 The Council has included in its revenue budget provision to fund the elements of the Capital programme which are expected to require external borrowing. If however, the Council were able to identify additional Capital receipts then this would reduce the need to externally borrow which in turn would reduce the revenue budget gap.

4.5.5 The Council has already undertaken work to identify potential sites for disposal and is now reviewing that schedule to see if any of the proposals can be accelerated to help generate receipts at an earlier stage

4.6 New Savings proposals and other measures to close the budget gap

4.6.1 All managers have been asked to review their services and also look at the wider Council position in order to develop a set of savings and efficiency proposals totalling £11.9m which will help close the 2024/25 budget gap.

4.6.2 These proposals are set out in summary at **Appendix A** of this report and will be consulted on as part of the budget process. Any proposals that have a direct service impact will be subject to an Equality impact assessment which will be completed before budget decisions are made. Each proposal has a more detailed template which are also included as follows

- Appendix A1: Corporate Savings Proposals
- Appendix A2: People Savings Proposals
- Appendix A3: Place Savings Proposals
- Appendix A4; Resources Savings Proposals

4.6.3 As part of this process a number of savings proposals were identified which it has been decided will not be pursued further at this stage. These are listed at **Appendix B** of this report together with the rationale for not moving forward with the proposal. Whilst it is not planned to adopt these proposals the Council may need to review this position if the financial gap does not improve

4.6.4 Council and Health Partners have been working closely to understand the risks of any changes in service as a result of the proposed savings measures and the impact of that on the health system. ICB, Health Providers and LBH colleagues have also developed some joint mitigations to support the current budget position as well to mitigation any risks if services are stopped. These include:

- NHS NEL to pay appropriate share of complex placements
- Joint CAMHS planning
- Development of Crisis cafes and lower end support for CYP Mental Health
- Improving Family Support and confidence programme for families with SEND children
- Enhanced drug and alcohol support
- Continued Support for community centres - continued warm hubs
- Reviewing NHS Estates or Land for possible emergency accommodation
- Delivering the ageing well winter plan all year round

4.7 Council Tax Proposals

4.7.1 The final decisions on Council Tax will not be taken until the budget is formally set in February 2024. The Government however assume in their funding models that Councils apply the Adult Social Care Precept and also raise Council Tax to the referendum limits.

4.7.2 The Government will confirm in the provisional local government finance settlement the limits for 24/25 which are widely expected to be 2% for the precept and a further 2.99% for general Council Tax. If these levels were applied to Havering's Council Tax this would generate additional yield of £7.3m

4.8 Using a Capitalisation Order to balance the 2024/25 revenue budget

4.8.1 The Government has allowed several authorities in the past to balance their revenue budget by means of a Capitalisation Directive. This allows an authority to charge revenue expenditure to Capital as part of the budget. The directive from the Government however comes at a significant cost as authorities are required to borrow at PWLB interest rates +1% (currently around 6.8%) and set aside provision over 20 years to repay the loan.

4.8.2 This mechanism is designed to support authorities who have a specific budget issue which when resolved will allow them to go back to a more balanced position. Havering has an underlying budget issue through underfunding and so if it were forced into taking a capitalisation order it would be very likely that further orders would be required until the funding inequality is addressed by the Government.

4.8.3 Havering is against taking such a loan as it would be costly and would not resolve the underlying funding issues. The Council will do everything it can to close the budget gap but recognises that it is possible after all other avenues have been exhausted that this will be the only way to balance the budget. The Council is therefore likely to request a Capitalisation order from the Government as approval will be needed prior to inclusion in any budget papers. The Council will then consider all the options in this report before any decision on utilising such a loan is taken.

4.8.4 As set out in the report, as the circumstances leading to this are not of Havering's making, it will try to negotiate different terms to those set out in 4.9.1, but this might not be possible, The Council will continue to review its assumptions each month to ensure that an capitalisation order request is based on the most robust information available

4.9 Review of Earmarked and General Reserves

4.9.1 At the end of 2022/23 Havering had £8.1m of General Reserves and £39.7m of General Fund Earmarked Reserves. These reserve levels are already very low and are likely to be stretched still further unless the current year overspend is mitigated. The Council is fully aware of the need to replenish general unallocated reserves and will be reviewing all earmarked reserves to identify if any can be released for this purpose.

4.9.2 The Council will set a balanced budget for 2024/25. Given the low levels of reserves and the current 2023/24 budget position there are no plans to utilise reserves to help balance the 2024/25 budget position. The Council is against using one off funds to close the budget gap although it is recognised that without further Government support the Council could be forced into the Capitalisation order described in paragraph 4.8

4.10 Update on the Budget and Medium-Term Financial Strategy

4.10.1 The proposals set out in this report if approved following consultation will reduce the financial gap the Council faces for 2024/25. The Council is also implementing strict spending controls in all areas and will review the impact of this on the 2024/25 budget proposals over the coming months.

4.10.2 The table below sets out the potential impact of the proposals in this report to be consulted on. There is still a significant gap to close and the Council will continue to lobby the Government had to provide additional funding to recognise the additional demand the Council is facing

Table 1: Updates to the four-year Medium Term Financial Strategy

Revised 2024-2028 MTFS	2024/25 £m	2025/26 £m	2026/27 £m	2027/28 £m	4 Year Plan £m
Corporate Pressures	4.4	9.8	7.1	2.7	24.0
Demographic and Service Pressures	34.9	9.3	8.4	5.5	58.1
Pay Award and other Inflation	8.5	5.0	5.0	5.0	23.5
Assumed Savings previously built into the strategy	-6.8	-9.1	-8.2	-1.6	-25.7
Additional Government Funding	-9.8	1.0	6.0	0.0	-2.8
Budget Gap October Cabinet	31.2	16.0	18.3	11.6	77.1
New Savings Income and Efficiency Proposals	-11.9	2.6	-0.1	0.0	-9.4
Notional Increase in Council Tax/Precept (4.99%)	-7.3	0.0	0.0	0.0	-7.3
REVISED GAP	12.0	18.6	18.2	11.6	60.4

5. COMMUNICATION AND CONSULTATION ON THE BUDGET

5.1 Raising Awareness of the Council's financial position

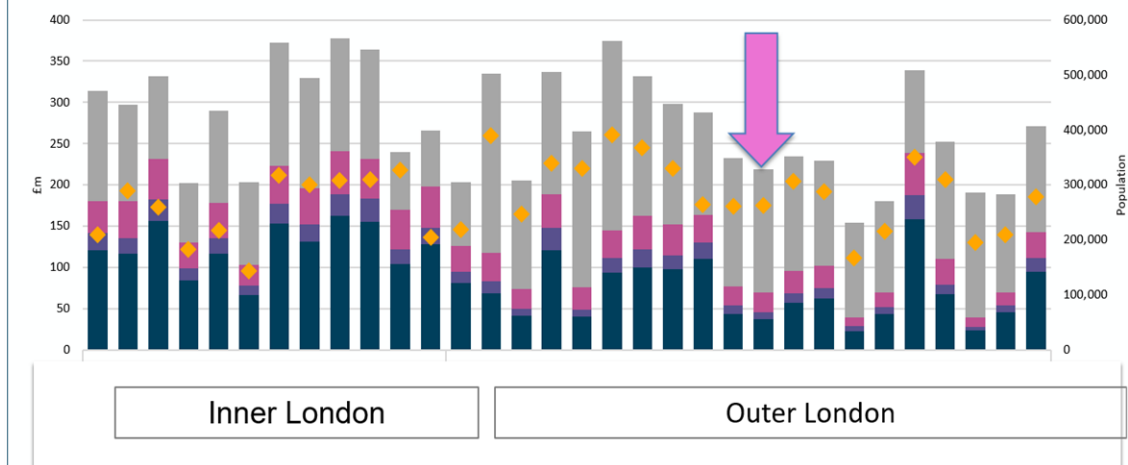
5.1.2 The Council has entered discussions with Central Government and will continue to meet Government representatives including ministers at Department of Levelling Up, Housing and Communities (DLUHC) to lobby for immediate direct grant support and also to request an update to the methodology used to apportion funds to reflect current demography.

5.1.3 The focus of these meetings has been to set out our position that Havering is a low-cost efficient Council and is in the current financial situation due to Government grant support not reflecting the rapidly changing demographic profile of the Borough. The Council has reached this position through persistent underfunding from central government that has been reduced significantly despite increasing costs. Havering's core funding from central government is the 3rd lowest in London. Our funding has simply not kept pace relative to our population changes

2023/24 Core Spending Power with Diamonds Showing Population Numbers

Havering's central government grant is the 3rd lowest in London

In 2010/11 Havering received nearly £100m in central grant. This was reduced over a decade of austerity to £37m in 2023/24.



5.1.4 Officers have already met the Director of Local Government Finance at DLUHC and have also met officers from the DFE to set out our position. The Council, with the support of our local MPs, will continue to raise political awareness of the financial situation at National level.

5.1.5 The Council has also had discussions with the local and national press and Local Government bodies such as London Councils and the LGA in order to raise awareness of the financial situation that Havering faces. Havering is not alone and a number of other authorities across the country are also reporting similar financial difficulties.

5.1.6 Havering has also spoken to other Councils in the position, including one that has been through a Section 114 to ensure that we are and have done everything we should and could do to help manage the situation.

5.2 Budget Consultation

5.2.1 Havering has also commenced a campaign locally to raise awareness of the financial pressures it faces. The Council is fully committed to keeping residents and key stakeholders aware of the budget position. The Council is proposing to launch a budget consultation for a six-week period commencing in November with the aim of getting as many views on the Council's financial position as possible.

5.2.2 It is important that a wider audience fully understands the position the Council faces and so the Council has already undertaken various national and local media briefings setting out the reasons for the financial gap. The Council has also fully briefed our MPs and Councillors from all parties

5.2.3 The Council is proposing to send out a leaflet to every household which will contain a link to the budget consultation paper. It is also planned to set up focus groups to discuss various aspects of the budget and also to stage events in the town centres and libraries to encourage residents to give their views.

5.2.4 The budget Consultation paper will ask the residents some key questions relating to the Councils financial position and will be available online but also in hard copy on request. User of the libraries and community hubs will be able to access the consultation through the public computers available at those buildings.

5.2.5 The Council as the biggest employer in the borough will also stage a series of internal briefings to its staff to get feedback on the budget. Over 60% Council's staff are also residents of the borough and will be encouraged to give their views as well through the consultation paper.

5.2.6 All the responses to the communications and consultation paper will be collated in early January and will be presented to Councillors before final decisions are taken on the budget in February 2024

6. BUDGET RISKS AND CONCLUSION

6.1 Risks to the budget process

6.1.1 The Council has undertaken a thorough process to develop the projected financial position for 2024/25. All assumptions have been tested and will continue to be updated up until the budget is set in February 2024. Section 4.4 of this report sets out the current assumptions used in the medium-term financial strategy.

6.1.2 The demand assumptions are all subject to an element of risk particularly in social care where circumstances beyond the Council's control can result in additional users at potentially high cost. The Council is also working hard to commission placements which are both appropriate for the service user and represent best value for the Council. This

is a difficult process as providers increasingly are raising costs knowing that local authorities have a statutory duty to these vulnerable people.

- 6.1.3 Assumptions have been made regarding the level of Government support for next year which if not realised will be a risk to the budget. This will not be formally announced until December but assumptions include additional Social Care grant in line with indications the Government made in December 2022 and July 2023 on potential funding levels for next year. The Council continues to lobby hard for changes to the funding formula to reflect current need
- 6.1.4 The Council has assumed inflation will reduce during 2024/25 as currently forecasted by central Government. If inflation remains at the current high levels this will continue to fuel increases in the councils running cost over and above the amounts assumed in the budget.
- 6.1.5 The 2024/25 budget already includes £6.8m of previously agreed savings to support the budget position. Failure to deliver these savings will result in an overspend in 2024/25 and an increase in future year budget gaps. Officers have reviewed these savings proposals and at this stage all are viewed as deliverable

6.2 Conclusion

- 6.2.1 This report sets out proposals which if adopted will partially close the budget gap for 2024/25. The Council has implemented spending controls and is reviewing all its services to identify efficiencies and contain demand where possible. The Council is also lobbying the Government for the additional support it needs to reflect updated demographic demand. The Council will also continue to review all corporate assumptions to ensure any pressures are based on the latest data available.
- 6.2.2 It is recognised however that even with all of these measures in place there is still a significant possibility that there will be a budget gap to close next year. The Council will then be in the unenviable position of either utilising a Capitalisation order at high cost (assuming the Government agrees to this proposal) or issuing a S114 notice through being unable to balance its budget. The Council will work tirelessly this winter to try and avoid this position but options are very limited on services that are already low cost compared to our neighbours. If a Section 114 notice does have to be issued, due to the Councils low unit costs, and other factors set out in the report, it will probably just lead to a Capitalisation order anyway.
- 6.2.3 The Council is very aware of the impact that reduced services will have on Service Users and residents. Any proposals that affect direct services will have an equality impact assessment undertaken before they are agreed. The Council fully recognises that the increased cost of living has had a significant effect on many residents in the borough and will do everything it can to maintain high quality services for the public despite the limited resources available.

7. IMPLICATIONS AND RISKS

7.1. Financial Implications and Risks:

7.1.1 The financial implications of the Council's MTFS are the subject of this report and are therefore set out in the body of this report. The risks to the 2023/24 budget are also set out in the report. The report sets out the proposals to close the 2024/25 budget gap and the implications if the Council is unable to reduce its pressures in order to deliver a balanced budget.

7.2. Legal Implications and Risks

7.2.1. The Council is required under S151 of the Local Government Act 1972 to make arrangements for the proper administration of its financial affairs. The Council's Strategic Director of Resources is responsible for the administration of those affairs and has a statutory duty to report to members if it is likely that the Council will be unable to maintain a balanced budget. The proposals set out in this report seek to address the Council's current financial position.

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

7.2.3 In accordance with section 3(1) of the Local Government Act 1999, the Council has a duty to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness" (This is "the best value duty".) The monitoring of the financial position assists the Council in meeting that duty and this should be considered when any savings proposals are developed

7.2.4 Where consultation is undertaken, it must comply with the 'Gunning' principles; namely it must be undertaken at a formative stage, sufficient information should be provided to enable informed feedback; adequate time should be given for consideration and response and the feedback should be taken into account before a decision is taken.

7.3. Human Resource Implications and Risks

7.3.1. There are no immediate Human Resource implications or risks arising from the report at this stage and any specific workforce impact is difficult to assess at the present time. However, any current or future savings proposals or changes to the funding regime that impact on staff numbers or job roles, will be managed in accordance with both statutory requirements and the Council's Organisational Change policy and associated procedures.

7.4. Equalities and Social Inclusion Implications and Risks

7.4.1 There are no immediate Equalities and Social Inclusion implications arising from the report

Appendices to this report

Appendix A : Summary of savings proposals

Appendix A1 : Corporate Savings proposals

Appendix A2 : People Savings Proposals

Appendix A3 : Place Savings Proposals

Appendix A4 : Resources Saving Proposals

Appendix B : Rejected Savings Proposals

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APPENDIX A – SUMMARY OF SAVINGS PROPOSALS

Ref	Savings	23/24 (M)	24/25 (M)	Comments
CORP 1	Redirect agency levy for 24/25 to assist General Fund Budget	1.500	1.500	The levy is an 8% overhead on agency costs which is passported to the pension fund to reflect the loss of contributions from permanent staff to the fund. The financial cash position of the pension fund is such that this can be redirected for 23/24 and 24/25 safely
CORP 2	Business rates Pool with Thurrock, Havering & B&D		1.000	Join a business rate pool to combine in order to take benefit of reduced levy payments to central govt.
CORP 3	Temporarily stop payments to the Zurich Insurance imprest account	0.450	0.900	Saving would be only until March 2025 and would need reviewing based on balance on account. The account has sufficient funds to pay claims over the next 18 months
CORP 4	Review of charges to Capital and the HRA		0.300	Review of General Fund Activity and charging basis of that activity to ensure correct treatment of costs
CORP 5	Alternative funding source for Section 92 Police Team		0.300	The S92 Police team are a team of 5 Police Constables funded by the Council under an agreement with MOPAC (Mayors Office for Policing and Crime). The team is a discretionary service. It provides a Council-coordinated & targeted response to Borough crime issues as part of wider statutory duties to reduce crime and disorder. Monthly KPIs/stats are released in the Community Safety newsletter. Internal consultation process to agree alternative funding source.
CORP 6	Empty Homes – increase in council tax premium		0.200	Ensure our policy aligns with the latest national policy save for two areas. 1. 200% premium for empty properties between 5-10 years empty; and 2. 300% for properties empty for 10 or more years.
CORP 7	Market large scale events in Parks		0.000	Unlikely to make a saving in year one but could make up to £70k pa by 26/27
PEOPLE 1	Pay to stay – paying families to keep people in their homes		0.055	Replicate Homes for Ukraine scheme by paying hosts to keep their families in their own homes.

Ref	Savings	23/24 (M)	24/25 (M)	Comments
PEOPLE 2	Close children's centres		TBC	Link to use of the Public Health Grant - There is a statutory duty to have adequate provision and so any change in service will need to maintain that statutory duty
PEOPLE 3	Recovery of former tenant debt		0.169	Recovery of debt in temporary accommodation resulting in a reduction in bad debt provision required
PEOPLE 4	Voluntary Sector preventative contracts review		0.270	Review of all contracts in this area Work on modelling now complete Review of pilots underway – re-enablement, enhanced home care
PEOPLE 5	Review of accommodation requirements for Education Services		0.070	Review of lease for accommodation to provide training – use alternative Council sites
PEOPLE 6	Review of accommodation requirements for Adult College		0.100	Review of accommodation to provide training – use alternative Council sites
PEOPLE 7	Reablement and Ward based enablement pilots		0.800	4 Pilot schemes to review Reablement aiming to reduce costs following discharge and enable more users to return home
PEOPLE 8	Acquisition of land and buildings from Notting Hill JV		0.204	Reduction in homelessness pressure through new accommodation
PEOPLE 9	Telecare equipment		0.180	Some telecare equipment could be Capitalised – Review of this equipment
PEOPLE 10	Charge MASH Worker to the HRA		0.050	Review workload of staff within MASH to charge housing related work to the HRA.
PLACE 1	Reduce Capital Spend on roads by £1.5m per year (full year)		0.050	The saving is generated from the reduced borrowing cost of capital. The remaining £4.5m will be reprofiled to continue to deliver highway improvements on roads and pavements
PLACE 2	Introduce Parks Parking in all areas at 40% increase		1.200	Income is generated from introducing charging on land associated with parks which is currently free. The tariff will be in line with existing on and off street tariffs and assumes an approximate 40% increase on

Ref	Savings	23/24 (M)	24/25 (M)	Comments
				current prices. It also Assumes 30 mins free parking will continue
PLACE 3	Remove 50% discount if PCN unsuccessful	0.050	0.300	Customers will pay the full PCN rate if the challenge is unsuccessful, this will help the Council manage the demand of challenges.
PLACE 4	Increase Highway Licence Fees		0.050	Represents a range of increases for highway authorisations such as skip and scaffold permits
PLACE 5	Expansion of Controlled Parking Zones and Pay and Display Areas		0.050	Implementing further paid for controlled parking areas
PLACE 6	Traffic Schemes Reductions safety only		0.075	Reduced spend by carrying out essential works only based on evidence and data submitted. Main focus will be on safety
PLACE 7	Reduce street lighting on main roads by 30% (invest in automation)		0.050	Reduction of cost of energy. Capital investment required but will be from realignment of street lighting capital programme.
PLACE 8	P & D increase to approximately 40% (£3.00, £5.00, £7.00 :1, 2,3 hours)		1.250	Uplift in tariff for on and off street parking .
PLACE 8	Introduce charging on Sunday in all areas 40% increase		0.350	It is currently free to park on Sunday, a tariff could be introduced which is in line with current on and off street provision
PLACE 9	Increase parking permits between 12 AND 16% e.g. Residents permits : £40 -£45 , £80 -£90, £120 -£140		0.200	Applies to residents permit, business permit, visitor permits and season tickets

Ref	Savings	23/24 (M)	24/25 (M)	Comments
PLACE 10	Encourage VCS to bear a higher proportion of their rental costs		0.027	Encourage VCS to bear a higher proportion of their occupation costs VCS pays one third of market rent currently
PLACE 11	Increase sports/pitches fees by 50%		0.037	Increase in fees associated with Parks and open spaces.
PLACE 12	Acquisition of property jointly to relieve Temporary Accommodation Pressures		0.150	Review of properties that the Council could acquire to relieve the Temporary Accommodation Pressure. Investment will be required. This could deliver a saving/income of up to £600k in a full year but only a part year effect is likely to be deliverable in 24/25
PLACE 13	Cease trading at Romford Market on Sundays		0.125	Sundays are a loss leader for the market. Reduces costs as overspending. This is a cost reduction and not budget saving
PLACE 13	Increase Romford market trading fees		0.030	Proposed fee increase 10% from April 2024.
PLACE 14	Increase Garden waste fees by 20% to £84 (£70)		0.397	Increase in charges to residents who opt into the service. Residents can deliver garden waste free to recycling centres.
PLACE 14	Increase bulky waste fees by 20%		0.023	Increasing fees from £55 to £66 for 1-3 items
PLACE 15	Reduce Gully Cleansing		0.075	Reducing spend by re-profiling work and targeting areas for cleansing, maintaining hot spot areas
PLACE 16	Alternate Weekly Collection		Future year	Residents would receive a collection of recycling on one week then non-recycling (black bagged waste) the following week, (continuing an alternating basis) using wheeled bins, where they can be accommodated

Ref	Savings	23/24 (M)	24/25 (M)	Comments
PLACE 17	Basic reactive maintenance only	0.050	0.100	Reducing spend to essential highway safety measures
RES 1	Reduce or cancel buying new/replacement book stock for all our libraries		0.161	Saving would be time limited – one year only (24/25). Review to explore whether voluntary donations of books is possible
RES 1	Consult on principle of reducing the number of public libraries in the Borough – based on review of public need and change in usage		0.300	Review would look at footfall over the whole Borough and consult on principle of reshaping the Library estate - R&M requirements of each site. Savings from staff redundancies and running costs. There would be additional savings if site(s) sold for capital release
RES 2	Additional income generated via weddings/ceremonies		0.050	It is anticipated that a re-launch of the ceremony offering at Langtons House will re-invigorate the business following a turbulent period following the Covid pandemic.
RES 3	Review of utilisation of the Public Health Grant and Reserve		0.500	Review of public health aims and synergies with Council spend
RES 4	Pause recruitment of AD Innovation post		0.100	Restructure to cover duties of this post
RES 5	Review income from advertising opportunities – boards/fleet		0.050	New contract for street advertising starts next year. New contracts needed for Wide format, roundabouts, and lampposts. The review will also look at selling packages for assets such as buses and waste trucks.
RES 6	Christmas festivities budget		0.133	Stop all Council expenditure relating to Christmas festivities in the borough. Look at sponsorship and advertising to substitute spend.
	TOTAL	2.050	11.931	

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2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

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

Current Forecast Position	
<p><i>Current Forecast position as reported to EMT for period 5. Include the cost centre(s) original and revised budget and forecast variance.</i></p> <p>The Council currently has about £20m of agency staff. The overhead is applied on agency costs. Clearly if the agency costs for the Council reduced significantly this would impact on the overhead payable. Whilst this would reduce the benefit in the centre this would be far outweighed by the service benefit of reduction in agency costs through either projects ending or success in recruiting permanent staff</p>	
Staffing: <i>Number of FTE in area</i>	0.0

Main Savings Item Description	
<p>Havering currently has around £20m of Agency costs. Some years ago an overhead was agreed on service budgets for two reasons</p> <ol style="list-style-type: none"> To encourage service managers to try and recruit to permanent roles rather than holding expensive agency staff To compensate the pension fund for the reduced contributions caused by having agency staff instead of permanent staff <p>The actuary when calculates our cashflow is based on payroll and the expected contributions as set out in the valuation and therefore the 8% surcharge is not factored into their cashflow projections.</p> <p>The Council does its own internal cash projections but given our current cash flow position (£21.8m as at Aug 23) then there is scope for the 8% payments to be ceased for 2024/25. The pension cash flow position will change over time as cash is used to fund investments or capital drawdowns so this position would need to be reviewed annually based on the cash position of the pension fund</p>	
Anticipated reduction in FTE as a result of proposals	None

Savings Proposals

Savings Details	Value of Saving and Year(s)			
<p><i>Gross savings</i></p> <p>As above. This is a one off saving which would be subject to renewal each year based on the cash position of the pension fund</p>	24/25	25/26	26/27	Total
	1.500	0.0	0.0	0.0

Associated Costs

Costing Details	Value of Costs and Year(s)			
<p><i>Description of related costs e.g. Re-provisioning Costs (if stopping a service)</i></p> <p>Assumed yield is based on an assumed agency level of £18.8m – This has been exceeded for the last three years but as stated above a lower figure is actually financially beneficial to the authority</p>	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.0	0.0	0.0	0.0

Savings Net Value

Savings Details	Net Value and Year(s)			
<p>Saving based on an assumed agency level of £18.8m – Not this will need to be reviewed annually so is assumed as one off initially</p>	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	1.500	0.0	0.0	0.0

Proposed Benefits

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

Identified Risks and Dependencies

There are no risks. The consequence of a shortfall in the saving would be a greater saving across the authority through reduced agency levels

Analysis/Commentary

Recommendation

It is recommended that the 8% is retained in the general fund for 24/25 and is reviewed annually. It should be noted that there is also an element of the agency levy relational to the HRA. For continuity it would be sensible for the HRA to retain their element aswell although as there is no legislation surrounding this that can be an independent decision

Submitted by

Signature	Print Name	Date
	Richard Tyler	12.10.23

2024-25 SAVINGS TEMPLATE

Council Ward(s)

All

Current Forecast Position

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

The Business Rate budget is forecasted to be on budget

Staffing: *Number of FTE in area*

0.0

Main Savings Item Description

E.g. 15 agency staff across Strategic Directorate

The proposal is to join a business rate pool with Thurrock and Barking and Dagenham – The expected annual benefit would be £1m based on the 2022/23 NNDR1 Returns

The main aim of the pool is to maximise the retention of locally generated business rates and to ensure that it further supports the economic regeneration of the pooling area.

Tariff authorities are required to pay a levy to the Government each year. Pooling allows the 3 authorities to combine their top up and tariff values and if this is a net top up then no levy is payable by the pool

Thurrock's tariff of £25.9m would be completely offset by the top ups of Havering and Barking & Dagenham This would mean a 0% levy and therefore all of Thurrock's levy due would be retained by the pooling partners. This would be split on a 50/25/25 ratio between the three boroughs with Thurrock as the tariff authority gaining most benefit.

The only risk would be if the three authorities fell below the safety net at which point a payment would need to be made. All three boroughs are currently well above their respective safety nets with further growth forecasted

Havering was previously in a Londonwide Pool. Westminster as the main tariff authority are still currently below their safety net and so the pool is not reforming for 2024/25. This may change in future years.

The agreement is for one year only and would need to be renewed each year. Havering therefore has the option of exiting the pool or continuing on an annual basis.

Anticipated reduction in FTE as a result of proposals

None

Savings Proposals

Savings Details	Value of Saving and Year(s)			
<i>Gross savings</i>				
As above. Additional retained income from Business Rates of £1m – This is a one off saving which would be subject to renewal each year	24/25	25/26	26/27	Total
	1.000	0.0	0.0	0.0

Associated Costs

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

Savings Net Value

Savings Net Value	Net Value and Year(s)			
Assumed saving based on the initial pooling papers and the current levy payable by Thurrock – This will need to be reviewed when the settlement comes out and revised top-ups and tariffs are known	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	1.000	0.0	0.0	0.0

Proposed Benefits

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

Identified Risks and Dependencies

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

Analysis/Commentary

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Recommendation

Havering has expressed interest in joining the pool. A final decision does not have to be made until 28 days after the publication of the provisional local government finance settlement. It is recommended that the benefit is reviewed following the settlement and provisional NNDR1 papers

Submitted by		
Signature	Print Name	Date
	Richard Tyler	12.10.23



2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Current Forecast Position	
<p><i>Current Forecast position as reported to EMT for period 5. Include the cost centre(s) original and revised budget and forecast variance.</i></p> <p>The Council has a centrally held budget of £900k to make contributions into an Imprest account to enable Zurich to settle insurance claims on behalf of the Council. It is proposed to stop contributions until April 2025. This would save £900k for 24/25 although the base budget would need to be retained in the medium term</p>	
Staffing: <i>Number of FTE in area</i>	0.0

Main Savings Item Description	
<p>The Council has a centrally held budget of £900k to make contributions into an Imprest account to enable Zurich to settle insurance claims on behalf of the Council. Zurich hold the funds and re-imburse the Council for any interest earned on the account.</p> <p>There is currently around £2m in the Imprest fund. The Council has paid out less than £1m every year for the last 5 years and so based on that expectation the Council can take a holiday from making further contributions to the fund.</p> <p>This will be closely monitored and if the fund falls significantly then a decision would need to be made about a top up. Based on the current payment levels and associated risk this is very unlikely before April 2025. It is proposed to review the imprest level next year to take a decision on when contributions would need to be resumed</p> <p>As such the saving is initially for one year only</p>	
Anticipated reduction in FTE as a result of proposals	None

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

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

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

Proposed Benefits				

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

Analysis/Commentary				

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

2024-25 SAVINGS TEMPLATE

Council Ward(s)	
All	

Current Forecast Position	
<p><i>Current Forecast position as reported to EMT for period 5. Include the cost centre(s) original and revised budget and forecast variance.</i></p> <p>The Council already recharges values to the HRA Pension Fund and Capital. This is largely based on historical formulae developed as part of the central support process. There is an opportunity for a review of these charges to more accurately reflect appropriate charges to these different funds.</p>	
Staffing: <i>Number of FTE in area</i>	0.0

Main Savings Item Description	
<p>It is recognised that there are opportunities to review IT expenditure in particular to increase the proportion of costs chargeable to the pension fund and capital. The pension fund element is correctly reflecting systems and licencing costs which relate to the fund rather than the general fund.</p> <p>There is also an opportunity to review all posts within the organisation (not just support posts) that have an element that supports Housing</p>	
Anticipated reduction in FTE as a result of proposals	None

Savings Proposals				
Savings Details	Value of Saving and Year(s)			
	24/25	25/26	26/27	Total
<p><i>Gross savings</i></p> <p>It is expected that the reviews described above will generate increased recharges to other funds of £500k</p>	0.300	0.0	0.0	0.0

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

Savings Net Value				
				Net Value and Year(s)
NOTE THIS IS THE SAVING EXCLUDING THE PROPOSALS ON pe18 AND pe19				TOTAL: £m's <i>Incremental value</i>
	24/25	25/26	26/27	Total
	0.300	0.0	0.0	0.0

Proposed Benefits
Assumed benefit to the general fund of £500k - This will need to be ratified and exemplified

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

Analysis/Commentary

Recommendation		
Submitted by		
Signature	Print Name	Date
	Richard Tyler	19.10.23

2024-25 SAVINGS TEMPLATE

Council Ward(s)	
All Wards	

Current Forecast Position

Not applicable. Current full year cost of Section 92 Officers is £0.296m. In 2023-24, this has been met from the Corporate Risk Budget.

Staffing:	0.0
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Main Savings Item Description

Identification of alternative funding source for Section 92 Police Officers

Anticipated reduction in FTE as a result of proposals	0.0
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Savings Proposals

Savings Details	Value of Saving and Year(s)			
Extent of saving will depend upon alternative funding source being a) available and b) to what value annually. Range of figures provided	TOTAL: £m's			
	24/25	25/26	26/27	Total
	£0.0 to £0.296			£0.0 to £0.296

Associated Costs

Costing Details	Value of Costs and Year(s)			
None	TOTAL: £m's			
	24/25	25/26	26/27	Total
	0.0	0.0	0.0	0.0

Savings Net Value					
		Net Value and Year(s)			
		TOTAL: £m's			
		24/25	25/26	26/27	Total
		£0.0 to £0.296			£0.0 to £0.296

Proposed Benefits

Corporate Business Risk Reserve monies are released for other purposes.

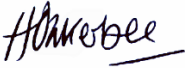
Identified Risks and Dependencies

Alternative funding source isn't identified or fully available, retaining the need to deploy Corporate Business Risk Reserve monies

Analysis/Commentary

Recommendation

Efforts are made to identify an alternative funding source to fully fund the cost.

Submitted by		
Signature	Print Name	Date
	Helen Oakerbee	20 October 2023

2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Current Forecast Position			
Income from council tax empty homes premium is currently forecast as follows:			
2024/5	2025/6	2026/7	
183,987	272,616	349,413	

Staffing: NA	0.0
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Main Savings Item Description
<p>There is an option to increase the empty homes premium for council tax which is currently at 100%. This was implemented in April 2019.</p> <p>Our policy aligns with the latest permissible national policy save for two areas.</p> <ol style="list-style-type: none"> 1. 200% premium for empty properties between 5-10 years empty; and 2. 300% for properties empty for 10 or more years. <p>Currently there is circa 80 empty properties that have been empty for more than 5 years and 28 properties that have been empty for more than 10 years.</p> <p>These changes would have to be consulted on to introduce the additional premiums.</p>

Anticipated reduction in FTE as a result of proposals	Additional resources may be required to monitor the scheme
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Savings Proposals				
Savings Details	Value of Saving and Year(s)			
<i>Gross savings</i> n/a	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.232	0.329	0.419	0.981

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

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

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Identified Risks and Dependencies
<p>The increase in council tax income is estimated in the table below. However, the majority of the estimated income is unlikely to be realised as taxpayers will endeavour to occupy, sell or demolish these properties to avoid the increased council tax. This can be seen from the lower number of empty and unfurnished properties in earlier years. It is very unlikely the potential income from premiums mentioned above will be realised as a result.</p> <p>As a control measure, every empty property that would become occupied after 2 years (and so avoid a premium) will be inspected to ensure there is actual occupation. This may require additional resources.</p>

Analysis/Commentary
<p>Estimate of income from empty Property Premiums</p>

		2024/5	2025/6	2026/7	2027/8	2028/9	2029/30	2030/31	2031/33
	No. of Properties	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
		300.00							
		%							
2013 Extra Income	28	144,777	144,777	144,777	144,777	144,777	144,777	144,777	144,777
		96,518	96,518	96,518	96,518	96,518	96,518	96,518	96,518
		200%	300%						
2014 Extra Income	5	16,705	25,057	25,057	25,057	25,057	25,057	25,057	25,057
		8,353	16,705	16,705	16,705	16,705	16,705	16,705	16,705
		200%		300%					
2015 Extra Income	8	26,913	26,913	40,370	40,370	40,370	40,370	40,370	40,370
		13,457	13,457	26,913	26,913	26,913	26,913	26,913	26,913
		200%			300%				
2016 Extra Income	36	112,759	112,759	112,759	169,138	169,138	169,138	169,138	169,138
		56,380	56,380	56,380	112,759	112,759	112,759	112,759	112,759
		200%				300%			
2017 Extra Income	16	62,179	62,179	62,179	62,179	93,269	93,269	93,269	93,269
		31,090	31,090	31,090	31,090	62,179	62,179	62,179	62,179
		200%					300%		
2018 Extra Income	15	52,899	52,899	52,899	52,899	52,899	79,348	79,348	79,348
		26,450	26,450	26,450	26,450	26,450	52,899	52,899	52,899
			200%					300%	
2019 Extra Income	49	0	177,259	177,259	177,259	177,259	177,259	265,888	265,888
			88,630	88,630	88,630	88,630	88,630	177,259	177,259
				200%					300%
2020 Extra Income	43	0	0	153,593	153,593	153,593	153,593	153,593	230,390
				76,797	76,797	76,797	76,797	76,797	153,593
					200%				
2021 Extra Income	121	0	0	0	532,705	532,705	532,705	532,705	532,705
					266,353	266,353	266,353	266,353	266,353
						200%			
2022 Extra Income	292	0	0	0	0	1,244,524	1,244,524	1,244,524	1,244,524
						622,262	622,262	622,262	622,262
							200%		
2023 Extra Income	596	0	0	0	0	0	£2,316,429	£2,316,429	£2,316,429
							1,158,215	1,158,215	1,158,215
Totals Total Extra Income	###	416,232	601,843	768,893	1,357,977	2,633,591	4,976,469	5,065,098	5,141,895
		232,246	329,227	419,481	742,212	1,395,564	2,580,228	2,668,857	2,745,654

Implementing the additional premiums will encourage these empty properties to be put back into use or sold which will help with the housing shortage.

Submitted by		
Signature	Print Name	Date
<i>Chris Henry</i>	Chris Henry	17.10.23



2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

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

Savings Proposals				
Savings Details	Value of Saving and Year(s)			
Managing events in parks is moving to communications. Current income is approx. £30,000 a year. The proposal is to increase this year on year. This will be picked up by the events team. If we continue with the Christmas plans then capacity will need to be considered which will impact income.	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
		0.050	0.070	0.120

Associated Costs				
Costing Details	Value of Costs and Year(s)			
Staffing time if Xmas events continue	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.000	0.000	0.000	0.000

	Net Value and Year(s)			
This is an income target	TOTAL: £m's			
	<i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.050	0.070	0.120	

Proposed Benefits
Reduce cost of communications budget.

Identified Risks and Dependencies
<p>This is a conservative estimate. However, it also depends on resource to help do the work. Secondly, it also on attracting more events to our parks. We will also look at creating our own which should generate income.</p> <p>Finally, it also depends on the views of residents and members where issues arise from parking, road closures etc due to running the events.</p>

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

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



2024-25 SAVINGS TEMPLATE

Council Ward(s)

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Directorate

Description of Directorate

People

Director Lead

Living Well

Patrick Odling-Smee

Current Forecast Position

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Staffing:

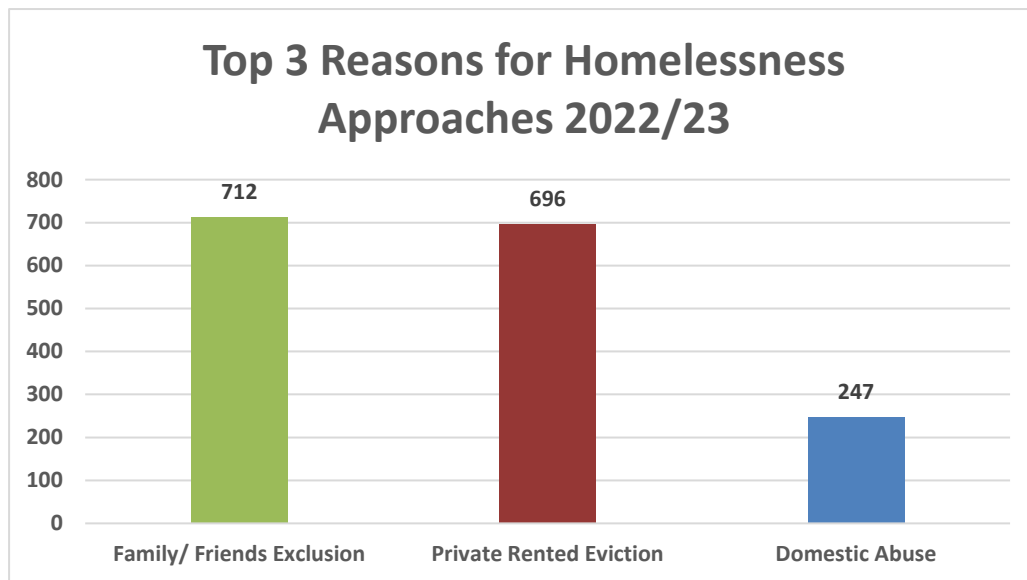
0.0

Main Savings Item Description

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

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

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



Friend and family exclusions

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

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

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

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

Anticipated reduction in FTE as a result of proposals	0.0
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Savings Proposals	
Savings Details	Value of Saving and Year(s)
	TOTAL: £m’s

The full year savings for next year (24-25) would be £41,267. Possible savings for 23-24, if we can start offering this pretty much immediately, would be around £13,750 maximum.

Incremental value

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

Associated Costs

Costing Details

Save 4 per year. That's 98 days average length of stay @ £68 average cost per day. That's a full year saving of £26,656, less the incentives of £13,000. Net saving £13,656.

Save 7 in a year. That's 103 average days @ £91 average cost. Full year saving £65,267. Less incentives of £24,000. Net saving £41,267.

Value of Costs and Year(s)

TOTAL: £m's
Incremental value

24/25	25/26	26/27	Total
0.037	0.037	0.037	0.111

Savings Net Value

Net Value and Year(s)

TOTAL: £m's
Incremental value

Total net savings per year for all = £55k.

24/25	25/26	26/27	Total
0.055	0.055	0.055	0.165

Proposed Benefits

- Negotiating with families to allow applicants to remain in the existing accommodation to offset more expensive temporary accommodation provision
- Reduce B&B costs


Identified Risks and Dependencies

- Depends on successful negotiations and mediation with families.
- Families receiving payments however subsequently evicting the applicants.
- It is very unlikely that families will take up this offer and this is therefore reflected in the lower percentage

Analysis/Commentary

Recommendation

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

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



2024-25 SAVINGS TEMPLATE

Council Ward(s)

All

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

Current Forecast Position

Recover former tenant rental debts created when a household moves home within the temporary accommodation stock and has not paid off their debts from the previous property.

Staffing:

2.0

The Council has a circa 1100 temporary accommodation stock profile across the following:

Hostels
 Private Sector Lease
 Former Council properties – Shortlife
 Complex shared supported housing (cSSH)
 Nightly rate temporary accommodation

As homeless households are moved on into longer term temporary accommodation i.e. from hostel to a private sector lease property they may have outstanding rental debts owed to their rent account. There is an obligation on the household to pay these outstanding debts however, the service has not had the resources in place to collect them therefore do not currently collect or recover, in full, the former tenants' debt. This has meant a debt profile of £2.8 million.

Arrears Balances as at Week 26 Sept 2023	
Age of Debt	Total Arrears Balance
Less than 1 Year	157,849.21
1 Years +	131,097.61
2 Years +	65,668.37
3 Years +	74,946.84
4 Years +	213,943.23
5 Years +	318,695.06
6 Years +	291,308.76
7 Years +	1,528,068.60
Grand Total	2,781,577.68

The savings proposal focuses on rental recovery or debt write off and expects to write of debt that is no longer statutorily recoverable.

Anticipated reduction in FTE as a result of proposals	0.0
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Savings Proposals

The savings relate to recovery of former tenant debt in the homelessness budget based on the performance of two current Arrears Prevention and Recovery Officers within the Housing Revenue Account (HRA). This service would simply be replicated for the general fund rent accounts.	TOTAL: £m's			
	24/25	25/26	26/27	Total
	0.250	0.440	0.440	1.130

Associated Costs					
Costing Details		Value of Costs and Year(s)			
Arrears prevention and recovery officers are graded 6 (£31,557) and with on costs approx. £40,392.		TOTAL: £m's			
Two Prevention and Recovery Officers total value 80,785.92.		24/25	25/26	26/27	Total
		0.081	0.081	0.081	0.242

Savings Net Value					
		Net Value and Year(s)			
We are anticipating a £888k net savings by year 3.		TOTAL: £m's			
		24/25	25/26	26/27	Total
		0.169	0.359	0.359	0.888

Proposed Benefits	
Recovery of former tenant debt Write off of debt that is no longer recoverable	


Identified Risks and Dependencies	
Household affordability Lack of engagement with tenants Inability to recover former tenant arrears due to expiry of statutory obligation Cost of living crisis Vulnerable tenants	

Analysis/Commentary	

Recommendation

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

Submitted by

Signature	Print Name	Date
	Darren Alexander	12/10/2023

2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Resources
Director Lead		JCU
Barbara Nicholls		

Current Forecast Position

The voluntary sector contracts reviewed forecast position for 23/24 is £1,075,306

Please note this review is ongoing and this figure will be updated next Wed following completion of the review

Staffing:	0.0
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Main Savings Item Description

Review of all voluntary sector / preventative contracts to establish value for money and potential decommissioning where contractual arrangements allow. There is also opportunities for the merging of some contracts where duplication has been identified and also reductions to other contracts to provide only the elements which are delivering the best outcomes.

Anticipated reduction in FTE as a result of proposals	N/A
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Savings Proposals

Savings Details	Value of Saving and Year(s)								
<p><i>Gross savings</i></p> <p>The following contracts have been identified for potential decommissioning / reduction:</p> <ul style="list-style-type: none"> Floating Support Safe at Home Home Settle and Support Care Navigation <p>The savings in 24/25 would be approx. £850k</p>	<p>TOTAL: £m's</p> <p><i>Incremental value</i></p> <table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>0.770</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> </tr> </tbody> </table>	24/25	25/26	26/27	Total	0.770	0.0	0.0	0.0
24/25	25/26	26/27	Total						
0.770	0.0	0.0	0.0						

Associated Costs												
Costing Details		Value of Costs and Year(s)										
<p><i>Description of related costs e.g. Re-provisioning Costs (if stopping a service)</i></p> <p>Re-provision costs are estimated at £550k for 24/25 which is based on 5 % of people receiving services in the first 6 months and 10% in the following 6 months at a level of 5 hours DP (low estimate)</p> <p>This figure will be reviewed following the completion of the review next week</p>		<p>TOTAL: £m's <i>Incremental value</i></p> <table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>0.500</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> </tr> </tbody> </table>			24/25	25/26	26/27	Total	0.500	0.0	0.0	0.0
24/25	25/26	26/27	Total									
0.500	0.0	0.0	0.0									

Savings Net Value												
		Net Value and Year(s)										
<p><i>Add savings and costs together for each year. Value to be added to MTFs if approved</i></p>		<p>TOTAL: £m's <i>Incremental value</i></p> <table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>0.271</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> </tr> </tbody> </table>			24/25	25/26	26/27	Total	0.271	0.0	0.0	0.0
24/25	25/26	26/27	Total									
0.271	0.0	0.0	0.0									

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Identified Risks and Dependencies
<ul style="list-style-type: none"> - Reduced advocacy support for people in the community - Carers breakdown (mental health, physical health) - Increased need for stat services when people are unable to access community care and support - Increase in social isolation / loneliness - Decrease in independence - Reduced community links - Very limited prevention offer - HSSS is commissioned (by us) on behalf of BHR partners so would be complex to unravel commissioning arrangements in a short timeframe. It is also a key partnership service within the BCF - Impact on discharges and re admissions to hospital – greater demand for other services when the lower level 'softer; support is not available upon discharge - Re provision would include some service users being supported by the LAC service which would very quickly have a demand issue

Analysis/Commentary

The contracts review is identifying contracts which have an end date in the next 12 months and can be considered for decommissioning. Further work needs to be carried out regarding the re-provision options and risks around increased demand into ASC services.

There are definitely efficiencies to be made in terms of identifying duplication and merging elements of some contracts to ensure vfm whilst still achieving the outcomes and diverting service users from the ASC front door

Further analysis will be provided next week regarding the contractual opportunities

Recommendation

Continue contract review to identify further savings opportunities for 24/25 and clarifying risks around re-provision

Submitted by

Signature	Print Name	Date

2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Starting Well
Director Lead		Review of accommodation requirements for Education Services schools and early years professional development and training programme delivered out of CEME.
Tara Geere		

Current Forecast Position	
The current budget forecast is to break even at year end.	
Staffing:	NA

Main Savings Item Description	
<p>LBH entered into a lease with CEME for use of training rooms to deliver a wide range of professional development and training programmes by various teams in Education Services. The lease runs until April 2026 at a cost of c£70k per annum, with an index linked price increase each year.</p> <p>The costs are met from income generated by traded services in Education. There is a break clause which can be invoked from April 2023, giving six months notice.</p> <p>A review of the available council properties should be undertaken to identify if an alternative site can be identified, which would enable Education Services to continue to provide its professional development and training programme without the need to pay for external accommodation.</p> <p>The funds saved (c£70k per annum) could be used to invest in any necessary physical developments of a suitable site, and then off-set against an increase income target across the traded services, generating a potential saving to the General Fund.</p> <p>The suitable accommodation would need the following requirements;</p> <ul style="list-style-type: none"> • 3 x interlinked training rooms c60m2 (each room) • Available from 8am-5pm Mon-Fri. • Need access exclusively during term-time, but could be offered to other users during evenings and school holidays. • Parking for up to 80 delegates. • Catering facilities. • ICT/Hybrid training facilities 	
Anticipated reduction in FTE as a result of proposals	NA

Savings Proposals					
Savings Details		Value of Saving and Year(s)			
<i>Gross savings</i>		TOTAL: £m's			
		<i>Incremental value</i>			
		24/25	25/26	26/27	Total
		0.0	0.0	0.0	0.0

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

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

Identified Risks and Dependencies
Would need suitable lead in time to make schools/early years providers aware of changes to venue.

Analysis/Commentary

Recommendation

Submitted by		
Signature	Print Name	Date

2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Starting Well
Director Lead		Review of accommodation requirements for Education Services adult education professional development and training programme delivered out of Bower Park Academy, Brittons Academy. Europa centre, and various community buildings.
Tara Geere		

Current Forecast Position	
The current budget forecast is to break even at year end.	
Staffing:	NA
Main Savings Item Description	
<p>LBH currently leases a number of facilities across the borough for use of staff accommodation and training rooms to deliver a wide range of professional development and training programmes by Having Adult College, which is part of Education Services. There are various longer-term and short-term leases and agreements in place, and cost the service c£100k per annum.</p> <p>The costs are met from income generated by Havering Adult College in fees and charges, and GLA/DfE grant income.</p> <p>A review of the available council properties should be undertaken to identify if an alternative site can be identified, which would enable Havering Adult College to continue to provide its professional development and training programme without the need to pay for external accommodation. It would also provide the opportunity for further efficiencies by having their accommodation consolidated onto fewer sites.</p> <p>The funds saved (c£100k per annum) could be used to invest in any necessary physical developments of a suitable site(s), and then off-set against an increase income target across the traded services, generating a potential saving to the General Fund.</p> <p>The suitable accommodation would need the following requirements;</p>	

	Mon - Fri	Mon - Thurs	Sat
	9am to 5pm	6pm to 10pm	9am to 5pm
<u>Training Rooms / learner requirements</u>	No of rooms	No of rooms	No of rooms
Training/delivery rooms c50m2	8	20	3
Large Specialist Craft Training Rooms to accommodate Art; Sugarcraft; Floristry; Sewing	2	2	2
ICT Specialist training room c50m2	3	3	
If no Lift - Ground Floor accessible Training/delivery rooms	2	6	
Training Kitchen with 12 x oven and hobs	1	1	1
Parking Spaces	80	120	50
Public Transport Links	✓	✓	✓
<u>Specialist Room</u>			
Examination Secure Room Solely used for exam papers. The room has to be large enough to hold 2 x Examination Officers and a safe. It has to follow JCQ guidelines, i.e. the room has to be in a fixed building not a portakabin, and have reinforced doors and walls with a safe bolted to the floor	✓	✓	✓
<u>Staff Facilities</u>			
Reception Area to accommodate 2 staff	1	1	1
Offices to accommodate x 20 staff	3	1	1
Staff room	1	1	1
Catering Facilities / Kitchen area for staff - inc fridge; microwave; sink	1	1	1
Meeting rooms	2	2	
Storage areas for educational resources	✓	✓	✓
<u>Accessibility Considerations</u>			
Lift	1	1	1

Access to disabled toilets	2	2	2
Wheelchair Accessible Doorways	✓		
Special Needs Provision			
Disabled Toilets	2		
Personal Care Changing Facility Room	1		
Independent Kitchen area with fridge/freezer, washing machine, dishwasher and microwave	1		
Large Ground Floor accessible Training/delivery rooms	3		
Sensory Room	1		
Courtyard and gardening area	1		
Wheelchair Accessible Doorways	✓		
Storage areas for educational resources	✓		
Anticipated reduction in FTE as a result of proposals	NA		

Savings Proposals				
Savings Details		Value of Saving and Year(s)		
<i>Gross savings</i>		TOTAL: £m's <i>Incremental value</i>		
		24/25	25/26	26/27
		0..0	0.0	0.0
				Total
				0.0

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

Savings Net Value				
		Net Value and Year(s)		
<i>Add savings and costs together for each year. Value to be added to MTFS if approved</i>		TOTAL: £m's <i>Incremental value</i>		

	24/25	25/26	26/27	Total
	0.0	0.0	0.0	0.0

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Identified Risks and Dependencies
Would need suitable lead in time to make learners aware of changes to venue.

Analysis/Commentary

Recommendation

Submitted by		
Signature	Print Name	Date

2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Resources
Director Lead		
Barbara Nicholls		

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

Savings Proposals																
Savings Details			Value of Saving and Year(s)													
<p><i>Gross savings</i></p> <p>D2A residential – estimated £40k saving 23/24 based on 2 referrals a month from Nov. Modelled on people being discharged from the beds with an av package size of 3 calls per day. The estimated saving for 24/25 is £380k based on a continuation of 2 referrals into the beds per month (this meets current demand so not opportunity to ramp up further)</p> <p>D2A Enhanced Homecare – estimated £40k saving 23/24 based on 1 referral per month, combination of 6x calls per day SH and 6x calls per day DH reducing by 50% during the initial 6 weeks. The estimated saving for 24/25 is £500k which is based on a continuation of 1 referral per month, there is an opportunity of a slight ramp up if an additional 1 person per month could be diverted from the block to the enhanced homecare pathway.</p> <p>WLE is currently unknown as all of the patients involved so far have been discharged into Reablement – the level of care required at the end of the reablement period is not yet known. The discharges from the ward into pathways 2 and 3 will be monitored – it is expected that there will be a shift from 2 and 3 to pathway 1. It is difficult to out a value against it at this time</p> <p>Community Reablement savings are being modelled based on referral figures from the initial few weeks and will be updated week commencing 16th Oct</p>			<p>TOTAL: £m's <i>Incremental value</i></p> <table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>0.800</td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td>0.0</td> <td>0.0</td> <td>0.0</td> </tr> </tbody> </table>		24/25	25/26	26/27	Total	0.800					0.0	0.0	0.0
24/25	25/26	26/27	Total													
0.800																
	0.0	0.0	0.0													

Associated Costs												
Costing Details			Value of Costs and Year(s)									
<p><i>Description of related costs e.g. Re-provisioning Costs (if stopping a service)</i></p> <p>No additional costs to LBH for these pilots</p> <p>WLE and community reablement are funded from the Ageing Well fund.</p>			<p>TOTAL: £m's <i>Incremental value</i></p> <table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td>0.0</td> <td>0.0</td> <td>0.0</td> </tr> </tbody> </table>		24/25	25/26	26/27	Total		0.0	0.0	0.0
24/25	25/26	26/27	Total									
	0.0	0.0	0.0									

Savings Net Value												
			Net Value and Year(s)									
<p><i>Add savings and costs together for each year. Value to be added to MTFS if approved</i></p>			<p>TOTAL: £m's <i>Incremental value</i></p> <table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		24/25	25/26	26/27	Total				
24/25	25/26	26/27	Total									

	0.800	0.0	0.0	0.0
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Identified Risks and Dependencies

There is a risk that some of the patients that are discharged home with an enhanced package of care remain with a high level package of care which is unable to be reduced as planned. As long as there is no long term overnight care this would still remain lower cost than a residential placement due to current market rates

There is an increased risk of re-admission for the people discharged home with enhanced care which could ultimately result in them being discharged into Residential care or requiring a more high cost package upon discharge. This is being mitigated by linking with community services such as the Community Treatment Team and the virtual ward teams to ensure medical support is available.

There is a risk around the WLE expected outcomes – we already see excellent outcomes in terms of no of people requiring care at the end of reablement so the real benefit is a release of capacity within the service due to people requiring less care at the point of discharge. The real financial benefit would come from a shift from pathway 2 and 3 discharges due to people not deteriorating so much whilst in hospital.

Analysis/Commentary

Both the community reablement and ward led enablement pilots are both live currently and we will be able to analyse impact in the next few weeks which will allow decisions to be made regarding ramping up to create more savings opportunities for 24/25

The Residential D2A and Enhanced home care pilots are both due to go live week commencing 23rd October and are small scale due to the number of referrals currently into residential placements. The processes and pathways will be reviewed continually during the pilot periods and there are weekly review points for the service users to ensure everything is being done to reduce the packages where possible and the right services are being linked in to achieve the planned outcomes.

Recommendation

Recommendation is to continue with all pilots as planned with weekly review points to inform any further savings opportunities for 24/25

Submitted by		
Signature	Print Name	Date



2024-25 SAVINGS TEMPLATE

Council Ward(s)
Rainham & Beam Park

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

Current Forecast Position

Based on the assumption of hotel-type accommodation in place of the proposed additional affordable housing units, the estimated annual cost would be £204k.

Staffing:	0.0
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Main Savings Item Description

The Council has an ambition to end long term rough sleeping. This was set out in the Homelessness and Rough Sleeping Strategy 2020-25. Whilst this ambition was supported by MHCLG, it has created a costly reliance on temporary housing stock including hotels, hostels, PSL and the like. These general fund costs can be mitigated through allocations to affordable housing properties, which are managed through the Housing Revenue Account.

The savings proposal takes advantage of properties being made available by the Council's acquisition of Notting Hill Genesis' member interest in the Rainham & Beam Park joint venture. The acquisition will see the Council acquire land and buildings from the joint venture vehicle, including nine housing units which can be utilised as affordable housing.

There are seven one-bed properties and two two-bed properties which can be made available after a short void period 32 days after the acquisition of NHG's joint venture interests. The JV transaction is expected to conclude by the end of November, making properties available from around mid-January 2024.

Whilst there may be a small saving created in the 2023/24 budget, the main savings are achieved from 2024/25 onwards. An initial three-year savings proposal is recommended, as the area is earmarked for future regeneration once the issues of Beam Park Station and high-inflation are resolved.

Anticipated reduction in FTE as a result of proposals	0.0
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Savings Proposals	
Savings Details	Value of Saving and Year(s)

The savings relate to cost-avoidance in the homelessness budget based on the availability of an addition seven one-bed properties and two two-bed properties

TOTAL: £m's

24/25	25/26	26/27	Total
0.204	0.204	0.204	0.612

Associated Costs

Costing Details

Annual property costs of £62k are covered by the Housing Revenue Account and therefore do not impact the proposed saving through reduced general fund homelessness costs.

However, there are upfront costs for roofing works which will be covered by the general fund and they are as follows:

Roofing works	
£	14,144.49
£	19,133.57
£	19,233.57
£	6,626.44
£	14,260.53
£	73,398.60

Value of Costs and Year(s)

TOTAL: £m's

23/24	24/25	25/26	26/27	Total
0.073	0.0	0.0	0.0	0.073

Savings Net Value

Net Value and Year(s)

As above

TOTAL: £m's

24/25	25/26	26/27	Total
0.204	0.204	0.204	0.539

Proposed Benefits

Use of suitable affordable housing to offset more expensive temporary accommodation provision
Makes best use of new council assets

Identified Risks and Dependencies


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

Analysis/Commentary

Recommendation

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

Submitted by

Signature	Print Name	Date
	Darren Alexander	12/10/2023

2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Place / Housing
Director Lead		Place – Housing and Property
Paul Walker		

Current Forecast Position	
N/A	

Staffing:	0.0
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Main Savings Item Description	
<p>The idea is to explore the use of DFG/HRA (BN and KF) to support Assistive Technology. Backdated to 1st April 2023. A potential saving was identified of up to approximately £203k (the latest figure for this is approximately £180K) by capitalising the cost of kit via the DFG/HRA, to reduce the revenue costs to Adult Social Care.</p>	
Anticipated reduction in FTE as a result of proposals	0

Savings Proposals				
Savings Details	Value of Saving and Year(s)			
<p>These figures still need to be reviewed with Adult Social Care.</p> <p>If a budget could be found to capitalise the AT equipment, then the revenue saving (to the General Fund) might be up to £180k per year for 3 years, but this needs to be verified.</p> <p>This is assuming that new equipment would be required in year 4.</p>	TOTAL: £m's			
	<i>Incremental value</i>			
	24/25	25/26	26/27	Total
TBC	TBC	TBC	TBC	

Costing Details	Value of Costs and Year(s)			
<i>Description of related costs e.g. Re-provisioning Costs (if stopping a service)</i> Capital funding of approximately £180k would be needed.	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.180	0.0	0.0	0.0

Savings Net Value				
	Net Value and Year(s)			
This project is still under review and this being the case, no savings are forecast at this time.	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.0	0.0	0.0	0.0

Identified Risks and Dependencies
Availability of capital funding.

Analysis/Commentary
In effect, this is invest to save proposal.

Recommendation		
That work continue to be undertaken to ascertain if a saving can be made and the level of that saving to the General Fund.		
Submitted by		
Signature	Print Name	Date
	Katri Wilson	13.10.2023

2024-25 SAVINGS TEMPLATE

Council Ward(s)	
All	

Directorate	Description of Directorate	Place / Housing
Director Lead		Place – Housing and Property
Paul Walker		

Current Forecast Position	
N/A	
Staffing:	0.0
Main Savings Item Description	
<p>The idea was to utilise some of the HRA for MASH posts that deal with housing issues and save on general fund. 1 x AP posts G9 =£70k with on-costs and MS - Also need to review if there are activities in social care where the work is tenancy sustainment activities rather than social care.</p> <p>One MASH worker is already in place which is funded by the HRA at a cost of £50K per year.</p>	
Anticipated reduction in FTE as a result of proposals	0

Savings Proposals				
Savings Details	Value of Saving and Year(s)			
<i>Gross savings</i>	TOTAL: £m's			
	<i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.0	0.0	0.0	0.0

Associated Costs

Costing Details	Value of Costs and Year(s)			
This has not been established at this point in time, but the existing HRA funded MASH worker costs £50k per year.	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.0	0.0	0.0	0.0

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

Identified Risks and Dependencies

Analysis/Commentary
Further work is needed to review the Housing related work of MASH officers

Recommendation		
That further work be undertaken to see if there is a need for another HRA funded MASH post.		
Submitted by		
Signature	Print Name	Date
	Katri Wilson	13.10.2023

2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

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

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

Main Savings Item Description
<p>The Council has a capital highways programme of c.£7m per year for five years.</p> <p>This is approximately split by:</p> <ul style="list-style-type: none"> £4m roads £2m pavements £1m street lighting <p>Roads and lamp columns deteriorate, and this deterioration can be modelled. Recent surveys and analysis of has been carried out to model the deterioration. This has indicated that the 'backlog' of deteriorated roads is approximately 400 streets. In real terms this means that £5-£6m of investment is required to keep the condition of the asset stock at a 'steady state' and for the network in overall terms not to deteriorate any further. Similar analysis has been carried out for street lighting stock indicating a £1m investment per annum is required.</p> <p>Vehicle action and weather mean deteriorated roads quickly exhibit potholes and the rate of deterioration increases over time. A programme to renew surfaces is required to prevent a very large backlog from building up. If a programme did not exist there would be significantly increased demand on reactive maintenance (and increased claims)</p> <p>Street light columns have a finite life. They corrode in the ground and from the inside and metal fatigue causes weaknesses. A programme of replacement is required to prevent catastrophic failure.</p> <p>Footways deteriorate differently and are less easy to predict. Many of the footway renewals at present are to replace slab paved areas with tarmac surfaces. If the work was not completed the defects would remain but would not increase significantly over time. The risk is managed through the councils regime of inspections.</p>

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

Officers will continue to press TfL for a greater share of capital funding for our A classified roads (of which we currently receive no funding)

Anticipated reduction in FTE as a result of proposals	0.0
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Savings Proposals				
Savings Details	Value of Saving and Year(s)			
Saving achieved through reduced MRP charge	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.0	0.0	0.0	0.0

Associated Costs				
Costing Details	Value of Costs and Year(s)			
	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.0	0.0	0.0	0.0

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

Proposed Benefits				
Reduced expenditure, MRP saving in full year of £0.150m				

Identified Risks and Dependencies				

Public complaints. Resident dissatisfaction. Increased insurance claims and financial risk associated with this. Simply pushes problem down the road and requires higher investment in the future, but helps the financial position in short to mid-term.

Analysis/Commentary

As above

Recommendation

As set out above.

Submitted by

Signature	Print Name	Date
Mark Hodgson	Mark Hodgson	12.10.23



Havering
LONDON BOROUGH

PLACE 02

2024-25 SAVINGS TEMPLATE

Council Ward(s)

All

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

Current Forecast Position

The pa These proposals result in additional income and help the Council meet budget.

This is a new source of income, no income is currently received / budgeted.

Staffing:

NA

Main Savings Item Description

Currently all parks, small and large, have free parking where car parks are provided. The proposal is to introduce pay and display charges in all parks.

Smaller parks will be pay by phone / app only. Larger parks can be considered for a parking payment machine.

The same rates as on-street would apply, including an approximate 40% increase in the current 2023/4 rates.

Time Period	Current (on off street)	Increase by 40% (rounded)
0 to 30 mins*	0	0
Up to 1 hr	£2.10	£3.00
Up to 2 hr	£3.60	£5.00
Up to 3 hr*	£5.10	£7.00
Up to 4 hr	£6.60	£9.00
Up to 5 hr	£8.10	£11.00
Up to 6 hr	£9.60	£13.00
Up to 7 hr	£11.50	£14.00 **
Up to 8 hr	£13.00	£15.00 **
All day	£14.50	£15.00 **

*where offered, ** increase is less than 40% due to attrition

It is estimated the above changes would result in £1.2m of additional income.

However, a range of assumptions have been made as information on utilisation has not previously been captured in depth.

Anticipated reduction in FTE as a result of proposals

0.0

Savings Proposals				
Savings Details		Value of Saving and Year(s)		
The above results in:		TOTAL: £m's		
Figures are based on estimates This model includes 20% VAT charge.		<i>Incremental value</i>		
		24/25	25/26	26/27
		1.200	0.0	0.0
				Total
				1.200

Associated Costs				
Costing Details		Value of Costs and Year(s)		
The cost of 15 new ticket machines would need to be factored in (£40k)		TOTAL: £m's		
Officer time – one full time officer for 2 months (£12k)		<i>Incremental value</i>		
Maintenance and making good of surfaces and lining (£50k)				
Assume £100k in total		24/25	25/26	26/27
		0.100	0.0	0.0
				Total
				0.100

Savings Net Value				
		Net Value and Year(s)		
		TOTAL: £m's		
		<i>Incremental value</i>		
		24/25	25/26	26/27
		1.100	0.0	0.0
				Total
				1.100

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

Identified Risks and Dependencies

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

Analysis/Commentary

As above

Recommendation

As set out above. Rates can be reviewed in year and amended within 6-8 weeks.

Submitted by

Signature	Print Name	Date
M Hodgson	M Hodgson	12/10/23

2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Place - Environment
Director Lead		Parking Services, Environment Service
Imran Kazalbash		Remove the 50% discount on informal challenge

Current Forecast Position	
<p>These proposals result in additional income and help the Council meet budget.</p> <p>A24670 PCN Income Budget: £10.056m Forecast: £9.455m</p>	
Staffing:	NA

Main Savings Item Description
<p>Rules that apply pan-London require a 50% discount if a PCN is paid within 14 days of issue.</p> <p>In Havering we also allow the 50% discount to remain if the appellant informally challenges the PCN within 14 days and is unsuccessful in the process. This is a discretionary policy set locally by the Council.</p> <p>This leads to a very high number of speculative informal challenges as appellants.</p> <p>In 2023/24 we are expecting 30,000 informal challenges (about 15% of all PCNs). Over 70% will be unsuccessful.</p> <p>Removing the discount will result in more PCNs being paid at the full rate and would also significantly reduce the administration costs in the parking back office.</p> <p>It is estimated a net £0.300m would be generated if this approach was adopted.</p>

Anticipated reduction in FTE as a result of proposals	0.0
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Savings Proposals				
Savings Details	Value of Saving and Year(s)			
	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.300	0.0	0.0	0.300

Associated Costs				
Costing Details	Value of Costs and Year(s)			
Costs would be contained within existing budgets	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.0	0.0	0.0	0.0

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

Proposed Benefits
<p>Reduced overhead from assessing speculative informal challenges. Allows staff to focus on genuine challenges and appeals.</p> <p>Deterrent – the full value of the PCN should act as the deterrent and encourage compliance</p> <p>Higher level of Income</p>

Identified Risks and Dependencies

Resident dissatisfaction. Complaints.

Analysis/Commentary

As above

Recommendation

As set out above.

Submitted by

Signature	Print Name	Date
Mark Hodgson	Mark Hodgson	12.10.23

2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Place - Environment
Director Lead		Highways – Fees and Charges, Environment service
Imran Kazalbash		Increase highway fees and charges (licences etc)

Current Forecast Position	
A27036 Budget -£0.707m Forecast -£0.667m	
Staffing:	NA

Main Savings Item Description			
<p>This proposal increases income through the setting of fees and charges.</p> <p>The current highways fees and charges have been reviewed, costs of providing the service assessed and benchmarked against other nearby authorities.</p> <p>In all cases the current fees and charges cover the cost of providing the service.</p> <p>Legislation means costs can be recovered .</p> <p>The current list of products, volumes, charges and income is set out below:</p>			
Item	Period	2022/23 Charge	Notes
Skip licence on highway	Up to 14 days	£90 for up to 14 days	
Additional skip licence	Per 7 days	£80 per 7 days	
Scaffolding licence on highway	Per month	£790 per month	Per linear metre length but min of 6 metres combined with inspection
Crane licence on highway	Charge per crane	£378 / £685 per crane	Non traffic sensitive street / traffic sensitive street

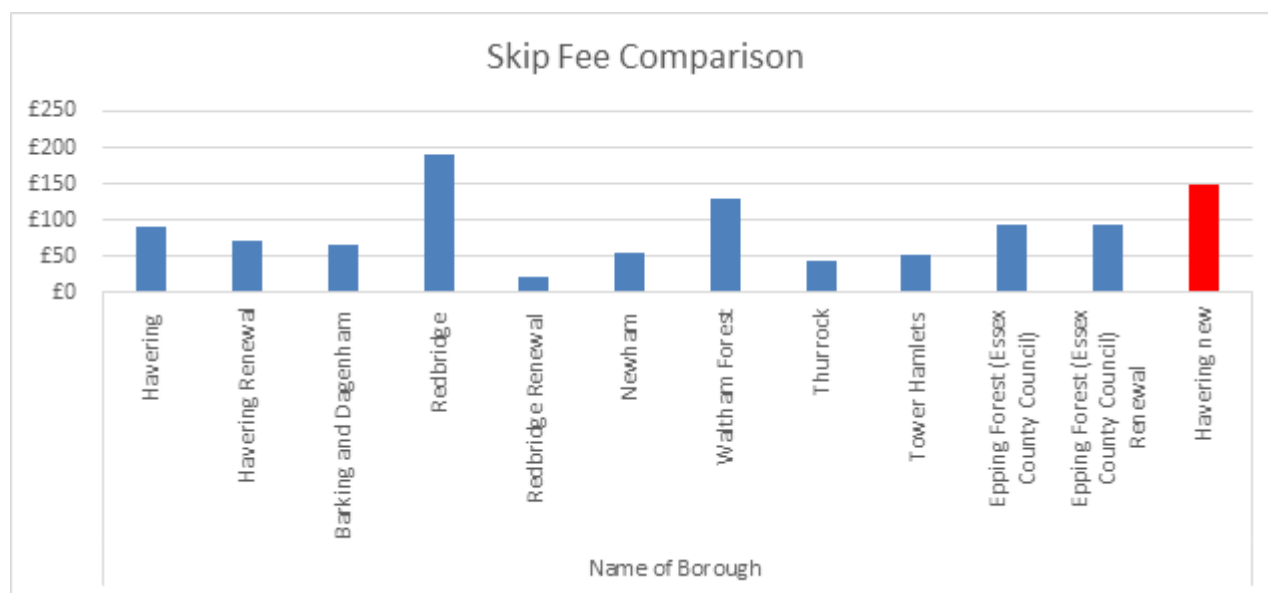
Hoarding licence on highway	Per month	£790 per month	Per linear metre length but min of 6 metres combined with inspection
Building material licence on highway	Per 14 days	£105 per 14 days	
Additional building materials licence	Per 7 days	£91 per 7 days	
Welfare Unit or other container	Per 14 days	£283 per 14 days	
Additional welfare unit licence	Per 7 days	£76 per 7 days	
Section 50 licence	Per licence	Minor - £1055 Standard - £1214 Major - £1426	
Temporary Traffic Regulation Order (TTRO)	Per licence	Event - £1200 Works activity - £2500	

In order to determine whether there is scope to increase the above fees and charges a benchmarking exercise has been carried out with neighbouring authorities to determine the relationship against the fees / charges levied in Havering.

Skip licence Fee Comparison

Other local authorities' licence fees were examined in relation to skip licences. The below table and chart shows an analysis of the data collected:

Barking and Dagenham	Redbridge	Redbridge Renewal	Newham	Waltham Forest	Thurrock	Tower Hamlets	Epping Forest	Epping Forest Renewal
£65	£191	£22	£55	£130	£45	£51	£94.65	£94.65

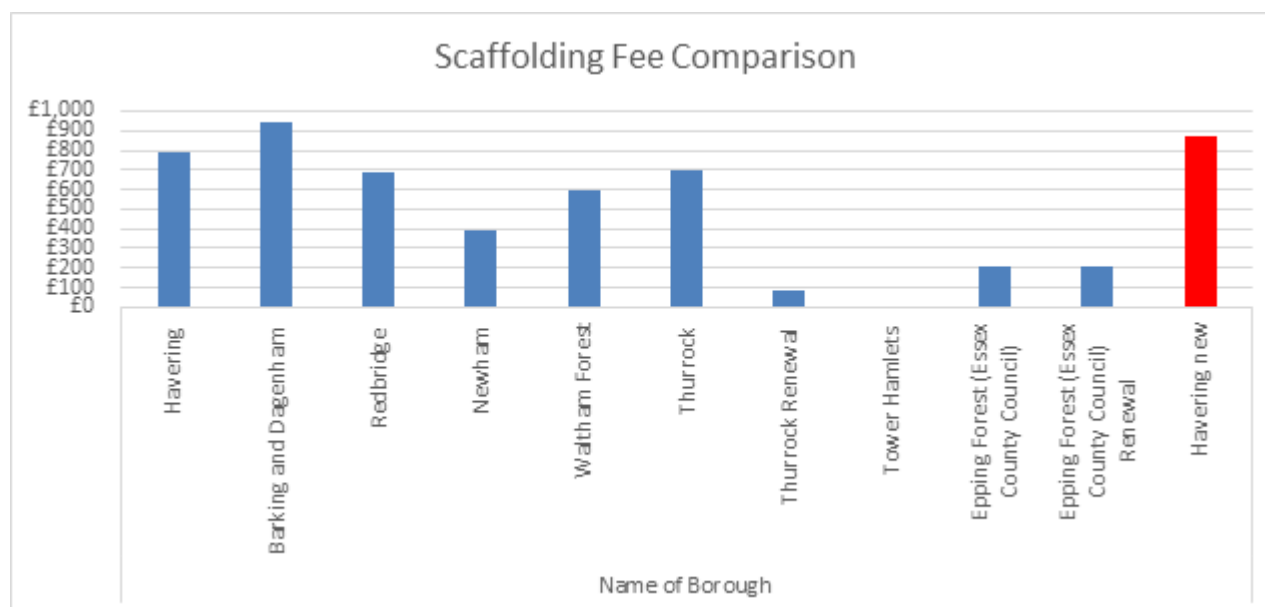


The above data does show that Havering's fees and charges are towards the middle of the spectrum with existing charges. Therefore, a revised charge of £150 per 14 days is considered to be appropriate with a revised charge of £100 per licence for an additional 7 days after that.

Scaffolding licence Fee Comparison

Other local authorities' licence fees were examined in relation to scaffolding licences. The below table and chart shows an analysis of the data collected:

Barking and Dagenham	Redbridge	Tower Hamlets	Newham	Waltham Forest	Thurrock	Thurrock Renewal	Epping Forest	Epping Forest Renewal
£943	£688	N/A	£394	£600	£700	£80	£212.07	£212.07



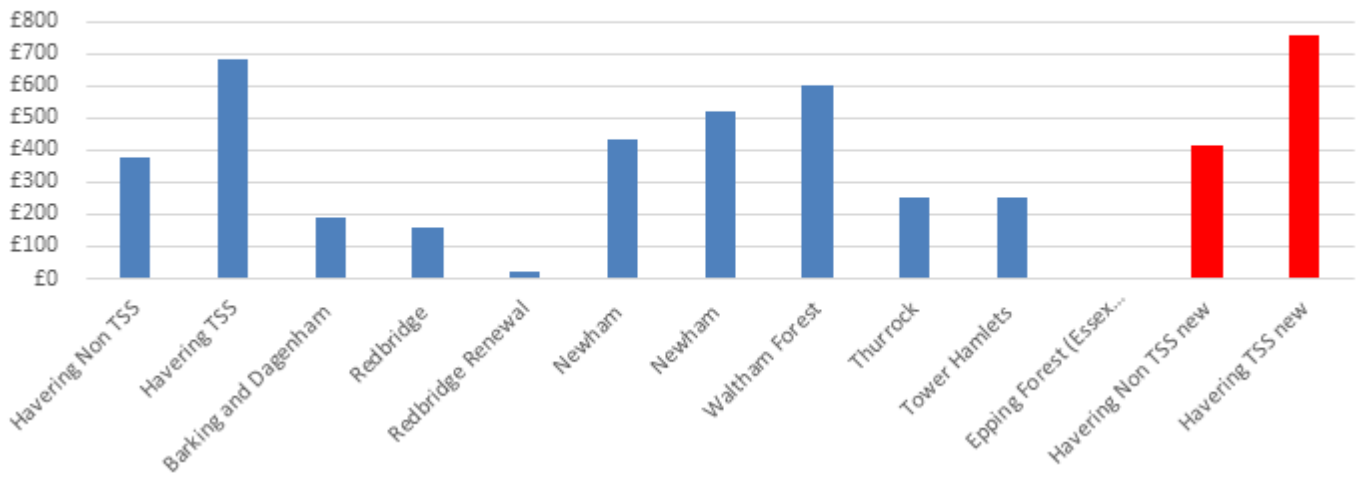
The above data does show that Havering's fees and charges are towards the higher end of the spectrum with existing charges. Therefore, a revised charge of £870 is considered to be appropriate which would represent a 10% increase from the existing fee.

Crane licence Fee Comparison

Other local authorities' licence fees were examined in relation to crane licences. The below table and chart shows an analysis of the data collected:

Barking and Dagenham	Redbridge	Redbridge Renewal	Newham	Newham	Waltham Forest	Thurrock	Tower Hamlets	Epping Forest
£189	£159	£22	£436 – Non traffic sensitive	£518 – Traffic Sensitive	£600	£250	£250	N/A

Cranes Fee Comparison



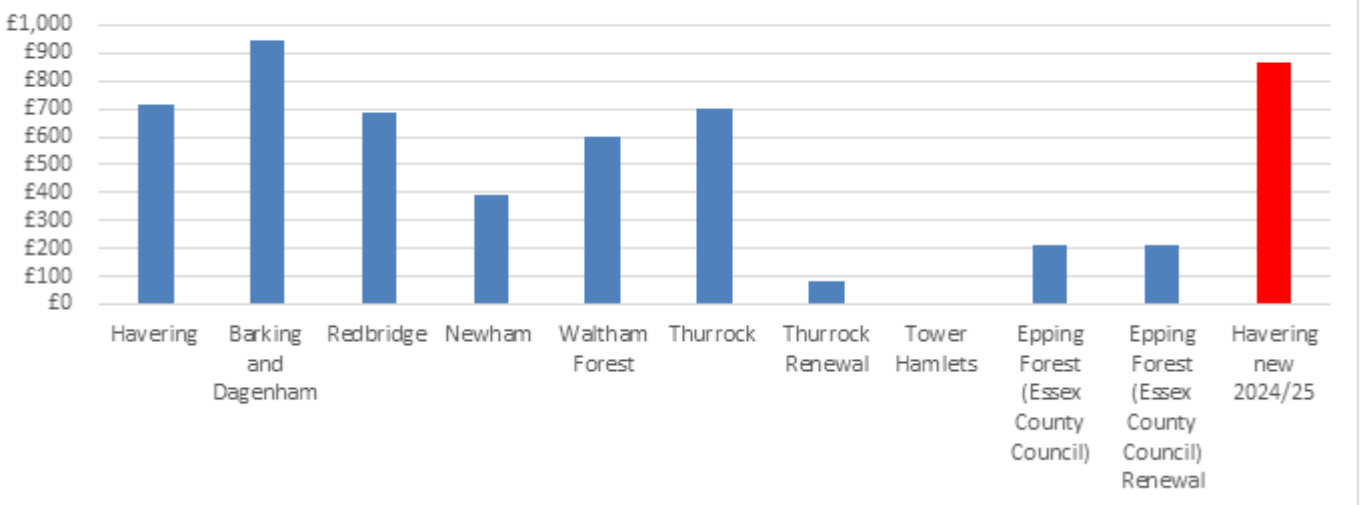
The above data does show that Havering’s fees and charges are towards the middle of the spectrum with existing charges for non-traffic sensitive routes but at the higher end of the spectrum for traffic sensitive routes. As Havering charges the highest out of all neighbouring boroughs for traffic sensitive routes it is therefore considered that an uplift commensurate with inflation would be acceptable here. Therefore, it is recommended that the new charges should be £415 for non-traffic sensitive routes and £755 for traffic sensitive routes which would represent a 10% increase.

Hoarding licence Fee Comparison

Other local authorities’ licence fees were examined in relation to hoarding licences. The below table and chart shows an analysis of the data collected:

Barking and Dagenham	Redbridge	Redbridge Renewal	Newham	Waltham Forest	Thurrock	Thurrock Renewal	Epping Forrest	Epping Forest Renewal
£943	£688	£394	£394	£600	£700	£80	£212.07	£212.07

Hoarding Fee Comparison



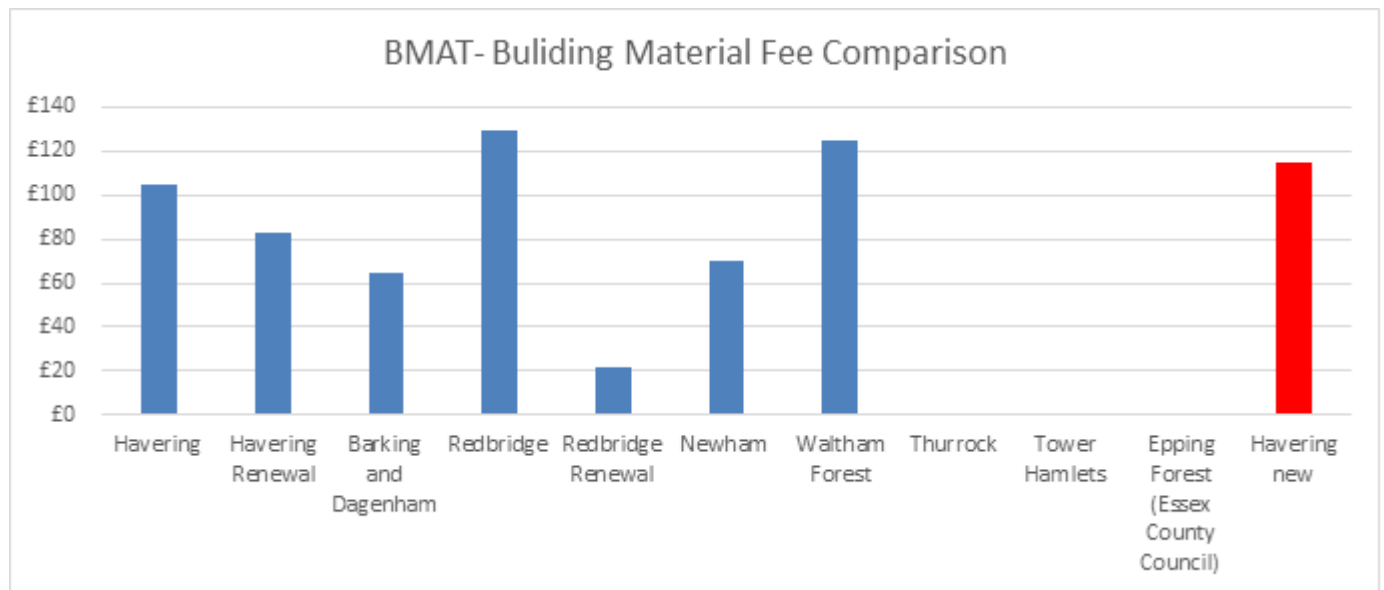
The above data does show that Havering’s fees and charges are towards the middle of the spectrum with existing charges. There is scope however for an increase in fees here as two neighbouring authorities charge very similar amounts and Barking and Dagenham charge a significantly higher fee. Therefore, a revised charge of £870 is considered to be appropriate. It should be noted that this would be

at the higher end of the spectrum if this charge were levied going forward but the position would be defensible as it would not be the highest of all neighbouring boroughs.

Building Licence Material Fee Comparison

Other local authorities' licence fees were examined in relation to building material licences. The below table and chart shows an analysis of the data collected:

Barking and Dagenham	Redbridge	Redbridge Renewal	Newham	Waltham Forest	Thurrock	Thurrock Renewal	Epping Forrest	Epping Forest Renewal
£65	£129	£22	£70	£125	N/A	N/A	N/A	N/A

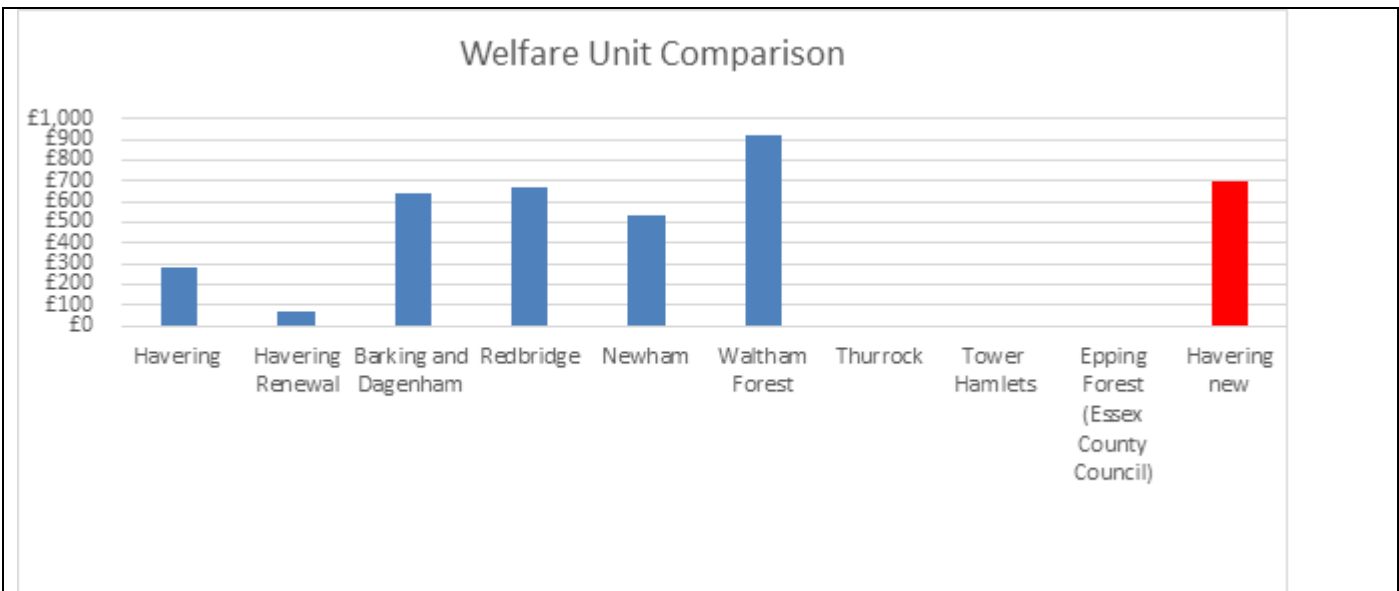


The above data does show that Havering's fees and charges are towards the middle of the spectrum with existing charges. There is scope however for an increase in fees here as two neighbouring authorities charge higher amounts in Redbridge and Waltham Forest. Therefore, a revised charge of £115 is considered to be appropriate. It is also recommended that a revised charge of £100 is levied for renewals. If this charge were levied going forward the position would be defensible as it would not be the highest of all neighbouring boroughs.

Welfare Unit licence Fee Comparison

Other local authorities' licence fees were examined in relation to welfare unit licences. The below table and chart shows an analysis of the data collected:

Barking and Dagenham	Redbridge	Newham	Waltham Forest	Thurrock	Tower Hamlets	Epping Forrest	Epping Forest Renewal
£640	£670	£531	£925	N/A	N/A	N/A	N/A

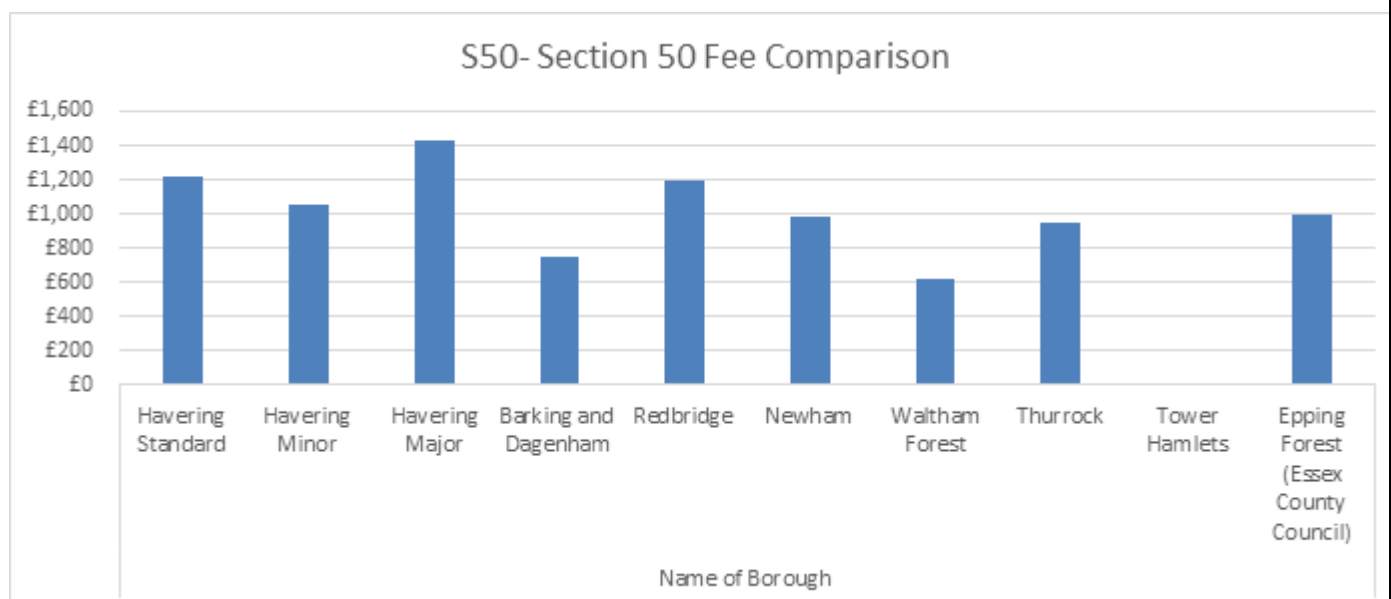


The above data does show that Havering's fees and charges are very much at the lower end of the spectrum with existing charges. There is significant scope for an increase in fees here as all neighbouring boroughs charge higher amounts. Therefore, a revised charge of £700 is considered to be appropriate. If this charge were levied going forwards the position would be defensible as it would not be the highest of all neighbouring boroughs. It is considered that the renewal fee could also be significantly uplifted as well to £150 for an additional 7 days. This would be broadly proportionate to the difference between the existing initial charge and renewal fee.

S50 licence Fee Comparison

Other local authorities' licence fees were examined in relation to Section 50 licences. The below table and chart shows an analysis of the data collected:

Barking and Dagenham	Redbridge	Newham	Waltham Forest	Thurrock	Tower Hamlets	Epping Forrest	Epping Forest Renewal
£753	£1,200	£979	£620	£950	N/A	£994	N/A



The above data does show that Havering's fees and charges are very much at the higher end of the spectrum with existing charges. There is no real scope for an increase in fees here as all neighbouring boroughs charge lower amounts. Therefore, the existing charges are considered appropriate. An increase of 10% in line with inflation could be charged which would result in the following fees:

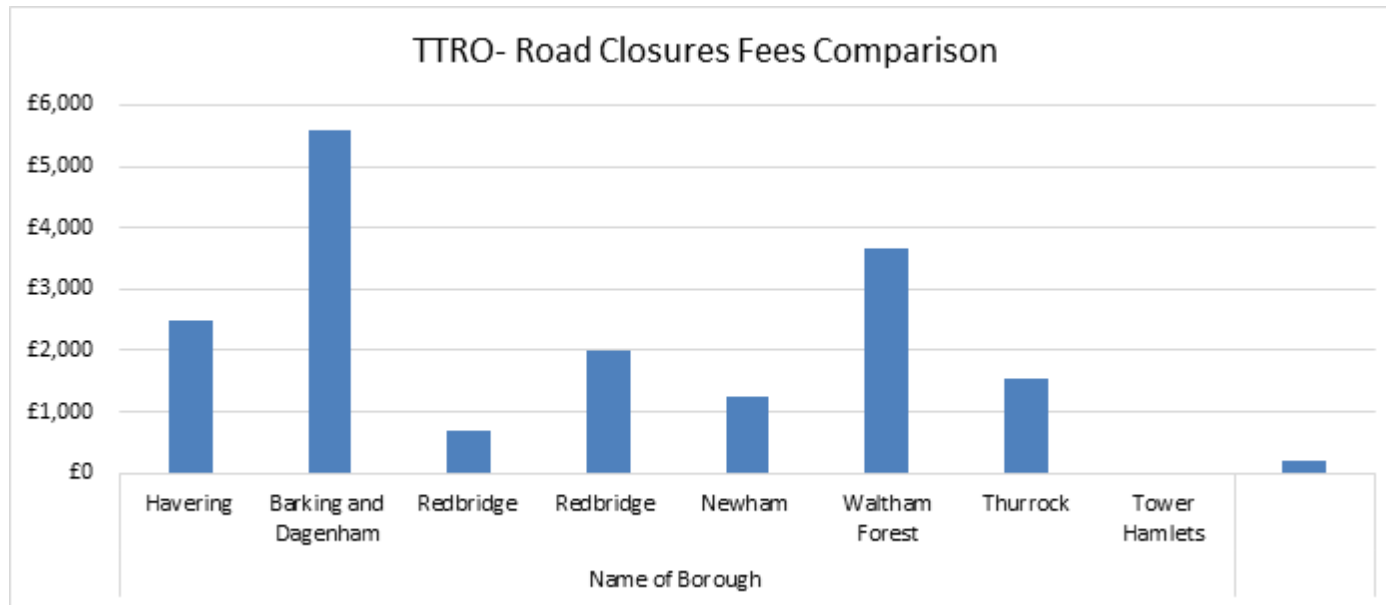
Minor Applications - £1160.50

Standard Applications - £1335.40
 Major Applications - £1568.60

Temporary Traffic Regulation Order licence Fee Comparison

Other local authorities' licence fees were examined in relation to Temporary Traffic Regulation Orders. The below table and chart shows an analysis of the data collected:

Barking and Dagenham	Redbridge – 5 days or less	Redbridge – Over 5 days	Newham	Waltham Forest	Thurrock	Epping Forrest	Tower Hamlets
£5575	£700	£2,000	£1232	£3660	£1540	£202	N/A



The above data does show that Havering's fees and charges are at the medium end of the spectrum with existing charges. There is some scope for an increase in fees here as other neighbouring boroughs do charge higher amounts. Therefore, an increase of 10% in line with inflation could be charged which would result in the following fees:

Event - £1320
 Works activity - £2750

Additional Annual Income Estimate

If the above fees and charges were adopted and based on last year's uptake per fee / charging area then the following additional levels of income could be expected:

Item	Current Charge	Revised Fee / Charge	% Increase	Potential increased income
Skip licence on highway	£90 for up to 14 days	£150 for 14 days	66%	£7920
Additional skip licence	£80 per 7 days	Additional £100 per 7 days	25%	£2640
Scaffolding licence on highway	£790 per month	£870 per month	10%	£2880
Crane licence on highway	£378 / £685 per crane	£415 Non TSS / £755 TSS	10% / 9%	£880
Hoarding licence on highway	£790 per month	£870 per month	10%	£2880
Building material licence on highway	£105 per 14 days	£115 per 14 days	9.5%	£360
Welfare Unit or other container	£283 per 7 days	£700 per 7 days	147%	£10,008

Section 50 licence	Minor - £1055	Minor - £1161	10%	£6,845
	Standard - £1214	Standard- £1335	10%	
	Major - £1426	Major - £1569	10%	
Temporary Traffic Regulation Order (TTRO)	Event - £1200	Event - £1320	10%	£12,000
	Works activity - £2500	Works activity - £2750	10%	
TOTAL				£46,413

A total of £46,413, rounded to £0.050m additional income could be achieved through increased fees and charges. There is a strong caveat that an increase in fees and charges may result in a lower uptake and therefore reduced licence applications and also that these licence applications do vary year on year. There is no guarantee from one year to the next that numbers would remain consistent.

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

Savings Proposals				
Savings Details	Value of Saving and Year(s)			
	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.050	0.0	0.0	0.050

Associated Costs				
Costing Details	Value of Costs and Year(s)			
Cost would be contained within existing budgets	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.0	0.0	0.0	0.0

Savings Net Value				
	Net Value and Year(s)			
	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.050	0.0	0.0	0.050

Proposed Benefits	
Income	

Identified Risks and Dependencies

Potential Reduced volume of permits/licenses.

Analysis/Commentary

As above

Recommendation

As set out above.

Submitted by

Signature	Print Name	Date
M. Hodgson	M. Hodgson	11.10.23

2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Place - Environment Parking and Traffic Services, Environment service
Director Lead		Support residents and businesses through increased extent and numbers of Controlled Parking Zones
Imran Kazalbash		Additional paid for parking locations, converting many resident permit zones to shared use – paid for parking and permit holders

Current Forecast Position	
<p>A24670 – Permit Income Budget -£0.826m (includes other like season tickets) Forecast -£0.748m</p>	
Staffing:	NA

Main Savings Item Description
<p>Permits and CPZs</p> <p>A Controlled Parking Zone (CPZ) is an area where on-street parking is restricted during specified times of the day to non-permit holders. Introducing a CPZ is a way of dealing with parking problems and making an area safer if existing parking issues are causing safety concerns – ie parking at the mouth of a junction impeding on visibility. The parking places are marked by bays and single yellow lines.</p> <p>The main aim of a CPZ is to prioritise local parking and protect residents and businesses from commuter parking, shoppers and the impact of developments. It can also be used to help drivers use local car parks, rather than on street parking, and encourage mode shift.</p> <p>CPZs are patrolled by the councils parking staff and PCNs are issued to vehicles parked in contravention. Usually only local residents are permitted to buy a permit.</p> <p>The sales price of the permit helps the council administer the scheme and covers the overhead. Enforcement income is budgeted by the council although these schemes are not designed to be revenue generating.</p>

The council only has around 5,000 resident permit holders as most of the borough is not within a CPZ. This is a small number in comparison to the size of the borough. We often receive requests for new controls and the expansion (either the extent of an area or the hours of operation) of existing zones.

There is no current specific budget or resource to undertake area wide and routine reviews of CPZs apart from s106 contributions and some limited LIP funding.

This proposal would be to re-allocate existing resource to progress a review. Engagement with all ward members and a prioritisation process would be completed. Resident engagement would follow. The project would take around one year.

Paid for Parking

An exercise to determine streets that might be converted to combined paid for parking and permit holders only would be completed.

A further exercise to determine where additional parking provision is needed would be completed. This would generate income.

Financial case

The below is an in principle potential income and is subject to feasibility, local ward member support and more detailed assessment. There is a strong caveat in that any new parking controls on the highway require a traffic management order that would need to be legally advertised. This process invites residents and businesses to be able to object to proposals. Whilst formal objections would not stop any parking restrictions from being implemented it does mean that an Executive Decision would be required to then implement the restrictions.

Item	Income	Notes
1,000 extra permit holders @ £56.00 (assumes increase)	(£0.056m)	About 20% increase. Less annual cost of administration
Additional parking spaces	(£0.050m)	5% increase in volume / income v current on street provision
Additional enforcement	(£0.044m)	Assumes
Administration costs	£0.056m	
Total Net	£0.100m	

It is assumed a net £0.100m could be generated subject to scheme approvals. Suggest budget is not adjusted until we know there would be local support for this.

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

Savings Proposals				
Savings Details	Value of Saving and Year(s)			
	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.050	0.050	0.050	150.0

Associated Costs					
Costing Details		Value of Costs and Year(s)			
Staff and administration		TOTAL: £m's			
		<i>Incremental value</i>			
		24/25	25/26	26/27	Total
		0.050	0.0	0.0	0.050

Savings Net Value					
		Net Value and Year(s)			
		TOTAL: £m's			
		<i>Incremental value</i>			
		24/25	25/26	26/27	Total
		0.0	0.050	0.050	0.100

Proposed Benefits	
Help support behaviour change Support residents Customer focused service Income	

Identified Risks and Dependencies

Analysis/Commentary

Recommendation

Submitted by		
Signature	Print Name	Date

M. Hodgson	M. Hodgson	12.10.23
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2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Place - Environment
Director Lead		Traffic and Parking, Environment service
Imran Kazalbash		Reduce budget for minor traffic and parking amendments

Current Forecast Position	
<p>A26910 Schemes / 681140 and 651780 Budget £0.140m (combined) Forecast £0.140m (combined)</p>	
Staffing:	NA

Main Savings Item Description
<p>Minor traffic and parking amendments like adjustment to bays, extension of double yellow lines and local upgrades are completed by the traffic team.</p> <p>These amendments are usually at the request of residents, supported by ward members, but do not rely on data. They create incremental improvements, but it is not essential work.</p> <p>Local safety work would continue to be delivered. Funding for Disabled Parking Bay implementation also comes from this budget. It is envisaged that this work would continue and be contained within the remaining budget.</p> <p>Sites with a pattern of injury accidents are prioritised for funding via external funding using collision data, speed surveys etc as the main source of data to justify the intervention. This work would continue. Similarly, new CPZ's, CPZ reviews and expansions would continue to be funded from s106/CIL and LIP.</p> <p>Ceasing this work could save £0.075m. Requests would need to be refused that could not be funded from the remaining budget of £65,000.</p>

Anticipated reduction in FTE as a result of proposals	0.0

Savings Proposals				
Savings Details	Value of Saving and Year(s)			
	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.075	0.0	0.0	0.075

Associated Costs				
Costing Details	Value of Costs and Year(s)			
Cost would be contained within existing budgets	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.0	0.0	0.0	0.0

Savings Net Value				
	Net Value and Year(s)			
	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.075	0.0	0.0	0.075

Proposed Benefits
Reduced expenditure

Identified Risks and Dependencies

Safety risks would need to be assessed and managed

Analysis/Commentary

As above, continue to explore external funding

Recommendation

As set out above.

Submitted by

Signature	Print Name	Date
M Hodgson	M Hodgson	12/10/23

2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Place - Environment
Director Lead		Highways / Street Lighting, Environment Service
Imran Kazalbash		Installation of a central management system to enable power consumption reductions (main roads only)

Current Forecast Position	
<p>A27700 / 621280 Street Lighting / Energy</p> <p>Budget £0.992m Forecast £0.606m</p> <p>Expected usage is £1.3m but due to a credit forecast reduced this year.</p>	
Staffing:	NA

Main Savings Item Description
<p>This proposal is to reduce power input by approx 30% to street lights on main roads between 12am and 5am using a computerised central management system.</p> <p>The cost reduction is achieved through lower electricity bills.</p> <p>Reducing power on residential roads would not recover the initial investment, and hence not viable, due to the existing very low levels of power those lights consume.</p> <p>There is no statutory duty to light the highway (but where street lighting is provided duties are attached).</p> <p>Currently all street lights in the borough burn at full power all night. They have sensors to turn on in the evening and off in the morning according to ambient light levels.</p> <p>The Council broadly adopts the British Standard for street lighting. The British Standard for lighting uses environmental factors to determine the level of light required in a street. The light levels can reduce for quieter streets. The standards are there for Officer guidance, not requirements / duties.</p>

It is also legal to turn street lights off.

Each column would be visited and a Central Management System unit installed. A CMS system would be procured.

The capital cost to install the CMS would be £0.300m

At current electricity rates the annual cost reduction would be £0.070m. However, there would be an annual CMS management and licence cost. This is subject to tender but best estimate is £0.010-£0.020m. The net annual cost reduction would be approximately £0.050m.

The advantage with this option is that the burning arrangements can be adjusted. Fault reports can also be received and numerous additional sensors can be installed to monitor highways data eg: Air quality, traffic flow, road temperature etc. (at additional cost)

Anticipated reduction in FTE as a result of proposals	0.0
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Savings Proposals

Savings Details	Value of Saving and Year(s)			
	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.070	0.0	0.0	0.070

Associated Costs

Costing Details	Value of Costs and Year(s)			
Cost of installing the CMS	TOTAL: £m's <i>Incremental value</i>			
£0.300m upfront Capital outlay with respective MRP cost of borrowing to follow				
Licencing costs of £0.020m				
	24/25	25/26	26/27	Total
	0.020	0.0	0.0	0.020

Savings Net Value

	Net Value and Year(s)			
	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total

	0.050	0.0	0.0	0.050
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Proposed Benefits

Reduce power consumption
 Reduce impact on environment and climate change
 Limited appreciable impact
 Automated performance reporting on units

Identified Risks and Dependencies

none

Analysis/Commentary

As above

Recommendation

As set out above

Submitted by		
Signature	Print Name	Date
M Hodgson	M Hodgson	12/10/23

2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Place - Environment
Director Lead		Parking Services, Environment
Imran Kazalbash		Increase Pay and Display Charges by approx 40% Start charging for parking on a Sunday

Current Forecast Position

On and off street pay and display income is forecast to be £2.7m in 23/24. New machines and cash/app payments will help ensure all sessions are captured and paid for and is factored in the below.

A24670 and A24600 (pay and display income)
Budget -£2.616m
Forecast -£2.591m

Staffing:	NA
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Main Savings Item Description

Charges help manage demand, drive behaviour change and increase parking space turnover
Increasing charges means customers may find alternatives.

The new rates would be

Time Period	Current	Increase to (rounded)
0 to 30 mins*	0	0
Up to 1 hr	£2.10	£3.00
Up to 2 hr	£3.60	£5.00
Up to 3 hr*	£5.10	£7.00
Up to 4 hr	£6.60	£9.00
Up to 5 hr	£8.10	£11.00
Up to 6 hr	£9.60	£13.00
Up to 7 hr	£11.50	£14.00 **
Up to 8 hr	£13.00	£15.00 **
All day	£14.50	£15.00 **

overnight	£1.50	£2.10
*where offered, ** increase is less than 40% due to attrition		
It is estimated the above changes would result in £1.250m of additional income.		
Start charging for parking on a Sunday		
Currently, all council on street and car park pay and display locations offer free parking on a Sunday. Introducing Sunday charging would generate an estimated £0.350m annually.		
Anticipated reduction in FTE as a result of proposals	0.0	

Savings Proposals				
Savings Details	Value of Saving and Year(s)			
Combining the above results in	TOTAL: £m's			
Caution is needed when using these figures as all are based on estimates with no real evidence as to how behaviours would change with changing pricing.	<i>Incremental value</i>			
	24/25	25/26	26/27	Total
	1.600	0.0	0.0	1.600

Associated Costs				
Costing Details	Value of Costs and Year(s)			
Cost ie TMO's would be contained within existing budgets	TOTAL: £m's			
	<i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.0	0.0	0.0	0.0

Savings Net Value	
	Net Value and Year(s)
40% increase = £1.250m	TOTAL: £m's
Sunday = £0.350m	<i>Incremental value</i>

	24/25	25/26	26/27	Total
	1.600	0.0	0.0	1.600

Proposed Benefits

Help support behaviour change

Modelling results in a few hundred thousand fewer customers per year. A proportion of these customers would use public transport / walk / cycle or avoid the journey entirely. This helps air quality, climate change and traffic / congestion / road safety.

Income

Identified Risks and Dependencies

Attrition could be higher than modelled meaning much less income than forecast (as a result of fewer customers). Local private car parks tended to be cheaper than the new rates.

Significant risk of displaced parking into local streets on a Sunday.

Analysis/Commentary

There is rounding in the charging so not all prices are 40% and higher attrition rates for longer hours

Recommendation

As set out above.

Submitted by		
Signature	Print Name	Date
M Hodgson	M Hodgson	24/10/23

2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Place Environment
Director Lead		Parking Services, Environment service
Imran Kazalbash		Increase resident permit for 1, 2 and 3 plus vehicles by 12.5-16% and other resident visitor, business permit, visitor permits and season tickets by approximately 40%

Current Forecast Position	
<p>The parking service is forecasting a £1.5m overspend. Savings cannot be made until we can meet budget. These proposals result in additional income and help the Council meet budget.</p> <p>A24670 (Permit Parking) Budget -£0.826m Forecast -£0.748m</p>	
Staffing:	NA

Main Savings Item Description		
<p>The Council provides the below parking permits / products.</p> <p>Increasing the charges increases the income and supresses demand. Lower demand, as a result of fewer customers, helps improve traffic, environmental and public health outcomes.</p> <p>Benchmarking with other boroughs has been completed.</p> <p>The changes will generate additional income helping the service meet budget.</p>		
Product	Current Fee	New Fee after Increase*
Business Visitors Permits	£3.20	£4.50
Business Permits	£300.00	£420
Residents Visitors Permits - 1 session OR	£2.00	£2.80
Residents Visitors Permits - all day	£5.00	£7.00

NEW VISITOR PERMIT – pay per hour.	Discuss this principle with members. It is more customer friendly. We can model impact of charging 50p, 75p, £1 etc per hour.	
Residents 1st vehicle permit	£40.00	£45.00**
Residents 2nd vehicle permit	£80.00	£90.00**
Residents 3rd + vehicle permit	£120.00	£140.00**
Health & Homecare Permits (NHS, Social Carers etc.)	£80.00	£80.00
Season Ticket Romford and Balgores - Monthly	£120.00	£168.00
Season Ticket Romford and Balgores - Quarterly	£336.00	£470.00
Season Ticket Romford and Balgores - Annual	£1344.00	£1,882.00
Season Ticket - other - Monthly	£104.00	£146.00
Season Ticket - other - Quarterly	£291.00	£408.00
Season Ticket - other - Annual	£1165.00	£1,631.00
Voucher Permit - On Street (Commuter Bays Romford) - Annual	£952.00	£1,400.00
Domestic Permits	£40.00	£40.00

*not all charges increased by full 40% due to fact they are already high and attrition with further increases

** this still represents very good value compared to other London Boroughs (and could be increased further).

If the charges increased as stated an additional income of £0.200m could be expected.

Benchmarking

Benchmarking with other boroughs has been completed. Havering is about mid table in terms of not currently the lowest or highest chargers. Accordingly, increasing charges could be defended (and the narrative of supporting behaviour change, reduce car use can be used)

Product	Redbridge	Barking & Dagenham	Newham	Tower Hamlets	Thurrock
Business Visitors Permits		£3.00 / £5.00			
Business Permits	£520.00	£470.00	£330 - £990	£109 - £856	£400.00
Residents Visitors Permits - 1 session or 1 hour	N/A	£0.75	£1.38	N/A	£0.45
Residents Visitors Permits - all day	£1.10	£1.38	£5.56	£3.30	£0.75
Residents 1st vehicle permit	£22.50	£45.00	£33.00	£93.00	£15.00
Residents 2nd vehicle permit	£123.50	45.00	£220.00	£191.50	£15.00
Residents 3rd + vehicle permit	£223.00	£56.25	£330.00	£333.00	£15.00
Season Ticket - Monthly	£88/£99		£130 / £152		
Season Ticket - Quarterly	£240 / £265		£298 / £350		
Season Ticket - Annual	£915 / £955	£882 / £907	£1014 / £1188		£750.00

Anticipated reduction in FTE as a result of proposals

0.0

Savings Proposals					
Savings Details		Value of Saving and Year(s)			
		TOTAL: £m's			
		<i>Incremental value</i>			
		24/25	25/26	26/27	Total
		0.200	0.0	0.0	0.200

Associated Costs					
Costing Details		Value of Costs and Year(s)			
Cost would be contained within existing budgets		TOTAL: £m's			
		<i>Incremental value</i>			
		24/25	25/26	26/27	Total
		0.0	0.0	0.0	0.0

Savings Net Value					
		Net Value and Year(s)			
		TOTAL: £m's			
		<i>Incremental value</i>			
		24/25	25/26	26/27	Total
		0.200	0.0	0.0	0.200

Proposed Benefits	
Help support behaviour change Higher level of Income	

Identified Risks and Dependencies	
Resident dissatisfaction. Attrition could be higher than modelled meaning less income than forecast (as a result of fewer customers).	

Analysis/Commentary	
Page 110	

As above

Recommendation

Increase rates as set out above. Rates can be reviewed in year and amended within 4-8 weeks. Changes in rates need political approval

Submitted by

Signature	Print Name	Date
M Hodgson	M Hodgson	12/10/23
N Stubbings	N Stubbings	31/10/23

2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Place
Director Lead		Housing, Property & Assets
Paul Walker		

Current Forecast Position

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

Review of rent subsidies for VCS (multiple cost centres)

The Council has, since 2004, applied an Equitable Rents policy to specific lettings, typically community associations whereby the rent applied is reduced to 1/3 of market value

The following table confirms the assets where Equitable Rents are currently applied.

Community Centre	Community Association	Current (Equitable) Rent p.a.
Ardleigh House Community Centre	Trustees of Ardleigh House	15700
Harold Wood Neighbourhood Centre - Gubbins Lane	Trustees of Harold Wood Neighbourhood Centre	12450
Cranham Social Centre, Front Lane	Front Lane Community Association	3205
South Hornchurch Social Hall	Trustees of South Hornchurch and Airfield Community Association	3366
Cranham Community Centre, Marlborough Road	Trustees of Cranham Community Association	15000
Forest Lodge Community Centre	Forest Row Community Association	24000
Harold Wood Social Hall and Car Park	Trustees of the New Ingrebourne Trust	3490
Rush Green Community Association	Rush Green Community Association	4999
North Romford Community Centre	North Romford Community Association	24052
Betty Strathern Centre, Myrtle Road	Briar Community Association	6714
New Windmill Hall	Trustees of New Windmill Hall Community Association	6150

Tweed Way Hall with Car Parking	Trustees of Tweed Way Hall Community Association, Holding	4925
Tweed Way Hall (Shed only)	Trustees of Tweed Way Hall Community Association, Holding	75
Mardyke Social Hall	Trustees of Mardyke Youth & Community Association,	4385
Kilmartin Way Tenants Hall (HASWA)	Trustees of Havering Asian Social Welfare Association	3800
Emerson Park Social Centre	Trustees for the Emerson Park Community Association	3869
Elm Park Assembly Hall	Trustees of Elm Park Community Association	6370
Rainham Social Hall (Brenda Blakemore Community Centre)	Trustees of Rainham & Wennington Community Association	3283
Harold Hill Community Association - Gooshays Drive	Trustees of Harold Hill Community Association	17701
	Total	163,534

Main Savings Item Description	
Anticipated reduction in FTE as a result of proposals	0.0

Savings Proposals

Savings Details	Value of Saving and Year(s)										
<p>Discussions have already been held with Cabinet Members concerning the possibility of withdrawing/reducing the rent subsidy represented by the Equitable Rent approach.</p> <p>Financial accounts are current being examined for each of the community associations as their commercial activities and financial positions vary.</p> <p>It may not be practical to immediately amend the level of subsidy due to the provisions within existing leases, so a phased implementation is more likely. For illustrative purposes: Varying existing equitable rent policy applied to community associations from 1/3 market rent to 50% market rent would generate an additional £81k p.a. Varying existing equitable rent policy applied to community associations from 1/3 market rent to 2/3rds (66%) market rent would generate an additional £163k p.a. Ceasing Equitable Rents in their entirety would theoretically generate an additional £326k p.a., but it is assumed that a significant number of community associations would surrender their leases if no subsidy were applied</p> <p>The saving's table to the right assumes that the equitable rent policy is amended to 50% subsidy over a three year period.</p>	TOTAL: £m's <i>Incremental value</i>										
	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">24/25</th> <th style="width: 25%;">25/26</th> <th style="width: 25%;">26/27</th> <th style="width: 25%;">Total</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">0.027</td> <td style="text-align: center;">0.027</td> <td style="text-align: center;">0.027</td> <td style="text-align: center;">0.081</td> </tr> </tbody> </table>	24/25	25/26	26/27	Total	0.027	0.027	0.027	0.081		
24/25	25/26	26/27	Total								
0.027	0.027	0.027	0.081								

Associated Costs					
Costing Details		Value of Costs and Year(s)			
The are no extraordinary costs associated with this measure as the amendment would be applied as BAU within lease renewal negotiations		TOTAL: £m's			
		<i>Incremental value</i>			
		24/25	25/26	26/27	Total
		0.000	0.068	0.000	0.000

Savings Net Value					
		Net Value and Year(s)			
		TOTAL: £m's			
		<i>Incremental value</i>			
		24/25	25/26	26/27	Total
		0.027	0.027	0.027	0.81

Proposed Benefits	
<p>Reduced level of ongoing rental subsidy Resultant level of subsidy is more proportionate to financial need</p>	

Identified Risks and Dependencies	
<p>Withdrawal/reduction of rent subsidy may impact upon the level of community benefit/support to local communities Delay in implementation due to lease renewal dates</p>	

Analysis/Commentary	
<p></p>	

Recommendation	
<p></p>	

Submitted by		
Signature	Print Name	Date

	Mark Butler	11/10/2023
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2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Place - Environment
Director Lead		Parks service within Public Realm, Environment Service.
Imran Kazalbash		

Current Forecast Position		
A20565.516500		
		£m
A	Budget	(0.074)
B	Current forecast	(0.074)
	Forecast variance (B-A)	0.0
C	Proposed full year forecast	(0.111)
	<u>Proposed saving (C-A)</u>	<u>(0.037)</u>
Staffing: <i>Number of FTE in area</i>		N/A
Main Savings Item Description		
Increase football pitch hire fees by 50%. Benchmark data has been used from 22/23 in London		
Anticipated reduction in FTE as a result of proposals		N/A

Savings Proposals					
Savings Details		Value of Saving and Year(s)			
Increase in potential income received. Assuming this enters the baseline in 2024/25, there will be no further incremental income generation in subsequent years, however this can be reviewed annually and benchmarked against other boroughs.		TOTAL: £0.037m's			
		<i>Incremental value</i>			
		24/25	25/26	26/27	Total
		0.037	0.0	0.0	0.037

Associated Costs					
Costing Details		Value of Costs and Year(s)			
None		TOTAL: £m's			
		<i>Incremental value</i>			
		24/25	25/26	26/27	Total
		0.0	0.0	0.0	0.0

Savings Net Value					
		Net Value and Year(s)			
<i>Add savings and costs together for each year. Value to be added to MTFS if approved</i>		TOTAL: £0.037m's			
		<i>Incremental value</i>			
		24/25	25/26	26/27	Total
		0.037	0.0	0.0	0.037

Proposed Benefits	
Potentially £0.037m additional income.	

Identified Risks and Dependencies	
Although fees are in line with some of the higher charging London Boroughs, some clubs may look for alternatives.	

Analysis/Commentary	

Fees and charges are based on the whole year lump sum, however, to compare Havering's prices to other boroughs (22/23 data), the full year amount has been divided by the number of sessions per session (32), to give a price per session. As an example:

Adult football (with pavilion):

Current year: £2,684 per year / £83.87 per session

London average: £99.90 per session

London highest: £157.95 per session

Proposed: £4,026 per year / £125.81 per session

For 2022/23, the team took the difference between the average price for London and Havering's price, and divided it by two, which was then added to the 2021/22 fees. This increased the fee from £67.82 per session to £83.87. This 23.67% increase resulted in some comments on social media, and a handful of complaints, which Havering responded to, explaining that the Council was bringing the prices more in line with other London boroughs.

Recommendation

Increase football pitch hire fees by 50%.

Submitted by

Signature	Print Name	Date
	James Rose	10/10/23

2024-25 SAVINGS TEMPLATE

Council Ward(s)
TBC

Directorate	Description of Directorate	Place
Director Lead		Regeneration Service
Paul Walker		

Current Forecast Position

This proposal is at concept stage and an outline business case needs to be developed to test the concept and to establish all of the potential costs and benefits.

Staffing: No direct Council employees	0.0
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Main Savings Item Description

Working with Mercury Land Holdings, the idea is to acquire blocks / packages of new homes at a discount from property developers. The homes acquired are intended to be a mix of Private Rented (MLH) and Affordable (Housing Revenue Account).

It is intended to prioritise the re-housing of those households in Bed & Breakfast and other third party accommodate into the newly acquired Affordable Homes. This would have the impact of reducing pressure on existing homeless budgets. It is estimated that a household placed in Bed & Breakfast costs between £5,000 to £9,000 annually, as Housing Benefit subsidy does not cover the full cost of accommodation.

Initial modelling suggests that re-housing 50 such households into HRA accommodation could save £438k per annum in irrecoverable costs.

In addition, the General Fund could benefit from on-lending returns to MLH on the PRS homes, up to £200k per annum subject to interest rate movements.

Capital Funding would be required both to promote the acquisition of PRS (c. 13m, 50 homes) and on the HRA capital programme (c. 13m, 50 homes) to acquire the affordable housing. This is underpinned by an assumption that HRA investment could be repaid within a reasonable period (30 to 40 years).

Anticipated reduction in FTE as a result of proposals	0
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Savings Proposals

Savings Details	Value of Saving and Year(s)								
<p>The savings need to be considered through further work/development of an outline business case, but the concept will require investment.</p> <p>At this stage, preliminary concept work indicates that based on an assumed acquisition of 100 homes per annum, savings are directly proportionate to the number of homes acquired. The Proposal could be scaled up subject to capital funding constraints.</p>	<p>TOTAL: £m's <i>Incremental value</i></p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>(0.6)</td> <td>(1.2)</td> <td>(1.8)</td> <td>(3.6)</td> </tr> </tbody> </table>	24/25	25/26	26/27	Total	(0.6)	(1.2)	(1.8)	(3.6)
24/25	25/26	26/27	Total						
(0.6)	(1.2)	(1.8)	(3.6)						

Associated Costs

Costing Details	Value of Costs and Year(s)								
<p>This proposal is at concept stage and an outline business case needs to be developed to help establish costs and benefits.</p> <p>The savings above are reported net of cost.</p>	<p>TOTAL: £m's <i>Incremental value</i></p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> </tr> </tbody> </table>	24/25	25/26	26/27	Total	0.0	0.0	0.0	0.0
24/25	25/26	26/27	Total						
0.0	0.0	0.0	0.0						

Savings Net Value

Savings Details	Net Value and Year(s)								
<p>This proposal is at a concept stage and an outline business case needs to be developed to help establish costs and benefits.</p> <p>At this stage, preliminary concept work indicates that this initiative could generate an additional £600k per annum, to £1.8m by 26/27.</p>	<p>TOTAL: £m's <i>Incremental value</i></p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>(0.6)</td> <td>(1.2)</td> <td>(1.8)</td> <td>(3.6)</td> </tr> </tbody> </table>	24/25	25/26	26/27	Total	(0.6)	(1.2)	(1.8)	(3.6)
24/25	25/26	26/27	Total						
(0.6)	(1.2)	(1.8)	(3.6)						

Proposed Benefits

<p>Reduction of pressure on existing homelessness budgets.</p> <p>Increasing Council controlled housing supply, reduced reliance on third party accommodation, in particular Bed & Breakfast.</p> <p>Flexibility to levy a more sustainable level of rent via HRA to TA households.</p> <p>Increases MLH PRS portfolio, to support ambition to reach sustainable 400 home target.</p> <p>Support developers complete housing developments, which are in danger of being mothballed / delayed.</p> <p>Avoiding the mothballing of sites, would increase depth of Council Tax revenue base.</p>

Identified Risks and Dependencies

<p>Risks are:</p> <p>The concept is not financially viable</p> <p>Suitable properties are not available to purchase</p> <p>Development/purchase costs impact financial viability</p> <p>Council borrowing not available when required</p>

Costs of property management, given mixed tenures.
Proposal cannot be delivered within the required timescale.

Analysis/Commentary

Recommendation

It is suggested that the concept be further developed with a view to establishing if there is likely to be a sound business case for this type of approach.

Submitted by

Signature	Print Name	Date
	Mark Butler	12/10/23

2024-25 SAVINGS TEMPLATE

Council Ward(s)
Romford Town

Directorate	Description of Directorate	Place
Director Lead		Housing, Property & Assets
Paul Walker		

Current Forecast Position

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

Cost Centre: A46550

Romford Market

Table below shows the 22/23 outturn both for a) all 4 trading days and b) Sunday trading in isolation

Sunday trading commenced in July 2020 as a 6 month pilot and was agreed for adoption in January 2021

Annual income/expenditure summary 2022/23

	All trading days	Sunday	Comments
Income (£ p.a)	375,169	42,878.00	
Staffing (Management)	237,281	68,014	
Staffing (Cleansing)	119,996	45,128	
Waste Removal (Biffa/Serco?)	54,360	13,208	Pro rata'd to determine Sunday costs
Utility costs	16,179	3,934	Pro rata'd to determine Sunday costs
Other costs	160,997	39,121	Includes business rates of £136,203 – Market Place is used as a public car park for 3 days a week, but rates liability is wholly absorbed within the Market cost centre. Liability would not diminish if Market activity ceased/diminished
Total expenditure	588,813	169,405	
Net annual surplus/deficit	213,644 Deficit	126,527 deficit	

Staffing:

Staff work 36 hours (12hours shifts) over the three original trading days (Weds, Fri, Sat) and Sundays are currently worked as overtime.

3FTE – Market management
3FTE – Cleansing (now Urbaser)

Main Savings Item Description

Anticipated reduction in FTE as a result of proposals

0.0

Savings Proposals

Savings Details

Page 123

Value of Saving and Year(s)

<p>Savings options are as follows:</p> <p>Cease Sunday trading - the above table highlights that whilst Sunday trading was originally generating a small net surplus, it now generates an annual deficit in the region of £125k. This would also free up more parking capacity in the Market Place, albeit Sunday parking is currently free.</p> <p>Review of fees and charges – pitch fees were increased in April 2023 by 3%, having been frozen since the Covid pandemic in 2020 to assist recovery. A 10% annual increase would generate c £30k p.a., once discounting Sunday trading in a) above and allowing for an element of potential fall-off in trader numbers</p> <p>Condense the footprint of the Market on trading days to the equivalent of one half of the Market Place, allowing for additional parking revenue on Monday, Weds and Saturdays (need to assess what proportion would be net 'additional' parking revenue rather than transferred from other Council car parks such as Angel Way)</p> <p>Outsource the management and operation of the Market to a private operator. Demand is untested and operator will factor in financial risk to their bid. Note also that a private operator is unlikely to accept the full burden of NNDR (£136k p.a.) when the Market Place operates as a public car park on certain days, so a proportion of this cost is likely to remain with the Council</p>	<p>TOTAL: £m's <i>Incremental value</i></p> <table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>0.125</td> <td>0.125</td> <td>0.125</td> <td>0.375</td> </tr> <tr> <td>0.030</td> <td>0.030</td> <td>0.030</td> <td>0.090</td> </tr> </tbody> </table>	24/25	25/26	26/27	Total	0.125	0.125	0.125	0.375	0.030	0.030	0.030	0.090
24/25	25/26	26/27	Total										
0.125	0.125	0.125	0.375										
0.030	0.030	0.030	0.090										

Associated Costs									
Costing Details	Value of Costs and Year(s)								
<p>There are no costs associated with implementing options a) and b) above.</p> <p>Option c) would generate some one-off capital costs to realign power supply to new locations, plus any other capex associated with a reconfigured Market</p> <p>Option d) – aside from costs relating procurement of a suitable operator, there is likely to be retained NNDR liability which is forecast at 50% in the table to the right, from April 2025 (on the basis that a private operator is unlikely to be procured for April 2024)</p>	<p>TOTAL: £m's <i>Incremental value</i></p> <table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>0.000</td> <td>0.068</td> <td>0.068</td> <td>0.136</td> </tr> </tbody> </table>	24/25	25/26	26/27	Total	0.000	0.068	0.068	0.136
24/25	25/26	26/27	Total						
0.000	0.068	0.068	0.136						

Savings Net Value												
				Net Value and Year(s)								
<p>Savings shown to the right assume options a) and b) are implemented by April 2024 but do not reflect Option d)</p> <p>Note there 'savings' are essentially measures to reduce the current trading deficit, rather than generate additional revenue against the base budget</p>				TOTAL: £m's								
				<i>Incremental value</i>								
				<table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>0.155</td> <td>0.155</td> <td>0.155</td> <td>0.465</td> </tr> </tbody> </table>	24/25	25/26	26/27	Total	0.155	0.155	0.155	0.465
24/25	25/26	26/27	Total									
0.155	0.155	0.155	0.465									

Proposed Benefits
<p>Ceasing of Sunday market trading will eliminate over 50% of the current operating deficit.</p> <p>Traders on the original trading days have expressed concern that the decision to extend trading to Sundays has in some cases led to no additional income for them, only increased hours/costs, so the move may be supported by those traders.</p> <p>Additional parking capacity will be available in the Market Place on Sundays to support local retailers</p>

Identified Risks and Dependencies
<p>Counsel has advised against making any changes to trading days (Option a) pending conclusion of the parliamentary process relating the City of London (Markets) Bill</p> <p>Increasing pitch fees (Option b) may potentially result in the loss of some existing traders to deter potential new traders from signing up.</p> <p>Reconfiguring the Market footprint (Option c) should ideally be undertaken within the context of a wider Romford Masterplan, although there is arguably nothing to prevent the reconfiguration being undertaken independently/ in advance, subject to amendment to the town centre TMO.</p> <p>Outsourcing the Market operation to a private operator (Option d) relinquishes a degree of control over the central core of Romford town centre, so would need to be subject of careful consideration as to the terms of any outsourcing agreement.</p>

Analysis/Commentary

Recommendation		
Submitted by		
Signature	Print Name	Date
	Mark Butler	11/10/2023



2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Place - Environment
Director Lead		Household Waste services within Public Realm, Environment Service
Imran Kazalbash		

Current Forecast Position	
A27535 516460: -£1.970m A27540 515460: -£0.138m	
Staffing:	N/A

Main Savings Item Description	
Increase charges for garden waste and bulky waste collections by 20%. Under the Controlled Waste Regulations (2012), Local Authorities are permitted to charge for collection of these items (but not disposal, which would fall under the ELWA Levy).	
Anticipated reduction in FTE as a result of proposals	N/A

Savings Proposals												
Savings Details			Value of Saving and Year(s)									
<p><i>Gross savings</i></p> <p>Increasing garden waste subscription charges by 20% would increase the overall income by £0.393m. For the individual customer, this represents a price increase from £70 to £84 per year, either for collection of a green bin or compostable sacks on a fortnightly basis (25 collections per year).</p> <p>Increasing bulky waste collection charges by 20% would increase overall income by £0.027m, assuming the number of collection requests remains stable. For the individual customer, this represents a price increase from £55 to £66 for 1 to 3 items, and from £14 to £17 (round up from £16.80) for each additional item.</p>			<p>TOTAL: £m's</p> <p><i>Incremental value</i></p> <table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>0.420</td> <td>0.0</td> <td>0.0</td> <td>0.420</td> </tr> </tbody> </table>		24/25	25/26	26/27	Total	0.420	0.0	0.0	0.420
24/25	25/26	26/27	Total									
0.420	0.0	0.0	0.420									

Associated Costs												
Costing Details			Value of Costs and Year(s)									
<p><i>Description of related costs e.g. Re-provisioning Costs (if stopping a service)</i></p> <p><i>The Council will continue to market the services to improve customer participation, Marketing costs are funded through current allocated budgets.</i></p>			<p>TOTAL: £m's</p> <p><i>Incremental value</i></p> <table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> </tr> </tbody> </table>		24/25	25/26	26/27	Total	0.0	0.0	0.0	0.0
24/25	25/26	26/27	Total									
0.0	0.0	0.0	0.0									

Savings Net Value												
			Net Value and Year(s)									
<p><i>The expected nett result would be an increase in income of £0.420m.</i></p>			<p>TOTAL: £m's</p> <p><i>Incremental value</i></p> <table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>0.420</td> <td>0.0</td> <td>0.0</td> <td>0.420</td> </tr> </tbody> </table>		24/25	25/26	26/27	Total	0.420	0.0	0.0	0.420
24/25	25/26	26/27	Total									
0.420	0.0	0.0	0.420									

Proposed Benefits				
<p>An increase in income for Havering of £0.420m, comprising £0.393m for garden waste and £0.027m for bulky waste.</p>				

Identified Risks and Dependencies				
<p></p>				

The increased bulky waste charges would average at £20 per item for 5 items which is towards the upper end when compared to other Authorities, however it is likely that other authorities will increase their prices. The current average Garden Waste fees across London for those who charge is approximately £70, again this is likely to increase as other Authorities may increase charges for next year.

Analysis/Commentary

This is an opt-in service for residents, free disposal of garden waste and bulky waste is available at recycling centres.

Recommendation

To increase the subscription price for garden waste collections to £84 and increase the cost of bulky waste collections to £66 for 1 to 3 items, and £17 for each item thereafter.

Submitted by

Signature	Print Name	Date
J Ager	J Ager	12/10/23

2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Place - Environment
Director Lead		Highways – Gully Cleaning, Environment Service. Reduction in frequency of gully cleaning
Imran Kazalbash		

Current Forecast Position	
Cost centre A27020 Current Budget £0.324 Current Forecast £0.324	
Staffing:	NA
Main Savings Item Description	
<p>The council aims to clean each gully once per year on average. Hot spots are cleaned more frequency and reports / ad hoc cleans also completed when needed.</p> <p>In recent years, the asset data set has improved significantly, and more knowledge of the asset gained.</p> <p>Reducing the cleaning cycle to 15 monthly, rather than 12 monthly, would save c£0.075m. Hot spots and reports would still be attended to.</p> <p>There would be limited appreciable reduction in level of service generally, although the risk of some gully's becoming blocked between cleans increases. This can be managed through ad hoc visits</p>	
Anticipated reduction in FTE as a result of proposals	0.0

Savings Proposals					
Savings Details		Value of Saving and Year(s)			
		TOTAL: £m's			
		<i>Incremental value</i>			
		24/25	25/26	26/27	Total
		0.075	0.0	0.0	0.075

Associated Costs					
Costing Details		Value of Costs and Year(s)			
Cost would be contained within existing budgets		TOTAL: £m's			
		<i>Incremental value</i>			
		24/25	25/26	26/27	Total
		0.0	0.0	0.0	0.0

Savings Net Value					
		Net Value and Year(s)			
		TOTAL: £m's			
		<i>Incremental value</i>			
		24/25	25/26	26/27	Total
		0.075	0.0	0.0	0.075

Proposed Benefits	
Reduction in expenditure	

Identified Risks and Dependencies	
Slight increase in risk of standing water in highway.	

Analysis/Commentary	
As above	

Recommendation

As set out above. Reduce cleaning cycle to 15 monthly but do not change approach to hot spots and ad hoc call outs.

Submitted by

Signature	Print Name	Date
Mark Hodgson	Mark Hodgson	12.10.23

2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Place – Environment
Director Lead		Household Waste Collection services, Environment service
Imran Kazalbash		

Current Forecast Position	
£0.080m overspend for waste and street cleansing under new integrated contract for 23/24.	
Staffing:	N/A
Main Savings Item Description	
Introduce alternate weekly collections for residual waste and recycling, along with the government-mandated separate food waste collection.	
Anticipated reduction in FTE as a result of proposals	N/A

Savings Proposals

Savings Details	Value of Saving and Year(s)								
<p>Of 41 Essex and London boroughs surveyed, 23 collect residual waste on a fortnightly basis, all of them offering a weekly collection of food waste alongside this. Nationally, 257 local authorities in England collect residual waste on a fortnightly basis, with just 59 collecting it weekly, and 8 collecting 30 weekly.</p> <p>Authorities with the highest recycling rates are generally those collecting residual and recycling waste on alternate weeks (AWC)</p> <p>A reduction in collection frequency for residual waste, along with a comprehensive recycling and separate food waste collection service, has been proven to reduce overall household waste. In Bexley, considered a “nearest neighbour” to Havering based on demographics, rurality and housing make-up, the reduction was 8%.</p> <p>Applied to Havering, even with a more conservative estimated reduction of 5%, this has the potential to generate overall waste disposal savings of up to £0.500m. This does not take into account the cost of food waste collections, which may be funded centrally through New Burdens due to legislative requirements.</p> <p>The financial impacts assume the provision of wheelie bins for residual waste and recycling, with associated costs for fitting bin lifts to vehicles. Capital costs could be reduced by £5m if the alternate weekly collections were introduced without the provision of wheelie bins, however there are risks around the lack of containment for waste, both in terms of increased spillages from animal attack, as well as the unchecked presentation of waste, therefore potentially defeating one of the objectives of waste reduction. This may result in demand for increases to the collection resource, negating any potential benefit.</p> <p>It should be noted that further savings are likely to be achieved through a reduction in overall waste tonnages, leading to lower disposal costs through the ELWA Levy. This may reach in the region of £0.500m, however is impacted by various factors, including inflation, services provided by other ELWA boroughs, population changes, etc.</p>	<p>TOTAL: £m's <i>Incremental value</i></p> <table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>0.0</td> <td>TBC</td> <td>0.0</td> <td>TBC</td> </tr> </tbody> </table>	24/25	25/26	26/27	Total	0.0	TBC	0.0	TBC
24/25	25/26	26/27	Total						
0.0	TBC	0.0	TBC						

Associated Costs

Costing Details	Value of Costs and Year(s)								
<p>£5m Upfront Capital outlay for bin lifts for vehicles of £0.387m, plus £4.670m to purchase bins, etc., assuming the UEL of 5 years and a midyear purchase MRP borrowing costs estimated to be £1.302 per annum.</p> <p>It should be noted that reductions in tonnages will impact on the LEVY which is held corporately.</p>	<p>TOTAL: £m's <i>Incremental value</i></p> <table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> </tr> </tbody> </table>	24/25	25/26	26/27	Total	0.0	0.0	0.0	0.0
24/25	25/26	26/27	Total						
0.0	0.0	0.0	0.0						

Savings Net Value		Net Value and Year(s)																	
<p>Nett revenue saving of £0.835m in year one as a result of resource reductions to deliver the services, but once this saving is taken, there is unlikely to be any further saving without additional interventions.</p> <table border="1"> <tr> <td>Resource Adjustments for AWC</td> <td>(£0.835m)</td> </tr> <tr> <td>Food waste Service (revenue)</td> <td>£2.000m (assume Gov funded)</td> </tr> <tr> <td> </td> <td> </td> </tr> </table>		Resource Adjustments for AWC	(£0.835m)	Food waste Service (revenue)	£2.000m (assume Gov funded)			<p>TOTAL: £m's <i>Incremental value</i></p> <table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>0.0</td> <td>TBC</td> <td>0.0</td> <td>TBC</td> </tr> </tbody> </table>				24/25	25/26	26/27	Total	0.0	TBC	0.0	TBC
		Resource Adjustments for AWC	(£0.835m)																
Food waste Service (revenue)	£2.000m (assume Gov funded)																		
24/25	25/26	26/27	Total																
0.0	TBC	0.0	TBC																

Proposed Benefits
<p>Nett revenue saving of £0.835m in year one, but once this saving is taken, there is unlikely to be any further saving without additional interventions.</p>

Identified Risks and Dependencies
<p>Further modelling is required to ascertain any changes in market rates and consumer behaviour. Proposal based on pricing schedule provided by Urbaser at the time of bid, however, does not reflect inflationary costs, and assumes the cost of the food waste - scheme capital and revenue is funded by Central Government. If this funding does not come forward, this would represent an additional pressure of £2.2m capital and £2m annual operational revenue costs.</p> <p>Requires 12 month lead in time</p>

Analysis/Commentary

Recommendation						
<p>Introduce alternate weekly collections of residual waste and recycling, including the introduction of separate food waste collections, in line with the Environment Act 2021.</p>						
Submitted by						
<table border="1"> <thead> <tr> <th>Signature</th> <th>Print Name</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>J Ager</td> <td>J Ager</td> <td>12/10/23</td> </tr> </tbody> </table>	Signature	Print Name	Date	J Ager	J Ager	12/10/23
Signature	Print Name	Date				
J Ager	J Ager	12/10/23				

2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Place - Environment Highways, Environment service.
Director Lead		Reduce expenditure in
Imran Kazalbash		Highways General / Reactive Maintenance

Current Forecast Position	
<p>Highways General / Reactive Maintenance A27002 Budget £3.572mm Forecast £3.602m</p>	
Staffing:	NA

Main Savings Item Description
<p>By exercising a strict regime of only doing essential and statutory work, and declining requests that are in addition to this, small savings in each of the below areas could be made.</p> <p>Highways General / Reactive Maintenance By adopting an approach to only carry out essential work would generate a small saving. No requests for damaged items like benches would be accommodated. Bent but safe posts would remain. Non-mandatory advisory signs would not be replaced. Small knee rail fencing would be removed and not replaced if damaged. Bollards, except where their presence prevents future damage would not be replaced. Small defects/ trips in the footways would remain until they meet safety intervention levels. All flag paving defects would be replaced with poured materials – concrete or tarmac. Higher specification natural stone areas would not be maintained like for like. More expensive street furniture would be replaced with lower specification products when damaged. (£0.100m reduction in expenditure)</p>

Anticipated reduction in FTE as a result of proposals	0.0

Savings Proposals				
Savings Details	Value of Saving and Year(s)			
	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.100	0.0	0.0	0.130

Associated Costs				
Costing Details	Value of Costs and Year(s)			
Cost would be contained within existing budgets	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.0	0.0	0.0	0.0

Savings Net Value				
	Net Value and Year(s)			
	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.100	0.0	0.0	0.100

Proposed Benefits
Reduced expenditure

Identified Risks and Dependencies
Risks around insurance and safety would need to be managed

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Analysis/Commentary

As above

Recommendation

As set out above.

Submitted by

Signature	Print Name	Date
M. Hodgson	M. Hodgson	11.10.23

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2024-25 SAVINGS TEMPLATE

Council Ward(s)

All

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

Current Forecast Position

A2185E Original Budget 2,533,790; Forecast 2,611,283 Variance 77,493

- Variance due to extra costs placed on library service due to hosting of community hubs, income targets that remain unachievable in a post-covid environment and reliance on agency roles to cover service-critical functions pending restructure as a result of Council's VR programme

Staffing: *Number of FTE in area*

38.36FTE

Main Savings Item Description

Savings to the library budget that would result in:

- 1) A reduction in the number of libraries in Havering, consulting on the principle that some may be required to close as part of the Council's budget savings programme and to focus the service on areas with the greatest need in the Borough, amongst other factors. Notional saving of 0.300m put forward.
- 2) 61% one-off reduction to the service stock budget, the maximum deliverable as the balance is tied up in contractual obligations. This would result in the service purchasing no hard copy stock during 24/25. This would deliver a saving of £0.161m in 24/25. It is proposed that the stock budget is reduced by £0.030m in 25/26 and 26/27.

0.0

Savings Proposals

Savings Details	Value of Saving and Year(s)								
<p><i>Gross savings</i> Savings will depend on the number of libraries that would close and what happens to those buildings (i.e. whether they are disposed of immediately or whether they are effectively 'mothballed').</p> <p>The gross (unadjusted for income targets) average annual running cost of a branch library (24 hours per week) is 0.121, and the average cost of a main library (50 hours per week) is 0.288m</p> <p>Figures are based on overall saving target of 0.300m in year 1.</p> <p>Gross saving of book stock reduction = 0.161m in 24/25 and 0.030m in years 25/6 and 26/7</p>	<p>TOTAL: £m's <i>Incremental value</i></p> <table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>0.461</td> <td>0.030</td> <td>0.030</td> <td>0.521</td> </tr> </tbody> </table>	24/25	25/26	26/27	Total	0.461	0.030	0.030	0.521
24/25	25/26	26/27	Total						
0.461	0.030	0.030	0.521						

Associated Costs

Costing Details	Value of Costs and Year(s)								
<p><i>Description of related costs e.g. Re-provisioning Costs (if stopping a service)</i> Closing a library will incur ongoing expenditure that would become a corporate responsibility including business rates (payable in full save for 3-month empty premises relief), building security and minimum utility costs etc.</p> <p>Further costs related to potential redundancies have not at this stage been factored in.</p>	<p>TOTAL: £m's <i>Incremental value</i></p> <table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>0.030</td> <td>0.030</td> <td>0.0</td> <td>0.0</td> </tr> </tbody> </table>	24/25	25/26	26/27	Total	0.030	0.030	0.0	0.0
24/25	25/26	26/27	Total						
0.030	0.030	0.0	0.0						

Savings Net Value

Add savings and costs together for each year. Value to be added to MTFS if approved	Net Value and Year(s)								
	<p>TOTAL: £m's <i>Incremental value</i></p> <table border="1"> <thead> <tr> <th>24/25</th> <th>25/26</th> <th>26/27</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>0.431</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> </tr> </tbody> </table>	24/25	25/26	26/27	Total	0.431	0.0	0.0	0.0
24/25	25/26	26/27	Total						
0.431	0.0	0.0	0.0						

Proposed Benefits

The primary benefit to these proposals is to address the Council's financial position.

Identified Risks and Dependencies

Consultation on principle that some libraries should close must be followed by separate and specific public consultation meeting the Gunning principles. Proposals would be likely to be subject to significant local public and political opposition and there is a significant risk of Judicial Review if the council does not follow due process.

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

Analysis/Commentary

"Libraries serve a manifold role. They provide books, periodicals, digital resources — information! — curated and stewarded by experts. And they take up the slack of countless underfunded or disappeared social programmes. Public libraries are English teachers, job hunters, after-school administrators, technology trainers and citizenship educators. They are cooling and heating centres and refuges. They serve the very young and the very old. They are, in effect, crucial twin engines of democracy and economic growth." – Financial Times Jan 6 20203

Reducing the number of libraries in Havering is likely to disproportionately impact the poor and/or vulnerable, for whom free access to information and technology is a vital part of navigating the modern world.

Reducing the number of libraries in the Borough de facto increases the catchment area (and therefore served population) of each library.

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

Recommendation

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

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

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



2024-25 SAVINGS TEMPLATE

Council Ward(s)
N/A

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

Current Forecast Position	
<p><i>Current Forecast position as reported to EMT for period 5. Include the cost centre(s) original and revised budget and forecast variance.</i></p> <p>Minor underspend reported at P.5 for cost centre A23200 of (9,465)</p>	
Staffing: 13fte	

Main Savings Item Description
<p><i>E.g. 15 agency staff across Strategic Directorate</i> This saving relates to <u>additional income</u> for Ceremonies for 24/25 onwards.</p> <p>The Registration Service plan to achieve this via a re-branding/re-launch of weddings and ceremonies in Havering planned for Spring 2024; more promotion via social media; increase in marketing activities e.g: wedding fairs/open evenings and via a fee increase on a range of non-statutory ceremonies effective from 1 April 2024.</p> <p>It is anticipated all these measures will help to raise the profile of weddings at Langtons House and generate an increase in bookings of 10%.</p> <p>To provide some background, the range of Ceremonies that the Service offers is extensive and varies in price according to day of the week and whether it is High or Low Season. Fees start from £350 for a basic ceremony in Low Season to £3,300 for an exclusive package in High season. To meet the saving/additional income, the target number of ceremonies for 24/25 will be 776 and a fee increase applied to each of the ceremonies, fair and proportionate to the fee and based on demand and popularity.</p> <p>It is hoped that the combination of increased booking coupled with the increases in fees will deliver the proposed saving of £50k per year.</p> <p>(Assumes exemption remains in place for inflation exemption on this cost centre, so any fee increase contributes towards the saving/additional income)</p>

Anticipated reduction in FTE as a result of proposals	None
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Savings Proposals				
Savings Details		Value of Saving and Year(s)		
<i>Gross savings</i>				
As above. Additional income generated via weddings/ceremonies		24/25	25/26	26/27
		Total		
		0.050	0.0	0.0
		0.0		

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

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

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

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


Analysis/Commentary
Page 143

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Recommendation

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Submitted by

Signature	Print Name	Date
	Louise Roast	26.10.23



2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

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

Current Forecast Position

The PH reserve accumulated during the pandemic when spend on activity based services dropped and some staff costs were charged to the COMF. The reserve was £2.8m at start of 23/24.

Prior to the request for savings proposals the plan has been to use the PH reserve to

- delay the impact on the MTFS of a previous decision to invest £867K more in the 0 -19 HCP
- meet any increase cost of existing commissioned services due to demographic and / or cost of living pressures
- invest more to fill gaps in the local health improvement offer identified with NHS partners through the borough partnership (smoking cessation and obesity services)

Currently expecting to draw down circa £300K in 23/24 reducing reserve to £2.5m at year end.

Likely to draw down a further £500K in 24/25 and similar amount in 25/26 reducing reserve to £1.5m.

Main Savings Item Description	
<p>The proposal is that an additional £500K be charged against the reserve in 24/25 and 25/26 to prevent the closure of services that otherwise would have to be cut and that are eligible for funding from the PHG.</p> <p>Next steps: -</p> <ol style="list-style-type: none"> 1. Thus far two bids have been received that appear to be eligible for charging against the PH reserve <ul style="list-style-type: none"> • community hubs (£84K pa) – not a statutory function; hosts food banks that contribute to reducing obesity which is a priority in the joint health and wellbeing strategy and supports Council's aspiration to mitigate cost of living crisis. • the Farringdon Road hostel (£350K pa) – serves to reduce street homelessness which is not a statutory duty but is a priority in the joint health and wellbeing strategy as street homeless have amongst the worst health outcomes of any group. <p>In the absence of further bids, agree health and wellbeing outcomes to be delivered by each service and mechanism whereby DPH can get reassurance regarding delivery.</p> <ol style="list-style-type: none"> 2. Check on eligibility of existing services charged to the PHG in light of recent guidance from ADPH; agree outcomes and oversight mechanism. Where services appear ineligible – identify alternative recipients of funding so there is no impact on overall financial position. 	
Anticipated reduction in FTE as a result of proposals	0.0

Savings Proposals				
Savings Details	Value of Saving and Year(s)			
	TOTAL: £m's			
	24/25	25/26	26/27	Total
	0.5	0.5		

Associated Costs				
Costing Details	Value of Costs and Year(s)			
Savings Net Value				
	Net Value and Year(s)			
	TOTAL: £m's			
	24/25	25/26	26/27	Total

Proposed Benefits
Page 146

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Identified Risks and Dependencies

- There is no certainty about the PHG - indicative allocations for 24/25 have been published suggesting a below inflation increase.
- Possibility that Councils will be instructed by SoS to pay AfC increases to NHS providers
- Further assurance is needed regarding the eligibility of the services already charged to the PHG in the light of guidance issued by ADPH in 2023 that stated that primary purpose of spend should be to improve health and wellbeing and not to meet another statutory duty on the Council.

Analysis/Commentary

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Recommendation

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

Submitted by

Signature	Print Name	Date
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2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

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

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

Savings Proposals				
Savings Details	Value of Saving and Year(s)			
<i>Gross savings</i> Post value is of the order of £100k in the new structure – final figure to be confirmed	24/25	25/26	26/27	Total
	0.100	0.0	0.0	0.0

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

Savings Net Value				
				Net Value and Year(s)
				TOTAL: £m's <i>Incremental value</i>
	24/25	25/26	26/27	Total
	0.100	0.0	0.0	0.0

Proposed Benefits
This is a funded post in the new structure

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

Analysis/Commentary

Recommendation		
Submitted by		
Signature	Print Name	Date
	Richard Tyler	19.10.23



2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate		
		Resources	Communications
Director Lead			
Marcus Chrysostomou			

Current Forecast Position	
<i>Current Forecast position as reported to EMT for period 5. Include the cost centre(s) original and revised budget and forecast variance.</i>	
On budget for P5	
Staffing:	

Main Savings Item Description	
Anticipated reduction in FTE as a result of proposals	0

Savings Proposals				
Savings Details	Value of Saving and Year(s)			
<p>Look at making the most of our assets for advertising. This includes a new contract for wide format boards, roundabouts and lamp post advertising. It also includes looking at car parks, railings, rubbish trucks and other Havering owned vehicles.</p> <p>This will be a rolling plan to build income.</p>	TOTAL: £m's			
	<i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.050	0.070	0.120	

Associated Costs	
Costing Details	Value of Costs and Year(s)

	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.000	0.000	0.000	0.000

Savings Net Value				
		Net Value and Year(s)		
This is an income target	TOTAL: £m's <i>Incremental value</i>			
	24/25	25/26	26/27	Total
		0.050	0.070	0.120

Proposed Benefits
Reduce cost of communications budget.

Identified Risks and Dependencies
This is a conservative estimate. However, it also depends on resource to help do the work. Secondly, it also depends on planning, procurement and legal support.

Analysis/Commentary
We will need to bring in a marketing and commercial manager to help deliver this activity. This is an invest to generate income opportunity. This is why there is a conservative estimate.

Recommendation
That we recruit a marketing and commercial manager on a two year contract to support this work. There is budget in communications to pay the majority of the salary and the rest will be subsidised by income.

Submitted by		
Signature	Print Name	Date
Marcus Chrysostomou	Marcus Chrysostomou	19/10/23



2024-25 SAVINGS TEMPLATE

Council Ward(s)
All

Directorate	Description of Directorate	Resources
Director Lead		Communications
Marcus Chrysostomou		

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

Savings Proposals				
Savings Details	Value of Saving and Year(s)			
Stop all Christmas spending in 2024 e.g. tree, lights, events	TOTAL: £m's			
	<i>Incremental value</i>			
	24/25	25/26	26/27	Total
	0.133			

Associated Costs					
Costing Details		Value of Costs and Year(s)			
		TOTAL: £m's			
		<i>Incremental value</i>			
		24/25	25/26	26/27	Total
		0.000	0.000	0.000	0.000

Savings Net Value					
		Net Value and Year(s)			
		TOTAL: £m's			
		<i>Incremental value</i>			
		24/25	25/26	26/27	Total
			0.133	0.000	0.000

Proposed Benefits	
Savings to the communications budget.	

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

Analysis/Commentary	
The Council could mitigate by seeking that our communities and businesses fund next year. This year we received £12,600 in sponsorship. However, there is no guarantee enough sponsorship can be brought in to cover all costs. A saving relating to the events team is not recommended as there are other events taking place during the year and the team will be taking on all parks events which brings in an income of around £32k a year. The team will work to grow this.	

Although this is a hard saving to make, it is recommended that full consideration is given to making this saving early allowing us time to work with communities and businesses to look at some form of mitigations.

Submitted by

Signature	Print Name	Date
Marcus Chrysostomou	Marcus Chrysostomou	13/10/23

Appendix B – BUDGET OPTIONS CONSIDERED BUT REJECTED

Option proposed	Amount (M)
Reduce the Street Cleansing Service by cleaning some areas less. The appearance of the street scene and public realm remain a priority.	£0.250
Move to a fully digital app only service for paying to park and do not install any new pay machines. The Council recognises that customers need choices to pay for these services, smaller parking sites will be app only. Where machines are out of order customers must pay for services through the app. Cash and card transactions will be also available at paypoints in shops for customers who cannot access the app	£0.050
Queens Theatre – remove core grant, either in full or staged to allow time for the Theatre to identify alternate sources of income. This is not considered because the core grant enables the Theatre to attract additional income, the core costs for running the building has increased significantly. The removal of the core grant could also impact on their ability to deliver their social inclusion projects.	£0.3m Or £0.1m per year for 3 years
Reduce staff at Contact centre 25% and 50% and promotion of digital online solutions – Rejected by Members because the council is committed to maintaining the contact centre offer to residents, ensuring accessible channels for all and quality of our customer service remains one of the top three priorities for the administration	£0.5m for 25% staff reduction £1m for 50% staff reduction

<p>Reduce libraries estate significantly – to one or two main sites.</p> <p>A reduction of the library estate down to delivery from one or two libraries is not recommended by officers. It is highly unlikely that such provision would meet a test of “comprehensive and efficient” local service that is our statutory obligation. While Councils can take their available resources into account when deciding how to deliver their public library service, such decisions must be based on needs assessments.</p> <p>The size of the borough and its populations and the nature of the borough with specific areas of deprivation and vulnerability, notwithstanding the borough’s nature as one of the “oldest” populations in the country coupled with one of the largest growth in children’s numbers would make an estate reduction to 1 or 2 libraries unlikely to satisfy any test of “comprehensive and efficient”.</p> <p>On that basis the proposal has been rejected.</p>	<p>Potentially up to 1.6m</p>
<p>Remove free half hour Parking : This has been rejected as the Council is committed to continuing free parking for the first half hour to support businesses in the borough</p>	<p>£1m</p>
<p>Remove all school crossing patrols – There are currently 8 sites being progressed for removal, the proposal extends this to remove the 5 remaining sites.</p>	<p>£0.027m</p>
<p>Remove free parking for blue badge holders in car parks</p>	<p>£0.020m</p>

Reduce grass cutting from 10 cuts to 5 in growing season	£0.136
CCTV –Reduction in extent of monitoring hours (current service is 24 hours a day, 7 days a week). This has been rejected as selective monitoring would ignore current high risk, high harm times of day/night. In addition, night time economy premise licenses require membership of Safe and Sound (Town Centre radio link) which would then be unmonitored.	£0.020- £0.074m depending on extent of service reduction
Review of ASB tenants to release property. May take some time as any evictions need to go through the courts. This has been rejected as it may end up costing more money as the burden on accommodating the families evicted may fall on Childrens Services.	n/a

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CABINET

Subject Heading:

Annual Review of the Community Safety Plan 2022-25

Cabinet Member:

Councillor Barry Mugglestone

SLT Lead:

Neil Stubbings, Strategic Director of Place

Report Author and contact details:

Diane Egan

Diane.egan@havering.gov.uk

01708432927

Policy context:

People will be safe, in their homes and in the community. The Council has a statutory duty under the crime and disorder act 1998 to produce a annually refreshed community safety plan

Financial summary:

Costs of all projects are met through existing funding streams. Reduction in staffing levels in the Community Safety Service may reduce the ability to fulfil this plan.

Is this a Key Decision?

(c) Significant effect on two or more Wards

When should this matter be reviewed?

October 2024

Reviewing OSC:

Places OSSC

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.

SUMMARY

This report provides a progress update on the Community Safety Plan approved by Cabinet in October 2022 and provides recommended priorities for the Havering Community Safety Partnership for 2023-25.

RECOMMENDATIONS

That Cabinet:

1. Notes the update on the implementation of the Community Safety Plan set out in this Report.
2. Approve the priorities for action for the period 2023-25 set out at para 3 of this Report.

REPORT DETAIL

1. Background

The Crime and Disorder Act 1998 requires Community Safety Partnerships (CSPs) to develop a three-year plan which sets out how the statutory partners will work together to tackle crime and disorder. The CSP is required to review the plan annually. Cabinet approved the 3-year community Safety plan in October 2022.

2. 2022-23 progress against agreed objectives

2.1.Reducing Violence

2.1.1. Establish a violence reduction strategic group

In line with the New Serious Violence duty that went live in January 2023, a Violence Reduction Strategic Group has been established, it will be chaired by the Superintendent for Neighbourhoods and will oversee the implementation of the Serious Violence Reduction Strategy.

2.1.2The provision of a night marshal service in Romford Town Centre (RTC)

Funding has been secured from the MOPAC Violence Reduction Unit to continue the provision of the Night Marshalls in RTC to March 2025. The Marshalls patrol every Friday and Saturday night from 10pm to 4am.

2.1.3 Continued development of the Safe and Sound partnership to tackle crime and disorder linked to the day and night time economy

Safe and sound continue to go from strength to strength. WAVE training has been provided to staff and ongoing work has been delivered with all partners to tackle violence in the town centres.

2.1.4 Targeted days of action in identified violence hotspots

Operation Yamhill has been delivered to focus policing and council resources to specific hotspot areas; making use of a wide range of policing and council enforcement tactics and disruption powers to reduce, violence, drug use/supply and ASB. The one-day initiative per month has been delivered across borough hotspots focusing on crime and ASB. This partnership approach has led to a reduction in crime and ASB in Havering.

2.1.5 Improved use of Knife Crime Prevention orders in Havering

Knife Crime Prevention Orders (KCPO's) came to an end in March 2023, this had been extended in order to allow an independent evaluation to take place. Results are not known. However, going forward there is the expectation for Serious Violence Reduction Orders (SVROs) to replace them. The court will be able to make an SVRO when an adult (aged 18 or over) is convicted of an offence involving a bladed article or offensive weapon. These orders will help to tackle prolific, high-risk offenders, by making it easier for police to search them for weapons.

2.2 Tackling Violence against Women and Girls (VAWG)

2.2.1 Refresh of a 3 year VAWG action plan

The VAWG action plan has been revised in line with both the Government VAWG strategy, DA Act 2021 and MOPAC VAWG strategies. The VAWG strategic group meets quarterly to oversee the implementation of the action plan and quarterly reports are received by the HCSP

2.2.2 Recommissioning of Refuge provision within Havering

HWA were successful in securing the contract for this refuge provision in Havering with the, award of a 5year contract with a potential 2-year extension. This funds 23 bed spaces across two refuges.

2.2.3 Strengthening of the Independent Domestic Violence Advocacy Service for Havering

We have expanded this IDVA provision. We now have 1 senior IDVA and 2 full time IDVA's in post. During in 2022-23, 461 cases were supported by the IDVA service.

2.2.4 Relaunch of the Domestic Abuse Champions Scheme

The Domestic Abuse Champions scheme has been refreshed in 2022. Delegates must attend Domestic Abuse awareness training and RIC training to be a champion. There is an increased number of schools champions. During 2022-23, 52 delegates achieved Champion status.

2.2.5 Provision of Domestic Abuse awareness training

Both Domestic Abuse awareness and risk assessment training is delivered by the community safety team via the Councils Safeguarding Training programme. A total of 5 sessions were delivered and 142 delegates attended.

2.2.6 Commissioning of a Domestic Abuse Perpetrator programme for Havering

Cranstoun have been awarded this contract to provide the Men and Masculinities programme until March 2025. During 2022-23, 27 perpetrators were supported.

2.2.7 Delivery of a weekly Domestic Abuse Multi Agency Risk Assessment Conference (DVMARAC) to ensure high risk victims of domestic abuse are identified and supported.

A Weekly DV MARAC is held every Wednesday. 492 cases were referred to MARAC in 2022 and a total of 132 were repeat cases. This equates to 26.8% which is within the Safe Lives benchmark of between 24 and 40 % of MARAC cases.

2.3 Reducing reoffending

2.3.1 Development of a 3 year reducing reoffending action plan for Havering

Due to changes within Probation nationally and the delayed launch of their new reoffending strategy, this has been delayed. Work will begin on this in 2023.

2.3.2 Provision of the Integrated Offender Management Scheme and associated risk panel

The Havering IOM is running very well and received an excellent review from the IOM Central Team review in December 2022. The New Pan London IOM Framework has come into effect from 2023. Havering are falling in line with the standardised ways of working which requires changes to our RAG system, referral criteria, recording of information and stakeholder involvement. Some changes are only slight (i.e. RAG), however some are more labour intensive across the partnership. MOPAC are funding new mental health workers through TogetherUK to work with local IOM teams. They will attend panels, advise professionals, complete assessments etc.

For 2022/23 on average, 61 individuals were on the IOM cohort each month (15% increase on last year's average). This breaks down to 90% Male and 10% Female. 20 New Cases were taken on at IOM in 2022/23 and 23 individuals were removed. 11 were removed due to successful completion of the IOM programme. A further 10 were transferred out of borough. Each month, on average 2 people increased in RAG (indicating additional risk or concern), and 4 people decreased in RAG (indicated reduced risk or concern). Overall this represents a positive picture. A snapshot of substance use and mental health was taken at the end of 2022/23, this showed 47

individuals used drugs, 23 had alcohol problems and 41 suffered with mental health issues.

2.3.3 Provision of the Multi-Agency Public Protection Arrangement (MAPPA).

MAPPA is running well and is coordinated by the Probation Service. Cases of high importance and risk (Level 3) are chaired by the BDH Head of Service for Probation. Cases of medium to low level of risk are overseen at the level of Senior Probation Officer. Where MAPPA cases have been flagged at other risk management panels i.e.: IOM, SGV, and DV MARAC. Those risk management panels will link in with MAPPA and MAPPA will lead on any case that is rated at Level 2 and above.

2.3.4 Roll out of ECINs case management system to enhance information sharing with partners.

IOM Central has confirmed that the ECINs Data Sharing Agreement has been signed by all necessary partners. Basic training has been offered to stakeholders and was completed on 25/05/2023. The E-cins data sharing platform has been approved for IOMs use. Data on boarding for Havering IOM is expected to be completed at the end of Q2/ beginning of Q3.

2.3.5 Continued provision of the Council funded police team to tackle know offenders within Havering.

Funding has been secured to continue funding for the Council funded police team to March 2024. The team has arrested 172 suspects during 2022. The arrests have been for a range of offences, most of which are indictable and are a result of pro-active and intelligence led policing. I include a breakdown of the offences below:

- Theft of/Handling Stolen Vehicles = 34
- Burglary Residential = 18
- Possession of offensive weapons, firearms, bladed articles = 11
- Drug supply/possession = 24
- Robbery = 14
- Miscellaneous offences = 71

2.4 Tackling Serious Youth Crime and criminal exploitation

2.4.1 Delivery of the monthly Serious Group Violence Panel

The Serious Group Violence panel takes place on the 3rd Thursday of each month. This panel reviews youth violence incidents which young people (aged 10-25) have been involved in within the borough of the previous 4 weeks. Both perpetrators and victims are brought to stakeholder's attention to ensure no one slips through the gaps and that plans are put in place for young people and their families to receive the right level of support in order to desist from crime.

2.4.2 Delivery of the monthly Multi Agency Child Exploitation panel

The MACE Panel is delivered by the Youth Justice Service. Community Safety does not deliver the MACE panel, but attends as a member and provides monthly updates. The Youth Justice Board receives regular reports on the progress of the Panel. The Integrated Adolescent Safeguarding Service is currently reviewing how MACE and current risk panels feed into each other

2.4.3 Further development of the Havering Vulnerability Index to identify young people at risk of exploitation.

SGV Vulnerability Index continues to monitor individuals displaying vulnerability to involvement in serious violence, as victims and/or perpetrators. The index has now been in place for three years. Consideration will now be made to review the standing criteria and if any additions/amendments are appropriate to stay with current trends in serious violence. In January 2023, 133 individuals were identified by SGV Panel and the Index as being vulnerable to involvement in serious group violence. 67% were new additions in the last year. Of those, 99 – 74% - came to the attention for weapon possession/ victim or perpetrator of a stabbing/ group violence or weapon related incident/ on gang violence matrix (now Harm Index). The remainder hit multiple criteria indicating complex need. When reviewing individuals on the index in January 2023 compared to January 2022 by criteria, there was a major increase in the number of individuals coming to attention for weapon possession- a 48% compared to the previous year. While the number of individuals coming to attention as victims or perpetrators of serious violence (stabbings or GBH incidents) reduced.

An anonymous review has also been completed by the SGV with its multi-agency panel members, to gauge if the meeting is fit for purpose. The results from partners showed strongly that the product and information is very good, represent the local picture and provides a good platform for multi-agency work.

2.4.4 The recommissioning of a Mentoring Service for young people at risk of Serious Youth Violence and Criminal Exploitation.

The Serious Group Violence Mentoring Service has been successfully recommissioned and will run will to the 31st March 2025 with an option of 2 x 12 month extensions. The successful bidder was Lifeline who are working 2.5 days per week with those aged 10-18 and 2.5 days per week with those who are aged 18-25. The majority of work takes place within the community, however mentors are based within adult and youth probation building in order to build better relationships and aid referrals. In year 1 of Lifelines contract they managed to work with 50 different young people, delivering 495 mentoring sessions. Of note 81% of all over 18's being worked with did not get any new convictions. 2 out of the 3 who did, breached their CBO and one was in possession of a knife. Going forward Lifeline will be expected to deliver 650 sessions per year.

2.4.5 Awareness raising with Young people and families of the risk of being drawn into exploitation

Schools, Safer Schools Police Officers and the Education team are proactive in awareness raising around exploitation. This takes place within schools from primary age's right up to 6th Form and college. Furthermore, the HARM panel, SGV and other risk panels keep exploitation at the forefront of their work.

Further investigation needs to be done around what the offer for parents is. However, Children under 16 who are on the verge of exclusion and who are at a higher risk of being susceptible to exploitation have to attend a 5 or 10-day directional programme. Both our 5 Day Direction off site and our 10 Day Direction in school include parent sessions on county lines, exploitation etc.

2.4.6 Delivery of the Havering Junior Citizens Scheme

A two-week junior citizen programme was delivered in 2022 which was attended by over 2000 year six students.

2.5 Reducing crime and Anti-Social Behaviour in our Town centres and other identified vulnerable neighbourhoods

2.5.1 A proposal to refresh CCTV within the Borough to relocate the CCTV control room and upgrade cameras in Town Centre and vulnerable hotspot areas

Cabinet approved funding for the CCTV refresh in March 2023. It is expected that phase 1, which includes the relocation of the CCTV control room and refresh of the town Centre CCTV cameras will take 12-18 Months.

2.5.2 A refresh of the Councils ASB policy to ensure Improved use of ASB powers across the Borough

The Government launched its consultation on CSP and ASB powers in March 2023, along with the Government ASB action plan. The council will review its approach to ASB and develop a Borough wide ASB strategy by March 2024.

2.5.3 Improved tasking of partnership enforcement resources across the Borough

A bi monthly tasking meeting is in place, terms of reference have been reviewed and the membership has been extended to include external and internal representatives.

2.5.4 Delivery of the monthly Community MARAC to support vulnerable victims of ASB

The Monthly Community MARAC has been reviewed and terms of reference have been revised. Meetings are chaired by the strategic Director of People. The Community MARAC received 7 new referrals in 2022-23

2.5.5 Establishment of further Problem solving groups in identified hotspot areas.

Ad hoc task and finish groups have been delivered to tackle emerging hotspots and crime types. These have included Romford Town Centre, rough sleeping and street drinking.

2.6 Improving feelings of safety and Public Confidence

2.6.1 Refresh of the Annual Community Safety Partnership Communications Plan.

Work has taken place with HCSP partners to develop a Communications plan A Quarterly Community Safety Partnership newsletter was launched in April 2023.

2.6.2 Delivery of an annual crime survey to inform the refresh of the Community Safety Plan

This was launched in April 2023 and will be refreshed annually. The data has been used to inform the annual strategic assessment and the serious violence needs assessment. We had 418 responses to the survey over a 6-week period.

2.6.3 Continued support for the Havering Safer Neighbourhood Board

Quarterly meetings of the SNB have been delivered in 2022-23. A public SNB conference was delivered in July 2022. A successful grant application was approved by MOPAC and a number of key projects have been delivered to raise awareness of crime prevention and VAWG.

2.6.4 Roll out of OWL in Havering.

Funding for OWL was secured until March 2024. OWL has been rolled out via the OWL App and publicised regularly. The number of additional users in 2022 for Havering were 878

2.6.5 Delivery of Community Engagement roadshows

Regular roadshows have been delivered via OPERATION Yamhill, VAWG coffee mornings and Love the Hill events

3 HCSP Priorities for 2023-25

The HCSP met on the 2nd August 2023 to review the annual strategic assessment. Following a review of the current priorities it was agreed to adopt the following priorities for 2023 to 25

Reducing Violence

- Publish the Violence Reduction Strategy and Needs Assessment by January 2024
- Establish a Violence Reduction Strategic group to oversee the implementation of the Violence Reduction Action Plan
- The continued provision of a night marshal service in Romford Town Centre to March 2025

- Continued development of the Safe and Sound partnership to tackle crime and disorder linked to the day and night time economy
- Targeted days of action in identified violence hotspots
- Roll out of Bleed Kits across Havering

Tackling Violence against Women and Girls (VAWG)

- Refresh of the Havering VAWG strategy and Implementation of a 3 year VAWG action plan
- Strengthening of the Independent Domestic Violence Advocacy Service for Havering
- Strengthening of the Domestic Abuse Champions Scheme
- Provision of Domestic Abuse awareness training
- Roll out of the DRIVE programme in Havering
- Roll out of the IRISi project for Havering
- Continued provision the Restart programme
- Continued provision of DA Perpetrator Men and Masculinities programme
- Review of the Domestic Abuse Multi Agency Risk Assessment Conference (DVMARAC) to ensure high risk victims of domestic abuse are identified and supported.

Reducing reoffending

- Development of a 3 year reducing reoffending action plan for Havering
- Continued provision of the Integrated Offender Management Scheme and associated risk panel
- Provision of the Multi-Agency Public Protection Arrangement (MAPPA).
- Roll out of ECINs case management system to enhance information sharing with partners.
- Continued provision of the Council funded police team to tackle know offenders within Havering.

Tackling Serious Youth Crime and criminal exploitation

- Delivery of the monthly Serious Group Violence Panel
- Further development of the Havering Vulnerability Index to identify young people at risk of exploitation.
- Continued delivery of a Mentoring Service for young people at risk of Serious Youth Violence and Criminal Exploitation to March 2025
- Awareness raising with Young people and families of the risk of being drawn into exploitation
- Delivery of the Havering Junior Citizens Scheme
- Delivery of youth diversionary projects

Reducing crime and Anti-Social Behaviour in our Town centres and other identified vulnerable neighbourhoods

- A review and refresh of CCTV within the Borough which will include the relocation of the CCTV control room and upgrade of cameras in Town Centre and vulnerable hotspot areas

- A refresh of the Councils ASB policy to ensure improved use of ASB powers across the Borough
- A further 3-year extension of the Romford Town Centre PSPO
- Improved tasking of partnership enforcement resources across the Borough
- Delivery of the monthly Community MARAC to support vulnerable victims of ASB
- Establishment of further Problem solving groups in identified hotspot areas.

Improving feelings of safety and Public Confidence

- Refresh of the Annual Community Safety Partnership Communications Plan.
- Delivery of an annual crime survey to inform the refresh of the Community Safety Plan
- Continued support for the Havering Safer Neighbourhood Board
- Continued roll out of OWL in Havering.

Revised Governance Structure for the HCSP

The meeting structure for the HCSP has been revised to include the Combatting drugs partnership. This replaces the previous reducing reoffending group. Going forward this work programme will be overseen by the Combatting drugs partnership and/or the Serious Violence Strategic group depending on the type of offending behaviour

The revised structure is set out in appendix 1.

REASONS AND OPTIONS

Reasons for the decision:

The reason for the decision is to respond to the Crime and Disorder Act 1998 which places obligations on Community Partnerships to produce a three-yearly (or rolling annual) Community Safety Plan. This also responds to the Mayor of London's statutory obligation for Community Safety Partnerships to produce a Police and Crime Plan. The Community Safety Partnership Plan (also referred to as a Crime and Disorder Reduction Plan) is a statutory document, as set out under Part 2, Articles of the Constitution.

Other options considered:

The only remaining option is not to respond, or to respond as a council without the input of partners who have a role to play in policing and crime issues (and a statutory obligation to be involved in the development of a Community Safety Plan). The latter was rejected on the basis that multiple items of the community safety plan require a joint response.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no direct financial implications or risks associated with the review of the Community Safety Plan.

The Community Safety Plan is funded by a mixture of core council budget and MOPAC grant, and will continue to be delivered within these resources

Legal implications and risks:

This Community Safety Plan forms part of the suite of strategies which comprise the Crime and Disorder Reduction Partnership Strategy, which is part of the Policy Framework which must be approved by full Council and is required by section 6 Crime & Disorder Act 1998

There are no apparent legal implications in approving the recommendations,

Human Resources implications and risks:

There are no direct financial implications or risks in responding to this consultation. The Community Safety Plan will be delivered within existing resources, however, further reductions in the community safety budget may impact on the council's ability to deliver the plan.

Equalities implications and risks:

The Equalities Impact Assessment for the Havering Community Safety Partnership was completed and is an appendix within the Havering Community Safety Partnership Plan

Health and Wellbeing implications and Risks

Crime and disorder can have a negative effect on the health and wellbeing of those living in the area.

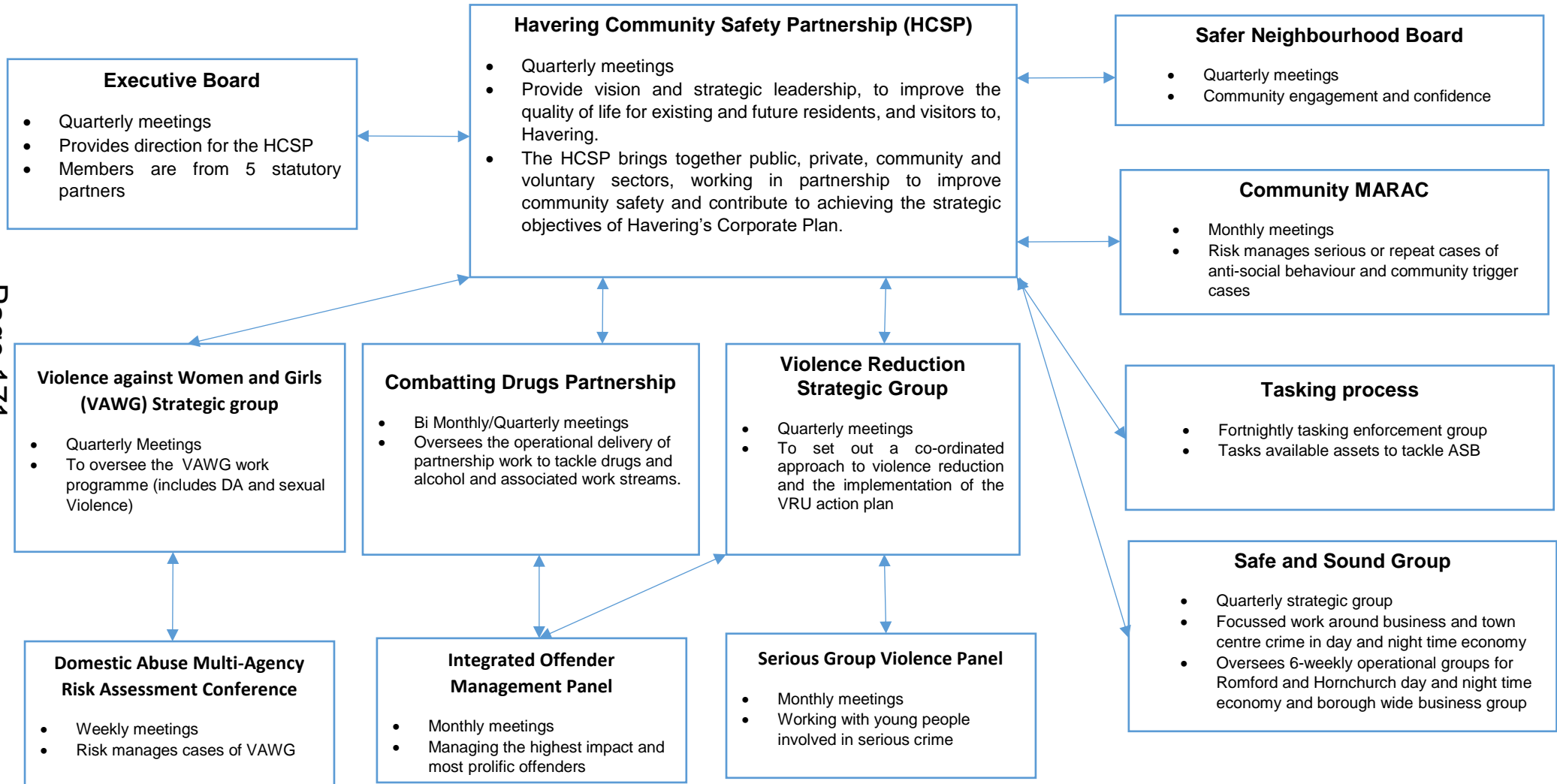
By tackling crime and disorder the council aims to have a positive impact on the health and wellbeing of those who live, work and visit the Borough

Environmental and Climate Change Implications and Risks

Tackling environmental crime such as fly tipping will have a positive impact on the environment and potentially on climate change.

BACKGROUND PAPERS

Appendix 1: Governance Structure for the HCSP 2023-25
Havering Community Safety Plan and EQIA 2022-25
Havering Annual Strategic Assessment 2023 (exempt)



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

Document is Restricted

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

CABINET

Subject Heading:

Outline Proposals to address Early Years, Primary, Secondary, SEND and AP rising rolls – Update to Phase 5 expansion Programme

Cabinet Member:

Councillor Oscar Ford, Cabinet Member for Children & Young People

SLT Lead:

Tara Geere, Director of Starting Well (DCS)

Report Author and contact details:

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Tel. 01708 431250

Policy context:

The recommendations have implications throughout the Borough

Financial summary:

Capital Cost of £70m will be funded from a combination of Basic Need allocation, unallocated capital budget from earlier phases, SEND Capital grant and S106 housing development contributions.

Revenue implications for schools will be funded from the DSG.

An increase in pupil numbers may also have a knock on effect on other local authority budgets. These will be raised

through the appropriate channels as necessary.

Is this a Key Decision?

Yes as expenditure arising from implementation of the recommendations is likely to exceed £500,000

When should this matter be reviewed?

November 2024

Reviewing OSC:

People OSSC

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

People - Things that matter for residents **X**

Place - A great place to live, work and enjoy

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

SUMMARY

1. The report seeks Cabinet's approval of the commissioning strategy to implement the next phase of the expansion programme to manage the forecast increase in early years, primary, secondary and SEND pupil numbers beyond the current updated Phase 4 of the Council's School Expansion Programme.
2. Although many other London Boroughs and urban areas are currently experiencing a plateau or decrease in demand for primary school places, Havering is still forecasting growth. This increase in demand is due to an increase in the number of families moving into the borough and continuing growth in housing development.
3. Phase 5 of the Schools Expansion Programme sets out proposals for capital investment of £70m to provide for expansion of school places in those areas where there is clear evidence of sustained growth in need over the next five years. The investment will be funded from a combination of basic needs allocation, unallocated capital budget from earlier phases, SEND capital grant and S106 Housing Development contributions.
4. This rise in demand in Primary and SEND means that the Council needs to do two things:
 - Find ways to absorb the immediate extra demand for places, while protecting the Borough's excellent reputation for good schools – which is already well underway.
 - Plan for a longer term growth in pupil numbers to meet demand from new housing and a growing population and establish new schools as and when required.
5. The recommendations take account of the very wide resident, parent and stakeholder consultation outcomes of the Council's agreed [Children & Young People Education Place Planning Plan 2023-2027](#).
6. Approval of the recommendations will enable officers to undertake consultation with stakeholders including encouragement of new Free Schools where appropriate, and ensuring value for money, as part of the Council's strategy of ensuring that there are sufficient school places to meet likely future demands.

RECOMMENDATIONS

That Cabinet:

1. **Agree** Phase 5 school expansion programmes should continue to be developed based on the following approach in line with the decision on the [Children & Young People Education Place Planning Plan 2023-2027](#)
 - i. To have a preference for expanding **existing popular and high-performing schools** and inclusion of nursery provision and SEND units where appropriate and in areas where there are no schools with high surplus capacity.
 - ii. To consider the expansion of existing schools, but only to a maximum size of 4FE in the primary phase, ensuring at all times that high standards of education are paramount.
 - iii. To consider the delivery of additional primary and secondary places as a result of major regeneration through establishment of new schools.
2. **Agree** that in respect of all proposals set out below that all relevant statutory processes, including planning, should be followed and where the process is the responsibility of an Academy to provide all necessary support. Where consultation is necessary the proposals below are subject to the outcome of such consultation.
3. **Approve** the detailed stage 1 programme of works totalling £70m to fund Phase 5 of the Schools Expansion Programme from 2023/24 to 2026/27, noting that this is fully externally funded.

The Phase 5, Stage 1 detailed programme includes:

Increase in Primary Places including implementation of:

- 3.1.1. The establishment of one-off bulge classes as an interim measure to increase primary places between 2023/24 and 2026/27.
- 3.1.2. The opening of Bridge Close school a year earlier in September 2026 in temporary accommodation.

3.2. Increase in Secondary Places including implementation of:

- 3.2.1. 2FE permanent expansion at one or two secondary schools in the Central planning area by 2026/27

3.3. Increasing SEND Places

3.3.1. Primary SEND Places

To approve SEND Units to be implemented for primary children at the following schools:

Primary	Designation of Unit	No of places
Harrow Lodge Primary School	SEMH	12
Harold Wood Primary School	ASD & SLCN	12
Newtons Primary School	SEMH	12

SEMH – Social, Emotional and Mental Health
ASD – Autistic Spectrum Disorder
SLCN – Speech, Language and Communication

To expand the existing SEND provision at RJ Mitchell Primary School from 21 to 40 places

3.4.2 Secondary SEND Places

To approve SEND Units to be implemented for Secondary pupils at the following school:

Secondary	Designation of Unit	No of places
Sanders Draper Academy	SEMH	20

3.4.3 Special Schools

To approve the LA to deliver a 300 place new all through free special school to meet the needs of children and young people aged 4-19 years who have complex or severe ASD, SEMH and SLD needs by September 2027.

SLD – Severe Learning Difficulty

- To approve use of Balgores Field site for the proposed new special free school (subject to all necessary permissions being obtained to do so i.e., planning, property etc.).

- To approve for the LA to start the presumption process. Presumption projects are funded and delivered by local authorities in response to their sufficiency duty. The LA is expected to:
 - (a) determine the specification for the new school
 - (b) lead and fund the capital project including the delivery of the site and the buildings solution;
 - (c) work with the approved sponsor during the pre-opening phase to undertake effective risk management , including dealing with any unforeseen issues and agreeing appropriate mitigating actions with the successful sponsor; and
 - (d) take joint accountability for ensuring the school opens successfully.

To agree and implement with Lime Trust, the increase of capacity at Lime Academy Forest Approach so that the school can increase their pupil intake from 120 to 150.

4. **Note** the detailed provisional Stage 2 programme of works (2027/28) totalling £10.5m which will be dependent on further external funding being awarded. Approval will be sought by cabinet once external funding has been confirmed.
5. **Delegate** the power for Phase 5 of the Expansion Programme to the Lead Member for Children & Learning:
 - To take further decisions regarding the implementation of these proposals and the approval of which schools should be expanded including any amendments to the proposals above, such as a decision not to proceed or to expand a different school, in the light of developing circumstances or the results of consultation (subject to the appropriate statutory processes).
 - To approve alternative sites for the special free school, in the event Balgores site is not suitable or not agreed as an approved site for the special free school.
6. **Delegate** to the Director of Asset Management authority to submit planning applications after consultation with planning officers, commission all associated surveys/investigations (including transport assessment, soils survey, environmental check etc.) and commence tender processes as required to support the development of options appraisals to deliver Phase 5 expansions required- noting that tender awards will remain the subject of separate Executive Decision(s).
7. **Delegate** to the Assistant Director of Education authority to select proposers for new schools and make recommendations to the Secretary of State for Education in respect of free school processes.

REPORT DETAIL

1. Introduction

- 1.1. The Census 2021 data published by the Office for National Statistics, shows the recorded population in Havering has increased in the last decade by 24,800 (10.4%), from around 237,200 in 2011 to 262,000 in 2021- the largest population ever recorded through a census in Havering. The growth in Havering is higher than our nearest statistical neighbours (7.9%), London (7.7%) and England (6.6%) but lower than the North East London (NEL) region (11.1%).
- 1.2. The biggest growth has been seen in 25 to 39 year olds (an increase of 26.5%) and young children, with the 0-4 age group in Havering seeing the second highest growth of all local authorities in the country.
- 1.3. In Havering, we have seen an increase of 52% in the number of births between calendar years 2002 to 2016. This includes a 19% increase in the birth rate from 2012 to 2016. However since the birth rate peaked in 2016, we have seen a year on year reduction in the birth rate in Havering, with the birth rate decreasing by 11% between 2016 to 2021.
- 1.4. However there is some early evidence that the birth rate in Havering may be starting to plateau; the 2020/21 academic year actual birth rate as supplied by the ONS was 3053, the academic year birth rate in 2021/22 was 3067. This indicates that the year on year decline in the birth rate in Havering may be coming to an end.
- 1.5. Despite the lower birth rate, Havering continues to receive a high number of in-year applications for school places. Between mid-August 2022 and the start of January 2023, Havering saw a 58% increase in the volume of in-year applications received compared to the same period two years earlier. Over this period, there has been a 160% increase in the volume of in-year applications received from applicants who state that they live in Havering, but are new to the UK. This means that the sufficiency of school places needs to be balanced to ensure that enough school places are available to accommodate in-year demand.
- 1.6. In September 2019, Cabinet approved a school expansion programme – Update to Phase 4 and Phase 5 expansion programme. Due to COVID and declining birth rate in Havering most of the proposals detailed in that programme were not progressed. Only two proposals in that programme relating to increasing SEND places were taken forward.

2. Early years need

2.1. The following outlines the planned Early Years provision due to open:

- A 30 place nursery on Beam Park School for 2, 3 and 4 year olds from 2024/25
- A 47 place nursery on Bridge Close for 2, 3 and 4 year olds from 2027/28

2.2. At the Spring Budget 2023, the Government announced the 30 hours entitlement will be extended in stages from April 2024 to children aged nine months to three years in England. Eligibility will match the existing entitlement: it will be available only for the children of working families. Roll out of the new entitlement is occurring in phases:

- **Phase 1:** April 2024 - 15 hours of childcare over 38 weeks of the year made available to eligible parents of **two-year-olds**
- **Phase 2:** September 2024 - 15 hours of childcare over 38 weeks of the year made available to eligible parents of **9-month to 36-month-olds**
- **Phase 3:** September 2025 - 30 hours of childcare over 38 weeks of the year made available to eligible parents of **9-month to 36-month-olds**

2.3. The following table contains an initial projection showing the potential impact of the roll out on childcare places in Havering. As can be seen, we will potentially exhaust our current number of childcare places when the offer is increased to 30 hours of childcare.

Roll out	Year	9 months-36 months	Potential Deficit
Phase 1	2023/2024	1964	3409
Phase 2	2024/2025	3783	1872
Phase 3	2025/2026	6992	-1297
	2026/2027	7054	-1370
	2027/2028	7069	-1386

2.4. However, the above is only an initial projection of potential eligibility and contains many assumptions in the absence of an actual trend regarding take up of the extended childcare entitlement. As such, the above should be treated as one potential scenario regarding the extended entitlement roll out in Havering.

2.5. The DfE has yet to make any announcement regarding capital funding associated with the extended entitlement and therefore there are no proposals within this report concerning the extended entitlement roll out. Once any capital announcements have been made, any proposals will be the subject of a future cabinet report.

3. Primary school place need

- 3.1. In Havering, the birth rate peaked in 2015/16 and has declined year on year since. This has resulted in lower Reception intakes in 2021/22, 2022/23 and 2023/24 following the peak intake in 2020/21.
- 3.2. Alongside the declining birth rate, Havering has also seen a decline in the birth to reception rate; that is the number of reception pupils in Havering primary schools compared to the number children born in the borough five years earlier. Typically, the historical birth to reception rate was on average 110%- meaning that the reception intake represented 110% of the birth rate 5 years earlier.
- 3.3. Over the last five years the birth to reception rate has reduced to an average of 100%, meaning that reception intakes have had the double impact of lower birth rates coupled with a lower proportion of the birth rate expected to start reception at a Havering primary school.
- 3.4. However what has changed recently is the way cohorts grow year on year as they move through the primary phase. This is illustrated in the table below:

	Reception number on roll 3 years earlier	Year 3 number on roll	Difference
2020/21	3298	3262	-36
2021/22	3199	3264	65
2022/23	3273	3375	102
2023/24	3422	3580	158

*The year 3 number on roll for 2023/24 is taken from admissions data.

- 3.5. The above shows that in 2020/21 the year 3 roll was 36 pupils lower than the corresponding reception intake, meaning that the cohort had lost pupils between reception and year 3. However when we look at the latest number on roll data for year 3 in 2023/24 and compare it to the corresponding reception intake, we can see that the cohort has grown by 158 pupils or 5 classes.
- 3.6. This growth in cohorts as they move through the primary phase is a significant change in a short space of time. The growth can likely be attributed to more families moving into Havering mid-year requiring a school place. We have been able to accommodate this growth for the last few years as capacity was available in the system.
- 3.7. However as cohorts grow and we continue to receive more applications for school places, we have begun to run out of available school places in certain year groups and planning areas.

3.8. As such, there is now a need to implement bulge classes in order to enable us to meet this ongoing demand for school places and ensure that we continue to meet our statutory duty to place children in schools.

3.9. To meet the need for primary places between 2023/24 and 2026/27, what is being proposed is primarily a strategy comprising of one-off “bulge” classes. Bulge classes have been deemed an appropriate way to address the need for places in these years as they provide a one-off solution to what is likely to be a short term problem as the birth rate is decreasing which will lead to lower reception intakes for future years. The fact that this is likely to be a short term issue is also underlined by the fact that additional primary school places will be introduced in Havering through planned new schools due to open.

3.10. The need for additional primary school places from 2023/24

In Havering the birth rate peaked in 2015/16 and has declined year on year since. This has resulted in lower Reception intakes following the peak intake in 2020/21.

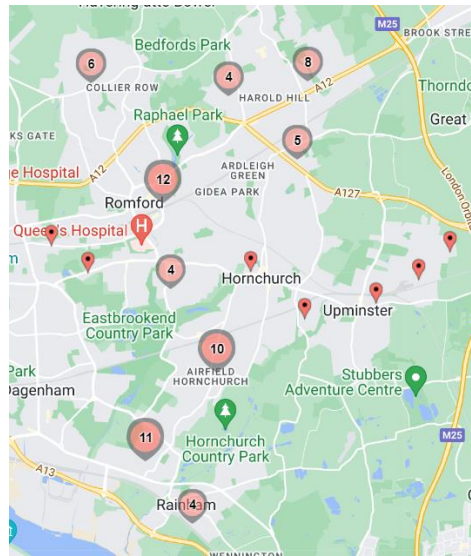
However at the start of the 2023/24 academic year we have seen a number of school planning areas with year groups that have run out of places. This is outlined in the table below as the number of forms of entry needed for each year group/planning area. A 1 in the table below indicates one class is needed in this year group, i.e. one class equals 30 pupils:

<i>Need for places 2023/24</i>	Rec	1	2	3	4	5	6
Collier Row							
Elm Park and South Hornchurch				0.3			
Harold Hill							
Hornchurch				0.3			
Rainham	1						
Romford		1	1	0.4			
Upminster and Cranham							

3.11. Options to meet the above need:

- **Rainham-** a bulge class in reception at Rainham Village Primary School
- **Romford-** a bulge class in year 1 and year 2 at a school in Romford

3.12. In addition to the above, we also have a need for additional year 3 places not limited to a particular planning area. The following map shows the pattern of year 3 applicants that we were unable to offer a place to due to lack of available school places locally:



3.13. As can be seen the unplaced year 3 applicants are spread across Havering, centred around the Hornchurch area. As such it was decided that the best way to place these year 3 applicants was to implement a bulge class at Harrow Lodge Primary School in Hornchurch in order to meet this demand. At the time of writing, the year 3 bulge already has 21 children allocated.

<i>Need for places 2024/25</i>	Rec	1	2	3	4	5	6
Collier Row							
Elm Park and South Hornchurch							
Harold Hill							
Hornchurch							
Rainham	1	0.5	0.5				0.5
Romford		1					
Upminster and Cranham							

3.14. Options to meet the above need:

- **Rainham-** the need in this area can be met by the Emmanuel Community School on Beam Park, which will open in September 2024.
- **Romford-** to meet the need in this planning area the proposal will be to implement a bulge class. Romford is due to have a new 3FE school open as part of the Bridge Close development, however this is not due to open until September 2027.

3.15. In addition to the above, in **Romford** there is also a:

- 1FE need in year 1 and a 0.5FE need in year 2 in 2025/26. This need will be monitored in future updates of the school roll projections and bulge classes implemented if needed.

- 1FE need in reception, 1FE need in year 1 and 1FE need in year 2 in 2026/27. This need will be met by opening Bridge Close a year earlier in September 2026 in temporary accommodation.

The above proposals should address the need for places until the planned new schools in Havering open as follows:

Provider/School	Education Phase	Places	Scheduled to Open
Emmanuel Community Trust	Primary Phase	420	Sept 2024 – Beam Park site
Unity Learning Partnership	Primary Phase	630	Sept 2027 - Bridge Close housing development site

3.16. As the new 3FE school on Bridge Close is due to open in September 2027, permanent solutions to meet the need in the Romford planning area up to 2026/27 are not being sought at this stage. To best meet the 2026/27 need in Romford planning area, we propose implementing the opening of the Bridge Close school a year earlier in September 2026 in temporary accommodation. The site for the temporary accommodation needed for this proposal has yet to be identified.

3.17. The school place planning team will continue to oversee School Organisation issues, monitoring each new release of school rolls and projections throughout the year to assess how schools can continue to be supported during this period of fluctuating demand for school places.

4. Secondary school place need

4.1. The need for additional secondary school places from 2023/24

Planning Area	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
North	1	1	1	1	2	2	2
Central				1	5	3	4
East							
South							

4.2. Both schools in the North planning area have already undergone permanent expansion; Redden Court has expanded by 2FE and Drapers' Academy has expanded by 1FE having declined to expand further. Therefore, the need for places in this planning area will have to be met by available places in the neighbouring Central planning area.

4.3. The projected need in the Central planning area begins in 2026/27; however, this is linked to housing in the area being delivered.

- 4.4. The 2027/28 year 7 intake represents the peak primary cohort transferring to secondary school and it is expected that after this year the year 6 cohorts transferring to secondary school in following years will be smaller.
- 4.5. In the secondary phase, current projections indicate that there is no immediate demand for a new secondary school in Havering, as earlier projections had indicated, and as the future demand is linked to housing being delivered, plans for a new secondary school have therefore been paused.
- 4.6. As it is expected longer term that there will be smaller year 6 cohorts transferring to year 7 resulting in smaller year 7 intakes, it has been decided to address the deficit of places with bulge classes.
- 4.7. Another option is review the PANs of those Academies that have previously reduced their PAN due to not filling to capacity, with a view to reinstating their original higher PAN. This will create more capacity in the secondary phase. This proposal is dependent on the agreement of the relevant academy trusts.
- 4.8. In addition, due to plans for a new secondary school being paused, it has been decided that 2FE permanent expansion should be implemented at one or two schools in the Central planning area in 2026/27.
- 4.9. Bulge classes will also be used to meet the need in the secondary phase where needed.
- 4.10. Nevertheless, we will closely monitor the year 7 intakes for future years and if it appears that the growth in year 7 in 2027/28 will be sustained, we will need to start discussions about the need for a new secondary school.
- 4.11. Options to meet the above need:
 - **Central-** 2FE permanent expansion at one or two secondary schools in this area in 2026/27.

5. SEND place need

5.1. The need for additional SEND places from 2023/24

In 2020, there were 1894 children aged 3-25 living in Havering who had an Education, Health and Care Plan (EHCP). This has increased by over 500 pupils in 2023.

- 5.2. We are seeing increasing numbers of children and young people with SEND in the borough and also increases in the complexity of presenting need. The table below shows projections for Havering pupils with an EHCP attending a Havering or out borough Primary, Secondary, Special school and Post 16 provision at the end of the academic year.

- 5.3. The number of EHCP's is forecast to increase for all four main SEND types with Communication and Interaction and Social, Emotional and Mental Health needs (SEMH) due to see the highest growth.

Academic year	Cognition and Learning	Communication and Interaction	SEMH	Physical and/or Sensory	Totals
2020/21	544	905	272	173	1894
2021/22	574	1057	312	195	2138
2022/23	562	1251	385	204	2402
2023/24	592	1354	381	205	2533
2024/25	621	1525	418	215	2779
2025/26	631	1702	438	227	2998
2026/27	645	1891	452	246	3234
2027/28	655	2082	451	264	3452
2028/29	673	2269	448	280	3670
2029/30	691	2433	448	292	3864

Please note:

Cognition and Learning includes Moderate Learning Difficulty (MLD), Profound and Multiple Learning Difficulty (PMLD), Severe Learning Difficulty (SLD) & Specific Learning Difficulty (SpLD)

Communication and Interaction includes Speech, language and Communication (SLCN) and Autistic Spectrum Disorder (ASD)

SEMH includes Social, Emotional and Mental Health (SEMH)

Physical and/or Sensory includes Visual Impairment (VI), Hearing Impairment (HI), Multi-Sensory Impairment (MSI) and Physical Disability (PD)

- 5.4. The table outlines the planned SEND provision due to open in 2023/24 and 2024/25:

School name	Number of places	SEND need type	To open
St Edwards C of E Primary School	12	Communication and Interaction	2023/24
Bower Park Academy	12	Sensory impairments (Hearing or visual)	2023/24
The Compass School	60	Communication and Interaction Needs (C&I) and Social, Emotional and Mental Health (SEMH)	2023/24
Suttons Primary School	12	Social, Emotional and Mental Health (SEMH)	2024/25
Harris Academy Rainham	20	Autistic Spectrum Disorder (ASD)	2024/25

- 5.5. Our vision is for children and young people with special educational needs and disabilities (SEND) to enjoy their education in the most inclusive environment possible, and be supported in participating as fully as they can in the lives of their schools and local community.
- 5.6. Our lack of special school places mean that some children who really need these places, are either supported inappropriately in mainstream, have to go to out-of-borough special schools (if we can find places), or as a last resort are on part-time timetables or are out of school with tutors or alternative provision. The number of children going to out-of-borough schools has increased, although these places are becoming harder to

find due to similar pressures across the whole system. Where we do find places, we then need to provide transport and this is currently costing in excess of £3m. The numbers of complaints regarding lack of special school places are significantly increasing.

- 5.7. Given the scale of the increase in children and young people with SEND projected, additional SEND provision will be needed in Havering in order to meet the needs of its residents. Not only are the numbers of children and young people with SEND increasing, but the complexity of their SEND needs are also becoming more severe.
- 5.8. As such, it is proposed that Havering build a new 300 place special school on the playing field off Balgores Lane, to the rear of Gidea Park Library.
- 5.9. The playing field off Balgores Lane has been identified as a suitable site for the proposed special school as it is a large, under used, piece of open land suitable because of its size, with a central location with good transport links. The field isn't currently accessible to the public and use of the land is restricted by a covenant for the purposes of education use. Utilising the site for a new school would be an appropriate use within the covenant. The southern half of the site is occasionally used by Squirrels Infant & Junior Schools - this will continue if the special school is built.
- 5.10. The new special school would cater for pupils aged 4-19, with ASD, SEMH and SLD SEND needs and would have a proposed opening date of September 2027.
- 5.11. The creation of 300 additional places at a new special school within the LA will result in fewer pupils being placed at more costly provision outside the borough than would otherwise be the case. The lack of local provision has also contributed to the LA forecasting a growing High Needs Budget pressure. Our current provision in Havering is not sustainable and we desperately need a new special school.
- 5.12. A new 300 place special day school will enable us to meet future demand in line with the growing number of children and young people with SEND in the borough. It will allow us to release some of the pressure on our mainstream schools without jeopardising our culture of promoting and delivering inclusive education.
- 5.13. It will drive up the quality of experience and outcomes for our young people with SEND. More of them will be able to access a local special school environment, better suited to their needs. Mainstream settings will be able to focus more on delivering high quality provision for children with complex needs that do not meet a threshold for special school rather than the constant firefighting and feeling that they are operating out of their depth.

- 5.14. The presumption process for delivering the new special free school on Balgores playing field is attached as Appendix C. Details regarding the cost can be found in Appendix D- Balgores Special School – Draft Cost Estimate.
- 5.15. In addition to the proposed new special school, to meet the need for SEND places we also have plans to implement 36 places at SEND units at primary schools and 20 places at a SEND unit at a secondary school.
- 5.16. We will also increase the capacity at Lime Academy Forest Approach in order to enable the school to admit 150 pupils as they previously had to reduce the number of pupils to 120 due to lack of suitable accommodation.
- 5.17. A further cabinet report will be submitted to cabinet regarding the Phase 2 of the SEND unit programme totalling 24 places at SEND units at primary schools and 60 places at SEND units at secondary schools, once the external funding has been awarded.

6. Alternative Provision (AP) places

6.1. Pupils referred to AP – actuals and projections to 2027/28

Academic year	Autumn	Spring	Summer	Total
2020/21	93	41	46	180
2021/22	75	67	49	191
2022/23	77	80	36	193
2023/24	92	89	50	230
2024/25	93	90	51	234
2025/26	94	91	51	236
2026/27	95	92	52	238
2027/28	95	93	52	240

- 6.2. As shown in the table above we are also projecting an increase of 33% in the number of pupils requiring an educational entitlement in alternative provision from 2020/21 to 2027/28.
- 6.3. To meet the projected demand for AP places, we have applied for a 150 place all through AP free school through Wave 2022 with KORU as the Lead provider. We are awaiting the outcome of this application.

REASONS AND OPTIONS

7. Reasons for the decision:

- 7.1. This decision is necessary to ensure the provision of sufficient school places to meet the forecast rise in early years, primary, secondary and SEND pupil numbers projected beyond, updated to Phase 4 of the Council's Programme of School Expansions.
- 7.2. **Other options considered:**

There are in theory many different options for expanding existing provision, however, given the expansions that have been happening over the previous four phases the proposals set out in this paper are the only ones considered realistic at the current time. So far none of the options set out in this Report have been rejected.

Not providing any additional places is not an option as we would be failing to meet our statutory duties.

IMPLICATIONS AND RISKS

7. Financial implications and risks:

7.1. Capital Expenditure

- 7.1.1. Phase 5 of the Schools Expansion Programme sets out proposals for capital investment of £70m to provide for expansion of school places in those areas where there is clear evidence of sustained growth in need over the next four years. Appendix A – Table 1 summarises the proposed expansion programme for Primary, Secondary and SEND across the planning areas within Havering.
- 7.1.2. The estimates of capital costs for the major developments have been provided by the Technical Services team and have been costed based on standard DfE build criteria and contract rates. Any additional capital to fund requirements over and above the DfE approved design would have to be met from either the authority or other sources.
- 7.1.3. A small provision of £480,000 is included to support the temporary bulge class arrangements between 2023/24 and 2026/27, for certain schools.

- 7.1.4. The investment will be funded from a combination of basic needs allocation, unallocated capital budget from earlier phases, SEND capital grant and S106 Housing Development contributions. The sources of the funding and total provision are set out in the table below. The authority has secured and set aside £70m of this funding which is not dependent on future allocation or additional sources of grants or receipts.
- 7.1.5. The largest source of funding, £21.9m is from Basic Need Allocation which was announced in May 2018 to meet demand for places needed by September 2021 and £19.6m announced in March 2023 to meet demand for places by September 2026.
- 7.1.6. The SEND Capital Grant is from Government capital funding allocation to Havering for 2021-24 - £12.3m to support school places for children with Special Education Needs (SEN) and disabilities (children with Education, Health and Care Plans (EHC plans)).

7.2. Revenue Expenditure

- 7.2.1. The additional revenue costs for the increased demand will be met from the Dedicated Schools Grant (DSG).
- 7.2.2. The range of additional provision within this report will mean that irrespective of nature of the provision all providers will need to appoint additional staff and provide other resources. As highlighted above the additional funding will be allocated from one of three blocks of the Dedicated Schools Grant (DSG): Early Years, Schools or High Needs depending on the nature of the provision.
- 7.2.3. In terms of high needs provision, it is expected that the increase in local provision is expected to result in revenue costs being lower than they would otherwise be if pupils had to be placed in costly out of borough provision.
- 7.2.4. In terms of mainstream school places, there is a time lag between a rise in pupil numbers and additional funding in the main Schools Block of the DSG. Funding for the financial year is based on numbers at the previous October census. Where a school is expanding, or has been asked to take a bulge class, additional funding will be required during the course of the financial year. The LA receives a formula based supplement to the Schools Block that is intended to cover these additional costs.

- 7.2.5. An increase in school admissions across the Borough may also have a 'knock-on effect' on other budgets such as free school meals, home to school transport and the demand for alternative provision and support services. Any pressures arising will be addressed through the appropriate channels as the needs arise.

8. Legal implications and risks:

- 8.1. The Council has a statutory duty to secure that efficient primary education and secondary education is available to meet the needs of the population of their area (Section 13 Education Act 1996).
- 8.2. At present certain types of school organisational change (including change of age range, change of character, expansion through enlargement of premises, increase/decrease or change of provision for pupils with special educational needs) are subject to statutory processes of consultation and decision-making.
- 8.3. A number of the recommendations require the Local Authority to bring forward proposals which must be the subject of statutory notifications. In such cases the Authority should ensure that it conscientiously considers the responses to the statutory process before making any final decisions. As such the recommendations which require statutory consultation should not be considered to be finalised until the outcome of the consultation is known and a fresh decision has been made following that.
- 8.4. Academies wishing to expand, make age range changes (by up to two years), add boarding provision or amend admissions need to seek approval from the Secretary of State, through the ESFA, to make such changes.
- 8.5. Use of existing playing fields for construction of a new school will require permission from The Secretary of State.
- 8.6. If the Council decides to propose a new school this will need to be planned together with the DfE to introduce an Academy Trust to manage it.
- 8.7. The recommendations which set out the guiding principles for the Council to address the rising school roll issues are of a generic nature and have been approved already by Executive decision and there is therefore no reason to make a new decision about these.
- 8.8. As and when individual decisions come to be made legal advice is likely to be necessary.
- 8.9. In respect of any proposed lease of property the terms under which the Council is to enter into the lease should be approved by the Director of Asset Management. The powers to enter into the lease exist under s1 Localism Act 2011 and section 120(1)(a) Local Government Act 1972

9. Human Resources implications and risks:

- 9.1. The human resources implications for the schools to be proposed for expansion will be managed by the schools themselves. There is likely to be a need to recruit additional teaching and support staff and the relevant schools will undertake the recruitment and selection process in accordance with the appropriate policies and procedures. There are growing difficulties in recruiting to teaching posts and therefore schools will need to consider that additional resources and a longer recruitment timescale may be required to fill vacancies.
- 9.2. The Havering Education HR service will provide support as appropriate and required to all schools, academies or free schools that purchase relevant services.

10. Equalities implications and risks:

- 10.1. The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:
 - (i) the need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
 - (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and;
 - (iii) foster good relations between those who have protected characteristics and those who do not.

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

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

- 10.2. An equality impact assessment was carried out as part of the approval of the [Children & Young People Education Place Planning Plan 2023-2027](#), attached as Appendix B.

11. Health and Wellbeing implications and Risks

- 11.1. There are no health and wellbeing implications of, or risks relating to, the proposed decision.

Environmental and Climate Change Implications and Risks

There are no environment and/or climate change implications associated with this Report.

That said, new builds are encouraged to adopt reduced carbon-centric approaches to development, and this is advanced through the tendering and procurement processes expected in all LBH engagement with external service providers as part of the pursuit of best value.

- Appendix A- Financial costing for Updated Phase 5- Exempt from publication
- Appendix B- EQHIA- [Children & Young People Education Place Planning Plan 2023-2027](#)
- Appendix C- New special free school presumption and timeline
- Appendix D- Balgores Special School – Draft Cost Estimate - Exempt from publication

BACKGROUND PAPERS

None

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

Document is Restricted

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Equality & Health Impact Assessment (EqHIA)

Document control

Title of activity:	<i>Consultation on the draft Children & Young People Education Place Planning Plan 2023-2027</i>
Lead officer:	Pooneeta Mahadeo, School Organisation Manager, Learning & Achievement, Children's Services
Approved by:	Trevor Cook, Assistant Director of Education, Learning & Achievement, Children's Services
Date completed:	10/07/2023
Scheduled date for review:	September 2026

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

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

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

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

1. Equality & Health Impact Assessment Checklist

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

About your activity

1	Title of activity	<i>Consultation on the draft Children & Young People Education Place Planning Plan (C&YPEPPP) 2023-2027</i>		
2	Type of activity	<i>Strategy</i>		
3	Scope of activity	<i>The scope of the activity is to assess the impact of the draft Children & Young People Education Place Planning Plan 2023-2027, allowing all education stakeholders to contribute to the proposals that will ensure that Havering, as the Strategic Commissioner of Education Provision across all types of education phases monitors the supply and demand for early years, primary, secondary, post-16, special and alternative provision across the borough, making certain that there is sufficient capacity to meet demand by planning for the growth.</i>		
4a	Are you changing, introducing a new, or removing a service, policy, strategy or function?	Yes	If the answer to <u>any</u> of these questions is 'YES' , please continue to question 5.	If the answer to <u>all</u> of the questions (4a, 4b & 4c) is 'NO' , please go to question 6.
4b	Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?	Yes		
4c	Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?	Yes		
5	If you answered YES:	Please complete the EqHIA in Section 2 of this document. Please see Appendix 1 for Guidance.		
6	If you answered NO:			

Completed by:	<i>Pooneeta Mahadeo, School Organisation Manager, Organisation & Place planning Manager, Education , Children's Services</i>
Date:	<i>10/07/2023</i>

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

Background/context:
<p>All Local Authorities including Havering have a statutory duty to provide sufficient schools places to all children that live in the borough.</p> <p>The plan/strategy provides an overarching framework and evidence-base for determining when and where education provision may be needed in the future. It sets out the council's policy for school organisation and plans to ensure there is sufficient capacity to meet demand for early years, primary, secondary, post-16, special school and alternative education provision across the borough. It also highlights the forecast number of children and young people in Havering and breaks this down to smaller geographical areas (planning areas within these) to show where there may be a need for more or fewer school places.</p> <p>In our role as Commissioner of Education Provision and working in partnership with education providers, the plan also details a set of our principles and planning guidelines which will be used to consider, evaluate and commission individual proposals to address any identified any surplus or deficit of places where growth has been projected.</p>

Who will be affected by the activity?
<ul style="list-style-type: none"> • All parents/carers of pupils resident in Havering • All pupils attending a Havering school or College • All Education providers • Havering residents especially those who are residents near schools and in areas of population growth and projected demand of school places • All voluntary organisations who provide alternative education in the borough • All Governing body members of maintained schools • Local Governing members of academies • Members of Academy Trust boards • The Diocese of Brentwood and Chelmsford

Protected Characteristic - Age: Consider the full range of age groups	
<i>Please tick (✓) the relevant box:</i>	Overall impact: The Children & Young People Education Place Planning Plan will have a positive impact on children and young people of school age

Positive	<input checked="" type="checkbox"/>	living in Havering and will support the effective delivery of the Local Authority's Children's Services vision for every child in the borough "to enable all children and families in the borough to lead happy, healthy lives, where all children get a good start in life and live in a borough where families and communities look after themselves and each other.
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
<p>Evidence: The plan highlights that 'In Havering, we have seen an increase of 52% in the number of births between calendar years 2002 to 2016. This includes a 19% increase in the birth rate from 2012 to 2016. However since the birth rate peaked in 2016, we have seen a year on year reduction in the birth rate in Havering, with the birth rate decreasing by 11% between 2016 to 2021.'</p> <p>The Plan details how we will ensure sufficiency of early years, primary, secondary, SEND, post 16 and alternative provision places for years to come.</p>		
<p>Sources used:</p> <ul style="list-style-type: none"> • Birth data received from the ONS. • Population projections produced by the GLA • Historic pupil data obtained from the school census • Housing development data obtained from the London Development Database and our planning department. • School Roll Projections • Consultation survey report on the draft CYPEPPP • Census 2021 		

<p>Protected Characteristic - Disability: Consider the full range of disabilities; including physical mental, sensory and progressive conditions</p>		
<p><i>Please tick (✓) the relevant box:</i></p>		<p>Overall impact: Positive for children with special educational needs and disabilities (SEND) who will have school places that meet their educational needs. Making appropriate local provision available is positive for children with special educational needs.</p> <p>The Havering's High needs strategy outlines a number of proposed actions that will ensure that children, young people with SEND and their families have the right support at the right time including delivering an ongoing programme to create more additionally resourced provisions (ARPs) in mainstream settings and develop a new Social Emotional and Mental Health (SEMH)/Autistic Spectrum Disorder (ASD) 60 place free school.</p> <p>In addition we are in the initial stages of exploring a new all through free school to meet the needs of children and young people aged 5-19 years who have complex or severe ASD, SEMH and SLD needs by 2025.</p>
Positive	<input checked="" type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

Evidence: The CYPEPPP shows that there is an increase in the number of children in mainstream Primary and Secondary schools with an EHCP.

With the continued growth of children with an EHCP, it is not sustainable to continue placing them in a mainstream setting and therefore it is essential that we implement further specialist SEND places.

Sources used:

- Havering’s High needs strategy 2017-2022
- Projected school population
- School Census data
- Consultation survey report on the draft CYPEPPP

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

Please tick (✓) the relevant box:

Positive	✓
Neutral	
Negative	

Overall impact: The overall impact on is positive for both men and women. Most of our education provision from early years right through to post 16 including special schools and alternative provision is largely co-educational.

Evidence: All our early years, primary, special and post-16 provision are co-educational. 4 out of the 18 secondary schools in the borough are single sex, (two boys and two girls).

None of the commissioning options proposed for the creation of additional places included the expansion or establishment of a single sex school.

There was a small number responses received during the consultation regarding single sex schools or co-educational provision- most of these referenced the fewer school sixth form options available to boys in Havering. Sixth form provision does not need to be local and students can travel at 16+ to access the post 16 setting of their choice/best suited to their needs. As such, having two less school sixth forms available to boys in Havering is not expected to be a barrier.

Sources used:

- School Census data
- Consultation survey report on the draft CYPEPPP

Protected Characteristic - Ethnicity/race: Consider the impact on different ethnic groups and nationalities	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input type="checkbox"/>
Neutral	<input checked="" type="checkbox"/>
Negative	<input type="checkbox"/>
<p>Overall impact: The overall impact on this protected characteristic is neutral. National legislation determines that education establishments including schools cannot discriminate on ethnicity or racial grounds.</p> <p>Creating additional school places will enable us to meet our vision of ensuring that every child has access to a good local school providing an opportunity for every young person in the borough to thrive, thereby securing outcomes that are above the national average.</p>	
<p>Evidence: According to the Census 2021, London remains the most ethnically diverse region of England and saw an 8.1% percentage point decrease in people who identified as White British from 44.9% in 2011 to 36.8% in 2021. Havering also followed this trend with a 16.8% percentage point decrease from 83.3% in 2011 to 66.5% in 2021. Havering and Bromley are the least diverse London Boroughs with both having a White British population of 66.5%. This compares with 74.4% for England, but is significantly higher than the 36.8% figure for London.</p> <p>However, all our education provision is fully inclusive. Ethnicity or race is not a factor when considering the commissioning of education provision.</p> <p>In terms of those who completed the equalities data, 76% identified they were white British. This is higher than the 2021 census.</p>	
<p>Sources used:</p> <ul style="list-style-type: none"> • School Census data • Consultation survey report on the draft CYPEPPP • Census 2021 	

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>	
Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>
<p>Overall impact: The overall impact on people from different religions or beliefs including those with no religion or belief is positive. National legislation determines that schools cannot discriminate on religion grounds. However, it should be recognised that faith schools are their own admission authority but are still expected to comply with the School Admissions Code.</p> <p>Creating additional places including in faith schools will enable us to meet our objective of providing access to a good local school for every Havering child.</p>	
<p>Evidence: The diversity across Havering is further demonstrated by the varying school sizes, governance arrangements and the number of voluntary aided schools. In addition, there are a number of Alternative Provision and Independent settings within Havering.</p> <p>Where faith based schools are concerned, we will seek to work collaboratively with our education partners, this includes the Dioceses and other relevant religious organisations.</p>	

A small number of stakeholders expressed concerns over the limitations of 6th form based religious criteria preventing non-religious or pupils of differing religions from applying for those 6th form places.

Sixth form provision does not need to be local and students can travel at 16+ to access the post 16 setting of their choice/best suited to their needs. As such, having some school sixth forms with a religious criteria is not expected to be a barrier to post 16 learning.

Sources used:

- School Roll Projections
- School Census data
- Consultation survey report on the draft CYPEPPP

Protected Characteristic - Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual

Please tick (✓) the relevant box:

Overall impact: The overall impact on this protected characteristic is neutral. All our education provision is fully inclusive

Positive	<input type="checkbox"/>
Neutral	<input checked="" type="checkbox"/>
Negative	<input type="checkbox"/>

Ensuring there is sufficient capacity to meet demand for early years, primary, secondary, post-16 and special school places across the borough will enable us fulfil our statutory duty.

Evidence: 81% of our surveyed participants who responded to our equality and diversity monitoring form during the consultation stated that they were heterosexuals. No issues regarding sexual orientation were raised during the consultation.

Sexual orientation is not considered as a factor when commissioning educational provision or in the determination of sufficiency of education provision.

Sources used: Consultation survey report on the draft CYPEPPP

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

Please tick (✓) the relevant box:

Overall impact: The overall impact on this protected characteristic is neutral. All our education provision is fully inclusive

Positive	<input type="checkbox"/>
-----------------	--------------------------

Neutral	<input checked="" type="checkbox"/>	Ensuring there is sufficient capacity to meet demand for early years, primary, secondary, post-16 and special school places across the borough will enable us fulfil our statutory duty.
Negative	<input type="checkbox"/>	
<p>Evidence: 91% of all respondents who completed the equality monitoring form identified that their current gender was the same assigned at birth.</p> <p>Gender reassignment is not considered as a factor when commissioning educational provision or in the determination of sufficiency of education provision.</p>		
<p>Sources used: Consultation survey for the draft CYPEPPP</p>		

Protected Characteristic - Marriage/civil partnership: Consider people in a marriage or civil partnership		
<i>Please tick (✓) the relevant box:</i>		<p>Overall impact: The overall impact on this protected characteristic is neutral. All our education provision is fully inclusive</p> <p>Ensuring there is sufficient capacity to meet demand for early years, primary, secondary, post-16 and special school places across the borough will enable us fulfil our statutory duty.</p>
Positive	<input type="checkbox"/>	
Neutral	<input checked="" type="checkbox"/>	
Negative	<input type="checkbox"/>	
<p>Evidence: Majority of respondents (62%) who completed the equalities monitoring form stated that they were in a marital relationship.</p> <p>No issues regarding marriage/civil partnership were raised during the consultation. Gender reassignment is not considered as a factor when commissioning educational provision or in the determination of sufficiency of education provision</p>		
<p>Sources used: Consultation survey report on the draft CYPEPPP</p>		

Protected Characteristic - Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave		
<i>Please tick (✓) the relevant box:</i>		<p>Overall impact: The overall impact on this protected characteristic is neutral. All our education provision is fully inclusive</p>
Positive	<input type="checkbox"/>	

Neutral	<input checked="" type="checkbox"/>	Ensuring there is sufficient capacity to meet demand for early years, primary, secondary, post-16 and special school places across the borough will enable us fulfil our statutory duty.
Negative	<input type="checkbox"/>	
<p>Evidence: 2% of the surveyed participants were either pregnant or have given birth in the last 26 weeks. No issues regarding pregnancy, undertaking maternity or paternity leave were raised during the consultation.</p> <p>Being pregnant or undertaking maternity/ paternity leave is not considered as a factor when commissioning educational provision or in the determination of sufficiency of education provision.</p>		
<p>Sources used: Consultation survey report on the draft CYPEPPP</p>		

<p>Socio-economic status: Consider those who are from low income or financially excluded backgrounds</p>		
<p><i>Please tick (✓) the relevant box:</i></p>		<p>Overall impact: The overall impact on those who are from low income or financially excluded backgrounds is positive</p> <p>By creating more SEND places to meet demand through new schools and SEND units will help us realise our vision to ensure the growing SEND need is met and that every child has access to a great education.</p>
Positive	<input checked="" type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	
<p>Evidence:</p> <p>Social mobility remains a serious issue and the changes seen in Havering’s population influenced by historically increased births, housing developments and economic migration, mean that the Council's provision of school places, and in particularly SEND places for which there is a growing demand, must also respond to meet the changing needs of residents.</p> <p>The Joseph Roundtree Foundation report on ‘Special educational needs and their link to poverty’ explores the links between SEND and poverty. The report shows that poverty is both a cause and an effect of SEND.</p> <p>Therefore, supporting all phases of our education provision to develop a strong strategy and increasing access to only good/outstanding provision will ensure that all children have the best possible start in life, which will enable them achieve and reach their full potential.</p>		
<p>Sources used:</p> <ul style="list-style-type: none"> Joseph Roundtree Foundation – ‘Special educational needs and their link to poverty’ 		

Health & Wellbeing Impact: Consider both short and long-term impacts of the activity on a person's physical and mental health, particularly for disadvantaged, vulnerable or at-risk groups. Can health and wellbeing be positively promoted through this activity? Please use the Health and Wellbeing Impact Tool in Appendix 2 to help you answer this question.	
<i>Please tick (✓) all the relevant boxes that apply:</i>	
Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>
<p>Overall impact: The overall impact on health and wellbeing is positive. The Commissioning Plan sets out how we will carry out our statutory duty to ensure there are sufficient school places available for children and young people in the right areas and at the right time to meet demand, whilst maintaining a focus on high quality education as well as enabling a culture of high performing and financially sustainable schools. This includes both maintained and academy schools.</p> <p>Do you consider that a more in-depth HIA is required as a result of this brief assessment? Please tick (✓) the relevant box</p> <p style="text-align: right;">Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	
<p>Evidence: Our vision for Education and Learning is to ensure that every child will go to a school rated by Ofsted as 'Good' or better, and provide an opportunity for every young person in the borough to thrive, thereby securing outcomes that are above the national average.</p>	
<p>Sources used: Draft Children & Young People Education Place Planning Plan 2023-2027</p>	

3. Outcome of the Assessment

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

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

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

4. Action Plan

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

Protected characteristic / health & wellbeing impact	Identified Negative or Positive impact	Recommended actions to mitigate Negative impact* or further promote Positive impact	Outcomes and monitoring**	Timescale	Lead officer
Age	Positive	Future consultations to enhance positive impact	Any individual proposals arising from the plan will be consulted upon and feedback taken into consideration before any commissioning decisions are made	2023-2027	Pooneeta Mahadeo
Sex/gender	Positive	Future consultations to enhance positive impact	Any individual proposals arising from the plan will be consulted upon and feedback taken into consideration before any commissioning decisions are made	2023-2027	Pooneeta Mahadeo
Religion/faith	Positive	Future consultations to enhance positive impact	Any individual proposals arising from the plan will be consulted upon and feedback taken into	2023-2027	Pooneeta Mahadeo

			consideration before any commissioning decisions are made		
Disability	Positive	Further SEND school places are delivered	More SEND places available in Havering	2023-2027	Pooneeta Mahadeo

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: September 2026

Scheduled date of review: September 2026

Lead Officer conducting the review: Pooneeta Mahadeo

**Expand box as required*

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

Appendix 1. Guidance on Undertaking an EqHIA

This Guidance can be deleted prior to publication.

What is it?

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

When to Assess:

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

Guidance: Equality & Health Impact Assessment Checklist

The Checklist in Section 1 asks the key questions,

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

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

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

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

Using the Checklist

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

Having Due Regard

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

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

Combining Equality and Health Impact Assessment:

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

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

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

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

Guidance: What to include in background/context

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

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

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

*Note that the boxes will expand as required

Guidance: Who will be affected by the activity?

The people who will be affected may be

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

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

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

*Note that the boxes will expand as required

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

Please tick (✓) the relevant box:

Positive

Neutral

Negative

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

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

*Note that the boxes will expand as required

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

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

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

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

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

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

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

*Note that the boxes will expand as required

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

Please tick (✓) all the relevant boxes that apply:

Positive

Neutral

Negative

Overall impact: In this section you will need to consider and note whether the proposal could have an overall impact on, or implications for, people's health and wellbeing or any factors which determine people's health.

How will the activity help address inequalities in health?

Include here a brief outline of what could be done to enhance the positive impacts and, where possible, mitigate for the negative impacts.

*Note that the boxes will expand as required

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

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

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

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

Some questions you may wish to ask include:

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

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

*Note that the boxes will expand as required

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

Information on the population affected

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

Wider Evidence

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

Expert Opinion

- Views of residents and professionals with local knowledge and insight

*Note that the boxes will expand as required

Guidance: Outcome of the Assessment

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

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

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

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

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

*Note that the boxes will expand as required

Guidance: Action Plan

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

State whether the impact is Positive or Negative

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

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

Guidance: Review

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

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

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

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

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

Appendix 2. Health & Wellbeing Impact Tool

Will the activity/service/policy/procedure affect any of the following characteristics? Please tick/check the boxes below
The following are a range of considerations that might help you to complete the assessment.

Lifestyle YES <input 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"/> Exercise and physical activity <input type="checkbox"/> Smoking <input type="checkbox"/> Exposure to passive smoking <input type="checkbox"/> Alcohol intake <input type="checkbox"/> Dependency on prescription drugs <input type="checkbox"/> Illicit drug and substance use <input type="checkbox"/> Risky Sexual behaviour <input type="checkbox"/> Other health-related behaviours, such as tooth-brushing, bathing, and wound care	<input type="checkbox"/> Structure and cohesion of family unit <input type="checkbox"/> Parenting <input type="checkbox"/> Childhood development <input type="checkbox"/> Life skills <input type="checkbox"/> Personal safety <input type="checkbox"/> Employment status <input type="checkbox"/> Working conditions <input type="checkbox"/> Level of income, including benefits <input type="checkbox"/> Level of disposable income <input type="checkbox"/> Housing tenure <input type="checkbox"/> Housing conditions <input type="checkbox"/> Educational attainment <input type="checkbox"/> Skills levels including literacy and numeracy	<input type="checkbox"/> to Employment opportunities <input type="checkbox"/> to Workplaces <input type="checkbox"/> to Housing <input type="checkbox"/> to Shops (to supply basic needs) <input type="checkbox"/> to Community facilities <input type="checkbox"/> to Public transport <input type="checkbox"/> to Education <input type="checkbox"/> to Training and skills development <input type="checkbox"/> to Healthcare <input type="checkbox"/> to Social services <input type="checkbox"/> to Childcare <input type="checkbox"/> to Respite care <input type="checkbox"/> to Leisure and recreation services and facilities
Page 255 Social 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	Economic Factors YES <input type="checkbox"/> NO <input type="checkbox"/> <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	Environmental Factors YES <input type="checkbox"/> NO <input type="checkbox"/> <input type="checkbox"/> Air quality <input type="checkbox"/> Water quality <input type="checkbox"/> Soil quality/Level of contamination/Odour <input type="checkbox"/> Noise levels <input type="checkbox"/> Vibration <input type="checkbox"/> Hazards <input type="checkbox"/> Land use <input type="checkbox"/> Natural habitats <input type="checkbox"/> Biodiversity <input type="checkbox"/> Landscape, including green and open spaces <input type="checkbox"/> Townscape, including civic areas and public realm <input type="checkbox"/> Use/consumption of natural resources <input type="checkbox"/> Energy use: CO2/other greenhouse gas emissions <input type="checkbox"/> Solid waste management <input type="checkbox"/> Public transport infrastructure

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Appendix C

Planning for School Places- Update to Phase 5 expansion programme (New special school on Balgores playing field)

Statutory Framework

Where the need for a new school is identified, the LA is not able to open a new community school. The 2011 Education Act introduced the 'free school presumption'. (N.B. Free schools and academies are legally the same type of school.)

Free School Presumption and the LA Setting the Specification

The 'free school presumption' process will first involve the LA setting its specification for the new school. When setting the specification the local authority will publish notice and information on the council website and engage through a formal consultation with parents and other key stakeholders including potential providers, other local schools, academies, the wider community, diocesan bodies and any others affected by the proposals. The LA's specification will seek to ensure that a provider is appointed who can deliver what is required in consideration of the views expressed by parents and the wider stakeholder group.

The LA specification will set some key matters in addition to the basic details such as the size of the school, indicative project timescales, planned opening date and the community it should serve. This will include emphasising the need for a strong education vision, engagement with the local community, the provision of inclusive education for all children and the need for the school to serve local children. Please see below a detailed summary of the information that would normally be included in the LA's specification.

Seeking Expressions of Interest

The LA will publish the new school specification along with details of the presumption process and seek expressions of interest from approved free school or academy providers. This procedure is set out by the DfE and will include holding a local event for both the community and potential providers. Only existing academies or free schools that have obtained 'approved provider' status from the DfE are able to bid to operate new schools.

The LA will receive and evaluate those bids according to its specification and in consultation with the Regional Director for Education (RD). The bids will then be submitted to the Secretary of State with the LA's recommendation.

The Decision

The decision on the appointment of a provider is taken by the Secretary of State, who delegates this responsibility to the RD. The RD will consider the local authority evaluations and recommendations before deciding which provider is in the best position to take forward the new school. The RD will then inform the LA and the successful provider of its decision. The LA must then inform any unsuccessful applicants.

Next Steps

Once the new school provider has been chosen the DfE will begin the process of entering into a funding agreement with the appointed provider for the new school to be established by the relevant date.

For the opening of a new School in September 2027 the free school presumption process should normally begin in Early 2024.

LA's Outline Specification for a New School

Section A - Introduction

- Indicative timelines for the project
- Opening and closing dates for submission of proposals (at least 6 – 8 weeks, but if the timescale allows, 12-14 weeks may be more appropriate)
- Details of when and how the local authority intends to assess the bids and when the local authority intends to provide this information to the Department for Education (DfE)
- How to apply (including a link to the application form)
- Process the local authority will follow when assessing proposals].

Section B - The School

- Opening date
- Site / location (including any maps)/ postcode
- Pupil capacity
- Planned initial PANs, number of forms of entry on opening and expected rate of growth
- Proposed admission arrangements, including catchment area if applicable
- Type of school
- Phase of education and age range
- Gender (boys/girls/mixed)
- Nursery provision
- Sixth form provision
- SEN provision

- Community use / shared facilities
- Transport arrangements
- Character/Ethos of school
- Equalities impact analysis
- Details of the site/ building, including details of ownership

In the case of special and AP free schools, the local authority should also set out:

- the types of special educational needs which the school will be expected to meet, in the case of special schools
- an indication of the top-up funding likely to be provided;
- a summary of its strategic plan for SEND, AP and high needs, and where this provision fits;
- (if appropriate) which local authorities are committed to commissioning places;
- how many places would be commissioned and by which local authority;
- in the case of AP, the type of placements offered (e.g. full time/short term/part time);
- any planned outreach, training and/or reintegration support (including funding that will be made available to support the school with this); and
- in the case of AP, arrangements for referrals and pupil transition.

Section C - Vision

- A strong educational vision and a curriculum delivery based on high standards of attainment for each key stage
- Plans for appropriate engagement with the local community and parents during the preopening period and any on-going engagement
- Excellent support facilities to meet the needs of all children, including looked after children, those with Special Educational Needs, etc.
- A commitment to excellent outcomes and high quality of teaching and learning

Section D - Education Plan

- An ambitious, broad and balanced, deliverable curriculum plan which is consistent with the vision and pupil intake. This could include a curriculum table and pupil build up chart
- Strategies for measuring pupil performance effectively and setting challenging targets
- A staffing structure that will deliver the planned curriculum within the expected income levels; with a focus on outstanding teaching (including strategies for effective performance management). This could also include an organogram and staff build up chart

- The needs of all children are fully provided for and how the school will be fully inclusive
- Details of enrichment and extended services, for example, breakfast clubs, sports clubs, homework clubs and music/art clubs
- The school's approach to: PHSE; the Prevent Duty; safeguarding and welfare; and promoting fundamental British values (democracy, the rule of law, individual liberty, mutual respect and tolerance of those with different faiths and beliefs)

Section E - Capacity and Capability

- The resources you would draw on and/or deploy to support the development of the new free school by the opening date
- Clear evidence that you have the range of skills and abilities necessary to set up and then run a school effectively, including: managing school finances; leadership; project management; marketing; human resources; safeguarding; and health and safety
- How the school would be organised and what the governance arrangements would look like, including a diagram of the proposed structures.

Section F - Funding and Costs

- An estimate of how much the school will cost to build and where the funding will be coming from, i.e. local authority, Section 106 or mixture
- The ownership of the land, transfer of lease, etc.
- Details about capital and revenue funding – how much will be available for start-up costs [state that the DfE currently provides £25,000 for legal expenses to the successful sponsor]
- Details of pre-opening funding to be provided by the local authority

Section G - Impact and Equalities Assessments

The LA will assess the potential impact of any new school on existing educational provision in the area. The local authority must also consider whether the new school would impact on any groups with protected characteristics.

Free school presumption process timeline

Process	Timeline	Notes	Output
Local Authority consultation- Consultation on the Children & Young People Education Place Planning Plan	Mar-May 2023	Consultation responses demonstrated strong support for new special school	The majority of parents and stakeholders (64%) agree that we need a new special school in Havering.
Preparation of Draft School specification	Sept-Nov 2023	Details to include (see below)	Send out to internal stakeholders for comments
Cabinet approval <ul style="list-style-type: none"> Cabinet approval to establish new school and agree to go to being free school presumption process via Updated Phase 5 cabinet report 	Nov 2023	Cabinet approves use of Balgores Field site for the proposed new special school and to approve for the LA to start the presumption process. Presumption projects are funded and delivered by local authorities in response to their sufficiency duty. Funding is also agreed.	
Impact and Equalities Assessment <ul style="list-style-type: none"> Produce Impact assessment 	Nov-Dec 2023	Assessment of the impact of the proposal, both on existing educational institutions locally and in terms of impact on particular groups of pupils from an equalities perspective. The EQHIA will be informed by the responses to the consultation on the Children & Young People Education Place Planning Plan.	
Informal DfE Notification	Dec 2023	Draft specification to the department for review and comment prior to the specification being published via freeschool.PRESUMPTION@education.gov.uk	Informal engagement and Feedback received from DfE on the draft

Process	Timeline	Notes	Output
Finalise final School specification	Early 2024	Details to include (see below)	
Formal DFE Notification Local authorities should notify the Secretary of State of their plans to seek proposals for a new school as soon as the need for a new school competition has been agreed.	Early 2024	Documents to submit <ul style="list-style-type: none"> • Copy of the new school specs • Impact and equalities assessment • Link to webpage where the information will be made available Confirmation that the LA <ul style="list-style-type: none"> • Has the identified required capital (amount and source) • Will meet all pre and post opening revenue costs • Will provide the site • Full address and postcode of the site • Site ownership or tenure arrangements 	
Seeking Proposals- Publication of Specification (statutory requirement)	Early 2024		
Submission of Proposals by Sponsors 6-8weeks (recommended) but can be up to 12-14weeks	Early 2024- April/May 2024 (based on 14 weeks)	Good or outstanding schools/providers that are interested in submitting a proposal to run a new school will need to have or acquire academy status and be an approved sponsor.	
Due Diligence on all applicants	May 2024	LA should undertake due diligence check on all applicants.	
Assessment of proposals (4-10weeks)	April-June 2024 (based on 8 weeks)	Setting up an assessment panel, Interviews/presentations by applicants	
Local Authority recommendation	June 2024	Assessments of each application to be submitted to the Secretary of State at the	

Process	Timeline	Notes	Output
		earliest opportunity, including the scoring for each proposal.	
Sponsor Approval	July 2024	The Secretary of State will make a decision on the sponsor of the new school	
Pre- Opening Phase - Sponsor Section 10 Consultation	Minimum 6 weeks	This consultation should take place in after the sponsor has been approved by the Secretary of State but before the signing of the funding agreement.	The consultation must include the following question: Should the Trust enter into a funding agreement with the Secretary of State
Funding Agreement	June 2026 (estimated)	<p>Before the funding agreement can be signed the department will require the following key requirements to be in place:</p> <ul style="list-style-type: none"> • Articles of association • Admissions policy • Section 10 consultation • Governance plans • Disclosure Barring Service (DBS) checks • Principal Designate (PD) (or Head teacher) and / or Executive Head recruitment • Finance and pupil recruitment • Financial plans • Education policies • Impact and equalities assessment <p>Further to this for the funding agreement to be in place, the DfE will require:</p>	

Process	Timeline	Notes	Output
		<ul style="list-style-type: none"> • Written development funding agreement between the local authority and the approved sponsor to be in place (should be completed prior to 'kick-off' meeting); • Land questionnaire completed; • Heads of Terms received; • Equalities process record (EPR) completed (statutory); • Get Information About Schools (GIAS) registration (statutory); • Financial and governance health-check completed. <p>The funding agreement can be signed at any point up to the date of opening in a presumption project; however, it should be entered into as early as practically possible.</p> <p>An early funding agreement will provide greater clarity for pupils and parents, and enable the successful sponsor to recruit staff with confidence that the school will open on the preferred date.</p>	
School opening	Sept 2027		

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

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