



# CABINET

<b>7.30 pm</b>	<b>Wednesday 10 April 2024</b>	<b>Council Chamber - Town Hall</b>
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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:**

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**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 Chair, 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**

Apologies received from Councillor Oscar Ford

### **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 7 - 16)

To approve as a correct record, the minutes of the meeting held on **13<sup>th</sup> March 2024**, and to authorise the Chair to sign them.

### **5 PRIVATE SECTOR HOUSING ENFORCEMENT POLICY REVISION** (Pages 17 - 74)

### **6 LAND HAVING FRONTAGE TO NORTH STREET (AKA SAINSBURY'S BILLET LANE CAR PARK) LEASE RENEWAL** (Pages 75 - 84)

### **7 HAVERING CLIMATE CHANGE ACTION PLAN 2024-27** (Pages 85 - 150)

#### REVISED HAVERING CLIMATE CHANGE ACTION PLAN (HCCAP) 2024-27

**Please find below the following comments from the Place Overview & Scrutiny Sub-Committee for inclusion in the Cabinet Report pack**

**The sub-committee support the Approval and adoption of the revised HCCAP 2024-27.**

**The Sub-Committee also ask that:**

- **Could Cabinet consider an action around promoting greywater and rainwater harvesting.**
- **Could Cabinet consider how the plan may incorporate green energy generation.**

### **8 CORPORATE PLAN 2024-2027** (Pages 151 - 168)

### **9 POVERTY REDUCTION STRATEGY** (Pages 169 - 200)





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**MINUTES OF A CABINET MEETING**  
**Council Chamber - Town Hall**  
**Wednesday, 13 March 2024**  
**(7.30 - 9.18 pm)**

**Present:**

Councillor Ray Morgon (Leader of the Council), Chairman

**Cabinet Member responsibility:**

Councillor Keith Darvill

Lead Member for Climate Change & Housing Need

Councillor Gillian Ford

Lead Member for Adults & Wellbeing

Councillor Oscar Ford

Lead Member for Children and Young People

Councillor Paul McGearry

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

**In attendance:**

Councillor Keith Prince (Group Leader – Conservatives)

Councillor Martin Goode (Group Leader – EHRG)

Also, in the chamber, Cllr Jane Keane (Labour)

**161 ANNOUNCEMENTS**

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

**162 APOLOGIES FOR ABSENCE**

None received.

163 **DISCLOSURES OF INTEREST**

Disclosure of interests: Councillor Paul McGeary declared his work association as Head of Estates, with North East London Trust Foundation (NELFT), in relation to item 7 on this agenda, Havering Combating Substance Misuse Strategy 2024-2029, but is not of a prejudicial interest.

164 **MINUTES**

The minutes of the meeting held on **7<sup>th</sup> February 2024**, were agreed as a correct record and the Chair signed them.

165 **PARKS VEOLIA ENVIRONMENTAL TRUST GRANT FUNDED PROJECTS 2024-25**

**Report:** Application and acceptance of Veolia Environmental Trust Funding

**Presented by:** Cllr Barry Mugglestone, Lead Member for Environment  
Report summary, confirms that from March 2024 to October 2025 the Council will be able to apply for up to £900,000 of external grant funding from Veolia Environmental Trust over various funding rounds. Given the funding criteria, this will allow priority projects to be delivered in parks and open spaces.

**Cabinet:**

1. **Approved** a series of applications, as set out in Appendix A, for up to £900,000 of grant funding from Veolia Environmental Trust (VET).
2. **Authorised** the Strategic Director of Place to take all steps necessary to apply for, accept and thereafter spend the grant funding (including but not limited to negotiating and signing any grant agreement issued by VET) received from VET.
3. **Authorised** the Strategic Director of Place, in consultation with the Cabinet Member for Environment, to update, amend or otherwise vary the list of projects at Appendix A, from time to time.

166 **ONESOURCE ICT DECOUPLING AND CREATION OF A SOVEREIGN IT SERVICE FOR HAVERING**

**Report:** OneSource ICT Decoupling and creation of a Sovereign IT Service for Havering

**Presented by:** Councillor Paul Middleton, Portfolio Lead for Resources

Report Summary:

1.1 In April 2023 the London Borough of Havering and London Borough of Newham decided to separate from the OneSource IT service, associated shared infrastructure and create their own IT service.

1.2 Both councils are on shared IT infrastructure, much of which is end of life and requires investment to modernise and improve. This infrastructure is unreliable and limits the Council's ability to modernise and achieve its corporate priorities. The separation of oneSource IT will be achieved when the Council has migrated off this shared IT infrastructure onto its own dedicated modern IT infrastructure and services.

1.3 The work to undertake the decouple is by nature a joint activity with Newham, as any activities relating to the shared infrastructure and the shared IT support team will require joint coordination and agreement.

1.4 This report outlines the approach that will be taken to create the Havering IT service, manage the infrastructure and service decoupling and receive the handover of IT services from OneSource onto a dedicated (improved where required) infrastructure.

1.5 The Havering IT Service will be delivered by a hybrid of in-house staff and supplier provided services. This approach will allow us to maintain internal points of contact, maximise previous investment and control over supplier-maintained services.

1.6 Havering's Corporate Plan 22/23-26/27 sets out actions required for the Council to be "digitally enabled" including:

- Refresh the Council IT hardware and move to the cloud where appropriate.
- Increase the Council's digital offer to its residents and workforce.
- Ensure that the Council's Cyber security is as robust as it can be.

These key deliverables have helped shape the recommendations in this report.

1.7 This report seeks approval on the above approach to separate from the OneSource joint IT service and the creation of Havering's Sovereign IT Service and confirmed revision of the delegations therein. An equivalent report is also being taken through Newham's formal decision-making process.

## **2.1 Cabinet approved the following strategic actions:**

- 2.1.1 The establishing of the Havering Sovereign IT Service by December 2025, marking the conclusion of OneSource IT's services to Havering. Transition to a new hybrid IT service, optimised for cost-effectiveness, with potential residual shared services governed by inter-authority agreements when beneficial.
- 2.1.2 Adoption of a structured programme comprising three distinct workstreams to realise sovereign IT Services for Havering and Newham. Each borough will oversee its respective work stream to ensure tailored outcomes, while the third will prepare OneSource's infrastructure for a seamless handover. This collaborative yet independent approach safeguards against service disruption during the transition.
- 2.1.3 Repurpose approved capital set aside for "Evergreening Capital" programmes to focus on improving and modernising IT infrastructure and services as part of that handover process, where it is possible to do so within time and budget constraints.
- 2.1.4 LBH authorisation that the s.151 Officer, in consultation with the Chief Executive, to make all necessary arrangements to give effect to the authorisation at 2.1 above, including but not limited to:
  - a) Implementing the HR and other operational processes to give effect to the recommendations.
  - b) Agreeing the dates for the withdrawal of the joint ICT service.
  - c) Agreeing, amending and finalising any variation or variations to the Agreement and the delegations contained therein as necessary to give effect to 2.1 above, and thereafter to sign and complete any variation on behalf of LBH.
  - d) Making arrangements to receive staff into LBH as a result of the amendments to the Agreement.
  - e) Making arrangements to allow LBH to share some of the proposed withdrawn services for a transitional period beyond the agreed date of implementation whilst permanent arrangements are put in place within LBH.
  - f) Making arrangements to provide a support service to the retained One Source services.
  - g) To prepare and/or receive and thereafter agree and set the investment case for the ICT function.
  - h) To delegate the authority to conduct procurement, award, and enter into contracts associated with the recommendations in this report in coordination with the Portfolio Lead for Resources.

## **167 HAVERING COMBATING SUBSTANCE MISUSE STRATEGY 2024-2029**

**Report:** Havering Combating Substance Misuse Strategy 2024- 2029

**Presented by:** Councillor Gillian Ford, Cabinet Member for Adults & Wellbeing

Cllr Ford thanked the officers for their work drafting this strategy. It was confirmed that the funding has been ring-fenced within the Public Health fund.

Summary:

A final draft of the Havering Substance Misuse Strategy 2023 has been completed and is now ready for approval. This strategy was produced jointly with all key stakeholders and has been produced in response to the national strategy and to replace the existing local strategy which expired in 2019.

Havering had a similar strategy called the “Drug and Alcohol Harm Reduction Strategy 2016-19,” the revision of which was delayed due to the COVID-19 pandemic. In addition, a new 10- year national drugs strategy called ‘From Harm to Hope: A 10-year Drugs Plan to Cut Crime and Save Lives’ was published by the government in December 2021. The national strategy was accompanied by a three-year supplementary grant to increase capacity in the local treatment system. The grant requires local partnerships to produce a new strategy. Thus Havering Combating Drugs Partnership (“CDP”) drafted this strategy in response to the national drugs strategy thereby renewing the previous Havering strategy.

Our strategy covers all substances which have the potential for abuse and addiction, except tobacco. It treats addiction as a chronic (long-term) health condition and requires all relevant local agencies to work together to provide effective long-term support. It aims to tackle the stigma around addiction to encourage individuals and families who are affected to get support, and to minimise community violence towards those with substance-misuse problems.

The draft strategy describes some key findings from the needs assessment; for example, it is estimated that 1 in 5 adults (around 41,000 people) in Havering drink excessive amount of alcohol and 14,000 16 to 74-year-olds use illicit drugs. Two workshops with local and regional partners and people with lived experience followed by direct communication with delivery partners informed the set of actions in the strategy.

Substance misuse and addiction affect more than just the person with dependency problems – they can affect the family and wider community in many ways. Substance misuse can lead to criminal behaviour including domestic violence, assaults, antisocial behaviour, theft and burglaries, sexual exploitation, slavery and gang violence. This is why the partners in Havering will work together to:

- break drug supply chains;
- deliver a world-class treatment and recovery system;
- achieve a generational shift in the demand for

- drugs; and
- reduce risk and harm to individuals, families and communities.

A plan to address these four key areas was developed through working with all key stakeholders such as the National Health Service (NHS), drug and alcohol treatment services, voluntary care sector, schools, Police, trading standards, licensing, Department for Work and Pensions (DWP), children services, adult services etc. To achieve our intended outcomes of reducing drug use and drug-related crime, harm and deaths, Havering CDP will monitor progress using the national and local outcome frameworks.

This strategy will be implemented over a five-year period commencing from the date of publication and will be reviewed at least annually by the Havering Combating Drugs Partnership and amendments made where necessary. Feedback from the consultation and engagement with service users has been incorporated into the final draft and the Equality Health Impact Assessment report is also included. Havering Combating Drugs Partnership has signed off the final draft and allowed submission for approval by Cabinet. The draft strategy has also been presented at the Health and Wellbeing Board and Place-based Partnership meetings and adopted.

**Cabinet:**

**Approved and adopted** the Havering Combating Substance Misuse Strategy 2024-2029

**168 BOROUGH OF CULTURE**

**Report:** Borough of Culture

**Presented by:** Councillor Gillian Ford, Cabinet Lead for Adults & Wellbeing

Cllr Ford thanked the officers and the senior staff from Queen's Theatre for their work producing the bid.

Summary:

1.1 An application for the London Borough of Havering (the "Borough") to become the London Borough of Culture ("LBOC") in either 2025/26 or 2027/28 and for a Cultural Impact Award for 2026/27 was submitted to the Greater London Authority ("GLA") at the end of November 2023.

1.2 The announcement of the successful boroughs for the LBOC title awards and the cultural impact awards were made on 11 March 2024. (A verbal update was given at the Cabinet meeting confirming that unfortunately Havering was not successful



1.3 The application included a proposal to establish a new cultural and place making organisation that will support the Council to deliver the LBOC programme and realise future opportunities, irrespective of the outcome of the application (the “Company”).

1.4 This report seeks authority to establish the Company as a Council controlled company limited by guarantee initially, with a longer term ambition to evolve into charitable status which would be subject to an options appraisal and relevant decisions.

**Cabinet approved the following recommendations:**

1. **Agreed** to the incorporation of a company limited by guarantee wholly owned by the Council for the purpose of realising and delivering other cultural and place making opportunities
2. **Delegated** the Strategic Director, People in consultation with the Deputy Director of Legal Services to take all steps necessary to incorporate the Company
3. **Delegated** the Strategic Director, People in consultation with the Leader the authority to make the appointments to the board of directors of the Company.

169 **AWARD OF CONTRACT - THE LONDON COLLABORATION (MSTAR4)**

**Report:** Award of Contract – the London Collaboration (MSTAR4)

**Presented by:** Cllr. Ray Morgon, Leader of the Council

Summary:

This report is seeking approval from Cabinet for the award of the London Collaboration (MSTAR4) contract to the preferred bidders following a competitive tendering exercise. This report outlines the procurement procedure and presents details of the stages conducted during the process to identify the preferred bidders.

The contract is due to commence on 1<sup>st</sup> April 2024 for a term of 4 years. The estimated value if all participating boroughs use the contract over the initial period of 4 years is £2bn.

**Cabinet:**

**Agreed** to award the London Collaboration (MSTAR4) Contract to the preferred bidders as set out in Appendix A in the three separate Lots, subject to a voluntary standstill period of 10 working days, for a period of 4 years at a total estimated value of £2bn.

170 **APPROVAL OF TRANSPORT POLICY**

**Report:** Approval to implement a new Transport policy for Adults which sets out the Council's approach to the provision of travel assistance for Care Act 2014 eligible adult service users - ensuring an equitable needs-based system is in place across Adult Social Care.

**Presented by:** Councillor Gillian Ford, Cabinet Member for Health and Adult Care Services

Summary:

To approve the implementation of a New Transport policy which sets out the Council's approach to the provision of travel assistance for Care Act 2014 eligible adult service users - ensuring an equitable needs-based system is in place across Adult Social Care.

The New Transport policy sets out the Council's approach to the provision of travel assistance for Care Act 2014 eligible adult service users, ensuring an equitable needs-based system is in place across Adult Social Care.

It also outlines the criteria, that assessors should use to determine whether a service user should be provided with travel assistance, as part of their Care and Support Plan and seeks to ensure all suitable alternatives have been explored and exhausted.

**Cabinet:**

**Approved** the Transport Policy attached at Appendix A of the report.

171 **COMMUNITY ENGAGEMENT STRATEGY**

**Report:** Community Engagement Strategy

**Presented by:** Cllr. Ray Morgon, Leader of the Council

Summary:

The Community Engagement Strategy attached at Appendix A aims to:

- Build reputation and trust by listening to residents and acting on concerns
- Demonstrate community leadership
- Encourage participation and involvement in delivery of community services (community clean ups, mentoring of pupils, parks Friends groups, library groups, etc.)
- Develop consistent approach to community consultation and engagement, embedding Gunning Principles and encouraging collaboration

- Strengthen engagement in development and delivery of health and wellbeing services and programmes
- Provide intelligence to support council-wide policy development
- Evolve service over time from information and engagement to empower residents

**Cabinet:**

**Approved** the attached Community Engagement Strategy 2024 - 27

172 **FINANCE PERIOD 9 REVENUE MONITORING REPORT**

**Report:** Budget Monitoring Report - Period 9 December 2023

**Presented by:** Councillor Chris Wilkins - Cabinet Member for Finance  
Summary:

The report sets out the monitoring position for the Council for 2023/24 based on figures to period nine (31st December).

The table included in the report shows the net service controllable budgets, spend and variances and actuals to date.

The Cabinet and Group Leaders discussed the budget figures in detail; Areas covered included financial targets, expected savings and proposed actions, under each area of the council, and listed separately under *People*, *Place*, *Resources* and *oneSource*.

**Cabinet:**

**Noted** the revenue financial position at Period 9 and the action taken to mitigate the overspend.

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**Chairman**

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## CABINET

**Subject Heading:**

Private Sector Housing Enforcement Policy Revision

**Cabinet Member:**

Councillor Mugglestone, Lead Member for Environment

**SLT Lead:**

Neil Stubbings, Strategic Director of Place

**Report Author and contact details:**

Anand Punj x2253  
[Anand.Punj@havering.gov.uk](mailto:Anand.Punj@havering.gov.uk)

**Policy context:**

The revised policy supports the New (Place) Vision Objectives, in making Havering a great place to live, invest and stay.

The original Private Sector Housing Enforcement Policy was approved by Cabinet in December 2017 following the decision taken at Cabinet to establish a property licensing scheme in October 2017.

The policy has been reviewed and updated to keep pace with changes to legislation, enforcement options and updated fees and charges to ensure that it remains current and fit for purpose.

**Financial summary:**

The Private Sector Enforcement team is a small team with only three staff and is a net cost to the general fund.

The proposed new policy does slightly increase the scope of the team and so may create additional work. However, it is expected that it will be possible to absorb this within the team, so no additional resources are required.

Potentially the new policy may create additional income from Civil Penalty

Notices. This has not been written into the budget as the level is currently unknown. It will be monitored through our normal budget monitoring processes.

**Is this a Key Decision?**

Yes, the policy will have a significant effect on two or more wards, as it will enable enforcement action against unlicensed properties in selective licencing designated areas.

**When should this matter be reviewed?**

Not applicable

**Reviewing OSC:**

Places Overview and Scrutiny Sub Committee

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

Place - A great place to live, work and enjoy

<b>SUMMARY</b>
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The original Private Sector Housing Enforcement Policy was approved by Cabinet in December 2017 following the decision taken at Cabinet to establish a property licensing scheme in October 2017.

The policy has been reviewed and updated to keep pace with changes to legislation, enforcement options and updated fees and charges to ensure that it remains current and fit for purpose. This Cabinet Report seeks approval for those updates.

<b>RECOMMENDATIONS</b>
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Cabinet is requested:

1. To agree the revised Private Sector Housing Enforcement policy in Appendix 1.

<b>REPORT DETAIL</b>
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1. The Private Sector Housing (PSH) Enforcement Policy sets out a broad overview of the principles and processes of how the Council will deal with breaches of housing law and other public health legislation. Its aim is to ensure the law is applied fairly and consistently; and that health and housing standards are protected within the borough by:
  - Improving landlord professionalism and changing behaviour by providing a deterrent for non-compliant landlords;
  - Eliminating financial gain or benefit from non-compliance;
  - Providing transparent and consistent regulation within the private rental market;
  - Promoting professionalism and resilience within the private rented sector.
2. The Policy (see Appendix 1) defines;
  - How we will investigate alleged offences;
  - Key principles of enforcement (consistency, proportionality, openness, transparency and accountability);
  - How persons and individuals can engage with the Council i.e. complaints, feedback or compliments;
  - Any associated charges;
  - Any associated publicity.

**The following additions/revisions have been made to the policy:**

3. **Minimum Energy Efficiency Standards** (para 3.20)- From 1 April 2018, the MEES Regulations have made it unlawful for commercial landlords to grant a new tenancy, or to extend the lease of a property with an energy performance certificate (EPC) rating below “E” (known as a sub-standard property), unless an exemption applies, and has been validly registered.
4. If a private sector landlord continues to rent a property with an EPC rating of F or G, a Compliance Notice and a Penalty Notice may be issued to the landlord, with a maximum penalty of £5,000.
5. **The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020** - Requires all Landlords of privately rented accommodation to ensure every electrical installation in the residential premises is inspected and tested by a qualified person at intervals of not more than 5 years; and to ensure the first inspection and testing is carried out before the tenancy commences in relation to a new specified tenancy; or by 1 April 2021 in relation to an existing specified tenancy.

6. A remedial notice must be served where the local housing authority is satisfied on the balance of probabilities that a landlord has not complied with one or more of their duties under the Regulations. The notice must be served within 21 days of the decision that the landlord has not complied with their duties.
7. If a local housing authority has reasonable grounds to believe a landlord is in breach of one or more of the duties in the Regulations and the report indicates urgent remedial action is required, the local housing authority may, with the consent of the tenant or tenants, arrange for a qualified person to take the urgent remedial action and recover their costs.
8. Otherwise, we must serve a remedial notice requiring the landlord to take remedial action within 28 days. Should a landlord not comply with the notice the local housing authority may, with the tenant's consent, arrange for any remedial action to be taken themselves.
9. Landlords have rights to make written representation and appeal against remedial action. The local housing authority can recover the costs of taking the action from the landlord and may also impose a financial penalty of up to £30,000 on landlords who are in breach of their duties.

**Reducing the term (length) of a Property Licence.**

10. Planning permission is required for most HMOs that are occupied by 3 or more unrelated persons forming two or more households. The Council introduced two Article 4 Directions. The Directions were confirmed on 3 November 2015 and came into force on 13 July 2016. This means that permitted development rights to change use from a dwelling (C3) to a small HMO (C4) no longer apply to all dwellings within the previous Wards of Brooklands, Romford Town, Heaton and Gooshays whilst direction Notice 2 took away the PD rights for all dwellings except for detached dwellings within the rest of the Borough, except Brooklands, Romford Town, Gooshays and Heaton Wards.
11. It should be noted a sui generis HMO (7 or more persons) will always require planning permission. It is a landlord/owners responsibility to obtain all relevant permissions to use the property as an HMO. There is a breach of planning law if an HMO does not hold planning permission if it requires it. The Council has noted, however, that it is often the case that an owner will seek an HMO licence and commence the use but omit to apply for, let alone have been granted the prerequisite planning permission.
12. To allow owners and landlords time to remedy this breach and so they are compliant with the legal requirements of Property Licensing, in such circumstances where planning permission is not held, Private Sector Housing will typically issue only a one-year licence. All one-year licenses will be charged at full fee.



13. Should the licence holder have failed to regularise the use of the HMO in planning terms after the one-year term ends the licence will expire.

**Offences in relation to licensing of houses under Part 3 of The Housing Act 2004.**

14. **Revision** - Failure to licence or other licensing offences under the Council's Selective Licensing Scheme, has been included in Appendix 1 (4); specifying that the Council may serve notices imposing a civil penalty as an alternative to prosecution of up to a maximum of £30,000.
15. The previous cabinet decision delegated powers to make any minor amendments to the enforcement policy to the equivalent of the Strategic Director of Place in consultation with the Lead Cabinet Member for Housing. It is considered the amendments and revisions are major and therefore must be approved by Cabinet.

<b>REASONS AND OPTIONS</b>
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**Reasons for the decision:**

To assist the Council's enforcement action and statutory obligations under The Housing and Planning Act 2016, The Housing Act 2004 and other associated public health legislation to support the operation of the borough's property licensing schemes and enforcement of housing standards in the private rented sector. The revised policy reflects broader changes to the legislation relating to Private Sector Housing Enforcement.

**In summary the existing policy has been updated to include the following:**

- Minimum energy efficiency regulations (known as MEES regulations)
- The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020
- Amended enforcement options – removal of wording specifying HMOs to include all types of property licences, addition of interim management order, final management order, and compulsory purchase orders.
- Reducing the term (length) of a Property Licence where correct planning permission has not been obtained, and is required, this will be a ground for reducing the term to a 1-year licence.
- Including failure to licence or other licensing offences under the Council's Selective Licensing Scheme, has been included in Appendix 1 (4); specifying that the Council may serve notices imposing a civil penalty as an alternative to prosecution of up to a maximum of £30,000 in respect of the relevant offences.

**Other options considered:**

To not have an enforcement policy in place could lead to both an inconsistent approach to enforcement decisions and leave the authority open to legal challenge.

This is a standard policy review to ensure that the Private Sector Housing Enforcement Policy remains current and fit for purpose.

<b>IMPLICATIONS AND RISKS</b>
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**Financial implications and risks:**

1. The Private Sector Enforcement team is a small team with only three staff and is a net cost to the general fund.
2. The proposed new policy does slightly increase the scope of the team and so may create additional work. However, it is expected that it will be possible to absorb this within the team, so no additional resources are required.
3. Potentially the new policy may create additional income from Civil Penalty Notices. This has not been written into the budget as the level is currently unknown. It will be monitored through our normal budget monitoring processes.

**Legal implications and risks:**

1. The Council has a statutory duty as a Local Housing Authority to enforce relevant housing legislation and update the existing Private Sector Housing Enforcement Policy with any changes to associated legislation.
2. The revised policy sets out a useful framework in which officers of the Council will operate when considering the most appropriate course of enforcement action against landlords, letting and managing agents for failure to comply with legislation including the use of informal and formal action and the imposition of financial penalties as an alternative to prosecution. The policy sets out what action the Council can take and the reasons why.
3. The Waltham Forest LBC v Khan [2017] UKUT 153 (LC) case ruled it is legitimate for a local housing authority to have regard to the planning status of a house when deciding whether or not to grant a licence and when considering the terms of a licence.
4. Civil Penalties under The Housing and Planning Act 2016 may only be imposed for offences committed under The Housing Act 2004 after 6<sup>th</sup> April 2017. Regard must be had to the Statutory Guidance under Schedule 9 (12)

of the said Act in the exercise of their functions. Income received from a civil penalty can be retained by the Local Housing Authority provided that it is used to further the local housing authority's statutory functions in relation to their enforcement activities covering the private rented sector, as set out in Regulation 3 of the Rent Repayment Orders and Financial Penalties (Amounts Recovered) (England) Regulations 2017.

5. The Police Crime Sentences and Courts Act 2022 proposes to introduce a new cautions framework which has two types: community cautions where a breach of conditions can result in a fine and diversionary cautions where breach of conditions can result in a prosecution for the original offence. It is not yet known when these provisions will be in force and if they will be applicable to public authorities. This will be kept under review.
6. The amended policy may be challenged by way of judicial review. The risk of challenge is low.

**Human Resources implications and risks:**

- No changes to Human Resources implications and risks

**Equalities implications and risks:**

1. An Equalities Impact Assessment was conducted when the original policy was adopted and has been included as a background paper to this report.
2. This policy is relevant to all equality groups in Havering and the overall impact has been assessed as positive. All private tenants, particularly those living in HMOs in the areas covered by the licensing scheme, will be positively affected by robust enforcement action where non-compliance is identified. Generally, the effect of this policy is to ensure consistent and appropriate action is taken where landlords blatantly flout their legal obligations and put their tenants at risk.
3. We will consider equalities impacts arising from enforcement decisions by ensuring our approach is proportionate and we will seek to mitigate any adverse equalities impacts where possible.

**Health and Wellbeing implications and Risks**

The proposal will impact positively on:

- Quality availability and affordability of homes and housing.

### **ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS**

- The impact on carbon emissions
- Offsetting carbon emissions
- Preparing for the impacts of climate change

Council can investigate breaches of the Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 as amended (also known as the MEES regulations), but also having other legislation available, such as the powers under Part 1 of the Housing Act 2004. These regulations are designed to tackle the least energy efficient properties, being those rated F or G on their energy performance certificate (EPC). This will also help to alleviate fuel poverty, reduce carbon emissions and contribute to other Council targets around climate change action.

### **BACKGROUND PAPERS**

1. Private Sector Housing Enforcement Policy approved December 2017
2. Cabinet Report approved December 2017
3. Equality Impact Assessment – December 2017

### **APPENDICES**

Appendix 1 - Private Sector Housing Enforcement Policy - updated March 2024  
Appendix 2a: Financial Penalty Matrix – Penalty Amounts  
Appendix 2b: Financial Penalty Matrix – Decision Making



## Public Protection

### Private Sector Housing Enforcement Policy

Document Control

Document details

<b>Title</b>	<i>Public Protection Private Sector Housing Enforcement Policy</i>
<b>Version number</b>	<i>V0.1</i>
<b>Status</b>	<i>Draft</i>
<b>Author</b>	<i>Louise Watkinson</i>
<b>Lead officer</b>	<i>Louise Watkinson</i>
<b>Approved by</b>	<i>TBC</i>
<b>Approval date</b>	
<b>Review date</b>	<i>Tbc</i>

<b>Supersedes</b>	<i>n/a</i>
<b>Target audience</b>	<i>Members, Business and Residents</i>
<b>Related to</b>	<i>Enforcement Action take under Council Constitution Public Protection Enforcement Policy</i>

Version history

<b>Version</b>	<b>Status</b>	<b>Date</b>	<b>Dissemination/Change</b>
<b>V0.1</b>	<b>Draft</b>	<i>Dec 2017</i>	

Member Approval history

<b>Version</b>	<b>Status</b>	<b>Date</b>	<b>Approved by</b>
<i>Add final version number e.g. V0.4</i>	<i>Add status of policy e.g. Final</i>	<i>Add date</i>	<i>Add name of approving body e.g. Cabinet</i>

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## Introduction

- 1.1 This enforcement policy is drawn up in line with the principles of good enforcement outlined in the Enforcement Concordat, the Hampton report and with specific regard to the Regulator's Code (Legislative and Regulatory Reform Act 2006).
- 1.2 This policy sets out how Havering Council as the Local Housing Authority will deal with breaches of housing law and other public health legislation. The Authority will aim to ensure the law is applied fairly and consistently, and to tackle offenders in proportion to any crime committed, whilst minimising the impact for the complainant.
- 1.3 This policy deals with the practical application of enforcement procedures that will be used to achieve compliance with housing and environmental standards. The full range of enforcement options can be found in appendix 1.
- 1.4 The Council expects landlords to comply with the law and proactively manage their properties. This is to ensure that the health and welfare of tenants are protected and their properties, and activities at their properties, are not having a negative effect on the neighbouring population.
- 1.5 Our overall aim of our enforcement action is to protect health and improve housing standards by;
  - changing the behaviour and seeking legal punishment of those who flout the law;
  - eliminating financial gain or benefit from non-compliance;
  - providing transparent and consistent regulation within a private market;
  - promoting professionalism and resilience within the private rented sector.
- 1.6 Enforcement action and resources will be applied proportionally based on the seriousness of the offence(s) and focused toward seeking the highest penalties for the worst offenders. This means taking legal action where we detect serious or systematic breaches of housing and public health legislation.
- 1.7 Where less significant breaches of the law are witnessed and/or the risk to health is lower, we will attempt to resolve problems through the signposting of complainants, possibly using lesser civil legal routes or through informal action. This will enable economic growth for compliant businesses.

## 2. How we investigate

- 2.1 We will use data, intelligence and documentary audits of certain licenced properties to target our proactive and reactive inspections on those premises with disrepair, overcrowding, nuisances and other public health issues and also those without property licences and those in breach of their licence.

- 2.2 In the first instance for most cases, service users are expected to take their own action to resolve the problem. This will usually need to be in the form of a written complaint to their landlord, allowing them sufficient time to respond. Where service users approach the service with a complaint we will ask to see a copy of any such correspondence prior to initiating action. For less serious or minor matters, we will be unable to take direct action. We will endeavour to point service users toward further help and advice wherever possible.
- 2.3 Leaseholder complaints: Havering Council is generally not able to respond to complaints by long leaseholders requesting assistance in taking action against other long leaseholders or freeholders (this includes all tenure types). Havering will only offer assistance in cases where there are exceptional circumstances; this may include cases where there is imminent risk to health.
- 2.4 In all other situations the leaseholder will be redirected to;  
The Leasehold Advisory Service - Fleetbank House,  
2-6 Salisbury Square, London, EC4Y 8JX  
Telephone: 020 7832 2500  
<http://www.lease-advice.org>

### **3. General Enforcement Policy**

- 3.1 The key principles we will apply to our enforcement activity are
- Consistency
  - Proportionality
  - Openness
  - Transparency
  - Accountability
- 3.2 Consistency: means taking a similar approach in similar circumstances to achieve similar outcomes. It does not mean uniformity, as complaints will be considered on a case by case basis and officers will take into account many factors such as the level of risk, culpability of the offender, the history of compliance and actions of those involved.
- 3.3 Proportionality: this means correlating the most appropriate enforcement action to the risks and severity of the offences committed and to deter offenders from repeating the offence and discourage others from committing similar offences. This will ensure that the most serious risks are targeted first.
- 3.4 Openness: means explaining our actions clearly in plain language and discussing compliance failures or problems with anyone experiencing difficulties. A clear distinction will be made between legal requirements and advice or guidance.



- 3.5 Transparency: We will make it clear to those being regulated what their obligations are and give them time to comply where appropriate to do so. The consequences of non-compliance will be made clear. In some instances it may be necessary to secure urgent compliance with notices etc. for example if public health and safety is a concern.
- 3.6 Accountability: all officers of the council will be fair, open, courteous and will identify themselves by an identification card. Where cases have been referred for further legal action, all decisions will be accurately recorded and justified on why that action has been taken.
- 3.7 We will ensure that Officers have the necessary knowledge and skills to support those they regulate, including having an understanding of those they regulate, which will enable them to choose proportionate and effective approaches.
- 3.8 We will endeavour to provide general information, advice and guidance to make it easier for landlords to understand and meet their regulatory obligations. We will also attempt to signpost those landlords who have more complex questions or require legal advice. Such information will be provided via the Council's website.
- 3.9 The Council's additional HMO licencing scheme will be 'light touch' for compliant landlords and its enforcement focus will be on the non-compliant landlords. We will achieve this through the risk assessment of data from various sources, such as complaints, licensing audits and historical data.
- 3.10 The Council will assist landlords, licence holders and agents where possible on its licensing procedures and requirements. In most cases the Council will attempt to communicate with Landlords where contraventions are suspected unless the suspicions are serious or if the suspect has a history of poor standards and/or non-compliance. Where required, property inspections will then be carried out, with a view to immediate enforcement.
- 3.11 Where property defects and evidence of poor management are identified, which are likely to significantly impact on health, the Council will take action. It will also take action where information is not provided or misleading information is given and when fraud is uncovered.
- 3.12 A significant health impact is related to the existence of Category 1 hazards, statutory nuisances, management regulations breaches and other significant public health hazards.
- 3.13 The Council will usually serve a statutory Notice or Order where Category 1 or multiple high category 2 hazards are found. Reasonable time will be given to complete the works if a notice is served.
- 3.14 Nuisances and other public health matters that are not abated by the responsible person before the Council witnesses the offence will result in the relevant statutory notice being served. Breaches of HMO management regulations and/or breach of the conditions of the property licence will normally lead to enforcement as detailed appendix 1.

- 3.15 Charges for the service of each notice will normally be made, where applicable (see below).
- 3.16 Where landlords fail to comply with notices, the Council will normally take legal action against the appropriate person. It may also carry out works in default of the owner. The cost of these works and the administrative costs will be raised as a charge against the property (see below).
- 3.17 Where legal action is necessary to address housing offences and other related offences, the Authority will consider the appropriate action required on a case by case basis. The Authority will usually consider imposing a civil penalty as the primary enforcement tool having regard to the most up to date Statutory Guidance published by the Department for Communities and Local Government on 'Civil Penalties under The Housing and Planning Act 2016'. The same criminal standard of proof is required for a civil penalty as for a prosecution.
- 3.18 The Authority may consider whether a prosecution is the most appropriate course of action. Cases will be referred for Prosecution as an alternative to issuing a civil penalty where there has been,
- serious neglect of their responsibilities as a landlord/agent, or
  - significant harm as a result of their criminality, or
  - where there have been previous criminal convictions or out of court disposals particularly for similar offences, or
  - Poor history of compliance with housing and associated legislation, or
  - the criminality has had significant adverse effects on tenants or other victims, or
  - Issuing a Financial Penalty is not likely to change perpetrator behaviour or housing conditions.
- 3.19 Whether or not the Authority issues a civil penalty or refers the case for a prosecution, in both instances they must be satisfied the case meets the tests set out in Crown Prosecution Service 'Code for Crown Prosecutors' and that there is a 'realistic prospect of conviction'.
- 3.20 The Council may also, and in addition to other action, seek to obtain a Rent Repayment Order (RRO) from the offender to recover up to 12 months of Housing Benefit/Universal Credit that was paid to them by their tenant/s.
- 3.21 Where financial penalty, RRO and/or charges are not repaid civil action will be taken to recover outstanding debt and other charges incurred.
- 3.22 In cases where breaches of housing law and other public health legislation are witnessed, but the public interest test is in question, a simple caution may be offered. This may mean criminal landlords repaying Havering's legal and enforcement costs.
- 3.23 All information obtained will be treated in confidence and in accordance with the Data Protection Act 1998 and the EU General Data Protection Regulation once this is in force. However, it must be recognised that the Council operate secure mechanisms to share information with other internal

and external agencies and law enforcement bodies, there will be circumstances where shared or complimentary enforcement action may be taken with other agencies to help target resources and activities and minimise duplication.

- 3.24 To reduce the likelihood of retaliatory eviction, enforcement action will continue until the property is brought up to a satisfactory condition, whether or not the original tenant remains in the property.
- 3.25 To ensure consistency and adherence to the enforcement policy, internal procedures will be put in place to ensure legal actions are monitored and reviewed.
- 3.26 A list of enforcement options and outcomes can be found in appendix 1.

#### **4. Complaints, Feedback or Compliments**

- 4.1 Those persons and individuals who are regulated by this department should expect that they will be dealt with professionally and in a manner in accordance with the Council's code of conduct for officers.
- 4.2 In the event that an individual or company is not satisfied with the service or if not in agreement with the action taken by the investigating officer or wish to give feedback about the service they have received, they should first contact the Team Manager.
- 4.3 If you wish to make a compliment you should also contact the Team Manager.
- 4.4 The Team Manager can be contacted at,  
Tel: 01708 432777  
Email: [environmental.health@havering.gov.uk](mailto:environmental.health@havering.gov.uk)
- 4.5 If this does not resolve the complaint, the Council also has a formal complaints system. Please visit <https://www.havering.gov.uk>
- 4.6 Contact them in writing at:  
  
Complaints and Member Enquiries  
London Borough of Havering  
Town Hall  
Main Road  
Romford, Essex  
RM1 3SL
- 4.7 Please note you can still make a complaint in cases where the Council has instigated legal proceedings. However, making a complaint will not stop any impending legal action.

- 4.8 Where statutory notices have been served, making a complaint does not replace your statutory rights of appeal or your right to make representation. Nor does it allow you extra time to comply with any notice.
- 4.9 If you disagree with a statutory notice then you should take action specified in the notice to make an appeal, if any exists. Please read the notes that accompany the notice for more detail.

If a summons or directions have been issued by a Court or Tribunal you must continue to follow these. As with all cases where legal action is being taken, it is strongly recommended that you seek legal advice.

## **5. Charging and Compensation**

- 5.1 There will be a charge for Notices served and Orders made under the Housing Act 2004, excluding management regulations. More information can be found within the Notice Charging procedure.
- 5.2 The proposed recipient of any charging notice can make representations as to their personal circumstances. The charge will only be waived in exceptional circumstances following consideration of the particular merits of any such representations received. If there is an appeal against the Notice or Order, then the charge will not be applied until the appeal is resolved and if the notice or order is upheld.
- 5.3 There is no right of appeal against a charging notice; only to the notice or order to which the charging notice relates.
- 5.4 Where works in default are completed an administrative charge of 30% will be added to the works cost.
- 5.5 We may also seek a contribution to our costs if a simple caution is issued. These costs will be reasonable and a schedule of costs will be produced on request.

## **6. Publicity**

- 6.1 We will work with various media organisations and persons to promote and inform people about our enforcement regime. We also will look to publish certain prosecutions on the Greater London Authority (GLA) watch list and the Dept. Communities and Local Government (DCLG) statutory database. Media coverage will normally be sought in the following cases:
- The offence is a serious one or has significant factors such as the risk to health of tenants, visitors or neighbours, the exploitation of tenants, anti-social behaviour or an issue affecting the wider area or private rented sector.
  - Coverage will assist in securing compliance by others or is in the public interest to demonstrate the Councils actions and to help inform issues in the wider housing sector.

- To draw attention to a particular issue or set of hazards;
- To provide potential renters and tenants with information that will enable them to check whether a landlord has a poor operating history. It will seek to ensure the private rented housing market operates in a fairer and more transparent way, and that tenants are protected from exploitation by unscrupulous landlords and letting agents.
- To support other local authorities and regulatory partners in their enforcement efforts, through information sharing, and increase awareness of criminal and rogue landlords who operate across borough boundaries to crack down on poor and criminal behaviour.
- The offence is serious and/or was committed wilfully and the Council wishes to draw attention to their willingness to take a hard line in such cases.
- Coverage is otherwise in the public interest;
- A press release will also be issued about convictions where it is considered that publicity will bring in benefits by promoting compliance with those statutory requirements designed to protect the health, safety and welfare of customers, residents, workers and visitors, as well as the borough's environment.
- Media coverage will not be sought where the primary motive is to cause damage to the subject.

## **7. Further Information**

- 7.1 If you would like more information on our service, please go to the webpage at <https://www.havering.gov.uk>
- 7.2 If you are a Landlord and would like training and support on property management matters such as Housing Benefit rules, possession proceedings and changes in housing legislation you should visit Havering's Landlord Accreditation page at <https://www.havering.gov.uk>

Action	Circumstances
1. No action	<ul style="list-style-type: none"> <li>Complaints or allegations of housing legislation breaches or statutory nuisances are of minor or low risk to health and the landlord has not been informed by the complainant, or allegations are unsubstantiated and unwitnessed.</li> <li>Formal action is inappropriate in the circumstances.</li> </ul>
2. Advisory notices and letters	<ul style="list-style-type: none"> <li>Where conditions are evidenced to justify action and investigation and it is appropriate to give opportunity to landlords and tenants to make representations, provide information or effect change to meet compliance.</li> <li>No health impacts are present which poses a risk to health or nuisance.</li> </ul>
3. Formal notices or orders	<ul style="list-style-type: none"> <li>The defect/conditions presents a risk to health and/or a nuisance.</li> <li>There are previous failures of statutory requirements.</li> <li>Previous advisory notices/letters ignored or action was not taken in a timely manner or to the correct standard.</li> <li>There is a lack of confidence in the individual or management i.e. the willingness to respond to an informal approach</li> <li>The Council is legally required to serve a statutory notice.</li> </ul>
5 Financial Penalties (of up to £30,000.)	<ul style="list-style-type: none"> <li>Non-compliance with an improvement or overcrowding notice.</li> <li>Failure to obtain a property licence</li> <li>Significant and/or repeated breaches of HMO management regulations.</li> <li>Breaches of the conditions of the property licence.</li> <li>Amount of penalty decided by financial penalty Matrix Used as alternative to a prosecution.</li> </ul>
4. Works in Default – Emergency Remedial Action & Emergency Prohibition Order	<ul style="list-style-type: none"> <li>There is an imminent risk to health and safety to the occupant and/or public</li> <li>Awaiting the service of a notice or a prosecution would not adequately protect the public interest.</li> <li>However this does not rule out subsequent action being taken in conjunction with a prosecution, financial penalty, RRO or other legal action.</li> </ul>
5. Works in Default – non-compliance with a notice	<ul style="list-style-type: none"> <li>We may choose to carry out works required by a notice if they have not been completed within the permitted time or are not likely to be completed within the permitted time.</li> <li>This may be taken in conjunction or followed with a prosecution or financial penalty and/or RRO.</li> </ul>
6. Reducing the term (length) of an additional HMO Licence.	<ul style="list-style-type: none"> <li>When assessing a Property Licence application, where appropriate and in conjunction with the Council's Fit and Proper and Cause for Concern policies, we may reduce the term of the licence.</li> <li>A Licence holder may continue to stay on a 1 year licence if they still are a 'Cause for Concern'. E.g not fulfilling the training requirement, poor management etc;</li> </ul>
7. Adding new property licence conditions	<ul style="list-style-type: none"> <li>When assessing a Property Licence application, where appropriate and in conjunction with the Council's Fit and</li> </ul>

	<p>Proper and Cause for Concern policies, we may add further conditions to remedy poor landlord behaviour or standards e.g. not fulfilling the training requirement, poor management etc.;</p>
8. Formal (Simple) Caution	<ul style="list-style-type: none"> <li>This will be offered as an alternative to a financial penalty or a prosecution for very low level offending where it is appropriate to do so in line with the Home Office Guidance on Simple Cautions and The Code of Crown Prosecutors.</li> </ul>
9. Refusal to grant a property licence and Revocation of property licenses and approvals	<ul style="list-style-type: none"> <li>Where the Licence application is not made in accordance with the Council's application requirements; or</li> <li>Where the Licence application is not accompanied by the appropriate fee; or</li> <li>Where the proposed manager/licence holder is not a 'fit and proper' person; or</li> <li>Where the proposed manager/licence holder is not the most appropriate person to hold a licence; or</li> <li>Where the proposed manager/licence holder is not the person or an agent of a person who has control of the property; or</li> <li>Where the proposed management arrangements are not satisfactory; or</li> <li>Where the property is not reasonably suitable of occupation in regards the number of persons or households.</li> <li>Where the Council consider that the licence holder or any other person has committed a serious breach or repeated breaches of a condition of the licence.</li> <li>Or a combination of the above.</li> </ul>
10. Prosecution	<ul style="list-style-type: none"> <li>This will be considered for the more serious cases which satisfy the legal tests under the 'Code for Crown Prosecutors' in that it passes the i) evidential stage and ii) public interest stage. At the charging stage, there must be 'a realistic prospect of conviction'.</li> <li>Once the case is issued in Court, if the case is contested, the Authority must prove the case 'beyond reasonable doubt'.</li> <li>See section 3.18 for more detail.</li> </ul>
11. Rent Repayment Orders (RRO)	<ul style="list-style-type: none"> <li>RRO will be considered after every successful prosecution for failure to comply with an Improvement Notice (section 30); Prohibition Order, including Emergency Prohibition Orders (section 32); Offences in relation to licensing of HMOs (section 72) and in relation to licensing of houses under Part 3 of the Act (section 95).</li> <li>Where a landlord fails to licence a licensable property and they received a significant amount of Housing Benefit, a RRO application may be made to the First Tier Tribunal.</li> </ul>
12. Banning Order	<ul style="list-style-type: none"> <li>The Council may decide to seek a Banning Order following the breach of 'banning order offences' by landlords and agents. A banning order last for a minimum of 12 months and prevent landlords or agents from letting their own properties or being involved in the lettings and property management industry across England.</li> </ul>
13..Proceeds of Crime	<ul style="list-style-type: none"> <li>Where landlords or others have benefited from the proceeds of a criminal activity we will work with Trading</li> </ul>

Act	Standards colleagues and other internal departments as necessary to consider applications or legal proceedings under the Proceeds of Crime Act 2002 or other associated legislation. .
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## CABINET

**Subject Heading:**

Private Sector Housing Enforcement Policy

**Cabinet Member:**

**Councillor Damian White**

**Deputy Leader of the Council and  
Cabinet Member for Housing**

**SLT Lead:**

**Steve Moore**

**Director of Neighbourhoods**

**Report Author and contact details:**

Dipti Patel

Assistant Director for Environment

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Louise Watkinson

Public Protection Group Manager

01708 432771

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**Policy context:**

Following the decision taken at Cabinet in October 2017 (Private Rented Sector Landlord Licensing), Cabinet will be asked to give approval to the Private Sector Housing Enforcement Policy to enable the Council to enforce the scheme under the relevant legislation listed within the Councils Constitution.

**Financial summary:**

The Policy itself has no financial implications. Any enforcement action taken will consider financial risk to the council.

**Is this a Key Decision?**

Yes – Significant effect on two or more Wards. Indicate grounds for decision being Key:

**When should this matter be reviewed?**

December 2018

**Reviewing OSC:**

Towns & Communities Overview &  
Scrutiny Committee

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

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

## **SUMMARY**

On 11th October 2017 Cabinet agreed an Additional Licensing Scheme for Houses in Multiple Occupation. To support related enforcement of the scheme a Private Sector Housing Enforcement Policy is required which has regard to the Regulator's Code (Legislative and Regulatory Reform Act 2006).

## **RECOMMENDATIONS**

1. To agree the Private Sector Housing Enforcement Policy in Appendix 1.
2. To delegate to the Director of Neighbourhoods in consultation with the Lead Cabinet Member for Housing powers to make any minor amendments to the enforcement policy.

## **REPORT DETAIL**

The Private Sector Housing (PSH) Enforcement Policy sets out a broad overview of the principles and processes in how the Council will deal with breaches of housing law and other public health legislation. Its' aim is to ensure the law is applied fairly and consistently; and that health and housing standards are protected within the borough by:

- Improving landlord professionalism and changing behaviour by providing a deterrent for non-compliant landlords;
- eliminating financial gain or benefit from non-compliance;
- providing transparent and consistent regulation within the private rental market;
- promoting professionalism and resilience within the private rented sector.

The Policy (see Appendix 1) defines;

- how we will investigate alleged offences;
- key principles of enforcement (consistency, proportionality, openness, transparency and accountability);
- how persons and individuals can engage with the Council i.e. complaints, feedback or compliments;
- any associated charges;
- any associated publicity.

## **REASONS AND OPTIONS**

### **Reasons for the decision:**

To assist the Council's enforcement action and statutory obligations under The Housing and Planning Act 2016, The Housing Act 2004 and other associated public health legislation to support the operation of the borough's Additional Licensing Scheme for Houses in Multiple Occupation.

### **Other options considered:**

To not have an enforcement policy in place could lead to both an inconsistent approach to enforcement decisions and leave the authority open to legal challenge.

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

This policy is required in order to support the additional licensing scheme that was introduced on 11 October 2017. Provision has been made within the licence fee charges to generate income towards enforcement of the scheme. However, as this is a new scheme the exact number of licence applications is based upon prediction and therefore may impact upon the level of income that can be raised to use for enforcement. In addition, the amount of enforcement required within this sector has only been estimated using previous studies, if accommodation standards are worse than forecast this may require additional enforcement resources. There are contingencies in place to deal with any shortfall of increased enforcement, such as partnership working with other London Boroughs, partner agencies and the expected income from civil penalties.

#### **Fixed penalty notices**

On the 6<sup>th</sup> April 2017, the Housing and Planning Act 2016 came into effect which allows the authority to issue civil fixed penalties for offences under the Housing Act 2004 etc. with a report to Cabinet on 11 October 2017 seeking agreement to draw down these powers. Any income from civil fixed penalties will be retained by the authority and can only be used to improve the housing authority's statutory functions in relation to enforcement activities within the private rented sector as specified in the Rent Repayment Orders and Financial Penalties (Amounts Recovered) (England) Regulations 2017.

Additional staffing resource of 1.5 FTE for an 18 months period has been agreed to bolster the enforcement of housing standards throughout the Borough. The Directorate will endeavour to meet this sum from within its approved budget.

However, any shortfall up to the value of £75,000 will need to be met from the Business Risk Reserve.

**Legal implications and risks:**

The Private Sector Housing Enforcement Policy sets out a useful framework in which officers of the Council will operate when considering the most appropriate course of enforcement action against landlords. Each complaint must be considered on a case by case basis and the policy sets out what action the Council can take and the reasons why.

Civil Penalties under The Housing and Planning Act 2016 may only be imposed for offences committed after 6<sup>th</sup> April 2017, and regard must be had to the Statutory Guidance under Schedule 9 (12) of the said Act in the exercise of their functions.

**Human Resources implications and risks:**

This is a new area of work for the Council and additional staff resources have been allocated to enable the effective deliver of the additional Houses in multiple occupation licensing scheme and the associated enforcement. The service is confident that the level of resources allocated to undertake enforcement is sufficient but intend to review this at key stages (6 and 12 months) and provide an update report as necessary.

A recruitment exercise has been undertaken to attract experienced and qualified housing professionals. A robust training programme for all existing staff involved in the delivering an effective HMO licensing scheme and enforcement service is also programmed over the coming months. Additional support and expertise will be sought from other London Boroughs who have a good track record in the area of private sector housing enforcement as required.

**Equalities implications and risks:**

An Equalities Impact Assessment is included within Appendix 2.

This policy is relevant to all equality groups in Havering and the overall impact has been assessed as positive. All private tenants, particularly those living in HMOs in the areas covered by the licensing scheme, will be positively affected by robust enforcement action where non-compliance is identified.

Generally the effect of this policy is to ensure consistent and appropriate action is taken where landlords blatantly flout their legal obligations and put their tenants at risk.

**BACKGROUND PAPERS**

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## Appendix 2

# Equality Impact Assessment (EIA)

### Document control

<b>Title of activity:</b>	Private Sector Housing Enforcement Policy
<b>Type of activity:</b>	Strategy
<b>Lead officer:</b>	Louise Watkinson, Public Protection Manager
<b>Approved by:</b>	Dipti Patel Assistant Director of Neighbourhoods
<b>Date completed:</b>	1 December 2017
<b>Version Number</b>	V1
<b>Scheduled date for review:</b>	Tbc

<b>Did you seek advice from the Corporate Policy &amp; Diversity team?</b>	Yes
<b>Does the EIA contain any confidential or exempt information that would prevent you publishing it on the council's website?</b>	No

# 1. Equality Impact Assessment Checklist

## About the activity

1	<b>Title of activity</b>	Private Sector Housing Enforcement Policy
2	<b>Type of activity</b>	Strategy
3	<b>Scope of activity</b>	A new landlord licensing scheme was recently introduced under the provisions of Part 2 of the Housing Act 2004. Twelve wards within Havering were designated as an Additional Licensing area on 11 October 2017. This will have the effect of requiring landlords of <u>all</u> houses in multiple occupation (HMO) in these areas to obtain a property licence. The designation is intended to last for five years and during this period a programme of proactive enforcement will be carried out in order to maximise compliance. This policy will assist the Council to ensure robust enforcement of this scheme together with other offences under Housing Act 2004.
4a	<b>Is the activity new or changing?</b>	The Council already has an enforcement policy however this is not fit for purpose and does not give consideration to new enforcement powers available under the provision of the Housing and Planning Act 2016 in relation to Housing Act offences. It is envisaged that a policy specific to Private Sector Housing enforcement is appropriate in this instance in order to maximise the enforcement options available to the Council.
4b	<b>Is the activity likely to have an impact on individuals or groups?</b>	Yes, a new enforcement policy will impact on the following individuals/groups : <ul style="list-style-type: none"> <li>• Landlords, property managers and agents who rent out property within Havering, in particular those who manage houses in multiple occupation and are located within the designation area.</li> <li>• Tenants who occupy or are potential occupiers of privately rented homes in Havering</li> </ul>
5	<b>If you answered yes:</b>	<p>Section 149 of the Equality Act 2010 stipulates the public sector equality duty. A public authority must, in the exercise of its functions, have due regard to the need to:</p> <ul style="list-style-type: none"> <li>• eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.</li> <li>• advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.</li> <li>• Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.</li> </ul> <p>Section 2 of this EIA addresses the public sector equality duty insofar as compliant landlords and tenants will not be adversely affected by this policy and may benefit from the fact that enforcement activity will be</p>



		<p>targeted to ensure that those who repeatedly ignore their obligations or are found guilty of serious breaches of Housing legislation are suitably punished, whilst a light touch approach will be applied in less serious cases.</p> <p>The existence of a clearly defined enforcement policy will also ensure that a proportionate and consistent approach is applied in all cases.</p>
6	If you answered no:	N/A

Completed by:	Wendy Laybourn, Senior Private Sector Housing Strategy Officer, Environment Services/ Neighbourhoods Directorate
Date:	1 December 2017

## 2. Equality Impact Assessment

### Understanding the different needs of individuals and groups who use or deliver this service

Context:
<p>Havering has an important and growing private rented sector (PRS) that provides affordable housing options for local people. The council realises that the majority of landlords operate professionally, however the council is concerned about increasing levels of unprofessional landlords who let properties, particularly houses in multiple occupation, that fail to meet satisfactory levels of tenancy and property management.</p> <p>There is a growing body of evidence that poorly managed privately rented properties are having a negative effect on neighbourhoods – anti-social behaviour, nuisance neighbours and properties, and accumulations of refuse are just three issues which have been linked to the failure of private landlords to manage properties and tenancies in an effective way. High demand and affordability issues for those residing in the PRS has resulted in overcrowding, sub-letting and illegal conversions with associated elevated levels of ASB and wider neighbourhood nuisance problems. Tenant exploitation is also a growing problem in today's market of high demand which enables even the worst properties to be let.</p> <p>The London Borough of Havering wants to ensure that all private rented homes in the borough offer residents a choice of safe, quality and well managed accommodation. We recognise that in order to achieve this there is a need for a robust and coherent regulatory framework in which this market operates.</p> <p>Havering has identified that problems in the private rented sector of poor property and tenancy management and anti-social behaviour, particularly in relation to houses in multiple occupation (HMOs), are distributed across most parts of the borough. To tackle these issues it recently introduced an Additional Licensing designation in 12 wards</p> <p>The evidence base used in relation to the selection of areas designated under an Additional Licensing scheme related to levels of ASB and crime, or evidence of poor management and facility standards. .</p>

## HMO Locations

Information has been provided from checks of the housing benefit system (where credit is paid to individuals in shared accommodation or HMOs known on the Public HMO Register), the public HMO register, Liberty Housing properties, addresses which are suspected of being HMOs based on Tenure Intelligence Model, and data from council tax records for properties of shared accommodation and bedsits. A total of 793 addresses have been considered as part of this data exercise. The distribution and type/category of HMO by ward within Havering is shown in table 1 below.

Table 1

Ward	Benefit s	Council Tax	HM1 – Bedsit HMO's	HM2- Section 257	HM3- Shared House HMO	Public Register (Licensed HMO's)	Liberty Housing	Total	Suspected *(updated TIMS data)	Grand Total
Brooklands	4	11	9	2	5	1		32	57	89
Cranham		1			1			2	6	8
Elm Park	1	3	1		2	7		14	23	37
Emerson Park		1			1		1	3	17	20
Gooshays	6	4					1	11	57	68
Hacton	1	1	3					5	13	18
Harold Wood	1	2			3	4	1	11	30	41
Havering Park	2	5	1		2	3	2	15	27	42
Heaton	5	8	2		2	1	4	22	63	85
Hylands			3		1			4	18	22
Mawneys	1	2	4		1			8	20	28
Pettits	1	3	1				1	6	21	27
Rainham & Wennington	3	2	1	1	3	1	3	14	46	60
Romford Town	4	12	20	4	4	10	1	55	80	135
South Hornchurch	6	7	2		1			16	34	50
Squirrels Heath		2	2		1	4		9	22	31
Saint Andrews		1	3				1	5	19	24
Upminster		1						1	7	8
<b>Totals</b>	<b>35</b>	<b>66</b>	<b>52</b>	<b>7</b>	<b>27</b>	<b>31</b>	<b>15</b>	<b>233</b>	<b>560</b>	<b>793</b>

- HMO Public Register – addresses confirmed and registered as HMOs.
- Benefits List – Properties in receipt of housing benefit identified as HMO/Shared Accommodation not on public register.
- Council Tax List – Properties recorded on council tax register as being HMO/Bedsit/Shared Accommodation
- HM1 HMO – Bedsits – these are known HMOs below the mandatory licence level.
- HM2 HMO – Section 257 – these are known HMOs below the mandatory licence level.
- HM3 HMO – Shared House – these are known HMOs below the mandatory licence level.
- Liberty Housing properties, which are HMOs
- Suspected, unconfirmed HMO – addresses which are predicted HMO's based on Tenure Intelligence Model.

**Age:** Consider the full range of age groups

Please tick (✓) the relevant box:

**Positive (long term benefits)**

✓

**Neutral**

**Negative (in the short term)**

**Overall impact:**

Houses in Multiple Occupation are more likely to be occupied by young people under the age of 35 as shared accommodation is often the only type of affordable accommodation available to benefit reliant tenants as a result of housing benefit caps for young people. Many of these individuals are forced to accept accommodation within the private rented sector as they usually have no access to social housing. Better regulation and proactive enforcement of the private rented housing sector will ensure that suitable action is taken against landlords and managers who do not comply with the law or licence conditions. This is expected to help drive bad landlords out of the market which should have the beneficial effect of better quality and well managed private rented housing.

**Evidence:**

Housing and the quality of housing has a major impact on health and wellbeing of all age groups. Investment in improving poor, overcrowded or inappropriate housing will improve the quality of life of residents and have a preventative effect on future health and social care need.

Table 3- Havering population

2016	Number	Percentage of population (%)
All persons	252,783	100.0
Male	121,456	48%
Female	131,327	52%
0-14 yrs	42,973	17%
15-19 yrs	15,167	6%
20-34 yrs	48,029	19%
35-64 yrs	98,585	39%
65+ years	48,029	19%

**Sources used:** Havering Data Intelligence Hub / Mid-year population estimates 2016; Office for National Statistics (ONS);

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

Please tick (✓) the relevant box:

**Positive**

✓

**Neutral**

**Negative**

**Overall impact:** There are a significant number of tenants with mental health disabilities living in HMO' in the private rental sector. The envisaged benefits of better quality shared housing accommodation that is well managed and complies with all relevant standards will have a positive impact on this group.

#### Evidence:

- (1) Previous research has highlighted the relationship between mental health problems and HMOs. Shaw *et al.*, (1998) note that HMO residents are eight times more likely than the general population to suffer from mental health problems as well as having other problems:

*'These groups [living in HMOs] are more likely to be drug or alcohol-dependent, many have spent their early lives in care, or are ex-prisoners, and have nowhere else to go' (Shaw et al., 1998: 67*

*'Within HMOs some of the greatest threats to the mental health of tenants come from the actions of other tenants. Landlords currently have a duty to ensure that the behaviour of tenants in the property does not impinge on the surrounding community but it is not specified that tenants should be protected from the behaviour of other tenants'. (2)*

*'In terms of mental health, preventing ASB in the property will make tenants feel safer and more secure', (2)*

*'current legislation has the potential to contribute significantly to the safety and quality of housing and this is likely to positively affect the mental health of tenants, through creating a sense of safety and security' (2)*

#### Sources used:

(1) Shaw M, Danny D and Brimblecombe N (1998)  
Health problems in houses in multiple occupation.  
*Environmental Health Journal* 106(10) 280-281.

(2) Professional Evaluation: Beyond safety to wellbeing: How local authorities can mitigate the mental health risks of living in houses in multiple occupation-  
Dr Caroline Barratt, Christopher Kitcher and Dr Jill Stewart

<b>Sex/gender:</b> Consider both men and women	
<div> <div> Please tick (✓) the relevant box: </div> <div> <div>Positive</div> <div>Neutral</div> <div>Negative (short term only)</div> </div> <div> <div></div> <div>✓</div> <div></div> </div> </div>	
<b>Overall impact:</b> No differential impact has been identified on the grounds of this protected characteristic in respect of landlords who may be affected by the licensing proposals and enforced against as it applies equally to all landlords operating in Havering irrespective of sex / gender.  Evidence suggests that Houses in Multiple Occupation are twice as likely to be occupied by males, predominantly under the age of 30, as shared accommodation is often the only type of affordable accommodation available to them and they usually have no access to social housing accommodation.  Effective enforcement against those landlords who operate poorly managed properties in the worst condition may have the beneficial effect of driving bad landlords out of the market which, in the longer term, should result in increased availability of better quality and well managed bedsit type accommodation. As this enforcement policy will be applied across all private sector housing activity, not just HMO's, the overall impact is likely to be neutral.	
<b>Evidence:</b> Community Safety report using data collected from Havering databases and Metropolitan Police records stated that of all known HMOs in the Borough, 67% were occupied by males.	
<b>Sources used:</b> Data on noise nuisance collated by London Borough of Havering and Metropolitan Police records of reported crime and anti-social behaviour (for period April 2015-March 2016)	

**Ethnicity/race:** Consider the impact on different ethnic groups and nationalities

Please tick (✓) the relevant box:

**Positive**

✓

**Neutral**

**Negative (short term)**

**Overall impact:**

There is a significant concentration of migrant households in the private rented sector and in particular in shared HMO accommodation as they are often on low wages meaning low quality homes are the only affordable form of accommodation for a working household.

Vulnerable tenants, such as new arrivals in the country may be more likely to be exploited and affected by poor housing conditions. Overcrowding disproportionately affects migrants.

PRS Tenants within ethnic minority groups are therefore likely to be positively affected by this policy due to better quality accommodation and landlord management practices that will result from better enforcement of the sector. Greater protection from eviction should also result from increased powers to use civil penalties against those landlords who harass or unlawfully evict tenants as these will serve as a deterrent for potential offenders.

The private sector housing enforcement policy applies equally to all landlords operating within the London Borough of Havering irrespective of ethnicity / race therefore this group will not be negatively affected. A range of measures will be implemented in order to support landlords to become more professional in the way they manage their rental properties.

**Evidence:**

No local data is yet specifically available on the profile of protected characteristics associated with privately managed HMOs. This is because HMOs generally have highly transient occupants and /or data is not available to the council. Some equality profile data specific to the management of HMOs by the council itself is available and is detailed below, however that profile data will not necessarily be consistent with that of the private rented sector and may not show the whole picture due to the complexity of data collection. It is included because it serves as a useful indicative benchmark about several of the protected characteristics.

**Equality Profile data for HMOs managed on behalf of LB Havering** This data was collected about the profile of tenants who occupy HMOs managed by Liberty Housing in Havering. In respect of the proposed licensing designations subject of this Equality Assessment the data below does not specifically represent the picture for existing private sector HMOs and is referenced solely for guideline purposes.

Ethnicity- Summary Total tenants in sample: 91-		
Black African	8	8.8%
Black Caribbean	8	8.8%
Black other	4	4.4%
Not Known/ no response	6	6.6%
White and Asian	3	3.3%
White and Black African	2	2.2%

**Sources used:**

This snapshot data represents all tenants responding to survey who were occupying HMOs managed by Havering as at 9 June 2015 sourced from the housing database.

**Religion/faith:** Consider people from different religions or beliefs including those with no religion or belief

Please tick (✓)  
the relevant  
box:

**Positive**

**Neutral**

✓

**Negative**

**Overall impact:**

No differential impact has been identified on the grounds of this protected characteristic. The Private Sector Housing Enforcement Policy will apply equally to all Landlords operating within Havering irrespective of religion / faith.

**Evidence:** N/A

**Sources used:** N/A

**Sexual orientation:** Consider people who are heterosexual, lesbian, gay or bisexual

Please tick (✓)  
the relevant  
box:

**Positive**

**Neutral**

✓

**Negative**

**Overall impact:**

There is no information relating to sexual orientation of landlords.

Additional licensing aims to reduce anti-social behaviour which may benefit people who suffer from homophobic crime and incidents. The overall impact of this policy, however, will be neutral.

**Evidence:**

There is insufficient data available to measure accurately the potential effect of these proposals in relation to sexual orientation of tenants.

**Sources used:**

N/A

**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:

**Positive**

**Neutral**

✓

**Overall impact:**

No differential impact has been identified on the grounds of this protected characteristic. The Private Sector Landlord Licensing proposal applies equally to all tenants and landlords operating in Havering irrespective of gender reassignment. Housing advice will be available to any tenant that has been displaced as a consequence of licensing.

<b>Negative</b>		
<b>Evidence:</b> N/A		
<b>Sources used:</b> N/A		

<b>Marriage/civil partnership:</b> Consider people in a marriage or civil partnership		
<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b> No differential impact has been identified on the grounds of this protected characteristic. The Private Sector Landlord Licensing proposal applies equally to all tenants and landlords operating in Havering irrespective of marriage / civil partnership.
<b>Positive</b>		
<b>Neutral</b>	✓	
<b>Negative</b>		
<b>Evidence:</b> N/A		
<b>Sources used:</b> N/A		

<b>Pregnancy, maternity and paternity:</b> Consider those who are pregnant and those who are undertaking maternity or paternity leave		
<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b> No differential impact has been identified on the grounds of this protected characteristic. The Private Sector Landlord Licensing proposal applies equally to all tenants and landlords operating in Havering.  Whilst the property licensing scheme requires landlords to be responsible for ensuring premises do not become overcrowded, enforcement action will not be taken where existing tenants are pregnant or have given birth to a child whilst already occupying a premises, therefore there will be no requirement for landlords to take action to evict tenants that fall within this protected characteristic. However, in many cases tenants falling within this protected characteristic may be eligible and owed a homeless duty by the council's housing service to provide accommodation should a landlord refuse to renew an expired tenancy.
<b>Positive</b>		
<b>Neutral</b>	✓	
<b>Negative</b>		
<b>Evidence:</b> Data recorded on homeless approaches by pregnant women and/ or applicants with dependent children is shown below.  Section E2: Applicant households found to be eligible for assistance, unintentionally homeless and in priority need during the quarter, by priority need category		



Table 5

Total households with dependent children	Household includes, a pregnant woman and there are no other dependent children	6. Total applicants
86	11	122

**Sources used:**

Quarterly P1d Housing Statistical return (1/7/16 to 30/9/16) -from LBH Housing database-homeless approaches

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

Please tick (✓) the relevant box:

**Positive in the long term**

✓

**Neutral**

**Overall impact:**

Vulnerable residents and those on low incomes have found that access to housing appropriate to their needs has been restricted by a lack of affordability and large numbers find themselves living in the worst PRS properties or shared accommodation. Changes to the national welfare system has had a further negative impact on the provision of quality housing options due to displacement of benefit dependent households into cheaper shared accommodation as a result of the Local Housing Allowance rent caps.

**Negative in the short term**

✓

Greater regulation and enforcement of the Private rented sector, particularly those HMO' that are required to be licensed, may force some landlords to leave the private rented sector altogether which could negatively impact tenants due to a reduction in the supply of HMO's and subsequent increase in evictions and homelessness.

On the positive side, a significant protection that would be provided for assured shorthold tenants is that a s.21 Notice to evict tenants cannot be used by a landlord where a property has not been licensed when it is required to be. The Courts will therefore refuse to issue Possession Orders on that basis and enforcement action will be taken against those landlords who evict tenants unlawfully.

The life chances of residents are closely linked to the quality of their neighbourhoods and their housing accommodation. Better enforcement of the private housing sector seeks to address some of these issues by improving housing conditions and security of tenure, particularly for the poorest tenants, over the longer term.

**Evidence:**

The council does not have data to demonstrate this expectation, however on the basis of experience of other Councils who have introduced and actively enforced additional licensing, schemes, the effects on tenants sharing this protected characteristic have not been reported to be significantly negative.

**Sources used:**

N/A

**Conclusion**

Overall it is anticipated that the introduction of new Private Sector Housing Enforcement Policy is likely to bring about significant benefits to tenant groups with protected characteristics, particularly those who are disadvantaged and who have no alternative to renting a room in a shared house in the private sector.

The main purpose of this policy is to increase compliance with housing legislation and licence conditions through the use of appropriate and proportionate enforcement powers and financial penalties for those landlords who refuse to comply. Improved housing conditions within the private rented sector will benefit all residents and particularly those who have protected characteristics. Making our Borough a safe place to live is a top priority for Havering Council and the ability to operate a robust but fair system of enforcement in conjunction with the additional HMO landlord licensing scheme will support this vision.

Vulnerable groups will also benefit from overall improvements in management standards due to the ability of the council to effectively enforce housing standards.

The Equality Assessment has identified that the majority of tenants will benefit from an active enforcement policy. The Council proposes to launch a major publicity campaign before the effective date of the Licensing scheme to make tenants and landlords aware of their rights and obligations and what tenants can do if threatened with eviction. It is intended that any significant penalties or prosecutions resulting from enforcement activity in this area will also be widely publicised to act as a deterrent to potential offenders.

Specific actions are set out in more detail in the action plan below.

Overall it is considered that the benefits of this initiative far outweigh any negative impacts to groups with protected characteristics.

## Action Plan

In this section you should list the specific actions that set out how you will address any negative equality impacts you have identified in this assessment.

Protected characteristic	Identified negative impact	Action to be taken to mitigate impact*	Intended outcomes and monitoring**	Timescale of actions	Lead officer
Socio-economic status	Low income/benefit dependant households	<p>This Enforcement Policy will be beneficial to all private sector housing tenants as housing standards should improve as a result of effective enforcement against non compliant landlords.</p> <p>Enforcement against landlords who unlawfully evict tenants will be taken to discourage landlords from exploiting vulnerable tenants in this way. Some tenants should benefit from greater security of tenure as a result.</p>	Private tenants to be supported if there are negative consequences arising from the council's enforcement approach	From effective date of the additional licensing scheme (01/03/17) and ongoing	Public Protection Manager

## Review

A review of this EIA will be carried out periodically in order to ascertain if there has been any significant negative impact upon groups with protected characteristics.

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# **Public Protection**

## **Private Sector Housing Enforcement Policy**

**January 2024**

## Document Control

### Document details

<b>Title</b>	<i>Public Protection Private Sector Housing Enforcement Policy</i>
<b>Version number</b>	<i>V0.2</i>
<b>Status</b>	<i>Draft</i>
<b>Author</b>	<i>Anand Punj</i>
<b>Lead officer</b>	<i>Anand Punj</i>
<b>Approved by</b>	<i>TBC</i>
<b>Approval date</b>	
<b>Review date</b>	<i>TBC</i>

<b>Supersedes</b>	<i>Public Protection Private Sector Housing Enforcement Policy</i>
<b>Target audience</b>	<i>Members, Business and Residents</i>
<b>Related to</b>	<i>Enforcement Action taken under Council Constitution Public Protection Enforcement Policy</i>

### Version history

<b>Version</b>	<b>Status</b>	<b>Date</b>	<b>Dissemination/Change</b>
<b>V0.1</b>	<i>Approved</i>	<i>17/01/2018</i>	
<b>V0.2</b>	<i>Draft</i>	<i>July 2022</i>	Updated to incorporate MEES, Elect safety regs, selective licensing and appendix with financial penalty matrix

### Member Approval history

<b>Version</b>	<b>Status</b>	<b>Date</b>	<b>Approved by</b>
<i>V0.1</i>	<i>Final</i>	<i>17/01/2018</i>	<i>Cabinet</i>
<i>V0.2</i>			

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## Introduction

- 1.1 This enforcement policy is drawn up in line with the principles of good enforcement outlined in the Enforcement Concordat, the Hampton Report and with specific regard to the Regulator's Code 2014, under the Legislative and Regulatory Reform Act 2006.
- 1.2 This policy sets out how Havering Council as the Local Housing Authority, specifically its Private Sector Housing team, will deal with breaches of housing law, other public health legislation and licensing regulations. The Council will aim to ensure the law is applied fairly and consistently, and to tackle offenders in proportion to any crime committed, whilst minimising the impact for the complainant.
- 1.3 This policy deals with the practical application of enforcement procedures that will be used to achieve compliance with housing, licensing and environmental standards. The full range of enforcement options can be found in Appendix 1.
- 1.4 Proper authorisation of officers will be ensured and applicable investigations will be carried out in accordance with the Human Rights Act 1998, Regulation of Investigatory Powers Act 2000, Police and Criminal Evidence Act 1984 and Criminal Procedure and Investigations Act 1996.
- 1.5 The Council expects landlords to comply with the law and proactively manage their properties. This is to ensure that the health and welfare of tenants are protected and their properties, and activities at their properties, are not having a negative effect on the neighbouring population.
- 1.6 The overall aim of our enforcement action is to protect health and improve housing standards by:
  - changing the behaviour and seeking legal punishment of those who flout the law;
  - eliminating financial gain or benefit from non-compliance;
  - providing transparent and consistent regulation within a private market;
  - promoting professionalism and resilience within the private rented sector.
  - providing a 'light touch' for compliant landlords and create a level playing field by tackling non-compliant landlords within the sector.
- 1.7 Enforcement action and resources will be applied proportionally based on the seriousness of the offence(s) and focused toward seeking the highest penalties for non-compliant offenders. This means taking legal action where we detect serious or systematic breaches of housing and public health legislation. This will always be in accordance with statutory codes of practice, council procedures and protocols and official guidance from central and local government bodies.
- 1.8 Additionally, we will consider equalities impacts arising from enforcement decisions by ensuring our approach is proportionate and we will seek to mitigate any adverse equalities impacts where possible.



- 1.9 Where less significant breaches of the law are witnessed and/or the risk to health is lower, we will attempt to resolve problems through the signposting of complainants, possibly using lesser civil legal routes or informally. This will enable economic growth for compliant businesses and allow the Council to focus on the worst landlords.

## How we investigate

- 2.1 We will use data, intelligence and documentary audits to target proactive and reactive inspections at premises with suspected disrepair, overcrowding, nuisances and other public health issues, and also those without property licences those in breach of their licence.
- 2.2 In the first instance, for most cases, service users are expected to take their own action to resolve the problem. This will usually need to be in the form of a written complaint to their landlord (either via letter or electronic communication such as text, email or WhatsApp message), allowing them sufficient time to respond. Where service users approach the service with a complaint, we will ask to see a copy of any such correspondence prior to initiating action. For less serious or minor matters, where we are unable to take direct action, we will endeavour to point service users toward further help and advice wherever possible. In the case of emergency issues we will not require evidence of prior written complaints.
- 2.3 **Leaseholder complaints:** Havering Council is generally not able to respond to complaints by long leaseholders requesting assistance in taking action against other long leaseholders or freeholders (this includes all tenure types). Havering will only offer assistance in cases where there are exceptional circumstances; this may include cases where there is imminent risk to health or statutory nuisance.

In all other situations the leaseholder will be redirected to:

The Leasehold Advisory Service  
Telephone: 020 7832 2500.

<http://www.lease-advice.org>

## General Enforcement Policy

- 3.1 The key principles we will apply to our enforcement activity are
- Consistency
  - Proportionality
  - Openness
  - Transparency
  - Accountability
- 3.1 Consistency: means taking a similar approach in similar circumstances to achieve similar ends. It does not mean uniformity, as officers will take into

account many factors such as the level of risk, culpability of the offender, the history of compliance and the attitudes and actions of those involved.

- 3.2 Proportionality: means relating enforcement action to the risks and severity of the breach of the law involved and to deter offenders from repeating the offence and discourage others from committing similar offences. This will ensure that the most serious risks are targeted first.
- 3.3 Openness: means explaining our actions clearly in plain language and discussing compliance failures or problems with anyone experiencing difficulties. A clear distinction will be made between legal requirements and advice or guidance.
- 3.4 Transparency: We will make it clear to those being regulated what their obligations are and give them time to comply where appropriate to do so. The consequences of non-compliance will be made clear. In some instances, it may be necessary to secure urgent compliance with notices etc. for example if public health and safety is a concern.
- 3.5 Accountability: all officers of the council will be fair, open, courteous and will identify themselves by an identification card. Where cases have been referred for further legal action, all decisions will be accurately recorded and justified on why that action has been taken.
- 3.6 We will ensure that Officers have the necessary knowledge and skills to support those they regulate which will enable them to choose proportionate and effective approaches.
- 3.7 We will endeavour to provide general information, advice and guidance to make it easier for landlords to understand and meet their regulatory obligations. We will also attempt to signpost those landlords who have more complex questions or require legal advice. Such information will be provided via the Council's website.
- 3.8 The Council's property licencing schemes will be 'light touch' for compliant landlords and its enforcement focus will be on non-compliant landlords. We will achieve this through the risk assessment of data from various sources, such as complaints, licensing audits and historical data.
- 3.9 The Council will assist landlords, licence holders and agents where possible on its licensing procedures and requirements. In most cases the Council will attempt to communicate with Landlords where contraventions are suspected unless the suspicions are serious or if the suspect has a history of poor standards and/or non-compliance. Where necessary property inspections will be carried out with a view to immediate enforcement.
- 3.10 Where property defects and evidence of poor management are identified, which are likely to significantly impact on health, the Council will take action. It will also take action where information is not provided or misleading information is given and when fraud is uncovered.

- 3.11 A significant health impact may be determined where there is a Category 1 hazard(s), statutory nuisance, significant or numerous management regulations breaches and other significant public health hazards with clear health effects, such as sewage leaks.
- 3.12 Where defects or hazards are judged to be of an emergency nature then the Council will respond in a maximum of 48 hours, with the aim of a 24-hour response in the majority of emergency cases.
- 3.13 The Council will usually serve a statutory Notice or Order where Category 1 hazard(s) or multiple Category 2 hazards are found. Reasonable time will be given to complete the works if a Notice is served.
- 3.14 Nuisances and other public health matters that are not abated by the responsible person before the Council witnesses the offence will result in the relevant statutory notice being served. Breaches of HMO management regulations and/or breach of the conditions of the property licence will normally lead to enforcement as detailed in Appendix 1.
- 3.15 Charges for each statutory notice served under the Housing Act 2004 will be imposed in accordance with Council's published fees and charges schedule, where applicable (see section 5, below).
- 3.16** Where landlords fail to comply with Notices, the Council will normally take legal action against the appropriate person. It may also carry out works in default of the property owner where this is considered to be the only viable means to secure completion of the necessary works. The cost of these works and associated administrative costs will be raised as an invoice and, if unpaid, will be registered as a charge against the property. Until repayment, the Council can levy interest on the amount outstanding.
- 3.17 Where legal action is necessary to address housing offences and crimes, Council will consider the appropriate enforcement tool for the circumstances. Financial penalties, under section 249A of the Housing Act 2004, will be used as the primary enforcement tool. Appendix 2 details the decision making process in determining the penalty amount, as set out in the Council's Financial Penalty Matrix.
- 3.18 Cases may be referred for prosecution where there has been:
- serious neglect of landlord/managing agent responsibilities, or
  - significant harm as a result of their action(s), or
  - where there have been previous criminal convictions or out of court disposals particularly for similar offences, or
  - poor history of compliance with housing and associated legislation, or
  - the action(s) has had significant adverse effects on tenants or other victims, or
  - Issuing a financial penalty is not likely to change perpetrator behaviour or improve housing conditions.
- 3.19 Whether or not the Authority issues a civil penalty or refers the case for a prosecution, in both instances they must be satisfied the case meets the

tests set out in Crown Prosecution Service 'Code for Crown Prosecutors' and that there is a 'realistic prospect of conviction'.

- 3.20 Council will investigate breaches of the Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 as amended (also known as the MEES regulations), but also having other legislation available, such as the powers under Part 1 of the Housing Act 2004. These regulations are designed to tackle the least energy efficient properties, being those rated F or G on their energy performance certificate (EPC). This will also help to alleviate fuel poverty, reduce carbon emissions and contribute to other Council targets around climate change action.

From 1 April 2018, the MEES Regulations have made it unlawful for commercial landlords to grant a new tenancy, or to extend the lease of a property with an energy performance certificate (EPC) rating below "E" (known as a sub-standard property), unless an exemption applies, and has been validly registered.

If a private sector landlord continues to rent a property with an EPC rating of F or G, a Compliance Notice and a Penalty Notice may be issued to the landlord, with a maximum penalty of £5,000.

The EPC rating of a property will not be considered in isolation. Properties that are compliant under the MEES regulations, but which still pose a possible Excess Cold hazard, may also be subject to an assessment under the Housing Act 2004.

- 3.21 The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020 requires all commercial residential landlords to ensure every electrical installation in the residential premises is inspected and tested by a qualified person at intervals of not more than 5 years; and to ensure the first inspection and testing is carried out before the tenancy commences in relation to a new specified tenancy; or by 1 April 2021 in relation to an existing specified tenancy.

Council may serve a remedial notice where it has reasonable grounds to believe that a private landlord is in breach of one or more of the duties under these regulations, and the most recent report does not indicate that urgent remedial action is required. In cases where the report indicates that urgent remedial action is required and the landlord fails to carry out the specified works, the Council may arrange to do so. The cost of these works and our administrative costs will be raised as an invoice and, if unpaid, registered as a charge against the property.

- 3.22 The Council may also, and in addition to other action, seek to obtain a Rent Repayment Order (RRO) from the offender to recover up to 12 months of Housing Benefit/Universal Credit that was paid to them by their tenant/s.
- 3.23 Where the financial penalty, RRO and/or charges are not repaid, civil action will be taken to recover outstanding debt and other charges incurred.

- 3.24 All information obtained will be treated in accordance with UK General Data Protection Regulation (GDPR) and the Data Protection Act 2018. The Council may share information securely with other internal and external agencies and law enforcement bodies where there is a lawful reason to do so. There may be circumstances where shared or complimentary enforcement action may be taken with other agencies to help target resources and activities and minimise duplication.
- 3.25 To reduce the likelihood of retaliatory eviction, enforcement action will continue until the property is brought up to a satisfactory condition, whether or not the original tenant remains in the property.
- 3.26 The Council may prosecute landlords where it is satisfied there is evidence of unlawful eviction of tenants.
- 3.27 To ensure consistency and adherence to the enforcement policy, internal procedures will be put in place to ensure legal actions are monitored and reviewed.
- 3.28 A list of enforcement options and outcomes can be found in appendix 1.

### Complaints, Feedback or Compliments

- 4.1 Those persons and individuals who are regulated by this department should expect that they will be dealt with professionally and in a manner in accordance with the Council's code of conduct for officers.
- 4.2 In the event that an individual or company is not satisfied with the service or is not in agreement with the action taken by the investigating officer or wishes to give feedback about the service they have received, they should first contact the Team Manager.
- 4.3 If you wish to make a compliment you should also contact the Team Manager.
- 4.4 The Team Manager can be contacted by email at [landlordlicensing@haverling.gov.uk](mailto:landlordlicensing@haverling.gov.uk)
- 4.5 If this does not resolve the issue, the Council has a formal complaints system. Please visit <https://www.haverling.gov.uk/complaints> for information about Council's complaints procedure and to submit a complaint.
- 4.6 Contact can also be made in writing to:  
Complaints and Member Enquiries  
London Borough of Havering  
Town Hall, Main Road  
Romford, RM1 3SL
- 4.7 Please note you can still make a complaint in cases where the Council has instigated legal proceedings. **However, making a complaint will not stop any impending legal action.**

- 4.8 Where statutory notices have been served, making a complaint does not replace the statutory rights of appeal or the right to make representation. Nor does it allow extra time to comply with any notice or order.
- 4.9 If you disagree with a statutory notice then they should take action specified in the notice to make an appeal, if any exists. Reference should be made to the notes that accompany the notice or order for more detail.

**If a summons or directions have been issued by a Court or Tribunal, the recipient of the notice or order must continue to follow these. As with all cases where legal action is being taken, it is strongly recommended that service users seek legal advice.**

### **Charging, Fees and Compensation**

- 5.1 There will be a charge for all Notices served and Orders made under the Housing Act 2004, excluding Hazard Awareness or Management Regulation Notices. Charges for each statutory notice will be imposed in accordance with Council's published fees and charges schedule, where applicable. The charge will usually be a fixed amount but for certain cases, ancillary costs may be added, which have been incurred when determining whether to serve a Notice or make an Order and identifying action to be taken in any Notice or Order e.g., where it has been necessary to commission fire safety reports in relation to the 'fire' hazard.
- 5.2 The proposed recipient of any charging notice can make representations as to their personal circumstances. The charge will only be waived in exceptional circumstances following consideration of the particular merits of any such representation received. If there is an appeal against the Notice or Order then the charge will not be applied until the appeal is resolved, and the Notice or Order is upheld.
- 5.3 There is no right of appeal against a charging notice; only to the Notice or Order to which the charging notice relates.
- 5.4 Where works are undertaken by the Council in default of a notice, an administrative charge equivalent to 30% of the value of costs will be added to the costs to be recovered.
- 5.5 Interest may be added to invoices that remain unpaid after 30 days.
- 5.6 The Council reserve the right to claim statutory interest at 8% above the Bank of England reference rate in force on the date the debt becomes overdue and at any subsequent rate where the reference rate changes and the debt remains unpaid in accordance with the Late Payment of Commercial Debts (Interest) Act 1998 as amended and supplemented by the Late Payment of Commercial Debts Regulations 2002 and SI395/2013.

## Publicity

- 6.1 We will work with various media organisations and persons to promote and inform people about our enforcement regime. We may publish details of prosecutions on Council's website and/or social media pages. We may also seek to add details of rogue landlords to the Greater London Authority (GLA) rogue landlord and agent checker and/or the East of England Trading Standards Association Intelligence Database and/or any other statutory database operated by the UK government.

Media coverage will normally be sought in the following cases:

- The offence is a serious one or has significant factors such as the risk to health of tenants, visitors or neighbours, the exploitation of tenants, anti-social behaviour or an issue affecting the wider area or private rented sector.
- Coverage will assist in securing compliance by others or is in the public interest to demonstrate the Council's actions and to help inform issues in the wider housing sector.
- To draw attention to a particular issue or set of hazards.
- To provide potential renters and tenants with information that will enable them to check whether a landlord has a poor operating history. It will seek to ensure the private rented housing market operates in a fairer and more transparent way, and that tenants are protected from exploitation by unscrupulous landlords and letting agents.
- To support other local authorities and regulatory partners in their enforcement efforts, through information sharing, and increase awareness of criminal and rogue landlords who operate across borough boundaries to crack down on poor and criminal behaviour.
- The offence is serious and/or was committed wilfully and the Council wishes to draw attention to the enforcement activity to act as a deterrent.
- Coverage is otherwise in the public interest.
- A press release will also be issued about convictions where it is considered that publicity will bring in benefits by promoting compliance with those statutory requirements designed to protect the health, safety and welfare of customers, residents, workers and visitors, as well as the borough's environment.
- Media coverage will not be sought where the primary motive is to cause damage to the subject.

## Further Information

- 7.1 If you would like more information on our service please visit our website at <https://www.havering.gov.uk>
- 7.2 If you are a Landlord and would like training and support on property management matters such as Housing Benefit rules, possession proceedings and changes in housing legislation you should visit Havering's Landlord Accreditation page at:



## APPENDIX 1: Enforcement Options

Action	Circumstances
1. No action	<ul style="list-style-type: none"> <li>Complaints or allegations of housing legislation breaches or statutory nuisances are of minor or low risk to health and the landlord has not been informed by the complainant, or allegations are unsubstantiated and unwitnessed.</li> <li>Formal action is inappropriate in the circumstances.</li> </ul>
2. Advisory notices and letters	<ul style="list-style-type: none"> <li>Where conditions are evidenced to justify action and investigation and it is appropriate to give opportunity to landlords, tenants or licence holders to make representations, provide information or effect change to meet compliance.</li> <li>No health impacts are present which poses a significant risk to occupants or the public as a whole.</li> <li>Previous history indicates that informal action can be expected to achieve full compliance.</li> <li>Officer's confidence in the premises management is high.</li> </ul>
3. Formal notices or orders	<ul style="list-style-type: none"> <li>The defect or conditions present a significant risk to health and/or a nuisance.</li> <li>There are previous failures of statutory requirements.</li> <li>Previous advisory notices/letters ignored or action was not taken in a timely manner or to the correct standard.</li> <li>There is a lack of confidence in the individual or management i.e. the willingness to respond to an informal approach.</li> <li>The Council is legally required to serve a statutory notice.</li> </ul>
4. Financial Penalties (of up to £30,000 if under Housing & Planning Act 2016, The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020 or Tenant Fees Act 2019, or up to £5,000 under other legislation.)	<p>The Council may serve notices imposing a civil penalty as an alternative to prosecution of up to a maximum of £30,000 in respect of the following offences:</p> <ol style="list-style-type: none"> <li>Failure to comply with an Improvement Notice.</li> <li>Failure to license or other licensing offences relating to Houses in Multiple Occupation (HMOs).</li> <li>Failure to licence or other licensing offences under the Council's Selective Licensing Scheme.</li> <li>Failure to comply with an Overcrowding Notice.</li> <li>Failure to comply with a management regulation in respect of an HMO.</li> <li>Breaching a Banning Order.</li> <li>Breach of a duty under Regulation 3 of The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020.</li> <li>Breach of one or more of regulation 23, 27, 37(4)(a), The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015.</li> </ol> <p>The Council will determine, on a case-by-case basis, whether to instigate prosecution proceedings or to serve a civil penalty in respect of any of the offences listed above. Examples of</p>



	<p>situations in which a decision to prosecute would normally be taken include:</p> <ul style="list-style-type: none"> <li>• Where the offence committed is judged to be particularly serious;</li> <li>• Where the offender has committed similar offences in the past;</li> <li>• Where offender's actions were deliberate and/or they knew, or ought to have known, that they were in breach of their legal responsibilities.</li> </ul>
5. Works in Default – Remedial Action Emergency Remedial Action & Emergency Prohibition Order	<ul style="list-style-type: none"> <li>• There is an imminent risk to health and safety to the occupant and/or public.</li> <li>• Awaiting the service of a notice or a prosecution would not adequately protect the public interest.</li> <li>• However, this does not rule out subsequent action being taken in conjunction with a prosecution, financial penalty, RRO or other legal action.</li> </ul>
6. Works in Default – non-compliance with a notice	<ul style="list-style-type: none"> <li>• The Council may carry out works required by a notice if they have not been completed within the permitted time or are not likely to be completed within the permitted time.</li> <li>• This may be taken in conjunction with or followed by a prosecution, financial penalty and/or RRO.</li> </ul>
7. Reducing the term (length) of a Property Licence.	<ul style="list-style-type: none"> <li>• When assessing a Property Licence application, where appropriate and in conjunction with the Council's Fit and Proper and Cause for Concern policies, we may reduce the term of the licence.</li> <li>• Where correct planning permission has not been obtained, and is required, this will be a ground for reducing the term to a 1-year licence.</li> <li>• To allow owners and landlords time to remedy this breach and so they are compliant with the legal requirements of Property Licensing, in such circumstances where planning permission is not held, Private Sector Housing will typically issue only a one-year licence. All one-year licenses will be charged at full fee.</li> <li>• Should the licence holder have failed to regularise the use of the HMO in planning terms after the one year term expires, a further licence is unlikely to be granted. PSH will consult with Planning before refusing said licence</li> <li>• A licence holder may continue to stay on a 1-year licence if they still are a 'Cause for Concern' e.g., not fulfilling the training requirement, poor management etc.</li> </ul>
8. Adding new property licence conditions	<ul style="list-style-type: none"> <li>• When assessing a Property Licence application, where appropriate and in conjunction with the Council's 'Fit and Proper Person, Cause for Concern and Most Appropriate Person Policy', we may add further conditions to remedy poor landlord behaviour or standards e.g., not fulfilling the training requirement, poor management etc.</li> </ul>
9. Refusal to grant a property licence, and  Revocation of property licenses and approvals	<ul style="list-style-type: none"> <li>• The Licence application is not made in accordance with the Council's application requirements; or</li> <li>• The Licence application is not accompanied by the appropriate fee; or</li> <li>• The proposed manager/licence holder is not a 'fit and proper' person; or</li> <li>• The proposed manager/licence holder is not the most appropriate person to hold the licence; or</li> </ul>

	<ul style="list-style-type: none"> <li>• The proposed manager/licence holder is not the person or an agent of a person who has control of the property; or</li> <li>• The proposed management arrangements are not satisfactory; or</li> <li>• The property is not reasonably suitable for occupation in regards the number of persons or households; or</li> <li>• The Council considers that the licence holder or any other person has committed a serious breach or repeated breaches of a condition of the licence; or</li> <li>• Planning permission has been refused and the applicant has exhausted the appeals process; or</li> <li>• Or A combination of the above.</li> </ul>
10. Prosecution	<ul style="list-style-type: none"> <li>• At the charging stage there must be sufficient evidence for a realistic prospect of conviction and it is in the public interest to prosecute under the Code for Crown Prosecutors.</li> <li>• Once the case is heard in Court, the Prosecution must prove the offences beyond all reasonable doubt.</li> <li>• See section 3.18 for more detail.</li> </ul>
11. Rent Repayment Orders (RRO)	<ul style="list-style-type: none"> <li>• RRO will be considered after every successful prosecution for failure to comply with an Improvement Notice (section 30); Prohibition Order, including Emergency Prohibition Orders (section 32); Offences in relation to licensing of HMOs (section 72) and in relation to licensing of houses under Part 3 of the Act (section 95).</li> <li>• Where a landlord fails to licence a licensable property and they received a significant amount of Housing Benefit or Universal Credit, a RRO application may be made to the First Tier Tribunal.</li> </ul>
12. Banning Order	<p>Where a landlord has committed one or more offences specified in The Housing and Planning Act 2016 (Banning Order Offences) Regulations 2017, the Council may apply to the First Tier Tribunal for a banning order that bans a landlord from:</p> <ul style="list-style-type: none"> <li>• Letting housing in England;</li> <li>• Engaging in English letting agency work;</li> <li>• Engaging in English property management work; or</li> <li>• Doing two or more of those things.</li> </ul> <p>A banning order, if granted, must be for a minimum period of 12 months. There is no statutory maximum period for a banning order. The Council will generally pursue a banning order for the most serious offenders. It will take into account the seriousness of the offence(s), whether the landlord has committed other banning order offences (or received any civil penalty in relation to a banning order offence) and any history of failing to comply with their obligations or legal responsibilities. It will also take into account other relevant factors, including:</p> <ul style="list-style-type: none"> <li>• The harm, or potential harm, caused to the tenant</li> <li>• The need to punish the offender</li> </ul>

	<ul style="list-style-type: none"> <li>• The need to deter the offender from repeating the offence</li> <li>• The need to deter others from committing similar offences</li> </ul>
13. Interim Management Order (IMO)	<ul style="list-style-type: none"> <li>• The Council may decide to seek an Interim Management Order (IMO), following certain licensing offences, where the health and safety or welfare of the occupants is at serious risk (the 'health and safety condition' section 104 Housing Act 2004) and/or breach of a banning order by landlords and/or agents.</li> <li>• An IMO lasts for a maximum of 12 months and gives control of the subject property to the Council.</li> <li>• The Council may delegate the management of the property to another organisation. An IMO ceases to have effect if a license is granted. There are provisions to vary, revoke and appeal against an IMO.</li> </ul>
14. Final Management Order (FMO)	<ul style="list-style-type: none"> <li>• At the end of the interim period, a Final Management Order (FMO) of up to 5 years may be sought, which follows the same principles of the IMO but on a longer term basis.</li> </ul>
15. Compulsory Purchase Orders (CPO) / Empty Dwelling Management Orders (EDMO)	<ul style="list-style-type: none"> <li>• Where long term empty dwellings are causing problems in their neighbourhood the council will use a suite of powers, including CPOs and EDMOs, to ultimately take ownership away from those who show no prospect of bringing their properties back into use. A systematic approach will be taken, with increasing use of stronger powers the longer cases are not adequately dealt with by owners.</li> </ul>
16. Proceeds of Crime Act	<ul style="list-style-type: none"> <li>• Where landlords or others have benefited from the proceeds of a criminal activity, an application may be made to recover any benefit, such as a Confiscation Order under the Proceeds of Crime Act 2002.</li> </ul>

## APPENDIX 2a: Financial Penalty Matrix – Penalty Amounts

The following matrix is used by officers in determining the penalty amounts for a Financial Penalty Notice under the Housing and Planning Act 2016. It has been created having specific regard to the Government Guidance for Local Authorities: Civil penalties under the Housing and Planning Act 2016, published April 2018.

Each of the rows in the matrix take into account certain criteria set out in the guidance. Each row produces a score dependent on the severity of the issue, being either 1, 5, 10, 15 or 20. At the end of every row the officer will have to justify the most appropriate score chosen based on evidence in the case. The sum of the scores of each of the 4 rows produce a total. This final total is then compared against the council's set fee ranges, which determines the exact penalty amount; see table below. For example, a matrix total of 17 would result in a penalty of £2,500, a score of 55 would result in a penalty of £12,000 etc.:

Score Range	Fee
1 – 5	£1,000
6 – 10	£1,500
11 – 20	£2,500
21 – 30	£3,500
31 – 40	£5,000
41 – 50	£8,000
51 – 60	£12,000
61 – 70	£16,000
71 – 80	£20,000
81 – 90	£25,000
91 – 100	£30,000

## APPENDIX 2b: Financial Penalty Matrix – Decision Making

Name of Offender:		APP Reference:					
Factors	Score = 1	Score = 5	Score = 10	Score = 15	Score = 20	Total	Justification
<b>Culpability and track record</b>	Offender not aware of the offence but ought to have known; but there is no previous history of offending	No response to informal action; but there have been no previous warnings or civil penalties issued	Moderate level of enforcement taken in the previous 12 months, and there has been a previous warning; but no civil penalties	High level of enforcement taken during the previous 12 months and more than one warning ignored and one previous civil penalty issued for minor offence	Multiple enforcement taken during the previous twelve months, and more than one warning ignored, and a previous civil penalty issued for serious offence		
<b>Deterrence of offender and others committing a similar offence</b>	Any financial penalty will deter repeat offending	A minor financial penalty will deter repeat offending	A moderate financial penalty will deter repeat offending	A high financial penalty will deter repeat offending	Only a significant financial penalty will deter repeat offending.		
<b>Removal of Financial Incentive</b>	No significant assets. No or very low financial profit made by offender	Single property landlord. Little profit made by offender.	Small portfolio landlord (between 2-3 properties). Low asset value. Low profit made by offender.	Medium portfolio landlord (between 4-5 properties) or a small Managing Agent. Medium asset value. Medium profit made by offender.	Large portfolio landlord (over 5 properties) or a medium to large Managing Agent. Large asset value. Large profit made by offender.		

<p><b>Harm to Tenant(s) (Score is doubled on this section in line with guidance)</b></p>	<p>Very little or no harm caused. No vulnerable occupants. Tenant provides no information on impact.</p>	<p>Likely some low level health/harm risk(s) to occupant. No vulnerable occupants. Tenant provides poor quality information on impact.</p>	<p>Likely moderate level health/harm risk(s) to occupant. Vulnerable occupants potentially exposed. Tenant provides some information on impact but with no primary or secondary</p>	<p>High level of health/harm risk(s) to occupant. Tenant(s) will be affected frequently or by occasional high impact occurrences. Vulnerable occupants more than likely exposed. Small HMO (3-4 occupants), multiple occupants exposed. Tenant provides good information on impact with primary evidence (e.g. prescription drugs present, clear signs of poor health witnessed) but no secondary evidence.</p>	<p>Obvious high level health/harm risk(s) and evidence that tenant(s) are badly and/or continually affected. Multiple vulnerable occupants exposed. Large HMO (5+ occupants), multiple occupants exposed. Tenant provides excellent information on impact with primary and secondary evidence provided (e.g. medical, social services reports).</p>		
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Pick from Drop down boxes in Blue to Score

**Total** 0



This Report is part exempt and Appendix A is not available for public inspection as it contains or relates to exempt information within the meaning of paragraph 7 of Schedule 12A to the Local Government Act 1972. It is exempt because it refers to financial and business affairs of the Tenant, and the public interest in maintaining the exemption outweighs the public interest in disclosing the information

## CABINET

### Subject Heading:

Land having frontage to North Street (aka Sainsbury's Billet Lane Car Park), Hornchurch, RM11 1TS – Lease Renewal

### Cabinet Member:

Cllr Paul McGeary – Cabinet Member for Housing & Property

### SLT Lead:

Neil Stubbings - Strategic Director of Place

### Report Author and contact details:

Luke Kubik, 01708 434 176,  
[luke.kubik@havering.gov.uk](mailto:luke.kubik@havering.gov.uk)

### Policy context:

Asset Management Plan

### Financial summary:

The financial aspects for the transaction are detailed in the Exempt Appendix A to this Report

### Is this a Key Decision?

Yes - Expenditure or saving (including anticipated income) of £500,000 or more

### When should this matter be reviewed?

End of the lease term – 24<sup>th</sup> March 2028

### Reviewing OSC:

Places OSSC

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

People - Things that matter for residents

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

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

## **SUMMARY**

This report seeks Cabinet approval to agree and complete a new lease with Sainsbury's for the land having frontage to North Street (aka Sainsbury's Billet Lane Car Park), Hornchurch, RM11 1TS.

The previous lease expired on 14<sup>th</sup> November 2021 and terms have been agreed with the tenant for a new lease on the terms set out in Exempt Appendix A.

## **RECOMMENDATIONS**

Cabinet are asked:

1. To approve the grant of a new lease to Sainsburys Supermarkets Ltd, for the subject land on terms as set out in Exempt Appendix A.
2. To authorise the Assistant Director of Legal Services to undertake all relevant measures to implement the proposed grant.

## **REPORT DETAIL**

Part of the existing Sainsburys car park, having frontage to North Street and Billet Lane Hornchurch, is in the freehold ownership of Havering Council – the council has leased the subject land to Sainsbury's Supermarkets Ltd (the tenant) for a number of years. A site plan is attached to this report as Appendix B, identifying the location and extent of the Council's land.

The latest lease was for a term of five years and expired on 14<sup>th</sup> November 2021. The lease was excluded from the provisions of s24-28 of the Landlord and Tenant Act 1954, meaning that the tenant does not have an automatic right of renewal.

The lease includes conditions relating to parking charges and VAT is charged on the rent. The Council is under a duty to demonstrate that it has complied with s123 of LGA 1972 in achieving 'best value' on any renewal of the current lease.

Terms have been provisionally agreed with Sainsburys for a new 5-year lease on terms set out within the exempt Appendix A to this paper. Transactional matters relating to the Council's commercial portfolio are generally managed under delegated authority but the value of the rental income over the period of the lease in this instance exceeds the limit reserved under the Scheme of Delegation.

Consideration has been given to the option of disposing of the Council's freehold interest to generate a capital receipt, but has not been recommended due to the impact upon revenue to the Council's General Fund.



## **REASONS AND OPTIONS**

### **Reasons for the decision:**

Heads of Terms have been agreed with the tenant and both parties wish to complete a new lease in accordance with the terms set out in Exempt Appendix A.

### **Other options considered:**

Option: Not to agree a new lease

Rejected: There is no reason not to agree a new lease as both parties wish to complete a new lease with Heads of Terms being agreed. The inclusion of the Council-owned land affords more operational capacity for Sainsburys and the rental income serves to alleviate pressure on the Council's General Fund.

Option: To dispose of the site

Rejected: This has been rejected in order to retain a secure rental income and rental growth to the Council's General Fund.

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

By agreeing and completing a new five year lease the rental income is secured for the benefit of the Council's General Fund. VAT will be chargeable on the rent.

This is not an additional income stream for the Council because this contributes to income targets already budgeted within Property Services.

Costs associated with getting the lease in place can be contained within existing resources/budgets.

### **Legal implications and risks:**

The Council has agreed to grant a new lease of the car park site as detailed in this report, based on the existing lease terms except for the rent. The lease will be contracted out of the s24-28 Landlord and Tenant Act 1954 (Part II) and therefore, the Tenant will not have the right to remain in the property after the expiry of the lease nor a right to renew the lease.

The Council will rely on s123 of the Local Government Act (LGA 1972) to grant the lease to the Tenant. Pursuant to s123 LGA 1972, the Council can dispose of land in any manner they wish, including granting a lease or assigning any unexpired term on a lease, and the granting of easements. The only constraint is that a disposal must be for the best consideration reasonably obtainable (except in the case of short tenancies), unless the Secretary of State consents to the disposal (section 123, LGA 1972).

The lease is for a term of five years and therefore, the duty to achieve best consideration is not engaged since the disposal would be classed as a short term tenancy (a term of seven years or less). Legal Services note however that the rent has been assessed by a local valuer as the 'best rent achievable' for the site.

The Council also has a wide "general power of competence" under Part 1, Chapter 1 of the Localism Act 2011, which gives it the same power to act as that of an individual subject to other statutory provisions limiting or restricting its use.

#### **Human Resources implications and risks:**

There are no HR implications from completing a new lease with the Tenant.

#### **Equalities implications and risks:**

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have 'due regard' to:

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

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

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

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

The Council seeks to ensure equality, inclusion, and dignity for all in all situations.

There are no equalities and social inclusion implications and risks associated with this decision.

**Health and Wellbeing implications and Risks:**

None

**Environmental and Climate Change Implications and Risks:**

None

**BACKGROUND PAPERS**

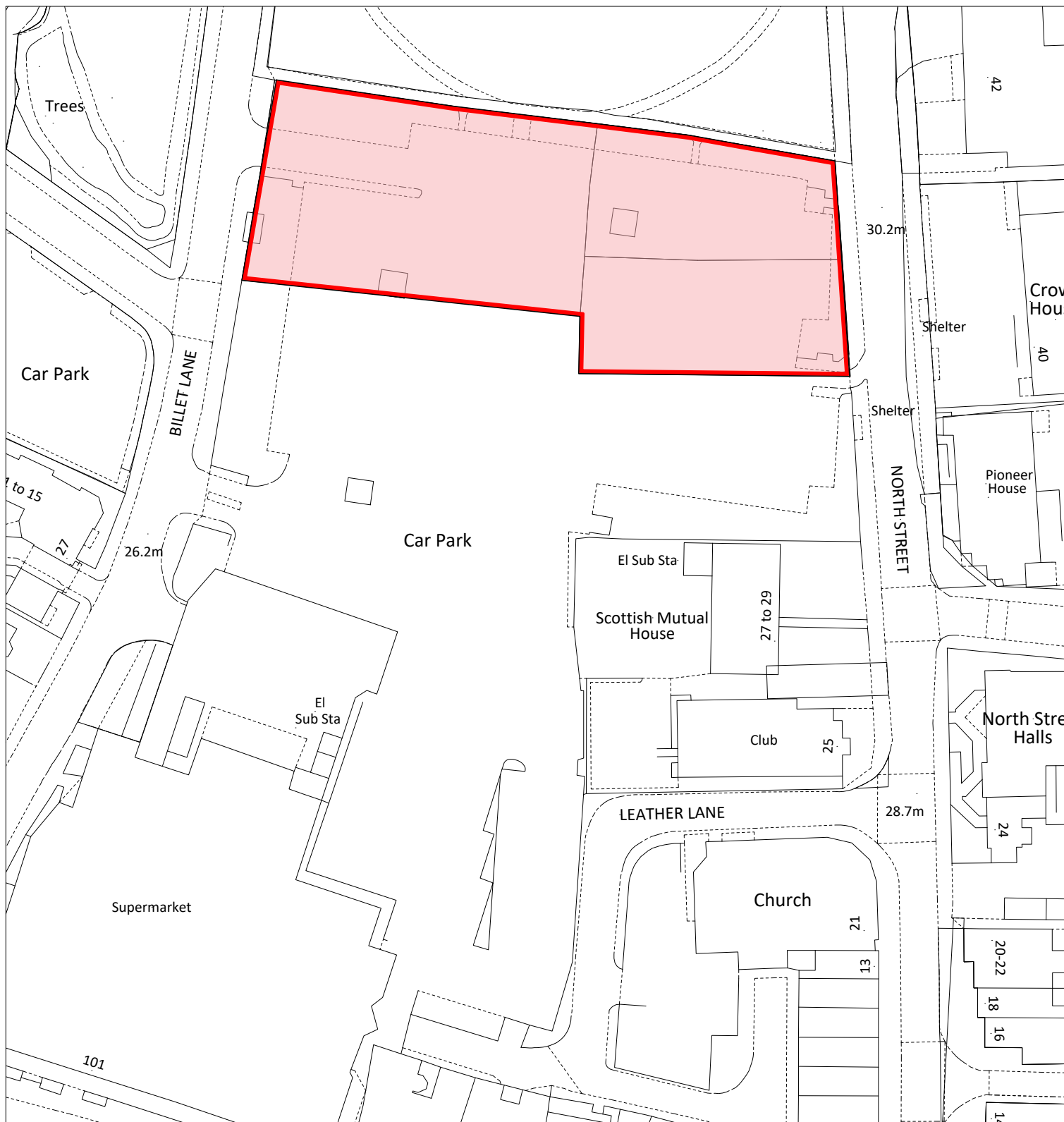
None

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

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**Havering**  
LONDON BOROUGH

## Property Services

St Edwards Way  
Romford  
RM1 3AR Essex  
info@onesource.co.uk

rev/by	date	amendment
v1	19.07.23	cr

Sainsbury's Car Park  
Billet Lane,  
Hornchurch, RM11 1TX

## Lease Plan

drawn by	cr	drawing number
date	July 2023	sps391
scale	1:1000 @ A4	



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## CABINET

### Subject Heading:

Revised Havering Climate Change Action Plan (HCCAP) 2024-27

### Cabinet Member:

Councillor Keith Darvill: Cabinet Member for Climate Change

### ELT Lead:

Kathy Freeman: Strategic Director of Resources

### Report Author and contact details:

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### Policy context:

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

### Financial summary:

The costs of annually reviewing the Havering Climate Change Action Plan will be contained in the existing corporate financial provision.

### Is this a Key Decision?

This is a Key Decision.  
 (a) Expenditure or saving (including anticipated income) of £500,000 or more.  
 (c) Significant effect on two or more Wards.

### When should this matter be reviewed?

April 2025

### Reviewing OSC:

Places OSC

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

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

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

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

## **SUMMARY**

This report presents the revised Havering Climate Change Action Plan (HCCAP) 2024-27 which is attached as Appendix 1. It builds on the actions introduced in the HCCAP in 2021 and provides a framework for the Council's actions to deliver on its target of becoming carbon neutral by 2040 or sooner.

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

The HCCAP is primarily focussed on actions to reduce greenhouse gases, but interlinks closely with a range of other Council strategies such as:

- Local Plan.
- Parks and Open Spaces Strategy.
- Health & Wellbeing Strategy.
- Cycling and Walking Strategy.
- Air Quality Action Plan.
- Electric Vehicle Charging Strategy.
- Reduction & Recycling Plan.

## **RECOMMENDATIONS**

It is recommended that Cabinet:

1. Approve and adopt the revised HCCAP 2024-27 in Appendix 1.

## **REPORT DETAIL**

The Climate Change Act 2008 places national targets on the reduction of emissions by 2050. In 2019, the UK became the first major economy in the world to legislate binding targets to reach net zero emissions by 2050 and two further interim targets were created in 2021. The momentum for climate change continues to gain pace.

Havering Council established the HCCAP in November 2021 with a target of becoming carbon neutral by 2040 or sooner and full Council overwhelmingly declared a Climate Emergency on 21 March 2023.

The HCCAP 2021 was reviewed in a Report to Cabinet on 14 June 2023 (see Background Papers). A further summary document was produced to highlight to residents the excellent work that has been carried out so far and what the Council has achieved (Appendix 2).

## **Cabinet, 10 April 2024**

The HCCAP 2024-27 has been refreshed and revised by service manager specialists who attend the Climate Change Action Board. The group is comprised of Work-Stream Leads from across the Council.

In addition, the Green Forum, chaired by the Lead Member for Climate Change, and the Climate Change Staff Forum, have played a role in developing and informing the HCCAP.

The revised HCCAP 2024-27 (Appendix 1) is set out under nine work streams each with a number of activities and actions. Some of these are long-term actions that have carried over from the previous HCCAP, and some are brand new actions.

The plan also outlines in detail why tackling climate change is important, the priorities requiring attention, the outcomes the Council wants to achieve and the wider benefits on offer.

The Climate Change Action Board will continue to meet monthly as per the Project Board Terms of Reference. The HCCAP will continue to be updated through regular reporting at this Project Board and to the Lead Member for Climate Change. This means that the HCCAP will be a living document.

From the ongoing engagement and the delivery of the existing Havering Climate Change Action Plan themes have emerged which can be summarised as follows:

- Connecting with people to encourage, influence and enable informed decision making and behaviour change.
- Responding to the effects of climate change on Havering residents and businesses by efficient planning of mitigation.
- Celebrating the actions and efforts of the Council in responding to the climate crisis.
- Producing credible data including a road map to carbon neutrality.
- Working with the voluntary sector to unlock the power of community action.
- Managing Council services and organisation to address climate change in an efficient and cost-effective way.
- Ensuring that the local skills provision will enable residents and businesses to take advantage of the employment and business opportunities emerging in the green jobs market.

Ongoing actions within the HCCAP will continue to progress towards the Council's carbon neutral target and will incorporate these themes.

## **REASONS AND OPTIONS**

### **Reasons for the decision:**

In September 2023, London Councils carried out a study to build on our understanding of the level of public awareness around, and attitudes to, the issues arising from climate change in London. 84 per cent of Londoners said they are concerned about climate change and 68 per cent of Londoners said their level of concern has increased over the past 12 months.

The revised HCCAP 2024-27 will support the delivery of the Council's existing actions, refresh existing activities, and deliver new ones. It will ensure that environmental impacts are given due consideration in the delivery of Council services, decision making and, where possible, will ensure that the Council maximises the opportunity to deliver benefits, especially for residents. It will seek to encourage council suppliers, partners and stakeholders to adopt the same set of principles and support them to deliver their own climate change actions. It will encourage all stakeholders including local businesses, community groups and voluntary sector organisations to work together to deliver a shared outcome, making Havering a cleaner, greener, healthier and more sustainable environment for all. It will facilitate the delivery of specific actions in response to the ambition for its services and activities to become carbon neutral by 2040 and risks not taking effective action to address the future risks that climate change presents.

The revised HCCAP 2024-27 deals with the approach to delivering the Council's aim of managing the response to climate change and the challenges it presents as depicted in the new Corporate Plan 2024-27. The Corporate Plan states the Council will report back on progress towards delivery of the HCCAP 2024-27, including how we are reducing CO<sub>2</sub> emissions from Council activity.

The recommendations proposed within the report, if approved, will facilitate the Council's ambition to become carbon neutral by 2040 or sooner and contribute to delivering emerging strategies such as the Healthy Weight Strategy and the Poverty Reduction Strategy. By implementing the HCCAP, the Council will be in a stronger position to deliver these commitments and the priorities associated with them.

**Other options considered:**

That Cabinet does not adopt and approve the revised HCCAP 2024-27 as set out in Appendix 1. This is not recommended as it would be contrary to the Council's declaration of a Climate Emergency on 21 March 2023 and the adopted climate ambitions.

<b>IMPLICATIONS AND RISKS</b>
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**Financial implications and risks:**

The work already undertaken, as described in the Report to Cabinet on 14 June 2023 (see Background Papers), to reduce the Council's carbon footprint has either been funded by successful grant bids or from existing resources. At present there are no financial pressures relating directly to climate change built into the Council's Medium Term Financial Strategy.

It is possible however that future climate change initiatives may require either match funding for grants or either capital or revenue funding to move forward. When these projects are identified the appropriate financial approval will be sought before they are agreed. There is a risk that the costs associated with delivering this plan will be unaffordable in the context of the current financial challenges which the Council faces, however, this risk is mitigated to some extent by the timeframe which the Council has set (i.e. to be carbon neutral by 2040 or sooner).

## **Cabinet, 10 April 2024**

It is probable that the Government or the GLA (Greater London Authority) will introduce new legislation which the Council will be required to adopt in relation to climate change. It is expected that external funding will be provided for any such requirement but there is a risk that the Council may have to fund initiatives in the future. Having a current Action Plan strengthens the Council's submissions for external grant funding.

### **Legal implications and risks:**

There are no immediate legal implications arising from the recommendations in this report. The Council has an obligation under The Climate Change Act 2008 (as amended) to contribute to the net zero reduction of carbon emissions in the discharge of its functions and to comply with the national targets on the reduction of emissions by 2050.

Local authorities, in keeping with policy objectives implemented by the Greater London Authority and Central Government, must also comply with the requirement to meet the air quality objectives under Part IV of the Environment Act 1995 and London Local Air Quality Management Framework and to mitigate the impact of climate change in the development of their local plans under the Planning and Compulsory Purchase Act 2004.

The Council has general powers of competence under section 1 of the Localism Act 2011. This enables the Council to do anything which an individual can do, subject to any statutory constraints and this therefore includes taking steps to reduce Council emissions, which may be supported by the Council entering into funding agreements.

Where additional funding is to be sought from external sources, any grant funding arrangements and agreements will duly need to be assessed for implications and risks. Further, where relevant any procurement should be conducted in accordance with the Council's Contract Procedure Rules set out in Part 4.4 of the Constitution.

### **Human Resources implications and risks:**

A number of the actions contained within the Action Plan at Appendix 1 have implications for the Council's workforce and on the HR&OD service that supports the Council. These implications range from additional training, learning and development, to designing a Council wide culture change programme which covers climate change issues. Human Resources capacity to support the delivery of the Climate Action Plan will duly need to be consulted and assessed with the Assistant Director of Human Resources and Organisational Development.

Implementation of the Action Plan will deliver a reduction in carbon emissions and improve the borough's air quality, leading to improvements for staff and their working environment.

### **Equalities implications and risks:**

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

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

- iii. foster good relations between those who have protected characteristics and those who do not.

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

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

An EIA has been completed for the revised Havering Climate Change Action Plan 2024-27 to identify any potential areas of concern. This includes potential impacts on those residents who are at a greater risk of fuel poverty which will be exacerbated by requirements to fit electric boilers and heat pumps which may increase household bills (socio-economic) as well as those residents whose first language is not English (ethnicity). Reasonable adjustments have been identified and included in the revised HCCAP 2024-27.

### **Health and Wellbeing implications and Risks**

Public and individual health is at the heart of everything the Council does. Tackling climate change and improving the environment is core to protecting and improving the health and wellbeing of all people who live, work, visit and play in the Borough.

According to the World Health Organization, climate change is the greatest threat to global health in the 21st century<sup>1</sup>. Climate change impacts health directly through weather extremes (heatwaves and floods) and indirectly through disruption to natural systems, such as changing patterns of disease that impact on both human and animal health, and social systems. Equally, protecting and improving the biodiversity of the Borough plays an important role in improving the health and wellbeing of residents.

In the UK, extreme weather events already have a significant impact on public health, resulting in increased deaths and ill health. Climate change is described as having the most impact on those who are socioeconomically disadvantaged and is anticipated to widen health inequalities.

Extreme high temperatures contribute to deaths from cardiovascular and respiratory disease, especially in older people. High temperatures affect air quality by raising the levels of ozone and other pollutants in the air that exacerbate cardiovascular and respiratory disease. Pollen and other aeroallergen levels are also higher in extreme heat, which can trigger conditions such as asthma.

According to the UK Health Security Agency, "20% of homes are currently overheating in today's climate, and 90% of hospital wards are of a type prone to overheating"<sup>2</sup>. These influences on health have far-reaching impacts; from interrupting children's education as a consequence of absences from school through sickness, through to greater demands on NHS and social care services, with the elderly, those with underlying conditions, and those

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<sup>1</sup> <https://www.thelancet.com/countdown-health-climate>

<sup>2</sup> <https://ukhsa.blog.gov.uk/2018/11/26/the-climate-change-act-10-years-on/>

living in accommodation not designed or adapted to deal with climate change being among those most affected. This is of particular concern to the Council as the population of Havering is relatively old in comparison with the rest of London, with the number of people aged 85 and above predicted to increase by 31% from 7,600 in 2018 to 9,900 in 2030.

Heatwaves may lead to water shortages which can impact across all areas of society including agriculture, in turn leading to food shortages and unstable food prices. Climate change has been observed to influence the ecology, the impacts of which can affect human and animal health.

In 2013-14 the UK suffered the wettest winter for 250 years and 11,000 homes were flooded. There have been more recent episodes of flooding, including in 2021 when heavy rainfall led to flooding across the borough including in Gidea Park and Rainham, affecting homes and businesses for many months.

Floods contaminate freshwater supplies, cause drownings and physical injuries, damage homes, overload sewerage systems, disrupt medical and health services, and interrupt critical supplies of utilities such as electricity. Experience of flooding can also have profound effects on people's mental health and wellbeing that may continue over extended periods of time.

In terms of risk, both extreme cold and warm temperatures have the greatest effect on older people. A study in *The Lancet*<sup>3</sup> and reported on by the London School of Hygiene and Tropical Medicine<sup>4</sup> show for people over 85, the relative risk of mortality is highest at both extreme hot and cold temperatures.

For people below aged 85 the relative risk is higher at extreme cold temperatures than extreme hot. At all ages the risk increases sharply at extremely hot temperatures, whereas the risk increases more gradually as temperatures approach extreme cold.

#### **ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS**

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

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

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

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

<sup>3</sup> [https://www.thelancet.com/journals/lanplh/article/PIIS2542-5196\(22\)00138-3/fulltext#seccesstitle130](https://www.thelancet.com/journals/lanplh/article/PIIS2542-5196(22)00138-3/fulltext#seccesstitle130)

<sup>4</sup> <https://www.lshtm.ac.uk/newsevents/news/2022/both-heat-and-cold-increase-risk-death-england-and-wales-rates-vary-across>

**BACKGROUND PAPERS**

Havering Climate Change Action Plan (Working Document) 2024-2027 (Appendix 1)

Havering Climate Change Action Plan Review Summary 2021 (Appendix 2)

Equality & Health Impact Assessment (EqHIA) (Appendix 3)

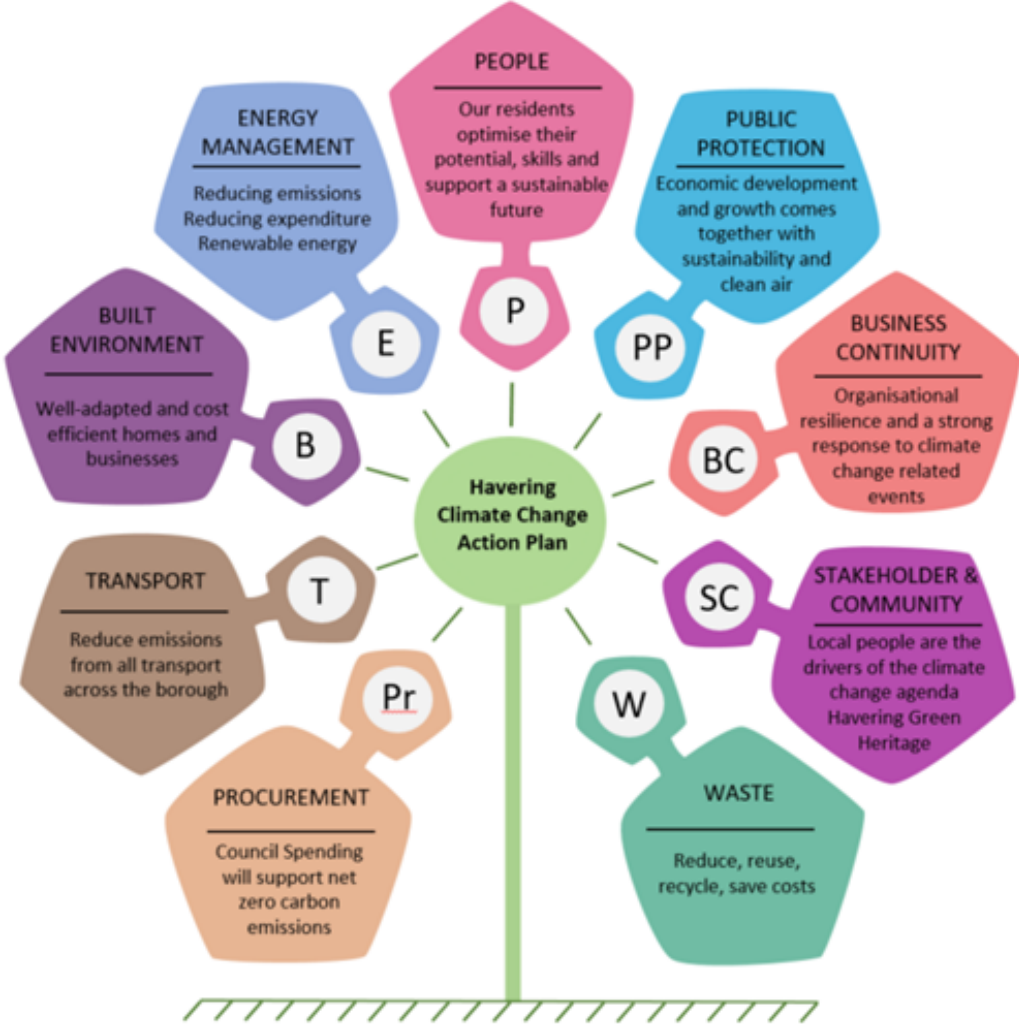
[Havering Climate Change Action Plan 2021 and 2023 Update | London Borough of Havering](#)

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



# HAVERING CLIMATE CHANGE ACTION PLAN 2024-2027

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[www.havering.gov.uk/climatechange](http://www.havering.gov.uk/climatechange)





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# FOREWORD

Every day we see and hear the impact climate change is having on the world around us and on our personal lives. We see this with extreme weather events and have already suffered the effects of climate change in our borough. 2023 was recorded as the warmest year since 1850, according to figures released by the Met Office and the University of East Anglia. 2023 was also the tenth year in succession that the global temperature equalled or exceeded 1.0°C above the pre-industrial period (1850-1900).

It is clear that we need to do more to reduce carbon emissions. To show our commitment, Havering Council declared a climate emergency in March 2023 and has an ambition to become carbon neutral by 2040.

This revised Havering Climate Change Action Plan (HCCAP) is a fundamental tool in tackling climate change and builds on the foundations of the previous action plan which is structured around nine work-streams. The plan continues to be dynamic and innovative, and will be reviewed annually to ensure emerging strategies are captured, work-streams, related projects and actions remain up to date, and performance is optimised.

It is important that we show leadership in the borough by working with, and challenging our partners, businesses and residents to ensure the wider borough reduces emissions in line with the UK national commitments.

Let's make sure we make a better future for those who come after us, by doing all we can now.

Councillor Keith Darvill  
Lead Member for Climate Change



# EXECUTIVE SUMMARY

The HCCAP sets out a framework for collective action on climate change to achieve our target of becoming carbon neutral by 2040 or sooner.

In doing so, it seeks to harness the significant benefits of climate action to the health and wellbeing of our communities, economy and natural environment. The action plan aims to accelerate carbon emission reductions across the borough through a comprehensive set of actions.

The work streams and proposed actions reflect views we have gathered from our engagement with residents, community representatives, local businesses, the voluntary sector and other stakeholders.

The action plan seeks to respond ambitiously to the climate emergency in a manner that is inclusive, holistic, credible and innovative. We don't have all the solutions yet. As such, this is intended to be a living document that will need to evolve rapidly as we broaden our engagement, learn from early implementation, and improve our evidence on how to reduce emissions most effectively in partnership with stakeholders across the borough.

Meeting our carbon neutral target is a challenge we must rise to, not only because we must fulfil our statutory duties, but because we have a responsibility to future generations for leaving the environment in a better way than when we inherited it.

# INTRODUCTION

This is the second update of the Havering Climate Change Action Plan (HCCAP) since it was adopted in 2021. The key aim of this plan is to be carbon neutral by 2040 or sooner.

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

The United Nations describes climate change as the defining issue of our time. Action to limit future global greenhouse gas emissions will help restrict future changes in the climate system. Impacts from climate change are already being felt today and will continue to increase in the future.

Our approach to tackling the climate emergency commitments, both for our council operations and borough-wide emissions, will be focused in nine work streams:

- 1. Built Environment
- 2. Business Continuity
- 3. Energy
- 4. People
- 5. Procurement
- 6. Public Protection
- 7. Transport
- 8. Stakeholder & Community
- 9. Waste

This plan will not only reduce carbon emissions, it will also achieve financial savings, make us more energy efficient, and produce improvements to our homes, businesses, parks and green spaces.

## Why we need to act

We now know that the levels of greenhouse gases in our atmosphere are higher than at any point in recent history, and that this increase is directly linked to human activity, mainly the burning of fossil fuels.

Human-induced climate change is already affecting every region of the world – and its effects, including extreme heat and more frequent, intense storms, have been felt here in Havering. Delivering the rapid cuts in greenhouse gases needed to avoid more severe impacts of climate change will be the biggest challenge of our generation.

## We need your help

This is a council action plan, and we are committed to doing all we can to tackle the climate emergency. However, we cannot do this alone.

Success in achieving our aspirations, particularly of a carbon neutral borough by 2040, is dependent on the support and action of others in the borough.

The United Nations describes climate change as the defining issue of our time. Action to limit future global greenhouse gas emissions will help restrict future changes in the climate system. Impacts from climate change are already being felt today and will continue to increase in the future.

# CLIMATE TARGETS AND POLICIES/CLIMATE DRIVERS

The HCCAP encompasses a range of interrelated council and government policies that collectively drive environmental improvements across Havering.

Driver	Summary
Climate Change Act 2008	Commitment for the UK to be Net Zero by 2050 and at least 100% lower than the 1990 baseline.
Paris Agreement 2015	Legally binding international treaty on climate change to limit global warming to well below 2°C. preferably to 1.5°C, compared to pre-industrial levels.
United Nations Sustainable Development Goals (SDGs)	17 interconnected global goals aimed at ensuring a sustainable future for all. Intended to be achieved by 2030.
Ten Point Plan for a Green Industrial Revolution 2020	Support green jobs and accelerate the path to net zero.
Environment Act 2021	Aims to improve air and water quality, reduce waste/increase recycling, improve biodiversity (referred to as Bio Net Gain (BNG)) and tackle waste crime.
Net Zero Strategy: Build Back Greener 2021	Sets out policies and proposals for decarbonising all sectors of the UK economy to meet the net zero target by 2050.
The London Plan	Policy framework coordinating London’s evolution and development over a 20-25 year period.
Taking Charge: The Electric Vehicle Infrastructure Strategy 2022	Vision and action plan for the roll-out of electric vehicle charging infrastructure in the UK.
London Local Nature Recovery Strategy	A statement of London’s strategic biodiversity priorities required by law under the Environment Act 2021.

# CLIMATE TARGETS AND POLICIES/CLIMATE DRIVERS

Other related policies, plans and strategies:

Document	Document
Capital Strategy	Housing Revenue Account Capital Programme
Energy Plan (Corporate Estate)	Corporate Asset Management Plan
Local Implementation Plan (LIP)	Local Flood Risk Management Strategy
Preliminary Flood Risk Assessment (PFRA)	Surface Water Management Plan (SWMP)
East London Joint Waste and Resources Strategy	Reduction and Recycling Plan (GLA)
Romford Master Plan	Corporate Plan
Council 2040 Vision	Parks Strategy
Community Cohesion Strategy	Voluntary Sector Strategy
Together with Communities Strategy	Sport and Physical Ability Strategy
Arts Strategy	Tree Strategy
Joint Strategic Needs Assessment (JSNA)	Health and Wellbeing Strategy
Inclusive Growth Strategy	Social Investment Strategy
Havering CCG Havering Primary Care Infrastructure	Local Plan
Opportunities Area Planning Frameworks (OAPFs) / Supplementary Planning Documents (SPDs)	Infrastructure Delivery Plan
Nature Conservation and Biodiversity Action Plan	Air Quality Action Plan (AQAP)
Commissioning Plan for Education Provision	Emergency Planning & Business Continuity Action Plan
Reduction & Recycling Plan	Healthy Weight Strategy



# HAVERING COUNCIL EMISSIONS - BOROUGH DATA

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

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

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

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

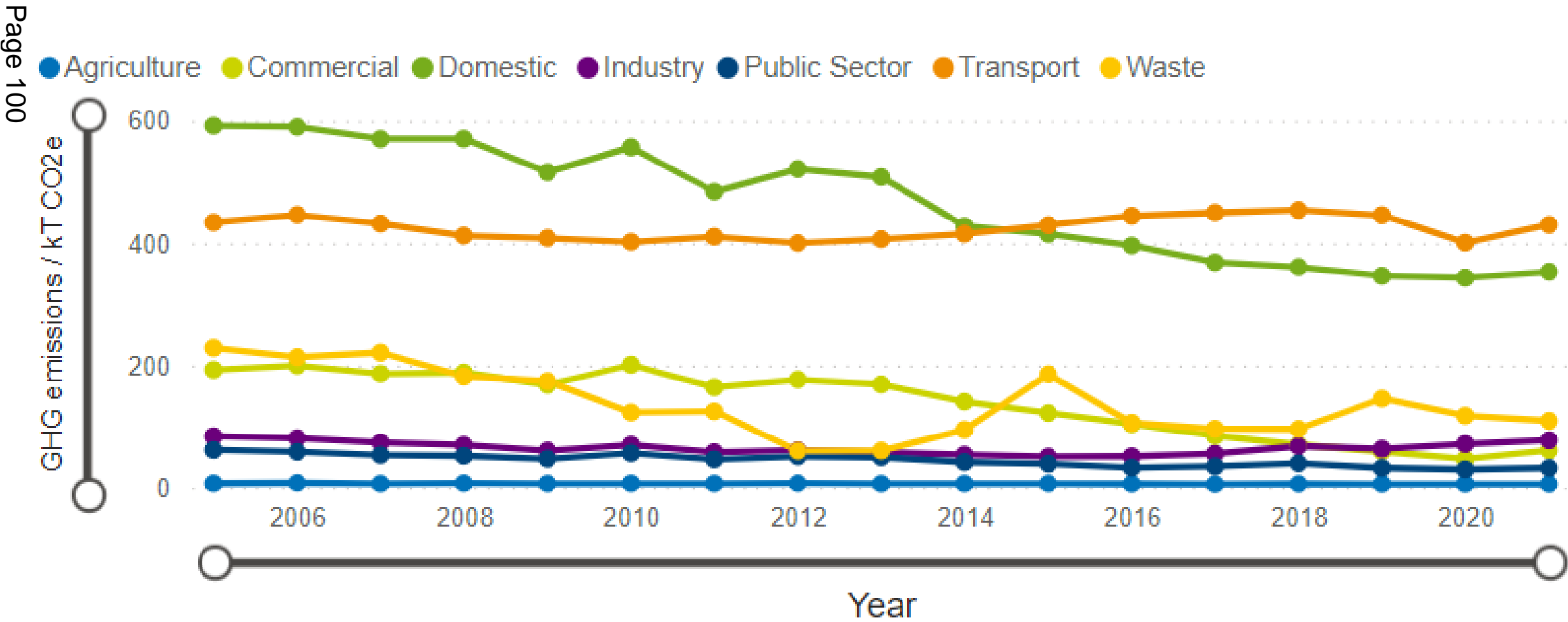


Figure 1 shows how Greenhouse Gas emissions in Havering have changed over time. Greenhouse Gases included in the data are: Carbon Dioxide CCO<sub>2</sub>; Nitrous Oxide N<sub>2</sub>O; Methane CH<sub>4</sub>.

There has been a reduction in emissions from all sectors since 2018. Up to and including 2014, the biggest greenhouse gas emissions came from the Domestic Sector, but this has now been overtaken by the Transport Sector which has not seen the steady decrease in emissions shown in the Domestic Sector. It is likely that the small decrease in transport emissions in 2020 was influenced by the national COVID-19 lockdown and the increase in home working.

Figure 1 Total Greenhouse Gas emissions in Havering over time / kTCO<sub>2</sub>e.  
Source of data: BEIS



# HAVERING COUNCIL EMISSIONS - BOROUGH DATA

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

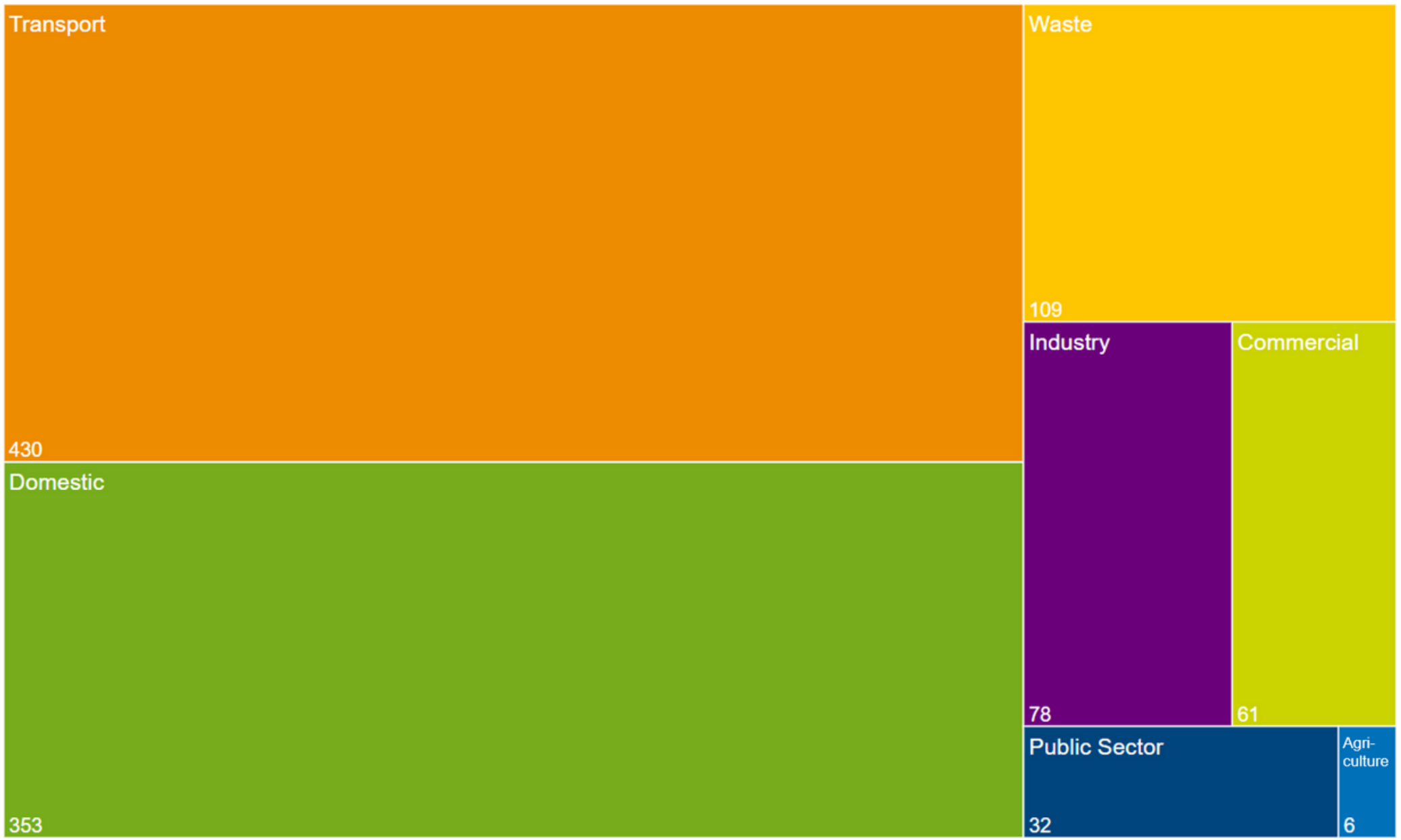


Figure 2 Total Greenhouse Gas emissions in Havering 2020, by Sector, kTCO<sub>2</sub>e  
Source of data: BEIS

# HAVERING COUNCIL EMISSIONS - COUNCIL DATA

Figure 3 shows the main sources of Scope 1 and 2 emissions from Havering Council operations from April 2020 to March 2023, as recorded in the LGA Greenhouse Gas Accounting Tool. At the time of writing, Scope 3 emissions (Indirect) are not included in the total. Energy consumption data provided by Asset Management (buildings gas and electricity) and mileage data provided by Fleet Services have been converted to estimated CO<sub>2</sub> emissions using the most recent carbon conversion factors.

The biggest contribution to Havering Council’s CO<sub>2</sub> emissions is the use of gas heating in the corporate estate. Gas consumption is expected to decrease through asset rationalisation over time, and further reductions will be achieved through improvements in building energy efficiency. The second biggest contribution to emissions is street lighting which used more energy and contributed more emissions than the electricity used to power the entire corporate estate – despite being over 99% LED.

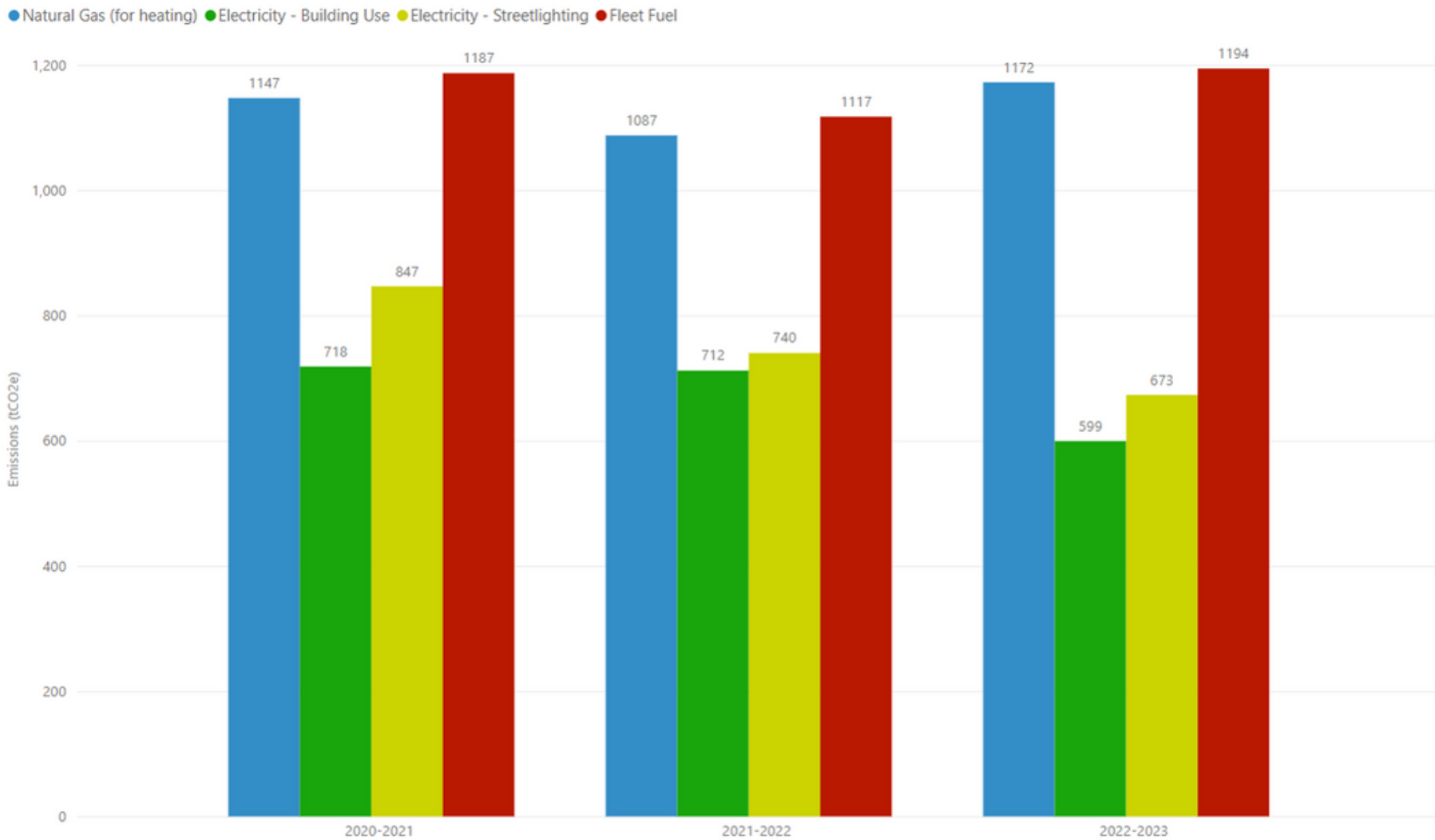


Figure 3 Total GHG emissions (tCO<sub>2</sub>e) by Havering Council 2020-21 to 2022-23  
Source of data: Asset Management and Transport Services

# BECOMING CARBON NEUTRAL



Residents can expect value-for-money from our invest-to-save approach. Business can rely on us to pave the way through research and development partnerships that unlock new opportunities. Everyone can expect us to achieve real carbon emissions reductions: offsetting will only be used where all other options have been explored first, in line with the principles of the carbon management hierarchy.



The council's vision and values recognise the importance of climate action to our local prosperity and wellbeing. We are embedding the skills, tools and culture so that:

- All our staff have the tools to play their role.
- Our decisions consider carbon impacts.
- Directors and managers have a low-carbon vision for their services.
- All staff act as ambassadors for climate action with our partners.



# BECOMING CARBON NEUTRAL

## Funding

Since the declaration of a climate emergency last year, it was recognised that in order to deliver the actions of the HCCAP, a significant level of funding would be required. Initially project have been supported, where possible, with existing budgets or government funding. However, due to the level of expenditure required (especially on some of the more comprehensive infrastructure projects), the HCCAP needs to be aligned and integrated with the Council’s Medium Term Financial Strategy. To support this, other potential funding sources will also be explored. These include:

- Government Grants (PSDS, SHDF, LAD).
- Community Infrastructure Levy (CIL).
- Funding from businesses.
- Biodiversity Net Gain.
- Section 106 Agreement.

## Adaptation

Planning for climate mitigation and adaptation is not only necessary on the wider scale, but also at a local level. Extreme weather conditions have the ability to impact directly on the services provided by the Council. Increased risk of grass fires, heat exposure, and flooding are all issues which will undoubtedly need to be included in service planning in the future.

To build service resilience, a number of emerging strategies will inform the direction on how the Council will adapt its services and facilities to account for the impacts of climate change.

## Decisions

As part of our response to climate change, the Council includes an environmental and climate change implications section in all committee reports. This will identify:

- What affect Council activities have on the climate and what will be implemented to mitigate these.
- What impacts a changing climate may have on Council services and functions and what actions will be taken to adapt to this and to improve Council climate resilience.

Including a climate change consideration into all Council committee reports:

- Encourages officers to consider climate change impacts when writing and researching reports and policies.
- Improves visibility in the decision making process and enables Members and residents to see and understand the impact that climate change has on decisions.



# OUR NINE WORK STREAMS

We have identified key outcome priorities and goals based on an assessment of the borough's emissions sources, stakeholder feedback, available funding and the opportunities for delivering the greatest levels of emissions savings. We will:

- **Connect with people** to encourage, influence and enable informed decision making and behaviour change.
- **Respond to the effects of climate change** on Havering residents and businesses by efficient planning of mitigation.
- **Celebrate** the actions and efforts of the Council in responding to the climate crisis.
- **Produce credible data** including a road map to carbon neutrality.
- **Work with the voluntary sector** to unlock the power of community action.
- Manage Council services and organisation to address climate change in an **efficient and cost-effective way**.
- Ensure that the local skills provision will enable local residents and business to **take advantage of the employment and business opportunities emerging in the green jobs market**.

This action plan sets out how we will mobilise to tackle this challenge and reduce our emissions through our nine work streams.





# 1. BUILT ENVIRONMENT



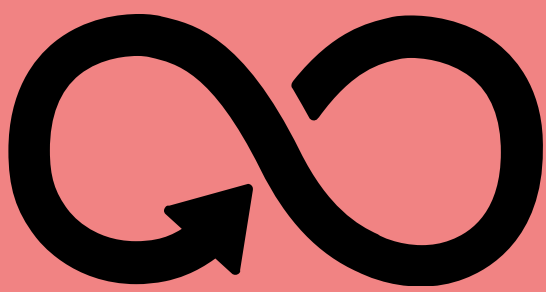
Our vision is that all residents in the borough live in comfortable, affordably heated, well-adapted and resilient homes that are cost efficient and have zero carbon impact.

All business and organisational buildings are powered sustainably and have zero carbon impact.

Our heat and power are supplied from renewable energy and, where possible, by local sources that efficiently meet demand.

Ref	Goal	Action	Measure	Responsible Officer	Timeframe (Short term = by 31/03/25; Medium term = by 31/03/26; Long term - by 31/03/27)	Cost (£ = Low; ££ = Medium; £££ = High)	Status
B7b	New developments achieve best practice standards to minimise their whole life carbon and air quality impact.	Explore options for and draft a Climate Change Checklist for developers to submit with major planning applications.	Draft checklists created	Planning Officer	Medium term	£	Ongoing
B7c		Embed zero-carbon negotiations in the Pre-App process (applying Policy S1 2 of the London Plan) including sustainability focused meetings for referable schemes.	80% of new strategic applications to include sustainably focused pre-app meeting	Planning Officer	Long term	£	Ongoing
B14		Review Major planning applications with LBH Energy and Sustainability consultant to ensure zero carbon policies set out in the London Plan and LBH Local Plan are enforced and exceeded where feasible.	80% of major planning applications reviewed	Planning Officer	Medium term	£	New
B15		Develop, seek funding and evaluate the feasibility of introducing a local heat network within Havering.	Feasibility study carried out	Head of Inclusive Growth	Long term	£	New
B7f		Consider feasibility of including a Net Zero Carbon policy in the next Local Plan.	New Local Plan published	Planning Officer	Long term	£	Ongoing
B8c	The Council takes clear and ambitious action to reduce the carbon emissions associated with their buildings and activities.	Greening of the Borough to be promoted through relevant projects including tree planting to Romford Ring Road and Rom Valley Way, and greening of central Romford.	2 projects completed. Feasibility and funding strategy developed for Rom Valley Way and Rainham Gateway.	Planning Officer	Medium term	£	Ongoing
B9a		Lobby to improve funding and resourcing for Local Planning Authorities to fully verify developer adherence to sustainability, energy efficiency, urban greening factor, SUDS and biodiversity net gain commitments in planning applications.	Lobbying undertaken	Director of Planning & Public Protection	Short term	£	Ongoing
B16		Explore potential and review funding options for a River Strategy.	Options paper produced	TBC	Short term	£	New
B17		Develop a plan to record and monitor EPC ratings for licensable properties, such as HMOs.	Plan in place	Public Protection Manager	Long term	£	New
B18		Implement actions in Surface Water Management Plan (SWMP).	75% of actions completed	Senior Engineer	Long term	££	New
B19		Establish Sustainable Urban Drainage Systems (SuDS) approval body and carry out responsibilities.	Governance in place	Senior Engineer	Long term	£	New

## 2. BUSINESS CONTINUITY



We are seeing an increase in extreme weather events and how we respond and take learnings from each event must build our resilience continuously. Resilience building runs through the way we conduct business planning, respond to emergencies and assess risk.

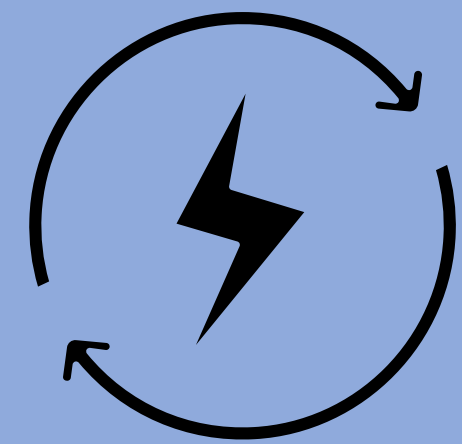
Community resilience is dependent on collaborative rapid response and recovery support locally.

We will signpost and engage with residents on what support is available, what they should do for themselves and how they can help others.

Ref	Goal	Action	Measure	Responsible Officer	Timeframe (Short term = by 31/03/25; Medium term = by 31/03/26; Long term - by 31/03/27)	Cost (£ = Low; ££ = Medium; £££ = High)	Status
BC2	Accelerate adaptive capacity to respond to climate change related events.	Explore how the Private Sector Housing licensing process can help promote energy efficiency measures in rental properties by signposting advice and guidance to landlords.	Awareness campaign	Public Protection Manager	Long term	£	Ongoing
BC3		Ensure climate change related incidences and extreme climatic conditions are recognised in Borough Risk Register.	Incorporated climate change consideration in the regular review of Borough Risk Register	Senior Emergency Planning Officer	Short term	£	Ongoing
BC1	Accelerate organisational resilience to climate change related events.	Develop a Community Resilience Hub which includes resilience volunteers who are trained to respond and be aware of the impact of extreme weather.	Community Resilience Hub completed Resilience volunteers trained	Senior Emergency Planning Officer	Medium term	£	Ongoing
BC14		Develop corporate risks management plan with the Council's insurers. Use funding from insurers for training and development of actions to manage the Council's exposure to climate events.	£30,000 funding secured	Insurance Manager	Short term	£	New
BC15		Implement Cold Weather Plan and develop a Warm Weather Plan to address impacts of warmer summers.	Cold Weather Plan activated in winter Warm Weather Plan produced	Senior Emergency Planning Officer	Short term	£	New



### 3. ENERGY



We envision all businesses and Council-owned buildings will be powered sustainably, be cost efficient and have zero carbon impact. Our heat and power will be supplied by renewable energy and, where possible, by local sources that meet their demands.

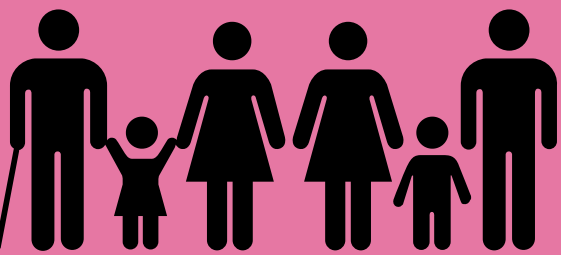
Decisions will be made with the aim of reducing the use of energy, leading to reduced carbon emissions and budget savings.

Our progress and ambitions will be shared with local businesses and developers in order to share best practice, acquire funding and to improve and design out energy wastage.

Ref	Goal	Action	Measure	Responsible Officer	Timeframe (Short term = by 31/03/25; Medium term = by 31/03/26; Long term = by 31/03/27)	Cost (£ = Low; ££ = Medium; £££ = High)	Status
E1	Harness opportunities for the corporate estate to use energy from low and zero carbon sources.	Review contract with energy supplier.	Supplier confirmed	Energy Strategy Manager	Short term	£££	Ongoing
E3		Develop Energy Management Plan for Corporate Estate.	Energy Management Plan published	Energy Strategy Manager	Medium term	£	Ongoing
E4		Improve energy efficiency of corporate estate.	10% reduction in gas and electric consumption	Energy Strategy Manager	Long term	£££	Ongoing
E5		Measure and report annual carbon emissions for the borough and for the Corporate Estate.	Emissions published annually	Data Insight Manager	Short term	£	Ongoing
E8		Reduce energy use by IT.	Moving to virtual servers hosted in the public cloud to see a 90% reduction in carbon emission over our on-site data centre's current physical server estate	Director of Technology and Innovation	Long term	£££	Ongoing
E9		Install Smart meters in corporate buildings managed by the Council to provide better monitoring of energy consumption.	60% of buildings with Smart meters installed	Energy Strategy Manager	Long term	£££	Ongoing
E10		Conduct water, electric and gas meter audits and reviews with the aim of reducing water, gas and electricity usage and consolidating and reducing bills in the corporate estate.	Audit carried out at 100% of larger sites	Energy Strategy Manager	Long term	£	Ongoing
E11		Review criteria for constructions standards applicable to Council developments to increase environmental standards beyond those required by Building Regulations.	Construction standards updated	Design & Surveying Group Manager	Medium term	£	Ongoing
E13		Install web portal to monitor energy consumption in the Corporate Estate.	Web portal in place in 60% of corporate buildings	Energy Strategy Manager	Medium term	£	Ongoing
E14		Promote energy efficiency within schools new sletter.	Climate change feature in 100% of new sletters	Design & Surveying Group Manager	Short term	£	Ongoing
E17		Produce a Green Energy Plan for all new developments.	90% of new developments have a Green Energy Plan	Director of Planning & Public Protection	Long term	£	Ongoing
E19		Publish a reduced IT carbon and ecological footprint, based on the services consumed, on the corporate estate and with suppliers, encompassing embodied/ embedded carbon.	Emissions published annually	Director of Technology and Innovation and Data Insight Manager	Long term	£	New
E29		Dim street lights on main roads from midnight to 5am	90% street lights dimmed on main roads from midnight to 5am	Senior Engineer	Short term	£	New
E20	Harness opportunities for Housing to use energy from low and zero carbon sources.	Develop a programme to upgrade communal lighting in Community Housing to LED lighting.	20% of communal lighting upgraded to LEDs	Major Works & Direct Delivery Manager	Long term	£££	New
E21		Develop a programme to upgrade communal lighting in Community Housing to LED lighting.	All properties within Project to reach EPC C	Major Works & Direct Delivery Manager	Long term	£££	New
E22		To continue with fabric lead retrofit project work to bring properties upto an EPC C rating working on a self delivery approach with no government funding.	Numbers TBC subject to budget	Major Works & Direct Delivery Manager	Long term	£££	New
E23		Install a heat pump as the primary source of heating and hot water in the new Family Welcome Centre in Harold Hill, plus in two new supported accommodation schemes for Social Services at Mawney Close and Mowbrays Close	3 heat pumps installed	Major Works & Direct Delivery Manager	Medium term	£	New
E24		Development of a zero carbon visitor centre at Raphaels Park Lodge. Engage with the Havering Volunteer Centre to develop the capacity to manage the facility.	Demonstrator centre open to the public	Climate Officers and Technical Services	Short term	££	New
E25	Harness opportunities for residents to use energy from low and zero carbon sources.	To publish the impacts of the Energy Doctors Programme on matters pertaining to climate change.	90 homes visited	Head of Housing Strategy & Service Development	Short term	£	New
E26		Use the HUG2 grant to tackle fuel poverty in 30 low-income households and improve the energy efficiency of their homes and out energy costs.	30 homes receiving grant award	Climate Change Officers	Short term	£	New
E27	Harness opportunities for Partners and local businesses to use energy from low and zero carbon sources.	Monitor Phase 2 (capital) of the Swimming Pool Support Fund	Solar panels installed at 100% of leisure centres	Head of Leisure & Culture	Medium term	£££	New
E28		Reduce carbon emissions and make swimming pools more energy	Funding awarded	Community Development & Resilience Officer	Short term	£	New
		Submit bid to Carbon Offset Fund to support community halls with implementing energy efficiency measures.					



# 4. PEOPLE

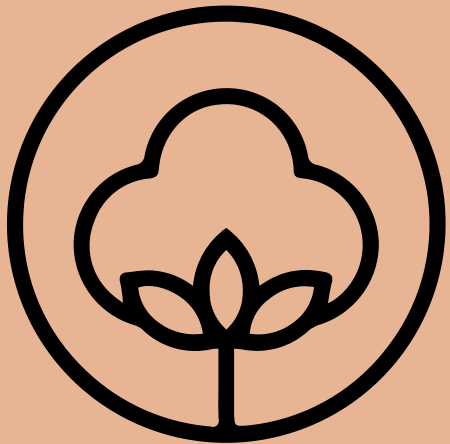


We want to achieve sustained and transformative change in Havering to support the delivery of the climate change mission.

We will help support businesses to transition to sustainable modes of operation and enable residents to access and support a sustainable future by delivering green skills and training. We will ensure that residents and the wider community are able to take full advantage of the opportunities presented.

Ref	Goal	Action	Measure	Responsible Officer	Timeframe (Short term = by 31/03/25; Medium term = by 31/03/26; Long term - by 31/03/27)	Cost (£ = Low; ££ = Medium; £££ = High)	Status
P4	Prepare businesses for skills needed in a net zero economy and borough.	Create a 'Business' page on the website – a “Trusted site”	Webpage published	Head of Inclusive Growth	Medium term	£	Ongoing
P12		Identify high-tech environmental companies who might wish to establish a presence within Havering.	Companies identified	Head of Inclusive Growth	Long term	£	Ongoing
P20		Use UKSPF Skills Funding to provide training for local business in fundamentals of sustainability with the objective of the businesses adopting greener processes within their ways of working.	Training delivered to 160 businesses/ 320 staff	Employment & Skills Manager	Short term	£	New
P21		Establish a Green Business Award.	Award part of Havering Business Awards	Head of Inclusive Growth	Short term	£	New
P23		Create a Directory of Green Services - providing businesses with a resource from which they can identify services to support their business to implement tackling climate change activities.	Directory published on Council website	Climate Insight Programme Management Officer	Short term	£	New
P8	Prepare residents for skills needed in a net zero economy and borough.	Explore the feasibility of setting up a Local Housing skills centre to deliver practical green actions within the borough.	Feasibility study completed	Assistant Director of Housing, Property & Assets	Long term	£	Ongoing
P11		Undertake research to identify skills gaps of local residents. Identify opportunities to redress skills gap.	3 sectors engaged with	Employment & Skills Manager	Long term	£	Ongoing
P13		Joint Ventures with the local colleges on research and development of green strategies.	Connecting people across the borough	Employment & Skills Manager	Long term	£	Ongoing
P14	Prepare workforce for skills needed in a climate active council and net zero economy.	Design and develop a culture change programme to include climate issues for officers and review of all HR policies.	90% of policies include climate considerations	Director of HR & Organisational Development	Long term	£	Ongoing
P24		Work with London Councils to develop and integrate regional learning into the everyday practice of the Council and brief Members on the outcomes.	2 workshops	Climate Insight Programme Management Officer	Long term	£	New
P25		Hold a Member Workshop on climate change issues to establish consensus around the climate change agenda.	1 workshop 1 All Member Briefing	Climate Insight Programme Management Officer	Short term	£	New
P26		Incorporate climate change PDR actions into the top three tiers of Council management and analyse their effectiveness.	Mandatory PDR objective in library	Director of HR & Organisational Development	Short term	£	New
P27		Incorporate an optional climate change PDR action for all staff and analyse the take up and effectiveness. Consider making this mandatory for all staff in the new PDR cycle.	Optional PDR objective in library	Director of HR & Organisational Development	Short term	£	New
P28		Introduce a climate action toolkit to provide practical guidance on considerations for reducing the Council's carbon footprint across all decisions and projects.	Toolkit available on intranet	Climate Insight Programme Management Officer	Short term	£	New
P29		Secure, access and make available climate change training for all staff and categorise courses by awareness raising and/or professional skills development	Climate change courses part of learning catalogue. Council's climate ambitions part of induction process. Let's Talk session with CE.	Director of HR & Organisational Development	Medium term	£	New

5.PROCUREMENT



Council spending will support carbon neutral emissions as well as other climate change and social value priorities.

Innovative financing and transparent environmental decision making will encourage public and private investment in helping achieve the UK climate change and environmental commitments.

Ref	Goal	Action	Measure	Responsible Officer	Timeframe (Short term = by 31/03/25; Medium term = by 31/03/26; Long term - by 31/03/27)	Cost (£ = Low; ££ = Medium; £££ = High)	Status
PR2	Adopt sustainable purchasing practices and products.	Agree a vision statement for sustainable procurement that aligns with national and Havering targets.	Vision statement agreed	Head of Procurement	Short term	£	Ongoing
PR3		Establish a framework to identify current spending against associated carbon emissions and agree a target for reduction. Investigate opportunities for divesting from fossil fuel.	Framework published on intranet	Head of Procurement	Long term	£	Ongoing
PR4		Include sections in revised Contract Standing Orders to ensure sustainability issues are incorporated into the procurement of goods, services and works.	Contract Standing Orders template updated	Head of Procurement	Medium term	£	Ongoing
PR6		Identify and prioritise local supply chains and work with them to ensure they understand, disclose and cut carbon emissions.	10% reporting their carbon emissions	Head of Procurement & Head of Inclusive Growth	Long term	££	Ongoing
PR7		Reduce pensions investment in environmentally unsustainable companies.	40% of assets invested in environmentally sustainable companies	Head of Pensions & Treasury	Long term	£££	Ongoing
PR8		Evaluate funding strategy for tackling climate change, including green bonds and grant availability.	Strategy evaluated	Head of Finance	Long term	£	Ongoing
PR9		Develop a bespoke framework for IT to evaluate the impact of IT developments and purchases on the environment and measure carbon emissions.	Part of Gateway Review and PIF	Head of Procurement and Director of Technology and Innovation	Medium term	£	Ongoing
PR14		Only procure with IT suppliers who have committed to, or are in the process of, setting science-based targets that match the Council's sustainability aims.	50% of IT suppliers are aligned with Council's sustainability aims	Director of Technology and Innovation	Long term	£	New
PR15		Write a Procurement Plan/ Strategy to include a climate change and procurement 'road map' that actively encourages our suppliers to operate and provide goods and services that offers maximum social, environmental and health benefits to Havering residents and community (e.g. eliminate, substitute and reduce emissions, measuring and monitoring, reporting emissions).	Plan published	Head of Procurement	Short term	£	New
PR16		Monitor the delivery of measures against grant schemes and record outcomes	75% of grant funding tracked	Head of Finance	Long term	£	New
PR5	Prepare workforce for skills needed in a climate active council and net zero economy.	Deliver staff training on sustainability procurement to ensure that Havering has a low carbon procurement framework, so that staff can advise and support companies with whom they do business.	100% of Procurement Team trained	Head of Procurement	Medium term	£	Ongoing
PR17		Contract managers are trained to evaluate and act on the environmental provisions made as part of the contract process.	75% of contract managers trained	Head of Procurement	Medium term	££	New

# 6. PUBLIC PROTECTION



Havering Council is striving for a future where all residents in the borough live in comfortable, affordably heated and well-adapted homes that are cost-efficient with low or zero greenhouse gas emissions and that everyone in Havering has abundant and clean potable water.

In the future that we envision, all the pollution hotspots are adequately targeted and mitigated. It is vital for us to make sure that economic development and growth comes together with clean air and sustainability.

Ref	Goal	Action	Measure	Responsible Officer	Timeframe (Short term = by 31/03/25; Medium term = by 31/03/26; Long term - by 31/03/27)	Cost (£ = Low; ££ = Medium; £££ = High)	Status
PP5	Residents live in comfortable, affordably heated and well-adapted homes that are cost-efficient with low or zero greenhouse gas emissions	Promote energy efficiency schemes to landlords.	Attended landlord forum	Public Protection Manager	Short term	£	Ongoing
PP7		Identify new premises for Pollution Prevention and Control Permitting.	3 premises identified	Senior Public Protection Officer	Long term	£	Ongoing
PP10		Harness value in working with Registered Social Landlords to tackle climate change and promote partnerships.	Information shared	Assistant Director of Housing Operations	Short term	£	Ongoing
PP3	Protect and improve the environmental health of the borough	Update Air Quality Action Plan.	Updated plan published	Senior Public Protection Officer	Short term	£	Ongoing
PP11		Explore how food and trading standards inspections can help promote climate change activity in the business sector and leave advice and guidance for the business owner.	Awareness campaign	Public Protection Manager	Medium term	£	New
PP12		Investigate options to increase public access to drinking water to reduce single use plastic bottles.	Refill stations publicised on Council website and in Living	Public Health	Medium term	£	New



# 8.STAKEHOLDER & COMMUNITY

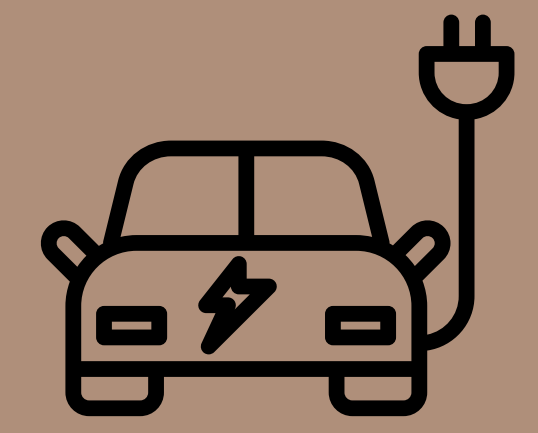


Local people are the drivers of the Council’s climate change agenda and Havering’s Green Heritage.

Partnering with local stakeholders, voluntary and community groups, businesses and social enterprises will increase the Council’s capacity to adapt to climate change.

Ref	Goal	Action	Measure	Responsible Officer	Timeframe (Short term = by 31/03/25; Medium term = by 31/03/26; Long term - by 31/03/27)	Cost (£ = Low; ££ = Medium; £££ = High)	Status
SC8	Continue to develop initiatives to protect Havering's green heritage and natural environment.	Publish new Parks Strategy	Strategy published	Parks Development Manager	Short term	£	Ongoing
SC12		Produce an updated Havering Nature Conservation and Biodiversity Plan following production of GLA's Local Nature Recovery Plan	Plan published	Parks Development Manager and	Long term	£	Ongoing
SC13		Management of nature conservation areas within Council owned land and encouragement of private land owners to manage biodiversity	Evaluation of land management to encourage biodiversity along with a balance of other amenity usage	Parks Development Manager and Operations Manager	Long term	£££	New
SC14		Re-design planting schemes to include drought tolerant species.	Lanscaping carried out to include more sustainable planting	Parks Development Manager and Operations Manager	Medium term	££	New
SC15		Adopt deer management plan to improve biodiversity in parks.	Plan adopted	Parks Development Manager	Long term	£££	New
SC16		Create more sustainable town centre planting solutions.	2,235m2 green space improved	Planning Officer	Short term	£££	New
SC17		Review the use of herbicides across all Council services, including those containing glyphosate.	100% compliance with use of herbicides only where neccessary and as per legislation	Parks Development Manager and Operations Manager	Medium term	£	New
SC18		Create a walking trail for ancient and veteran trees across the north of the borough.	1 walking trail published on website	Climate Insight Programme Management Officer and Senior Arboricultural Officer	Medium term	£	New
SC19	Foster effective partnerships with community groups and the voluntary sector to raise community awareness about the role everyone has to play in tackling climate change.	Develop programme for Climate Change Champions and continue to seek funding to maintain the scheme.	10 more Climate Change Champions recruited	Community Development & Resilience Officer	Long term	£	New
SC20		Meet and engage with the Faith sector to agree a set of actions to spread the message of climate action within their communities. This will include establishing measures of impact of the activities, new faith material communications and inter-faith activities.	Meeting and action plan	Head of Communities	Medium term	£	New
SC21		Explore possibility of establishing a community fridge/s.	Decision made	Community Development & Resilience Officer	Long term	£	New
SC22		Identify, secure and promote grant funding opportunities.	4 grant awards secured	Head of Communities	Long term	£	New
SC23	Increase engagement and communications about sustainability with residents, schools, businesses, visitors and other stakeholders	Work with 2 schools to establish a model for addressing Climate Change – Cllr Darvill.	2 schools engaged with	Assistant Director of Education	Medium term	£	New
SC11		Continue Healthy Schools programme as a mode of engaging with schools.	60% of schools engaged with	Senior Public Health Specialist	Long term	££	Ongoing
SC24		Develop and implement a two year programme of media activity in respect of climate change. Seek sponsorship to spread the message. Ensure alignment with communications from partner agencies.	Communications Plan produced	Head of Communications	Medium term	££	New
SC25		Redesign webpages so that the climate offer is prominent and distinct on the Havering Council website.	All climate change webpages updated	Climate Insight Programme Management Officer	Short term	£	New
SC26		Utilise smart technology to provide help and advise on climate activities.	QR codes available on website and letters to customers	Climate Insight Programme Management Officer	Medium term	£	New
SC27		Create a knowledge hub on the website on transport, housing, circular economy for staff and public so that ideas can be shared.	Knowledge Hub webpage produced	Climate Insight Programme Management Officer	Long term	£	New
SC28		Create an environmental dashboard to share headline information about environmental change and track their progress towards sustainability goals.	Reports available on Havering Council Data Intelligence Hub	Climate Insight Programme Management Officer	Medium term	£	New

# 7. TRANSPORT



We will support the reduction of transport emissions across the borough to become carbon neutral.

We will take actions to promote sustainable travel choices that improve public health, reduce congestion, stimulate low carbon sectors of the local economy and improve the quality and longevity of life for Havering residents.

Ref	Goal	Action	Measure	Responsible Officer	Timeframe (Short term = by 31/03/25; Medium term = by 31/03/26; Long term = by 31/03/27)	Cost (£ = Low; ££ = Medium;	Status
T2	Accelerate the transition to electric vehicles across the borough.	Replacement of pool cars with electric vehicles and associated infrastructure	75% pool cars electric	Head of Transport Services	Long term	£££	Ongoing
T13		Deliver an Electric Vehicle Charging Strategy	Strategy published	Team Leader (Transport Planning)	Short term	£	Ongoing
T16		Delivery of 68 electric vehicle charging points in 9 Council owned car parks, and up to 80 on street charging points connected to lamp columns across the borough.	100 charging points installed	Team Leader (Transport Planning)	Long term	£££	New
T31		Trial of GTL (Gas to Liquid)/HVO (Hydrotreated Vegetable Oil) 50/50 mix to reduce CO <sub>2</sub> across the fleet.	GTL mixed with HVO reduces CO <sub>2</sub> emissions by 45 - 50% aim to have in place in March/April 2024	Head of Transport Services	Long term	£££	New
T32		Replacement of 17 Diesel Parks vehicles with Battery Electric Vehicles.	17 vehicles ordered	Head of Transport Services	Long term	£££	New
T33		Switch from petrol to electric mowing equipment.	100% of mowers electric	Head of Transport Services	Short term	£££	New
T6	Cut 'dirty' fuel vehicle trips and increase sustainable and active travel.	Work with schools in the borough to set travel plans which deliver modal shift away from single occupancy car use	Single occupancy car use down to 15%	Team Leader (Transport Planning)	Long term	£	Ongoing
T8		Awareness campaign to promote sustainable travel to our staff and contractors.	Campaign delivered	Head of Communications	Short term	£	Ongoing
T10		Deliver a Cycling and Walking Strategy for Havering.	Strategy published	Team Leader (Transport Planning)	Medium term	£	Ongoing
T14		Produce a feasibility assessment and produce a paper to Cabinet on a Last Mile Delivery proposal	Feasibility study completed	Team Leader (Transport Planning)	Long term	£	Ongoing
T17		Review feasibility study and develop next steps for a new north south public transport link providing a link between Rainham and Beam Park and the Romford housing zone with a further connection to Collier Row.	Study reviewed	Team Leader (Transport Planning)	Long term	£	New
T18		Delivery of Walking Zone maps in two schools (locations to be decided) across the borough. The model will be one which can be used as a template for other schools	2 walking zone maps created	Team Leader (Transport Planning)	Medium term	£	New
T19		Promote and lead an active travel conference for schools. Each school to develop an active travel plan.	Conference took place	Team Leader (Transport Planning) and Assistant Director of Education	Medium term	££	New
T20		London Riverside Bid - public transport access as none currently/pedestrian crossings	1 bus stop installed	Team Leader (Transport Planning)	Long term	£££	New
T21		Integrate need to reduce car use in Local Plan through restrictive car parking, extensive walking and cycling routes etc	Reduction in car use included in Local Plan	Planning Officer	Long term	£	New
T22		Work with and advise the Local NHS partners on their Active Travel Plans and monitor and report effectiveness	4 meetings attended	Director of Environment	Medium term	£	New
T23	Reduce vehicle emissions across the borough.	Continue to work with National Highways to secure mitigation measures for Havering and its residents to reduce the impact of the Lower Thames Crossing project.	4 meetings attended	Team Leader (Transport Planning)	Long term	£	New
T25		Upcoming transport procurement, e.g. Highways to review carbon benefits such as recycling targets, sustainable materials etc. options through procurement process	Contract awarded	Director of Environment	Long term	£££	New
T27		Bring together the transport actions into a strategic high level action statement which shows what is being progressed, what is aspirational and what the Council would like to do when funding becomes available. The purpose is to coordinate actions, measure progress and publicly explain what is being achieved.	Action statement published	Director of Environment	Long term	£	New
T28		Monitor and manage carbon emissions from transport across the borough which will model the impacts of actions taken	Emissions published annually	Insight Manager	Short term	£	New
T29		Prepare a regular report on car anti-idling activity to evidence action, improvement and enforcement of the Council Policy	Include in Balanced Scorecard	Team Leader (Transport Planning)	Long term	£	New
T30		Work with the highways contractor, Marlborough, to explore how their social value offer can benefit the residents of Havering by addressing climate issues.	Engagement with Marlborough	Head of Highways	Long term	£	New



# 9. WASTE



The Council will play a key role in supporting recycling, reusing and reducing the amount of waste we throw away across the borough and produced by Council buildings and operations.

We will measure and reduce carbon emissions associated with contracted activities and fleet operations, and comply with local and national legislation around waste and emissions.

Ref	Goal	Action	Measure	Responsible Officer	Timeframe (Short term = by 31/03/25; Medium term = by 31/03/26; Long term - by 31/03/27)	Cost (£ = Low; ££ = Medium; £££ = High)	Status
W2	Drive reductions in waste across the corporate estate and accelerate a step change in rates of recycling.	Continue to develop ways to reduce waste. Investigate impact of changes to cleaning regime on waste & recycling in Council facilities.	Review undertaken	Campus Manager (Romford)	Long term	££	Ongoing
W3		Continue to develop ways to reduce electronic waste and promote what has been done so far.	75% traceability of e-waste at end of life	Director of Technology and Innovation	Long term	££	Ongoing
W4		Set standards to minimise waste during office decomissioning.	Standards approved	Campus Manager (Romford)	Long term	£	Ongoing
W5		Continue to improve office waste recycling, including food waste.	Food waste recycling points installed in corporate buildings	Waste & External Contracts Manager	Long term	££	Ongoing
W6		Develop waste plan for non corporate buildings.	Plan approved	Waste & External Contracts Manager	Medium term	£	Ongoing
W8		Awareness campaign to reduce use of plastic across all Council activities.	Campaign carried out	Head of Communications	Medium term	£	Ongoing
W7	Drive reductions in waste across the borough and accelerate a step change in rates of recycling.	Contractors to report annually on CO <sub>2</sub> emissions from vehicle-based waste collection operations.	Stats reported	Waste & External Contracts Manager	Short term	£	Ongoing
W9		Engage with ELWA to understand opportunities for how we can recycle more bulky waste (targets to be identified with new waste contractor once awarded).	TBC once contract awarded	Director of Environment	Long term	£	New
W10		Undertake a full service redesign for how we collect waste and reduce overall waste, e.g. frequency, containerisation, food waste.	Service review carried out	Director of Environment	Long term	£££	New
W11		Recycling of street cleansing waste.	80% of street cleansing waste recycled	Director of Environment	Long term	£££	New
W12		Produce new Waste Minimisation Plan for the borough.	Plan produced	Director of Environment	Medium term	£	New
W13		Install water butts in council owned or run locations such as cemeteries. Work with partners to offer a subsidised water butt scheme to encourage use of rainwater rather than tap water in gardens.	3 water butts installed	Waste Minimisation	Short term	£	New
W14		To explore the use of the Ridan composter in Havering and monitor its effectiveness.	Ridan composter installed at Zero Carbon Demonstrator Home	Waste & External Contracts Manager	Short term	£	New
W15		New waste contract - switching to 14 electric vehicles.	14 waste vehicles powered by electric	Director of Environment	Long term	£££	New
W16	Adopt responsible and social values measures into large scale contracts.	New waste contract - creating a more sustainable depot solution.	10% reduction in gas and electric consumption at depot	Director of Environment	Long term	£££	New
W17		New waste contract - offsetting schemes including £10,000 per annum for environmental projects, planting of 25 trees per year (see Transport) and £40,000 per annum for community projects.	3 offsetting schemes implemented	Director of Environment	Long term	£££	New

# MONITORING & REPORTING

We will continually monitor and evaluate the progress of this action plan against the intended outcomes, and review and refine it based on lessons learnt.

The plan is intended to be a live document, and will develop as we continue to increase our understanding of emission sources and the most effective ways to reduce them.

The action plan will continue to be updated throughout each year and progress on the work streams will be reported to the Lead Member for Climate Change on a monthly basis.

Performance monitoring on the action plan will take place each year to track progress against agreed actions and performance, and it will be made publicly available to ensure transparency.

The action plan will be fully reviewed after three years.

We will monitor and publish CO<sub>2</sub> emissions from Council activity once a year.

**THROUGH OUR ACTIONS AND CHOICES, EACH ONE OF US  
CAN TAKE STEPS TO LEAVE SMALLER FOOTPRINTS AND  
HELP TACKLE CLIMATE CHANGE**

For more information on how Havering Council is tackling climate change go to [www.havering.gov.uk/climatechange](http://www.havering.gov.uk/climatechange).

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# Equality & Health Impact Assessment (EqHIA)

## Document control

<b>Title of activity:</b>	Revised Havering Climate Change Action Plan (HCCAP) 2024-27
<b>Lead officer:</b>	Michelle Giordmaina Climate Insight Programme Management Officer Insight, Policy & Strategy, Resources
<b>Approved by:</b>	Sandy Hamberger Assistant Director of Insight, Policy & Strategy Resources
<b>Version Number</b>	V0.1
<b>Date and Key Changes Made</b>	12 February 2024
<b>Scheduled date for next review:</b>	01 April 2025

<b>Did you seek advice from the Corporate Policy &amp; Diversity team?</b>	Yes
<b>Did you seek advice from the Public Health team?</b>	Yes
<b>Does the EqHIA contain any confidential or exempt information that would prevent you publishing it on the Council's website? See Publishing Checklist.</b>	No

**Please submit the completed form via e-mail to [READI@havering.gov.uk](mailto:READI@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 [READI@havering.gov.uk](mailto:READI@havering.gov.uk) for advice from either the Corporate Diversity or Public Health teams. Please refer to [this Guidance](#) on how to complete this form.

## About your activity

1	Title of activity	Revised Havering Climate Change Action Plan (HCCAP) 2024-27		
2	Type of activity	Revised action plan		
3	Scope of activity	In response to the Havering Council climate emergency declaration in 2023, the Climate Change Team has revised the HCCAP which sets out the intent to deliver the ambitious target of becoming carbon neutral by 2040.		
4a	Are you changing, introducing a new, or removing a service, policy, strategy or function?	Yes	<p>If the answer to <u>either</u> of these questions is 'YES', please continue to question 5.</p> <p>If the answer to <u>all</u> of the questions (4a, 4b &amp; 4c) is 'NO', please go to question 6.</p>	
4b	Does this activity have the potential to impact (either positively or negatively) upon people from different backgrounds?	Yes		
4c	Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?	Yes		
5	If you answered YES:	Please complete the EqHIA in Section 2 of this document. Please see Appendix 1 for Guidance.		
6	If you answered NO:	N/A		

Completed by:	Michelle Giordmaina Climate Insight Programme Management Officer Insight, Policy & Strategy, Resources
Date:	12/02/2024

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

### Background/context:

Climate change is already having an impact across the world, and there is overwhelming evidence that human activity is continuing to drive planetary warming which threatens all who inhabit the Earth. This threat is not evenly distributed, and it is the poorest and most vulnerable who are most threatened. The effects can already be seen in Havering with more extreme weather, greater flood risk and an impact on the health of our residents.

All carbon emissions – wherever they are produced in the world – are contributing to this crisis, and so every part of the world needs to play its part.

That is why Havering Council declared a climate emergency in 2023 and committed to do everything it can to make the borough carbon neutral by 2040. Our 2021 climate change plan set out our actions for tackling the climate emergency.

However, too much damage has already been done. Even if the world stops producing carbon and other greenhouse gases tomorrow, the increased carbon already in the atmosphere means the planet will continue to warm and it will take many thousands of years to return to pre-industrial temperatures.

While we need to redouble our efforts to reduce carbon and move to a net zero future, we also need to adapt for a warmer world and ensure we are resilient to the changes that are already happening. We also expect those changes to continue to intensify in the coming years.

With this in mind, we have revised the HCCAP to formalise our approach through a list of clear, defined and measureable actions that will focus on how we best prepare the borough and its residents for a changing climate. It builds on work already taking place to adapt the borough in the face of a changing climate, through work on flooding, overheating, biodiversity and many other areas.

### Who will be affected by the activity?

The revised HCCAP will be used across the Council to inform its approach in reducing climate risk and to make the borough more resilient to the impacts of climate change. It is expected to lead to policy changes in wide-ranging areas including transport, buildings and public spaces. The HCCAP recognises that the impacts of climate change are already felt in the borough, and more will need to be done to protect the most vulnerable.

It will affect service users, the wider community, the workforce, Elected Members, voluntary sector, all residents, visitors and businesses.

Protected Characteristic - Age: Consider the full range of age groups																																						
Please tick (✓) the relevant box:		<b>Overall impact:</b> <b>Very Young and Elderly:</b> The effects of extreme heat and extreme cold are more likely have a detrimental impact on their health and wellbeing. Their ability to adapt and react to extreme weather events (including displacement) may be affected.  <b>Young People:</b> Climate change is expected to get more extreme with time, if unaddressed it will have a greater impact on young people throughout their lifetime.  <b>Older People:</b> While literature examining the importance of access to natural environments and health is well-publicised, the impact this can have for an aging population cannot be underestimated. Accessible green infrastructure results in a range of positive health-outcomes for lower income, older populations in urban neighbourhoods.  Tackling climate change through reducing emissions has the potential to benefit groups vulnerable to heat and air pollution.																																				
Positive	X																																					
Neutral																																						
Negative																																						
<b>Evidence:</b>  The number of children aged 0-17(under 18 population) in Havering is 58,550. The number of people aged under 18 has increased by 15.2%.  Havering still has one of the highest proportions of older people aged 65+ in London.  The combined impact of having both a large older population and now a large (and growing) young population is that Havering now has the lowest proportion of working-age adults in London.																																						
<table><tr><td>All usual residents</td><td>262,057</td><td>100.0</td></tr><tr><td>Aged 4 years and under</td><td>16,491</td><td>6.3</td></tr><tr><td>Aged 5 to 9 years</td><td>16,862</td><td>6.4</td></tr><tr><td>Aged 10 to 15 years</td><td>18,971</td><td>7.2</td></tr><tr><td>Aged 16 to 19 years</td><td>11,363</td><td>4.3</td></tr><tr><td>Aged 20 to 24 years</td><td>14,106</td><td>5.4</td></tr><tr><td>Aged 25 to 34 years</td><td>36,233</td><td>13.8</td></tr><tr><td>Aged 35 to 49 years</td><td>52,844</td><td>20.2</td></tr><tr><td>Aged 50 to 64 years</td><td>49,081</td><td>18.7</td></tr><tr><td>Aged 65 to 74 years</td><td>23,993</td><td>9.2</td></tr><tr><td>Aged 75 to 84 years</td><td>15,142</td><td>5.8</td></tr><tr><td>Aged 85 years and over</td><td>6,971</td><td>2.7</td></tr></table>			All usual residents	262,057	100.0	Aged 4 years and under	16,491	6.3	Aged 5 to 9 years	16,862	6.4	Aged 10 to 15 years	18,971	7.2	Aged 16 to 19 years	11,363	4.3	Aged 20 to 24 years	14,106	5.4	Aged 25 to 34 years	36,233	13.8	Aged 35 to 49 years	52,844	20.2	Aged 50 to 64 years	49,081	18.7	Aged 65 to 74 years	23,993	9.2	Aged 75 to 84 years	15,142	5.8	Aged 85 years and over	6,971	2.7
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Source: ONS - 2021 Census (TS007)																																						

**Sources used:**

Census 2021 Briefing #2

[https://www.nomisweb.co.uk/sources/census\\_2021/report?compare=E09000016#section\\_10](https://www.nomisweb.co.uk/sources/census_2021/report?compare=E09000016#section_10)

<https://www.ohchr.org/en/climate-change/impact-climate-change-rights-older-persons>

**Protected Characteristic - Disability:** Consider the full range of disabilities; including physical, mental, sensory, progressive conditions and learning difficulties. Also consider neurodivergent conditions e.g. dyslexia and autism.

Please tick (✓) the relevant box:

**Positive**

X

**Neutral**

**Negative**

**Overall impact:**

Havering has a small number of residents who are classed as disabled under the Equality Act. Climate change poses more of a risk to some people with disabilities because the effects of extreme temperatures and weather impact on displacement risks. Some people with disabilities are likely to have additional needs in reacting to extreme weather events.

Tackling climate change through reducing emissions has the potential to benefit groups vulnerable to heat and air pollution.

**Evidence:**

All usual residents	262,052	100.0
Disabled under the Equality Act: Day-to-day activities limited a lot	16,609	6.3
Disabled under the Equality Act: Day-to-day activities limited a little	21,840	8.3
Not disabled under the Equality Act: Has long term physical or mental health condition but day-to-day activities are not limited	14,935	5.7
Not disabled under the Equality Act: No long term physical or mental health conditions	208,668	79.6

Source: ONS - 2021 Census (TS038)

**Sources used:**

Census 2021 -

[https://www.nomisweb.co.uk/sources/census\\_2021/report?compare=E09000016#section\\_10](https://www.nomisweb.co.uk/sources/census_2021/report?compare=E09000016#section_10)

<https://www.unhcr.org/uk/media/disability-displacement-and-climate-change#:~:text=Climate%20change%20may%20lead%20to,risks%20and%20barriers%20to%20inclusion>

Protected Characteristic – Sex / gender: Consider both men and women																
Please tick (✓) the relevant box:		<b>Overall impact:</b>  Havering has a very similar split of males and females.  Green spaces have clear benefits to our health and wellbeing. If a protected group is reticent to utilise green space due to perception of safety/fear, then it is important to address this through the new action plan.														
Positive																
Neutral	X															
Negative																
<b>Evidence:</b> <table border="1"> <tbody> <tr> <td>All usual residents</td> <td>262,052</td> <td>100.0</td> </tr> <tr> <td>Female</td> <td>135,668</td> <td>51.8</td> </tr> <tr> <td>Male</td> <td>126,384</td> <td>48.2</td> </tr> </tbody> </table>			All usual residents	262,052	100.0	Female	135,668	51.8	Male	126,384	48.2					
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Source: ONS - 2021 Census (TS008) <table border="1"> <tbody> <tr> <td>Gender identity the same as sex registered at birth</td> <td>196462</td> </tr> <tr> <td>Gender identity different from sex registered at birth but no specific identity given</td> <td>528</td> </tr> <tr> <td>Trans woman</td> <td>228</td> </tr> <tr> <td>Trans man</td> <td>212</td> </tr> <tr> <td>Non-binary</td> <td>60</td> </tr> <tr> <td>All other gender identities</td> <td>39</td> </tr> <tr> <td>Not answered</td> <td>12201</td> </tr> </tbody> </table>			Gender identity the same as sex registered at birth	196462	Gender identity different from sex registered at birth but no specific identity given	528	Trans woman	228	Trans man	212	Non-binary	60	All other gender identities	39	Not answered	12201
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Not answered	12201															
Source: ONS Census 2021 estimates that classify usual residents aged 16 years and over in England and Wales by gender identity.																
<b>Sources used:</b>  Census 2021 - <a href="https://www.ons.gov.uk/datasets/TS070/editions/2021/versions/1">https://www.ons.gov.uk/datasets/TS070/editions/2021/versions/1</a>  <a href="https://www.nomisweb.co.uk/sources/census_2021/report?compare=E09000016#section_10">https://www.nomisweb.co.uk/sources/census_2021/report?compare=E09000016#section_10</a>																

**Protected Characteristic – Ethnicity / race / nationalities:** Consider the impact on different minority ethnic groups and nationalities

Please tick (✓) the relevant box:

**Positive**

**Neutral**

**Negative**

X

**Overall impact:**

Havering has a diverse population, with lots of different cultures and backgrounds.

Minority ethnic communities disproportionately suffer from a lack of access to nature/the environment, and are more likely to live in areas with high air pollution. As such, elements of increasing inclusion within the Parks Strategy, and future work as part of the Air Quality Action Plan, will benefit this group. Further detail to be found within the associated strategy document.

Minority ethnic communities are among those who will be hit the hardest by climate impacts. Poorer Londoners are more likely to live in housing that is not well adapted to high temperatures, meaning they are more vulnerable to heat, and more likely to live in areas vulnerable to flooding and less likely to have flood insurance.

By acting on climate change, this plan aims to have overall positive impacts by indicating the Council's part in reducing climate change. Actions within the plan are likely to have positive benefits for different minority ethnic groups by improving factors such as air quality as well as by creating opportunities for people to be involved in acting on climate change.

**Evidence:**

After England, the most common countries of birth recorded for Havering residents are Romania (increased from 459 to 5,393), India (increased from 2,301 to 4,603) and other non-EU European countries (increased from 864 to 4,233).

Seven of the top ten wards in London where diversity increased the most were in Havering.

White: Gypsy or Irish Traveller	259
White: Roma	433
Other ethnic group: Arab	809
Mixed or Multiple ethnic groups: White and Black African	1535
Asian, Asian British or Asian Welsh: Chinese	2011
Mixed or Multiple ethnic groups: White and Asian	2344
Black, Black British, Black Welsh, Caribbean or African: Other Black	2597
Mixed or Multiple ethnic groups: Other Mixed or Multiple ethnic groups	2644
White: Irish	2894
Mixed or Multiple ethnic groups: White and Black Caribbean	3224
Asian, Asian British or Asian Welsh: Other Asian	4390

Other ethnic group: Any other ethnic group	4465
Asian, Asian British or Asian Welsh: Bangladeshi	4774
Black, Black British, Black Welsh, Caribbean or African: Caribbean	4832
Asian, Asian British or Asian Welsh: Pakistani	5683
Asian, Asian British or Asian Welsh: Indian	11292
Black, Black British, Black Welsh, Caribbean or African: African	14138
White: Other White	19496
White: English, Welsh, Scottish, Northern Irish or British	174232

Source ONS: Census 2021 estimates that classify usual residents in England and Wales by ethnic group.

#### Sources used:

Census 2021 – Briefing #2

ONS CENSUS 2021 estimates by ethnic group

[https://www.nomisweb.co.uk/sources/census\\_2021/report?compare=E09000016#section\\_10](https://www.nomisweb.co.uk/sources/census_2021/report?compare=E09000016#section_10)

**Protected Characteristic – Religion / faith:** Consider people from different religions or beliefs, including those with no religion or belief

Please tick (✓) the relevant box:

**Positive**

**Neutral**

**Negative**

X

#### Overall impact:

Havering has a high proportion of Christian, residents with no religion or non-stated religion according to the Census 2021 results. Havering does have a high proportion of Muslim residents and a significant number of Hindu, Sikh, Buddhist and Jewish residents also.

There are no known specific impacts related to this protected group as relates to this action plan.

#### Evidence:

Christian	136765
Buddhist	1092
Hindu	6454
Jewish	1305
Muslim	16135
Sikh	4498
Other religion: Alevi	55
No religion: Agnostic	87
No religion: Atheist	35
No religion: Free Thinker	0
No religion: Humanist	23
No religion: No religion	80090
No religion: Realist	0



Other religion: Animism	3
Other religion: Baha'l	23
Other religion: Believe in God	4
Other religion: Brahma Kumari	1
Other religion: Chinese Religion	1
Other religion: Church of All Religion	0
Other religion: Confucianist	0
Other religion: Deist	2
Other religion: Druid	3
Other religion: Druze	0
Other religion: Eckankar	0
Other religion: Heathen	8
Other religion: Jain	105
Other religion: Mixed Religion	56
Other religion: Mysticism	0
Other religion: Native American Church	1
Other religion: New Age	0
Other religion: Occult	1
Other religion: Other religions	251
Other religion: Own Belief System	4
Other religion: Pagan	179
Other religion: Pantheism	6
Other religion: Rastafarian	14
Other religion: Ravidassia	33
Other religion: Reconstructionist	8
Other religion: Satanism	21
Other religion: Scientology	1
Other religion: Shamanism	22
Other religion: Shintoism	3
Other religion: Spiritual	83
Other religion: Spiritualist	96
Other religion: Taoist	8
Other religion: Theism	1
Other religion: Thelemite	2
Other religion: Traditional African Religion	6
Other religion: Unification Church	0
Other religion: Universalist	1
Other religion: Valmiki	2
Other religion: Vodun	0
Other religion: Wicca	37
Other religion: Witchcraft	1
Other religion: Yazidi	0
Other religion: Zoroastrian	14
Religion not stated	14512

Source: ONS Census 2021 estimates that classify usual residents in England and Wales by religion

**Sources used:**

Census 2021 - <https://www.ons.gov.uk/datasets/TS031/editions/2021/versions/1>  
[https://www.nomisweb.co.uk/sources/census\\_2021/report?compare=E09000016#section\\_10](https://www.nomisweb.co.uk/sources/census_2021/report?compare=E09000016#section_10)

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

*Please tick (✓) the relevant box:*

**Positive**

**Neutral**

**Negative**

X

**Overall impact:**

There are approximately 4,000 people in Havering identifying as either gay, lesbian or bisexual. This a significant number but proportionately less than the London and England averages.

There are no known specific impacts related to this protected group as relates to this action plan.

**Evidence:**

Straight or Heterosexual	191007
Gay or Lesbian	1993
Bisexual	1540
Pansexual	436
Asexual	56
Queer	21
All other sexual orientations	46
Not answered	14631

Source: ONS Census 2021 estimates that classify usual residents aged 16 years and over in England and Wales by sexual orientation.

**Sources used:**

Census 2021 - <https://www.ons.gov.uk/datasets/TS079/editions/2021/versions/1>  
[https://www.nomisweb.co.uk/sources/census\\_2021/report?compare=E09000016#section\\_10](https://www.nomisweb.co.uk/sources/census_2021/report?compare=E09000016#section_10)

**Protected Characteristic - Gender reassignment:** Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth

<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b>  Although there is only a small number of residents in Havering who identify differently from the sex registered at birth, there is also a number of trans women, Trans men and non-binary residents living in Havering.  There are no known specific impacts related to this protected group as relates to this action plan.
<b>Positive</b>		
<b>Neutral</b>	X	
<b>Negative</b>		

**Evidence:**

Gender identity the same as sex registered at birth	196462
Gender identity different from sex registered at birth but no specific identity given	528
Trans woman	228
Trans man	212
Non-binary	60
All other gender identities	39
Not answered	12201

Source: ONS Census 2021 estimates that classify usual residents aged 16 years and over in England and Wales by gender identity.

**Sources used:**

Census 2021 - <https://www.ons.gov.uk/datasets/TS070/editions/2021/versions/1>  
[https://www.nomisweb.co.uk/sources/census\\_2021/report?compare=E09000016#section\\_10](https://www.nomisweb.co.uk/sources/census_2021/report?compare=E09000016#section_10)

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

<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b>  There are no known specific impacts related to this protected group as relates to this action plan.
<b>Positive</b>		
<b>Neutral</b>	X	
<b>Negative</b>		

<b>Evidence:</b>		
All usual residents aged 16 and over	209,730	100.0
Never married and never registered a civil partnership	77,340	36.9
Married or in a registered civil partnership	98,547	47.0
Married	98,296	46.9
In a registered civil partnership	251	0.1
Separated, but still legally married or still legally in a civil partnership	4,018	1.9
Divorced or civil partnership dissolved	16,411	7.8
Widowed or surviving civil partnership partner	13,414	6.4
Source: ONS - 2021 Census (TS002)		
<b>Sources used:</b>		
<a href="https://www.nomisweb.co.uk/sources/census_2021/report?compare=E09000016#section_10">https://www.nomisweb.co.uk/sources/census_2021/report?compare=E09000016#section_10</a>		

Protected Characteristic - Pregnancy, maternity and paternity: Consider those who are pregnant and those who are taking maternity or paternity leave		
Please tick (✓) the relevant box:		<b>Overall impact:</b>  UK Health Security Agency (UKHSA) has said pregnant women are a key group at risk from hot weather.  By acting on climate change, this plan aims to have overall positive impacts by indicating the Council's part in reducing climate change. Actions within the plan are likely to have positive benefits for pregnant women by improving factors such as air quality as well as by creating opportunities for people to be involved in acting on climate change.
Positive	X	
Neutral		
Negative		
<b>Evidence:</b>		
<b>Sources used:</b>		
Adverse Weather and Health Plan: <a href="https://www.gov.uk/government/publications/adverse-weather-and-health-plan">https://www.gov.uk/government/publications/adverse-weather-and-health-plan</a>		

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

<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b>
<b>Positive</b>		<p>Generally communities considered to be socio-economically disadvantaged are more likely to be impacted by the effects of climate change and less likely to be able to adapt to climate change. Low income households are at a greater risk of fuel poverty which will be exacerbated by requirements to fit electric boilers and heat pumps which may increase household bills. Lower income households will not be able to afford the measures needed to comply with the targets in the delivery plan and will need support e.g. Home Upgrade Grant funding.</p> <p>The impacts of climate change will exacerbate year on year. It is increasingly accepted that delaying action on climate change will have additional costs in the long term. It is likely that efforts to mitigate and adapt to climate change will increase in the coming years as the climate starts to change and the pace of change in national policy, society and the economy continues to progress.</p> <p>By acting on climate change, this plan aims to have overall positive impacts by indicating the Council's part in reducing climate change. Actions within the plan are likely to have positive benefits for low income households by improving factors such as air quality as well as by creating opportunities for people to be involved in acting on climate change.</p>
<b>Neutral</b>		
<b>Negative</b>	X	

**Evidence:**

The proportion of households in Havering experiencing at least one dimension of deprivation has increased by 4%(1250 households), however the proportion of households experiencing multiple dimensions of deprivation has decreased.

According to the Census, compared to the London (51.9%) and England (51.6%) average Havering has a marginally higher proportion of households living in deprivation (52.7%).

**Sources used:**

Census 2021 – Briefing #2

[https://www.un.org/esa/desa/papers/2017/wp152\\_2017.pdf](https://www.un.org/esa/desa/papers/2017/wp152_2017.pdf)

**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?

<i>Please tick (✓) all the relevant boxes that apply:</i>		<b>Overall impact:</b>
<b>Positive</b>	X	Havering has a small number of residents with Fair, Bad or

<b>Neutral</b>		very bad health.
<b>Negative</b>		<p>Tackling climate change through reducing emissions has the potential to benefit groups vulnerable to heat and air pollution.</p> <p><b>Do you consider that a more in-depth HIA is required as a result of this brief assessment?</b> Please tick (✓) the relevant box</p> <p style="text-align: right;"> <b>Yes</b> <input type="checkbox"/> <b>No</b> <input checked="" type="checkbox"/> </p>

**Evidence:**

All usual residents	262,052	100.0
Very good health	130,764	49.9
Good health	89,013	34.0
Fair health	30,642	11.7
Bad health	8,941	3.4
Very bad health	2,692	1.0

Source: ONS - 2021 Census (TS037)

**Sources used:**

Census 2021  
[https://www.nomisweb.co.uk/sources/census\\_2021/report?compare=E09000016#section\\_10](https://www.nomisweb.co.uk/sources/census_2021/report?compare=E09000016#section_10)

### 3. Health & Wellbeing Screening Tool

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

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

Lifestyle YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Personal circumstances YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Access to services/facilities/amenities YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
<input checked="" type="checkbox"/> Diet <input checked="" type="checkbox"/> Exercise and physical activity <input type="checkbox"/> Smoking <input type="checkbox"/> Exposure to passive smoking <input type="checkbox"/> Alcohol intake <input type="checkbox"/> Dependency on prescription drugs <input type="checkbox"/> Illicit drug and substance use <input type="checkbox"/> Risky Sexual behaviour <input type="checkbox"/> Other health-related behaviours, such as tooth-brushing, bathing, and wound care	<input 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 checked="" 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 checked="" type="checkbox"/> Housing conditions <input type="checkbox"/> Educational attainment <input type="checkbox"/> Skills levels including literacy and numeracy	<input checked="" type="checkbox"/> to Employment opportunities <input type="checkbox"/> to Workplaces <input type="checkbox"/> to Housing <input type="checkbox"/> to Shops (to supply basic needs) <input type="checkbox"/> to Community facilities <input checked="" type="checkbox"/> to Public transport <input type="checkbox"/> to Education <input checked="" 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 checked="" type="checkbox"/> to Leisure and recreation services and facilities
Social Factors YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Economic Factors YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Environmental Factors YES <input checked="" 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 checked="" type="checkbox"/> Road safety measures	<input type="checkbox"/> Creation of wealth <input type="checkbox"/> Distribution of wealth <input type="checkbox"/> Retention of wealth in local area/economy <input type="checkbox"/> Distribution of income <input checked="" type="checkbox"/> Business activity <input checked="" type="checkbox"/> Job creation <input checked="" type="checkbox"/> Availability of employment opportunities <input checked="" type="checkbox"/> Quality of employment opportunities <input checked="" type="checkbox"/> Availability of education opportunities <input checked="" type="checkbox"/> Quality of education opportunities <input checked="" type="checkbox"/> Availability of training and skills development opportunities <input checked="" type="checkbox"/> Quality of training and skills development opportunities <input type="checkbox"/> Technological development <input checked="" type="checkbox"/> Amount of traffic congestion	<input checked="" type="checkbox"/> Air quality <input checked="" 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 checked="" type="checkbox"/> Natural habitats <input checked="" type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Landscape, including green and open spaces <input checked="" type="checkbox"/> Townscape, including civic areas and public realm <input checked="" type="checkbox"/> Use/consumption of natural resources <input checked="" type="checkbox"/> Energy use: CO2/other greenhouse gas emissions <input checked="" type="checkbox"/> Solid waste management <input checked="" type="checkbox"/> Public transport infrastructure

## 4. 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:

	<p>1. The initial screening exercise showed a strong indication that there will be no impacts on people and need to carry out an EqHIA.</p> <p>2. The EqHIA identified <u>no significant concerns</u> OR the identified <u>negative concerns</u> have already been <u>addressed</u></p>	➔	<p><b>Proceed with implementation</b> of your activity</p>
✓	<p>3. The EqHIA identified some <u>negative impact</u> which still needs <u>to be addressed</u></p>	➔	<p><b>COMPLETE SECTION 5:</b> <b>Complete action plan</b> with measures to mitigate the risks and finalise the EqHIA</p>
	<p>4. 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</p>	➔	<p><b>Stop and remove</b> the activity or <b>revise</b> the activity <b>thoroughly</b>. <b>Complete an EqHIA on the revised proposal.</b></p>



## 5. Action Plan

The real value of completing an EqHIA comes from 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 mitigate or reduce any **negative** equality and/or health & wellbeing impacts, identified in this assessment. Please ensure that your action plan is: more than just a list of proposals and good intentions; if required, will amend the scope and direction of the change; 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	<ul style="list-style-type: none"> <li>Further integration of climate change into the Council's decision-making process, with a focus on services for protected characteristics – those on low incomes, young people, vulnerable people especially the young and the elderly, and people with additional learning, physical and mental needs.</li> <li>More effective community engagement resulting in ownership and a close working relationship with communities that are most impacted by climate change.</li> </ul>	<ul style="list-style-type: none"> <li>Better collection of feedback and consultation at events through capturing equalities data in surveys.</li> <li>Individual projects and programmes will conduct equality impact assessments.</li> <li>Grant funding details passed on to residents as they become available.</li> <li>The HCCAP is reviewed</li> </ul>	By 01/04/25	
Disability	Positive			By 01/04/25	
Ethnicity	Positive			By 01/04/25	
Socio-economic Status	Negative			By 01/04/25	

Health & Wellbeing	Positive	<ul style="list-style-type: none"> <li>• Champion improved outcomes for all protected characteristics through the work of the Green Forum.</li> <li>• Environmental information needs to be accessible and terminology used needs to encourage and not disincentivise people to take action.</li> <li>• Actions related to increased opportunities for walking and cycling have additional benefits of tackling obesity and encouraging healthy living.</li> <li>• Ensuring the most vulnerable benefit from adaptation should be a guiding principle. Adaptation action will help all residents prepare for, and recover from, climate events, such as flooding or extreme heat.</li> </ul>	annually and an EqHIA will be reviewed alongside the action plan to ensure it is updated where required.	By 01/04/25	
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**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).

## 6. Review

In this section you should identify how frequently the EqHIA will be reviewed; the date for next review; and who will be reviewing it.

**Review:**

The EqHIA will be reviewed yearly, alongside the yearly reviewed of the HCCAP.

**Scheduled date of review:** 01 April 2025

**Lead Officer conducting the review:** Michelle Giordmaina

**Please submit the completed form via e-mail to [READI@havering.gov.uk](mailto:READI@havering.gov.uk) thank you.**

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# HAVERING CLIMATE CHANGE ACTION PLAN REVIEW 2021

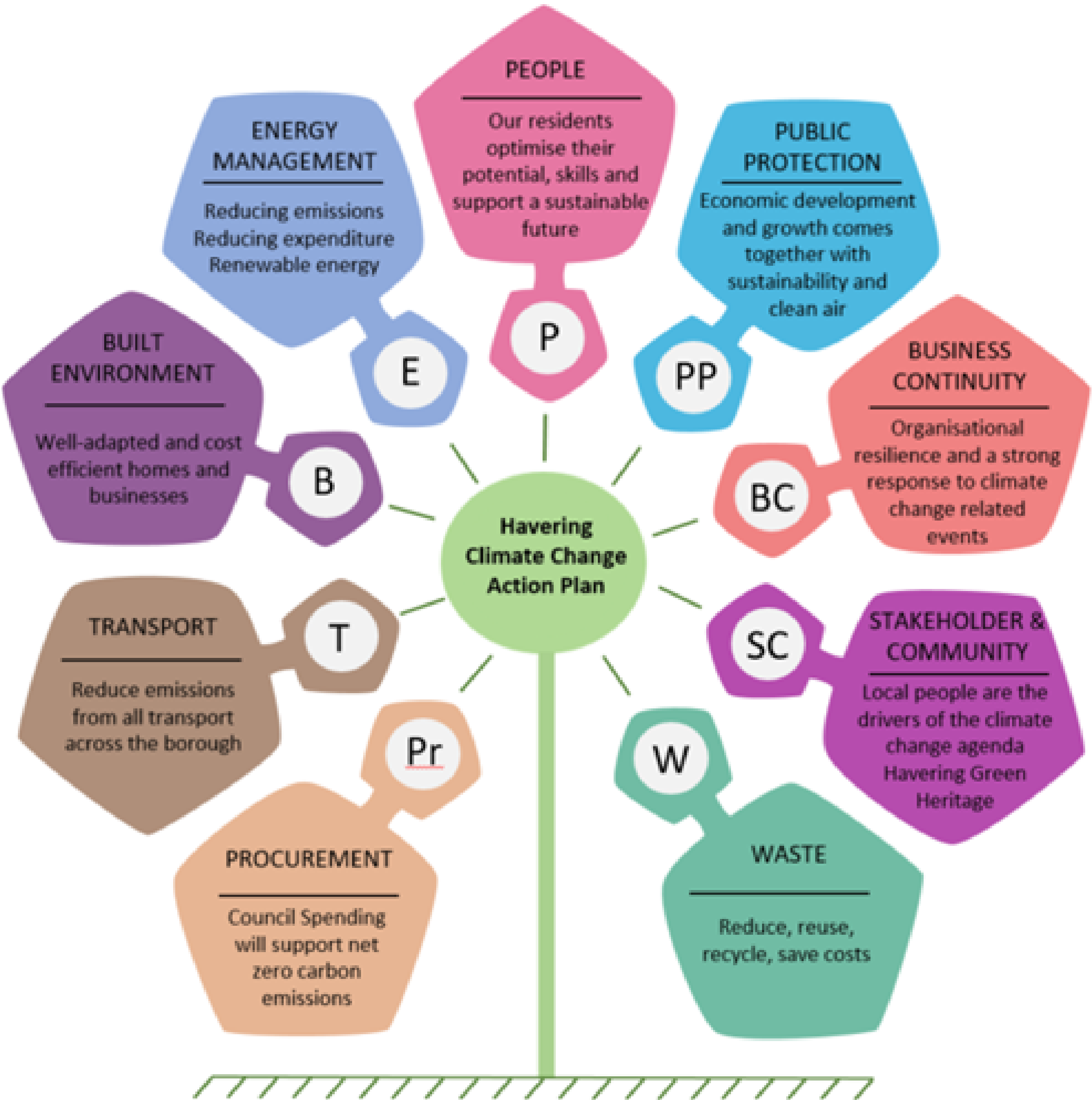
THE URGENT CALL TO ACTION · THE URGENT CALL TO ACTION · THE URGENT CALL TO ACTION

[www.havering.gov.uk/climatechange](http://www.havering.gov.uk/climatechange)



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- Business Continuity
- Energy
- People
- Procurement
- Public Protection
- Stakeholder & Community
- Transport
- Waste
- Next Steps



# FOREWORD

We know that Havering is a great place to live and work but we also know that the borough faces challenges, none more so than the needs to respond to the impacts of climate change and work together to tackle the causes of climate change.

In 2021, the Havering Climate Change Action Plan (HCCAP) was published. In this plan the Council announced its ambition to be carbon neutral by 2040 or sooner and committed to measure and report greenhouse gas emissions on a regular basis. To demonstrate this commitment, and to emphasise both the seriousness and urgency of our climate change work, the Council went a step further and declared a Climate and Ecological Emergency on 21 March 2023.

As a borough we need to continue to take action to reduce direct and indirect carbon emissions to net zero and this involves a radical examination of how we live, work and invest in the borough .

This review of the HCCAP sets out some of the work that has already been undertaken to tackle climate change and outlines the on-going and new actions the Council will be taking over the next four years to meet our ambitious target. As Havering's Lead Member for Climate Change, I am proud to lead this transition for the borough.

We recognise that achieving our vision will not be easy. We will need to show strong leadership to create opportunities for all to participate in the benefits of change and ensure that the costs of doing so are affordable.

This is an exciting opportunity to address the challenges of climate change whilst also delivering positive outcomes for the people of Havering such as new homes, better energy efficiency for existing homes, cleaner air, reducing inequalities, generating new jobs, career and study opportunities and ensuring that the Borough's green infrastructure is valued and protected.

We know that no single organisation or individual can deliver the scale and pace of change needed. Therefore, this is a call to action. We ask you, as people who live, work, visit and invest in Havering, to join with us on this exciting journey of transformation to ensure that we leave a sustainable legacy for our children and grandchildren.

Councillor Keith Darvill  
Lead Member for Climate Change





7 BUILT ENVIRONMENT



Secured investment in the Council’s housing stock through the Social Housing Decarbonisation Fund: Wave 1 Programme - £1.27 million.

Actively supported the Sustainable Warmth Programme to assist and promote the BEIS Energy Grant programme which, at the time of writing this report, had made energy improvement measures in 52 Havering owner occupied homes to the value of £949,449.

8,000 whips have been planted in woodland restoration projects in our open spaces. The planting of trees in these areas helps to capture more carbon as well as providing valuable habitat for a range of flora and fauna within the borough.

Over 350 standard trees have been planted in streets. These will help to offset vehicle emissions and improve air quality.

Supported the GLA Warmer Homes and Core Funding Programmes which delivered energy saving measures to 14 Havering owner occupied properties.



Action Progress

Status of action	Total actions	% actions
Achieved	10	77
Ongoing	3	23
Stuck/Not started	0	0
Total	13	100

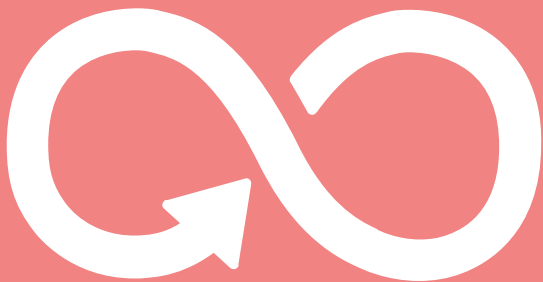


The Council’s Emergency Planning Framework, which incorporates addressing and mitigating climate change, was enacted during the Wennington fire tragedy and proved to be fit for purpose. Lessons from the statutory body reports will be incorporated into the Council’s future emergency plans.

## Action Progress

Status of action	Total actions	% actions
Achieved	7	54
Ongoing	6	46
Stuck/Not started	0	0
Total	13	100

## 3 BUSINESS CONTINUITY



The Council has an annual programme for cleaning out gullies in the borough. In the last 2 years the Council has cleaned out the majority of its 25,000 gullies in order to manage flood risk and resilience.

The Council’s new Flood Risk Management Plan (FRMP) has been published by the Environment Agency. These are strategic plans that set out how to manage flood risk in nationally identified flood risk areas (FRAs) for the period 2021-2027. Please refer to the DEFRA Flood Plan explorer for further information.





99% of traditional street lighting has been replaced with LED lighting.

The corporate estate has been rationalised and the second most energy consuming building was decanted prior to disposal.

A data warehouse has been developed which:  
Provides information on returns on investments;  
Allows for data gaps to be identified by service directors;  
Provides an ‘at-a-glance’ view of key data;  
Provides key data in a visual format for public consumption;  
Enables officers to routinely consider climate change actions;  
Provides information to allow Members to make evidence-based decisions.

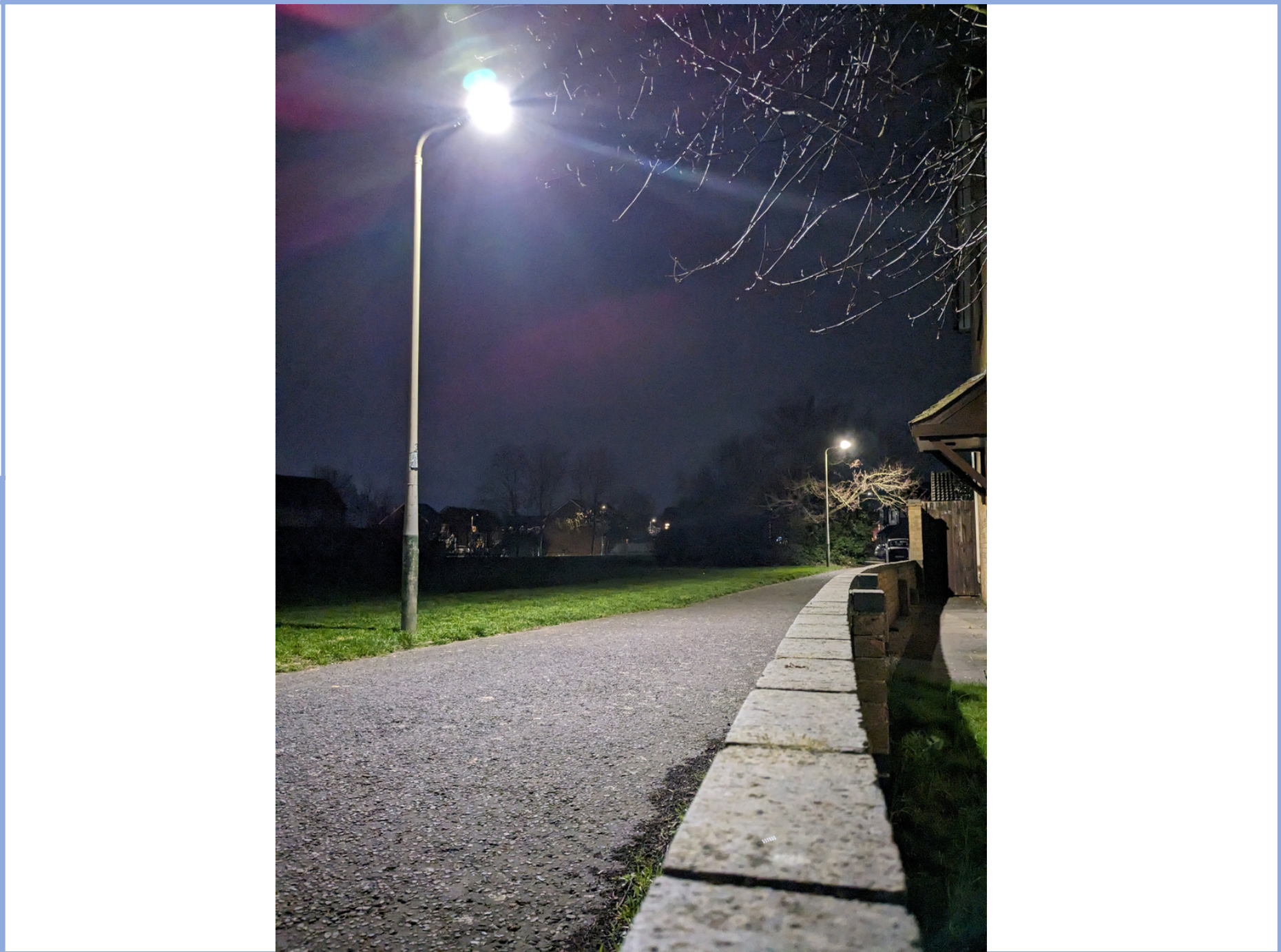
Energy Doctors Programme established – working with Age UK’s trained Energy Doctors and the Havering Volunteer Centre to provide free advice on how to save energy and reduce costs and tips on how to reduce waste, recycle more and buy less.

Zero Carbon Demonstrator Home and Visitor Centre – secured UK Shared Prosperity Funding to build, with the voluntary sector, a net zero carbon demonstration/visitor centre to raise awareness of energy saving measures in residential accommodation.

6 ENERGY

Action Progress

Status of action	Total actions	% actions
Achieved	5	29
Ongoing	12	71
Stuck/Not started	0	0
Total	17	100





# Action Progress

Status of action	Total actions	% actions
Achieved	13	65
Ongoing	3	15
Stuck/Not started	4	20
Total	20	100

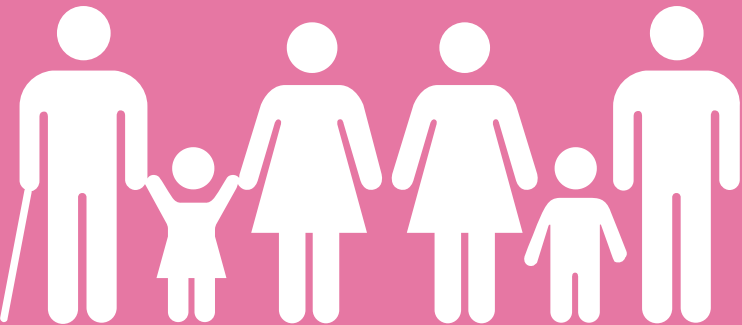
Held a joint business event for all Havering businesses to promote the HCCAP, identify measures to help employees and hear from companies about the steps they have taken, are taking, to tackle climate change.

Factored climate considerations into all the Council decision making processes including requiring all reports to include a climate impact assessment.



Staff forum established in 2022. There is a significant staff group which meets monthly. The group has been active in considering and suggesting approaches on climate change. Members of the group come from a wide range of Council departments

2 PEOPLE



Member Briefings continue. All Members highly supportive of climate change action. Level of ambition elevated. Councillors Williamson, Morgon and Darvill visted Copenhagen to review best practice in district heating, CHP, heat storage and waste heat recovery at datacentres

# Action Progress

Status of action	Total actions	% actions
Achieved	4	31
Ongoing	8	62
Stuck/Not started	1	8
Total	13	100

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

Agreed to invest 10% of the Fund’s assets into the Legal and General Investment Management (LGIM) Future World, which is an equity allocation with a climate-tilted focus.

Agreed to switch assets (15%) from the LCIV Global Alpha Fund to the LCIV Global Alpha Paris Aligned Variant.

Pensions: agreed to invest 2.5% in a London Collective Investment Vehicle (LCIV) – a renewable energy infrastructure fund.

## 8 PROCUREMENT





# Action Progress

Status of action	Total actions	% actions
Achieved	4	40
Ongoing	5	50
Stuck/Not started	1	10
Total	10	100

Regular checks undertaken for grants related to the decarbonisation of private sector housing.



Reports from smoke and unlicensed burning are investigated when they come into the Council.

Continue to work with water authorities and water companies to ensure that people in Havering have access to safe and clean drinking water.

## 5 PUBLIC PROTECTION





The Communities Team and the Waste Minimisation Team secured a National Lottery ‘Tackling the Planet’ grant to design and create a Climate Change Community Champions Programme. To date 44 volunteer Community Climate Change Champions have been trained. The programme works with the voluntary sector and business partners to promote awareness and provide information on recycling, upcycling, waste composting and other ways of making the local environment cleaner and greener.

61 community events have been held with the Community Climate Change Champions between May 2022 and February 2023 including: clothes swaps (300 items swapped, 70 items upcycled and 65 kilos of unsuitable clothing sold for recycling); 16 community clean ups and numerous litter picks; composting workshops; 13 events held during the Great Big Green Week.

# Action Progress

Status of action	Total actions	% actions
Achieved	9	69
Ongoing	4	31
Stuck/Not started	0	0
Total	13	100

Established a Green Forum with local stakeholders to consider key environmental matters. Chaired by the Lead Member for Climate Change, the Forum invites guest speakers and provides an opportunity for the Council to consider the views of all parties.

Planted over 1000 trees as part of a Memorial Garden for those affected during the Covid pandemic.



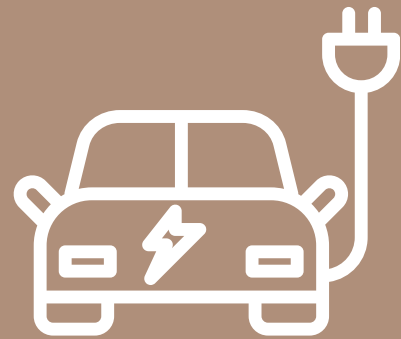
## 9 STAKEHOLDER & COMMUNITY



A policy on the mass release of sky lanterns and helium balloons and the unauthorised use of fireworks on Council owned or managed land has been introduced following a consultation exercise in which 512 responses were received with overwhelming support for the initiative.



# 1 TRANSPORT



New fuel management software has been implemented that provides a breakdown of carbon emissions for the fleet.

## Action Progress

Status of action	Total actions	% actions
Achieved	8	53
Ongoing	4	27
Stuck/Not started	3	20
Total	15	100

Working with two thirds of the schools in the borough and single occupancy car use is now down to approximately 19% from 2009.

Cycle and Scooter parking is being delivered across 13 schools in the borough through the Local Implementation Plan programme. The Council has invested £20k of Local Implementation Plan funding in “Try Before You Bike”. This scheme gives residents the opportunity to rent a bicycle for a small fee from a company called ‘Peddle My Wheels’. Residents rent the bicycle for a month or more and have the opportunity to purchase the bicycle at a discounted rate at the end of the rental period.

The Mayoral car has been switched from an internal combustion engine to a battery electric vehicle.

Anti-Idling workshops have been delivered to schools. These involved engaging with pupils and parents outside the school gates to raise awareness about the consequences to the local environment of leaving vehicle engines running when parked.



Photo credit: Mr Paul Weston



New printers and photocopiers (MFDs) purchased which use less electricity and reduce toner requirements. Reduction in the number of MFDs from 117 to 28.

Paper reduction from 250 reams per week to 250 reams every 6 weeks.



The new waste collection and street cleansing contract with Urbaser went live in October 22 2023. The contract includes a number of electric vehicles and other sustainable equipment, as well as funding for small scale environmental projects in the borough.

Action Progress

Status of action	Total actions	% actions
Achieved	1	13
Ongoing	6	75
Stuck/Not started	1	13
Total	8	100

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Improved waste and recycling facilities within the newly refurbished Town Hall.

The Waste Minimisation Team have held a number of events including: 4 composting workshops; 7 Love Food Hate Waste workshops; 3 Repair Café sessions; 2 stalls at shopping centres promoting waste minimisation.



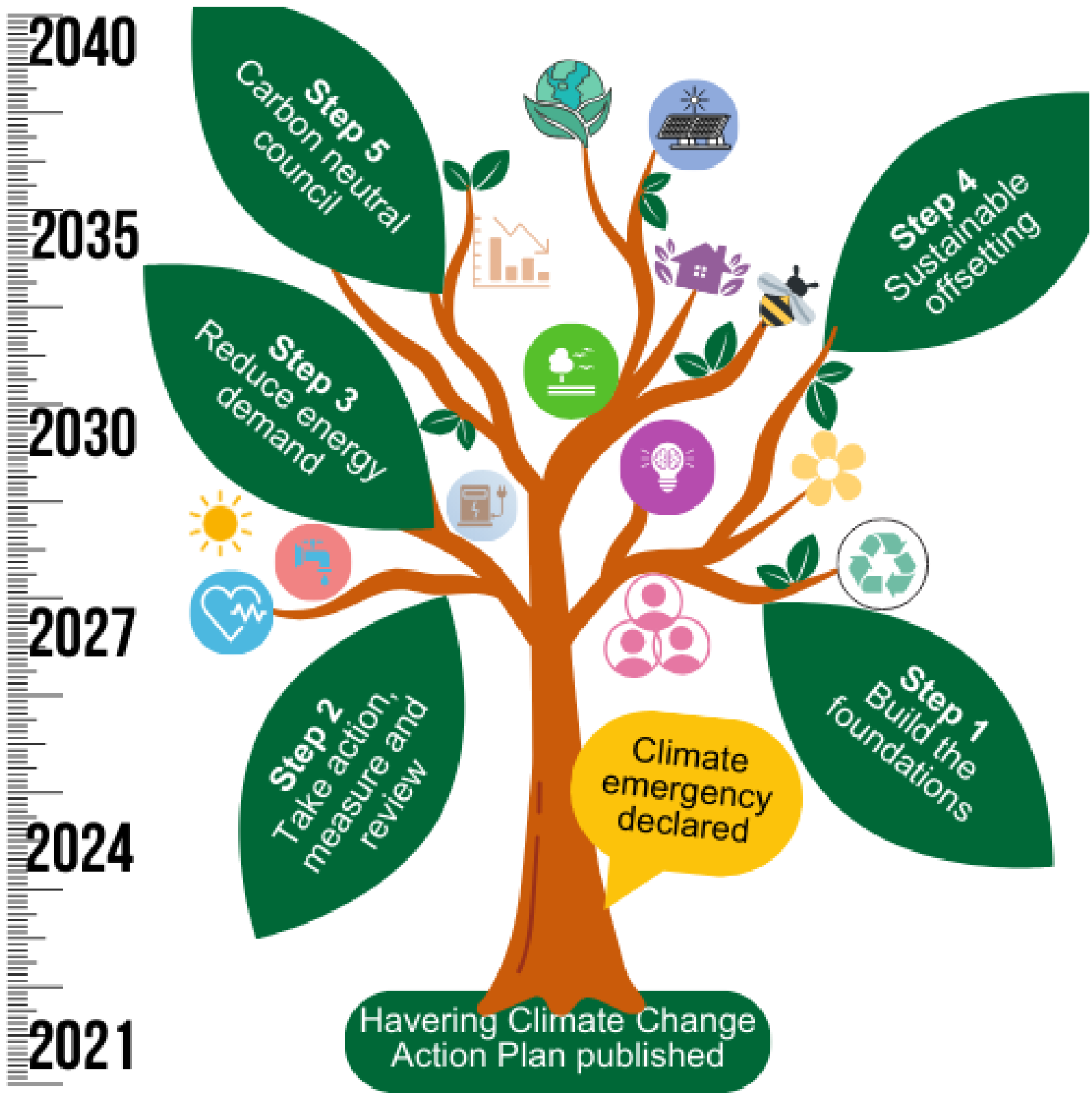


# OUR STEPS TOWARDS BECOMING CARBON NEUTRAL

While the progress the Council has made since the Havering Climate Change Action Plan 2021 is significant, we recognise that there is much more to do.

The HCCAP sets out how Havering Council will achieve it's carbon neutral emissions target and build resilience to extreme weather resulting from climate change.

Havering Council is firmly committed as an organisation to become carbon neutral by 2040 or sooner. A revised Climate Change Action Plan will be published in the Spring of 2024.



**THROUGH OUR ACTIONS AND CHOICES, EACH ONE OF US CAN TAKE STEPS TO LEAVE SMALLER FOOTPRINTS AND HELP TACKLE CLIMATE CHANGE**

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## CABINET

**10<sup>th</sup> April 2024**

**Subject Heading:**

Corporate Plan 2024-2027

**Cabinet Member:**

Councillor Ray Morgon

**ELT Lead:**

Kathy Freeman, Strategic Director,  
Resources

**Report Author and contact details:**

[Lucy.Goodfellow@haverling.gov.uk](mailto:Lucy.Goodfellow@haverling.gov.uk)

[Jodie.Gutteridge@haverling.gov.uk](mailto:Jodie.Gutteridge@haverling.gov.uk)

**Policy context:**

The Corporate Plan sets out the Cabinet and Council's vision and strategic priorities that will be delivered during 2024-2027.

**Financial summary:**

There are no specific financial issues arising from the approval of the plan. It is expected that the Corporate Plan will be delivered within approved budgets. Financial implications of specific proposals will be assessed on an individual basis as part of the relevant decision-making process

**Is this a Key Decision?**

Yes

**When should this matter be reviewed?**

**Reviewing OSC:**

Overview and Scrutiny Board

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

People - Things that matter for residents      x

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

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

## **SUMMARY**

This report presents a draft Corporate Plan for 2024 onwards, which has been aligned to the Council's current Vision and the three corporate priority themes upon which our new operating model is based: People, Place and Resources.

The Corporate Plan sets out the Council's key outcomes, actions / deliverables and the metrics required to monitor progress against each of these.

## **RECOMMENDATIONS**

Cabinet is asked to approve the updated Corporate Plan including the proposed key performance indicators and metrics.

## **REPORT DETAIL**

The current Vision and Corporate Plan were formally adopted in November 2022. In the summer of 2023, the Council published an annual report, setting out some of its achievements over the past year and the priorities for the year ahead. It has since become clear that we had agreed to more than we could guarantee to deliver in light of our current financial position. Recognising this, a decision was taken to significantly refresh and reduce our existing Corporate Plan, with a clear and practical focus on what we can do within our budget for the next financial year.

Our overall Vision "*The Havering you want to be a part of*" remains the same. We now have three critical objectives sitting underneath that we remain committed to delivering. These are:

- Supporting our residents to stay safe and well (People theme)
- A great place to live, work and enjoy (Place theme)
- Enabling a resident focused and resilient Council (Resources theme)

The agreed member priorities of improved customer service, resident engagement, digital capabilities and financial stability are reflected in the Resources section of the plan and interwoven throughout. It is to be noted that we have moved away from using the language of People, Place and Resources in the plan itself, to better promote cross-organisational working and avoid the impression of siloes. The Corporate Plan is an intentionally high level, strategic document with three key objectives per theme. Under each objective sits a small number of activities that

will be taken during 2024/25 and the detail of what we will report on, which includes a mix of key performance indicators (KPIs) and progress against key milestones and the delivery of various strategies. Where metrics are more internally focused, or suited to annual summative reporting, they will therefore not be included in the quarterly report.

Progress against all quarterly KPIs will be monitored through a Corporate Performance Report, which will be reported to Cabinet and will be available to the Overview and Scrutiny Board. We will also produce a narrative based annual report to summarise the year's performance and overall progress against the Vision, including those metrics which have not been published quarterly.

## **REASONS AND OPTIONS**

### **Reasons for the decision:**

Our existing Corporate Plan over promises on what we can deliver within our current budget. Whilst there is no statutory requirement to have an agreed Vision and Corporate Plan, having one provides clarity of direction for staff, partners and residents. For this reason, of the options set out below, Option three was agreed.

### **Other options considered:**

#### Option one: Continue with the existing Corporate Plan

The existing Corporate Plan identified some of the Borough's challenges and the priorities for People, Place and Resources. This was agreed prior to the identification of our current financial circumstances. As we set our budget for the year ahead, resources must be focused and prioritised, and it became clear that the current Corporate Plan was no longer realistic in all it commits to delivering.

#### Option two: Not having a Corporate Plan.

Consideration was given, in light of the Council's financial position, to not having an agreed Corporate Plan; however, this was rejected on the basis we would lose clarity and focus. This option would require an alternative approach to ensuring agreed priorities were communicated and this carries the risk of inconsistency and confusion.

#### Option three: Produce a refreshed Corporate Plan

In light of the Council's financial position, the third option was to re-fresh our Corporate Plan to reflect the budget that is available and to agree the key areas of

work that we have the means to deliver. The refreshed plan has been significantly streamlined while maintaining a focus on what matters to us as an organisation, and what we know matters to our residents.

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

There are no immediate financial implications arising from approving the Corporate Plan; however, it is noted that deliverability within budget is the key driver behind the reduced scope of this revised version. Delivery of the plan will have significant financial implications that will be considered as part of the annual MTFS (Medium Term Financial Strategy) cycle. It is expected that the Corporate Plan requirements will be delivered within approved Revenue and Capital budgets. Any budgetary issues arising from delivery of the plan will be raised through normal budget monitoring processes. Financial implications of specific proposals will be assessed on an individual basis as part of the relevant decision-making processes

The draft Corporate Plan includes an explicit aim: that we will *manage our money well in order to set a balanced budget and get maximum value from all our activity*.

### **Legal implications and risks:**

There are no direct legal implications or risks arising from the recommendations in this report. The council has a duty under the Local Government Act 1999 (as amended) 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. Reviewing the Corporate Plan in line with the Council’s evolving financial position will support the evaluation of the Council’s efficiency and contribute to the way in which the best value duty can be fulfilled.

The corporate and service planning processes should continue to take account of new and existing statutory duties and responsibilities that are imposed on the Council, even if there are inadequate or no commensurate increases in Government funding to finance them. Failure to do so could put the Council at risk of a legal challenge.

### **Human Resources implications and risks:**

There are no major direct HR implications or risks from this report. Any HR issues which occur will be managed in accordance with the Council’s HR policies and procedures and any change processes that are required will be managed in



accordance with both statutory requirements and the Council's Organisational Change Policy and Procedure and associated guidance.

It is critical that People policies and processes support the Council's Vision and that we create a golden thread from our Vision and Corporate Plan into individual performance objectives, skills building and development through our performance management process.

The Corporate Plan includes an explicit aim that we will: *be an employer of choice, with a workforce that reflects our communities.*

### **Equalities implications and risks:**

The Public Sector Equality Duty (PSED) under section 149 of the Equality Act 2010 requires the Council, when exercising its functions, to have due regard to:

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

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

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

Equalities assessment is normally required for significant impacts upon ANY of the "protected characteristics". As this is a three year Corporate Plan that takes account of demographic demands in the community, it is appropriate that detailed equality implications of individual proposals and activities arising from this, will be assessed as necessary as part of the corporate and service planning processes. Equality impact assessments are systematically carried out for any services, projects or other schemes that have the potential to impact on communities and / or staff on the grounds of particular protected characteristics or socio-economic disadvantage.

Noting the above, the priorities contained within the refreshed Corporate Plan include a range of positive ambitions expressed through the planned outcomes and activities. These include the aims to *attract and retain a workforce that is more representative of the community we serve, and engage transparently with our community, including under-represented groups, and promote community trust and belonging.*

## **Health and Wellbeing implications and Risks**

The health and well-being of our residents and staff is a key priority, and this is evidenced throughout the refreshed Corporate Plan. A range of specific health and well-being priorities have been identified and many other priorities relate to the wider determinants of health and aspects of community and place that impact on health outcomes. As decision papers relating to each priority are developed via the normal planning and delivery process, these will be subject to robust equalities and health impact assessment. This will provide opportunities to identify potential health and well-being implications and risks, and mitigate accordingly, maximising benefits and minimising health inequalities between communities and population groups.

### **ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS**

The Council has committed to taking action towards the organisation and the borough becoming carbon neutral by 2040 and this is reflected in the refreshed Corporate Plan. To help facilitate this ambition, all key decisions require that report authors consider the impact on climate to support Members' decision making.

The Corporate Plan outlines a number of specific commitments relating to climate change, including a commitment to report on our progress in delivering the Climate Change Action Plan (HCCAP) and reducing CO<sub>2</sub> emissions from Council activity.

### **BACKGROUND PAPERS**

Appendix 1: Final Draft Corporate Plan for 2024-2027



Photo Credited to Deborah Brophy

# The Havering you want to be part of

OUR CORPORATE PLAN  
FOR 2024-2027

## Introduction from the Leader

In November 2022 we agreed the Council's Vision and Corporate Plan. This set out our ambition for the next four years, to deliver *"The Havering you want to be part of"*. I also made clear my intention as Leader of the Council to be open, honest, and transparent.

In July 2023 I wrote my first annual report, setting out some of the things we have achieved and our on-going priorities for this year. It has since become clear that in our original Corporate Plan, we had agreed to more than we could realistically deliver considering our current financial position.

We were facing a budget gap for the coming year of £31.2 million (before Council Tax) and this has forced us to apply for a Capitalisation Directive from the government. In plain terms, we have taken out a loan so that we can produce a balanced budget, as we are legally required to do each year. We know this is a temporary fix and to continue meeting our statutory obligations, against a backdrop of a rapidly growing population and increasing need in our borough, we must still deliver savings and ensure best value in everything we do.

Recognising this, we have taken the decision to produce a new Corporate Plan for 2024 onwards, with a clear and practical focus on what we can do within our budget for this year. This includes putting in place more rigorous reporting and financial assurance and the production of improvement and transformation plans. The new plan also reflects our joined up approach to improving the health and wellbeing of Havering residents through our Place based Partnership.

The Council provides a wide range of services to our communities, spending more than £180 million every year. Some of these services - statutory services - are ones that we must provide by law. Others, called discretionary services, are ones we want and choose to provide. We know many of these services are highly valued by our residents and not all will be reflected in our new Corporate Plan. We also know that some of the priorities we have set out may appear to conflict with one another. This is a result of the exceedingly tough decisions we are forced to make because of the gap between the inadequate funding we receive and the needs of our borough.

Our overall vision *"The Havering you want to be part of"* has not changed. We now have three clear objectives sitting underneath that we remain committed to delivering. These are:

- Supporting our residents to stay safe and well
- A great place to live, work and enjoy
- Enabling a resident-focused and resilient Council

Our new and streamlined Corporate Plan reflects these on-going priorities and sets out how we will measure our progress in delivering them. Our financial position has changed, and we now face challenges and service demand on a scale we had not anticipated. However, one thing has not changed: We remain committed to delivering the best quality and value for money within our means, to create for our residents, and for our workforce, *'The Havering you want to be part of.'*



# The Havering you want to be part of



## Supporting our residents to stay safe and well

- We support residents of all ages to live socially connected, independent and healthy lives
- We engage with individuals, families, and our partners to help residents reach their full potential
- We respond fairly to changes in our growing population with a focus on both meeting and reducing need



## A great place to live, work and enjoy

- We are a clean, green, sustainable borough, where it is safe and easy to get around
- We deliver safe and affordable housing and community assets
- We attract and deliver investment and regeneration opportunities, whilst protecting the character of the borough



## Enabling a resident-focused and resilient Council

- We manage our resources well
- We will be an employer of choice, with a workforce that reflects our communities
- We will provide excellent customer service and engage effectively with our communities



## Supporting our residents to stay safe and well

**Aim: To support residents of all ages to live socially connected, independent and healthy lives**

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We will...	In 2024/25 we will report back on:
develop and deliver our integrated Starting Well Plan: Happy, Healthy Lives	<ul style="list-style-type: none"><li>• Approval and delivery of the Starting Well Plan and associated action plan, including the voice of children</li><li>• The percentage of children receiving a 2-2.5-year development check</li><li>• The percentage of Havering residents receiving an offer of their first preference school</li></ul>
maximise the health benefits of leisure and culture for our whole community, and work with partners to improve support for residents with complex needs	<ul style="list-style-type: none"><li>• Approval and delivery of an Arts Strategy and Sport and Physical Activity Strategy (for all age groups)</li><li>• Our progress in delivering the Year of Culture</li><li>• The percentage of adults with learning disabilities in paid employment</li></ul>
work with vulnerable adults and their families to connect with their wider communities, so they can continue to do as much as possible for themselves	<ul style="list-style-type: none"><li>• The percentage of households prevented from becoming homeless (of all applicants)</li><li>• The rate of carers receiving needs assessment or review (per 100,000 of the adult population)</li></ul>







## Supporting our residents to stay safe and well

**Aim: To engage with individuals, families, and our partners to help residents reach their full potential**

We will...	In 2024/25 we will report back on:
work with schools and partners to deliver a consistent approach to inclusion and behaviour management, through targeted interventions	<ul style="list-style-type: none"><li>• Approval and delivery of our refreshed SEND and Alternative Provision, and Early Help Strategies, and the associated action plans</li><li>• The percentage of Education, Health and Care Plans (EHCPs) issued within 20 weeks, including exceptions</li><li>• The rate of children excluded from school</li><li>• The percentage of schools rated Good or Outstanding by Ofsted</li><li>• The percentage of children with Special Educational Needs and Disabilities (SEND) who are educated in borough</li></ul>
use our data to better identify the most vulnerable residents living in our borough, targeting services to better meet their needs and reduce unfair differences in health outcomes	<ul style="list-style-type: none"><li>• Approval and delivery of the Health and Wellbeing Strategy for 2024-27</li><li>• Approval and delivery of the Better Health, Better Housing Strategy</li><li>• Approval and delivery of the Poverty Reduction Strategy</li><li>• Approval and delivery of the joint Dementia Strategy</li></ul>
use feedback from those receiving support from Social Care and Housing services to inform ongoing service improvement	<ul style="list-style-type: none"><li>• How we are using the voice of children and young people to inform design and reviews of service provision</li><li>• How we are responding to themes captured through our monthly '5 Voices' approach</li><li>• The use of statutory (Social Care and Housing) complaints, and compliments, to address emerging themes</li></ul>





## Supporting our residents to stay safe and well

**Aim: To respond fairly to changes in our growing population with a focus on both meeting and reducing need**

We will...	In 2024/25 we will report back on:
offer inclusive services that raise aspiration and meet the needs of our growing population of children, families, and young adults, including those in our care	<ul style="list-style-type: none"><li>• Approval and delivery of a Sufficiency Strategy for children in care</li><li>• The average Attainment 8 score (GCSE Attainment) for Havering pupils</li><li>• The percentage of 16 - 17 year olds not in education, employment or training (NEET)</li><li>• The percentage of adults with a level 3 or above qualification</li></ul>
work with homeless individuals and families to improve their housing outcomes	<ul style="list-style-type: none"><li>• Our review and delivery of a new Housing Allocation Scheme</li><li>• The number of properties acquired through Property Purchasing Schemes</li><li>• The number of children in emergency accommodation</li></ul>
implement 'Population Health Management,' better targeting support to improve health and minimise admissions to hospital and care homes	<ul style="list-style-type: none"><li>• The proportion of people who, having undergone reablement, return to Adult Social Care 91 days after completing reablement and require an ongoing service</li><li>• The rate of permanent admissions of older adults (aged 65+) to residential and nursing care homes (per 100,000 of the older people population)</li><li>• Approval and delivery of the Healthy Weight Strategy (whole systems approach)</li></ul>





## A great place to live, work and enjoy

**Aim: To be a clean, green, sustainable borough, where it is safe and easy to get around**

We will...	In 2024/25 we will report back on:
continue to deliver a green borough	<ul style="list-style-type: none"><li>• The percentage of household waste recycled</li><li>• The number of parks retaining Green Flag status</li><li>• The delivery of Village Greens</li></ul>
improve infrastructure in the borough and lobby for the investment needed to deliver it	<ul style="list-style-type: none"><li>• Improvements in alternative transport links in the borough</li><li>• The installation of new publicly accessible electric vehicle (EV) charging points</li></ul>
continue to improve the safety of our borough	<ul style="list-style-type: none"><li>• The number of hours deployed, and interventions made by Council funded Section 92 Police Officers</li><li>• The number and outcomes of under-age sales operations</li><li>• Our progress in delivering 'Vision Zero' (London wide strategy to eliminate traffic fatalities and severe injuries by 2041)</li><li>• The on-going co-production and implementation of the Community Safety Plan</li></ul>





## A great place to live, work and enjoy

**Aim: To deliver safe and affordable housing and community assets**

We will...	In 2024/25 we will report back on:
provide new homes, including affordable homes, for local people	<ul style="list-style-type: none"><li>• The completion of the Park Rise (Hornchurch) scheme</li><li>• The commencement of main contract works for the Family Welcome Centre (Harold Hill)</li><li>• Approval of the Strategy for Waterloo and Queen Street</li><li>• The percentage of care leavers in suitable accommodation</li></ul>
ensure Council housing and community assets meet all regulatory standards	<ul style="list-style-type: none"><li>• Our compliance with the new Regulator of Social Housing standards</li><li>• Our compliance with building safety standards for public (non-residential) buildings</li></ul>
promote good private sector housing for local people	<ul style="list-style-type: none"><li>• The number of enforcement actions taken in relation to poor-quality HMOs (Homes of Multiple Occupation)</li></ul>







## A great place to live, work and enjoy

**Aim: To attract and deliver investment and regeneration opportunities, whilst protecting the character of the borough**

We will...	In 2024/25 we will report back on:
work with the private sector and partners in London and the sub-region to attract investment into the borough	<ul style="list-style-type: none"><li>• Progress in advancing the East Havering Opportunity (Subject to Planning)</li><li>• The exploitation of inward investment opportunities including the Thames Free Port, The Thames Gateway, The Liberty, and The Brewery</li></ul>
maximise the value of regeneration in the borough for the benefit of residents and business	<ul style="list-style-type: none"><li>• The total value of developers financial contributions secured through the planning process</li><li>• The percentage of developers financial contributions secured through the planning process which has been allocated to projects</li><li>• Progress in securing and optimising 3<sup>rd</sup> party grant funding</li></ul>
maximise investment whilst protecting the character of the borough	<ul style="list-style-type: none"><li>• Adoption of the Romford Master plan</li><li>• The review of the Local Plan and associated public consultation</li></ul>





## Enabling a resident-focussed and resilient Council

**Aim: To manage our resources well**

We will...	In 2024/25 we will report back on:
manage our money well to set a balanced budget and get maximum value from all our activity	<ul style="list-style-type: none"><li>• Approval and delivery of our Medium-Term Financial Strategy (MTFS)</li><li>• Lobbying activity undertaken and the outcomes</li><li>• Approval and delivery of an Integrated Commissioning Strategy</li><li>• How we are fully embedding our Social Value and 'Health in all policies' approaches</li><li>• The cumulative value of our underfunding</li></ul>
manage our systems and data well and be a data driven organisation	<ul style="list-style-type: none"><li>• Our progress in integrating health and social care data to support more joined up care</li><li>• How we are using data ethically, securely, and safely to deliver greater efficiency and better outcomes</li></ul>
manage the Council's response to climate change and the challenges it presents, taking action to become carbon neutral by 2040	<ul style="list-style-type: none"><li>• Approval of the Council wide Emergency Plan to build resilience in the borough</li><li>• Approval of the Local Flood Risk Management Strategy</li><li>• Progress on delivering an Air Quality Action Plan</li><li>• Progress on delivering the Climate Change Action Plan, including reducing Co<sub>2</sub> emissions from Council activity</li></ul>







## Enabling a resident-focussed and resilient Council

**Aim: To be an employer of choice, with a workforce that reflects our communities**

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We will...	In 2024/25 we will report back on:
attract and retain a workforce that is more representative of the community we serve	<ul style="list-style-type: none"><li>• Delivery of our Workforce Strategy</li><li>• The Council's Gender and Ethnicity Pay Gap</li><li>• Progress in delivering against the recommendations of the READI Review</li></ul>
identify and focus on the resources and skills needed for the future, including by "growing our own"	<ul style="list-style-type: none"><li>• Delivery of our Workforce Resourcing Plan</li><li>• The amount of Apprenticeship Levy spent (£)</li><li>• The number of Apprenticeships supported</li><li>• Delivery of a Learning and Development Strategy for elected members</li></ul>
recognise and reward staff who provide excellent customer service (external or internal) and drive a continuous improvement culture	<ul style="list-style-type: none"><li>• Action taken in response to residents / customers' feedback</li><li>• Outcomes from the annual staff recognition event (STAR Awards)</li><li>• The percentage of staff achieving 'Performing Well' or better in their annual Performance Review</li></ul>





## Enabling a resident-focussed and resilient Council

**Aim: To provide excellent customer service and engage effectively with our communities**

We will...	In 2024/25 we will report back on:
improve customer satisfaction levels by modernising the way we work	<ul style="list-style-type: none"><li>• The percentage of customers who are satisfied with their interaction with the Council</li><li>• The number, outcomes and learning from complaints received by the Council</li><li>• The percentage of enquiries and information requests closed within target</li><li>• The average call waiting time and call abandoned rate for our Customer Contact Centre</li></ul>
engage transparently with our community, including under-represented groups, and promote community trust and belonging	<ul style="list-style-type: none"><li>• Delivery of our Engagement Strategy</li><li>• How the response to our consultations compares to the demographics of the borough</li><li>• Levels of satisfaction and trust in the Council</li><li>• How we are responding to feedback from our new community cohesion and engagement forum</li></ul>
expand and enhance our online capability	<ul style="list-style-type: none"><li>• The percentage of interactions completed online</li><li>• The number of services available online</li></ul>





## CABINET

10<sup>th</sup> April 2024

**Subject Heading:**

Poverty Reduction Strategy

**Cabinet Member:**

Councillor Gillian Ford, Deputy Leader,  
Cabinet Member for Health and Adult  
Social Care

**ELT Lead:**

Barbara Nicholls, Strategic Director of  
Place

**Report Author and contact details:**

Emily Plane. Head of Strategy & Performance,  
NEL ICB

Patrick Odling-Smee, Director of Living Well

**Policy context:**

The Havering Place-based Partnership will work together to collectively address the underlying causes of poverty, facilitate community action and build resilience to alleviate the effects of poverty. Partners will seek to embed this approach across all programmes of work.

**Financial summary:**

There are no financial impacts of approving this strategy.

**Is this a Key Decision?**

Indicate grounds for decision being Key:  
(c) Significant effect on two or more Wards

**When should this matter be reviewed?**

April 2025

**Reviewing OSC:**

Overview and Scrutiny Board

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

People - Things that matter for residents      X

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

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

## **SUMMARY**

1. Our vision for poverty reduction in Havering
- 1.1 The Havering Place based Partnership will work together to collectively address the underlying causes of poverty, facilitate community action and build resilience to alleviate the effects of poverty. Partners will seek to embed this approach across all programmes of work.

## **RECOMMENDATIONS**

2. To approve the Havering Poverty Reduction Strategy 2024 attached at Appendix 1.

## **REPORT DETAIL**

3. In response to the rising cost of living and potential negative impact on local people, partners in Havering came together to form the Cost of Living Working group which has achieved a lot in the past year in terms of supporting local people. The group and its work have:
  - Provided a political and strategic focus on supporting local people to mitigate against the impact of the cost of living crisis
  - Established an effective partnership within the council, and with health and voluntary sector
  - Transformed the use of data and developed a proactive marketing approach to engaging with residents. Through this process residents were risk assessed and targeted according to their anticipated vulnerability, allowing us to target our support to those in greatest need
  - Resulted in an increase in the uptake of benefits to those who are eligible
  - Established the Energy Doctor Scheme in partnership with AgeUK and Mears.
  - Set up warm and cool hubs across the borough, supporting over 5,000 local people over the past year to access a cool space during the summer, and a warm space during the winter, where they could also access wider well-being support and activities.
  - Transformed the information on the council website to ensure that it is accessible and easy to use.
- 3.1 However, the primary cause of vulnerability to the impact of the cost of living is still there: those who are living near, or in poverty.

- 3.2 There are significant pockets of deprivation across Havering, particularly in areas such as Harold Hill and Rainham, where residents experience poorer outcomes than others in the borough. Residents living in the most disadvantaged decile of the borough have a significantly lower life expectancy (7.3 years less for males and 7.6 years less for females) than peers in the least deprived decile. However, there are also residents living in extreme poverty in the more affluent parts of the borough.
- 3.3 Any long lasting and effective approach for Havering requires a focus on reducing poverty and building resilience in order to address the wider determinants of health and reduce the impact of rising cost of living on local people. Addressing the root causes of poverty will have a significant impact on the health and wellbeing of local people, as well as their future prospects. This is the key focus of this strategy which is being developed as a partnership in Havering, spanning the Council, NHS and Community and Voluntary sector.
- 3.4 This strategy aims to support as many local people as possible who are struggling with increases in the cost of living which is impacting on their physical and emotional wellbeing. The definition of poverty will apply as below, recognising that there will be people outside of this criteria in the borough who will need support.
- 3.5 Our approach for Havering will seek to build on work to support local people with the cost of living increases. A Poverty Reduction working group has been established to develop, and oversee this strategy.
- 3.6 The working group is embedded in the Place based Partnership, and the strategy is being developed and adopted by all partners across Havering, acknowledging that we need a single cohesive approach to seek to reduce poverty in the borough. The strategy has a clear action plan, owned by all partners, setting out how we will seek to address the root causes of poverty within the borough
- 3.7 Through the development of the strategy we have sought to embed an approach that will benefit the work of all partners within the Place based Partnership by developing comprehensive approaches to communications and engagement that focus on marketing, sharing information and data that can be used as a framework to support other programmes, and other such legacy work
- 3.8 Feedback from, and experiences of local people are central to the development of this strategy.

**Our vision for poverty reduction in Havering**

- 3.9 The Havering Place based Partnership will work together to collectively address the underlying causes of poverty, facilitate community action and

build resilience to alleviate the effects of poverty. Partners will seek to embed this approach across all programmes of work.

### 3.10 Strategy Objectives

- Help people on low incomes to maximise their household income and minimise their costs, building financial resilience and reducing indebtedness
- Strengthen families and communities, including supporting groups of people that are more likely to experience poverty, and community and voluntary groups working to combat poverty.
- Promote local people to be economically active, raising skills and improving access to a range of employment opportunities for people on low incomes.
- Improve housing affordability and quality
- Improve health outcomes for people on low incomes, reducing health inequalities; including access to good diet, health care, and support people to remain healthier for longer.

3.11 In delivering the strategy all partners and all services within the Council need to work together and develop the actions to deliver these objectives. The action plan sets out the plans to deliver the objectives and this will be reviewed annually to ensure the actions reflect the circumstances and issues in place at the time.

## **REASONS AND OPTIONS**

### **Reasons for the decision:**

A House of Commons report in 2023, on the cost of living in the UK describes how the cost of living increased sharply across the UK during 2021 and 2022. The annual rate of inflation reached 11.1% in October 2022, a 41-year high, before subsequently easing. Recent data shows it was 4.6% in October 2023, down from 6.7% in September 2023.

The impact that high inflation has on the affordability of goods and services is significant, and households are paying more than ever for groceries, and gas and electricity to keep their homes warm during the colder months.

Low-income households experience higher inflation rates and have less financial resilience to cope with rising prices. ONS data shows that households with the lowest incomes experience a higher than average inflation rate, while the highest-income households experienced lower than average inflation.

Despite relatively low deprivation scores and high employment rates in Havering, the average gross income per household (£44,430 - 2018) is low



compared to the London average (£51,770 - 2018). The most income and employment deprived wards are in the north of the borough and include Gooshays, Havering Park and Heaton, meaning that our populations there are at greater risk of being impacted negatively by the increases in the cost of living.

The impact that this can have on local people is significant. Those who are struggling to afford their heating bills may live in cooler homes over winter, leaving them susceptible to ill health as a result. Increasing numbers of people are accessing the affordable food pantries in Havering, and our food banks regularly have to purchase in food as demand is outstripping supply.

For those who are young, living in a cold home during the winter months which is susceptible to further issues such as mould and damp, can have a significant impact on their development, and subsequent future prospects and wellbeing in later life. For the most vulnerable; those who are older, or with long term conditions or disabilities, the impact of a cold, mouldy, or damp home can have a very significant impact on their healthy life expectancy.

**Other options considered:**

The other option was to continue with the cost of living working group. This was not considered because of the nature of poverty in the borough and the need to have a long term strategy to see its reduction.

<b>IMPLICATIONS AND RISKS</b>
-------------------------------

**Financial implications and risks:**

Budgets and programmes will feed into the strategy, but as it evolves and is re-evaluated there may be a need to revisit value for money and investment requirements. The cost of developing this strategy will be met from within existing resources and the aims and objectives will be delivered through existing programmes and budgets.

**Legal implications and risks:**

The Council has general powers under the Localism Act 2011 to do anything any person can and accordingly there are no apparent legal implications arising from this report.

**Human Resources implications and risks:**

There are no Human Recourses implications arising from this report.

**Equalities implications and risks:**

Any long lasting and effective approach for Havering requires a focus on reducing poverty and building resilience in order to address the wider determinants of health and reduce the impact of rising cost of living on local people. Addressing the root causes of poverty will have a significant impact on the health and wellbeing of local people, as well as their future prospects. This is the key focus of this strategy which is being developed as a partnership in Havering, spanning the council, NHS and Community and Voluntary sector. This is a focussed strategy to improve living conditions and well-being for all our residents. The specific steps will address the diverse needs to alleviate poverty and establish inclusivity for all population groups however the strategy needs to ensure how the data, evidence and our plans mitigate to create fit-for-purpose arrangements for each protected characteristics group.

### **Health and Wellbeing implications and Risks**

Poverty, through socio-economic deprivation, harms health. Deprived people are more likely to become unwell and die early as they are more likely to be exposed to unhealthy food, pollution, anxiety and unhealthy lifestyles. Although free healthcare and education limits the consequences of poverty, unchecked poverty raises burden on the health and the care system as more people become ill and frail early due to poverty. Recently, with the cost of living crisis, an immediate effect was seen when so more people turn down their heating and shut the windows to conserve heat, resulting in cold, damp and mouldy homes.

In this Poverty Reduction Strategy, the London Borough of Havering, NHS, other public sector agencies and the voluntary sector will coordinate and collectively address the underlying causes of poverty, facilitate community action and build resilience. The strategy will use data, evidence and social marketing to invest their resources wisely. The strategy's clear, coherent set of objectives will reduce poverty and its effects and support residents to effectively utilise the resources made available to them to be more resilient and live healthier for longer.

External factors such as economic conditions, welfare system changes, national funding of the local government and international conflicts will continue to affect the more deprived residents and the organisations that work together to reduce poverty.

### **ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS**

Improving the thermal efficiency of homes is critical in the reduction in in fuel poverty and therefore delivering the objectives of this strategy will reduce the carbon emissions for the borough. Havering has some of the least thermally efficient housing stock in London.

#### **Fuel Poverty Definition**

The government uses the Low Income Low Energy Efficiency (LILEE) definition for fuel poverty in England; Under the LILEE indicator, a household is considered to be fuel poor if:

- they are living in a property with a fuel poverty energy efficiency rating of band D or below
- and when they spend the required amount to heat their home, they are left with a residual income below the official poverty line.

## **Appendices**

Appendix 1. Havering Poverty Reduction Strategy 2024

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# Havering Place based Partnership

## Poverty Reduction Strategy

February 2024 – Version 4.1

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# Document Details

<b>Name</b>	Havering Place based Partnership Poverty Reduction Strategy
<b>Version number</b>	V3
<b>Status</b>	Second draft
<b>Authors</b>	Jodie Gutteridge, Service Improvement Officer, London Borough Havering Emily Plane, Head of Strategic Planning, Havering Place based Partnership, NHS North East London
<b>Lead Officer</b>	Patrick Odling-Smee, Director of Housing Services, London Borough of Havering
<b>Approved by</b>	
<b>Scheduled review date</b>	March 2025, once the document has been reviewed and endorsed / approved by the Havering Place based Partnership Board Sub Committee, and the Havering Health and Wellbeing Board

# Equality & Health Impact Assessment record

1	Title of activity	Poverty Reduction Strategy		
2	Type of activity	Strategy		
3	Scope of activity	Reduction of poverty across the borough		
4a	Are you changing, introducing a new, or removing a service, policy, strategy or function?	Yes	If the answer to <u>any</u> of these questions is 'YES', please continue to question 5.	If the answer to <u>all</u> of the questions (4a, 4b & 4c) is 'NO', please go to question 6.
4b	Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?	Yes		
4c	Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?	Yes		
5	If you answered YES:	A full EqHIA has been completed. This is attached as Appendix 1 to this strategy.		
6	<p>If you answered NO: (Please provide a clear and robust explanation on why your activity does not require an EqHIA. This is essential in case the activity is challenged under the Equality Act 2010.)</p> <p>Please keep this checklist for your audit trail.</p>			

Date	Completed by	Review date
Friday 12 January 2024	Emily Plane	March 2025

# Introduction



A House of Commons report in 2023, on the cost of living in the UK describes how the cost of living increased sharply across the UK during 2021 and 2022. The annual rate of inflation reached 11.1% in October 2022, a 41-year high, before subsequently easing. Recent data shows it was 4.6% in October 2023, down from 6.7% in September 2023.

The impact that high inflation has on the affordability of goods and services is significant, and households are paying more than ever for groceries, and gas and electricity to keep their homes warm during the colder months.

Low-income households experience higher inflation rates and have less financial resilience to cope with rising prices. ONS data shows that households with the lowest incomes experience a higher than average inflation rate, while the highest-income households experienced lower than average inflation.

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Despite relatively low deprivation scores and high employment rates in Havering, the average gross income per household (£44,430 - 2018) is low compared to the London average (£51,770 - 2018). The most income and employment deprived wards are in the north of the borough and include Gooshays, Havering Park and Heaton, meaning that our populations there are at greater risk of being impacted negatively by the increases in the cost of living.

The impact that this can have on local people is significant. Those who are struggling to afford their heating bills may live in cooler homes over winter, leaving them susceptible to ill health as a result. Increasing numbers of people are accessing the affordable food pantries in Havering, and our food banks regularly have to purchase in food as demand is outstripping supply.

For those who are young, living in a cold home during the winter months which is susceptible to further issues such as mould and damp, can have a significant impact on their development, and subsequent future prospects and wellbeing in later life. For the most vulnerable; those who are older, or with long term conditions or disabilities, the impact of a cold, mouldy, or damp home can have a very significant impact on their healthy life expectancy.

*1. Rising cost of living in the UK – House of Commons research briefing, November 2023, By Daniel Harari et al*

# Impact of poverty



## Money and resources

**1 IN 5** of the UK population live in poverty. Over half of these people live in working households. Poverty damages health and poor health increases the risk of poverty.

This infographic by the Health Foundation illustrates the impact of an inadequate income on key aspects of a person's life, which then impact on their health and physical and mental wellbeing.

It also draws attention to the fact that many of those living in poverty live in economically active households.

Any impact on the factors illustrated can lead to a shorter healthy life expectancy.

Original source:  
<https://www.health.org.uk/infographic/poverty-and-health>

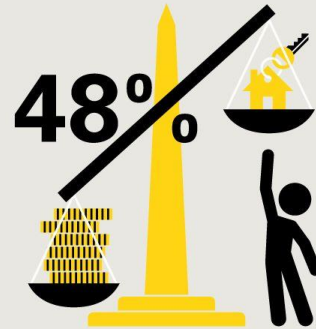
An inadequate income can cause poor health because it is more difficult to:

Avoid stress and feel in control



Living with the day-to-day stresses of poverty in early childhood can have damaging consequences for long-term health

Access experiences and material resources



Money can allow people to access the basics they need to fully participate in society. Yet, 48% of 21-24 year-olds earn less than the living wage

Adopt and maintain healthy behaviours



Healthy behaviours can feel unattainable. It is 3 times more expensive to get the energy we need from healthy foods than unhealthy foods

Feel supported by a financial safety net



A safety net enables people to invest in their future. In a recent study, 40% of people with unmanageable debt said they were less likely to study or retrain

# The context for this strategy



In response to the rising cost of living and potential negative impact on local people, partners in Havering came together to form the Cost of Living Working group which has achieved a lot in the past year in terms of supporting local people. The group and its work have:

- Provided a political and strategic focus on supporting local people to mitigate against the impact of the cost of living crisis
- Established an effective partnership within the council, and with health and voluntary sector
- Transformed the use of data and developed a proactive marketing approach to engaging with residents. Through this process residents were risk assessed and targeted according to their anticipated vulnerability, allowing us to target our support to those in greatest need
- Resulted in an increase in the uptake of benefits to those who are eligible
- Established the Energy Doctor Scheme in partnership with AgeUK and Mears.
- Set up warm and cool hubs across the borough, supporting over 5,000 local people over the past year to access a cool space during the summer, and a warm space during the winter, where they could also access wider well-being support and activities.
- Transformed the information on the council website to ensure that it is accessible and easy to use.
- Partners across the Borough stepped up to provide additional support for local people, for example, Age UK increased capacity for providing Advice and Information for over 50s in Havering - In the first year they supported 300 clients and generated over £800k in older peoples' benefits.

However, the primary cause of vulnerability to the impact of the cost of living is still there: those who are living near, or in poverty.

There are significant pockets of deprivation across Havering, particularly in areas such as Harold Hill and Rainham, where residents experience poorer outcomes than others in the borough. Residents living in the most disadvantaged decile of the borough have a significantly lower life expectancy (7.3 years less for males and 7.6 years less for females) than peers in the least deprived decile. However there are also residents living in extreme poverty in the more affluent parts of the borough.

**Any long lasting and effective approach for Havering requires a focus on reducing poverty and building resilience in order to address the wider determinants of health and reduce the impact of rising cost of living on local people. Addressing the root causes of poverty will have a significant impact on the health and wellbeing of local people, as well as their future prospects. This is the key focus of this strategy which is being developed as a partnership in Havering, spanning the council, NHS and Community and Voluntary sector.**

# A framework for tackling poverty in Havering



01

## DEFINE POVERTY AND ITS DRIVERS

Develop a clear, agreed definition of poverty and its drivers. Creating a shared understanding of poverty is the cornerstone for action as it will enable both internal and external stakeholders to understand their role.



02

## POLITICAL AND OFFICER LEADERSHIP

To create an effective strategy local authorities need to have a permanent senior officer and political leadership to address poverty. This is crucial to drive ambition and ensure delivery of the intended outcomes



03

## PARTNERSHIP WORKING

An anti-poverty strategy will not be effective without local authorities working in partnership with external partners and communities. Engagement, and establishment of an establishing an anti-poverty partnership group is key.



04

## FOCUS ON PREVENTION, REDUCTION, MITIGATION

An anti-poverty strategy must have at its core a focus on preventing and reducing poverty. Strategies should adopt medium and long-term actions.



05

## ACTION PLAN

Actions to deliver the aims and objectives of the anti-poverty strategy need to be kept under review. Accompanying an anti-poverty strategy should be a high-level action plan to increase efficiency and accountability.



# Havering framework for poverty reduction



Framework	
Tackling poverty is a strategic priority.	Poverty is taken into consideration in all aspects of decision-making, policy development and service design.



Priorities		
Primary priority: Prevention	Primary priority: Reduction	Primary priority: Mitigation



Framework aims										
Define poverty and its drivers	Political and officer leadership	Prioritisation	Partnership working	Lived experience engagement and coproduction	Reinforcing and aligning with existing strategies	Governance	Action plan	Adopt the socio-economic duty	Adaptability	Monitoring and evaluation

# Definition of Poverty

**This strategy aims to support as many local people as possible who are struggling with increases in the cost of living which is impacting on their physical and emotional wellbeing. The definition of poverty will apply as below, recognising that there will be people outside of this criteria in the borough who will need support.**

Definitions of poverty are nuanced depend on the country and context. The type of household can also have an impact, for example, single person household, a lone parent, a pensioner etc.

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A household within the UK is considered to be below the poverty line if their income is below 60% of the median household income after housing costs for that year (this is called the Minimum Income Standard).

Households in destitution are defined by the Joseph Rowntree Foundation as those who have to go without two or more essentials in the past month because they couldn't afford them, or if their income is extremely low (less than £95 a week for a single adult). Essentials are defined as having a home, food, heating, lighting clothing, shoes and basic toiletries.

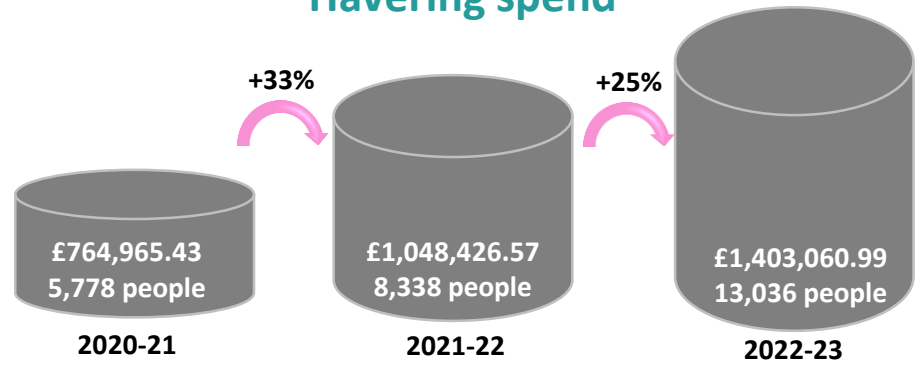
## **Fuel Poverty**

The [government](#) uses the Low Income Low Energy Efficiency (LILEE) definition for fuel poverty in England; Under the LILEE indicator, a household is considered to be fuel poor if:

- they are living in a property with a fuel poverty energy efficiency rating of band D or below
- and when they spend the required amount to heat their home, they are left with a residual income below the official poverty line

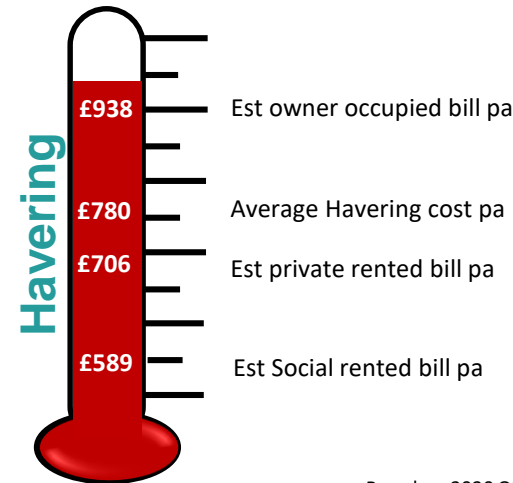
# What the data tells us

## Emergency Assistance Scheme Havering spend



The EAS provides financial assistance to low income households to help with food and utility bills as well as providing furniture and white goods. Applicants must meet strict eligibility criteria to be able to apply for emergency assistance. However, if the applicant is not in receipt of a welfare benefit they may still be eligible to apply for EAS if they are on a low income

## Estimated Energy Bills



Havering has the **HIGHEST estimated energy bill cost per year** (for all dwelling types) **in London** (£780 in Havering vs £423 in Tower Hamlets)

This is driven by particularly high cost bills for owner occupied homes (£938 in Havering, vs £423 in Tower Hamlets)

Based on 2020 ONS data

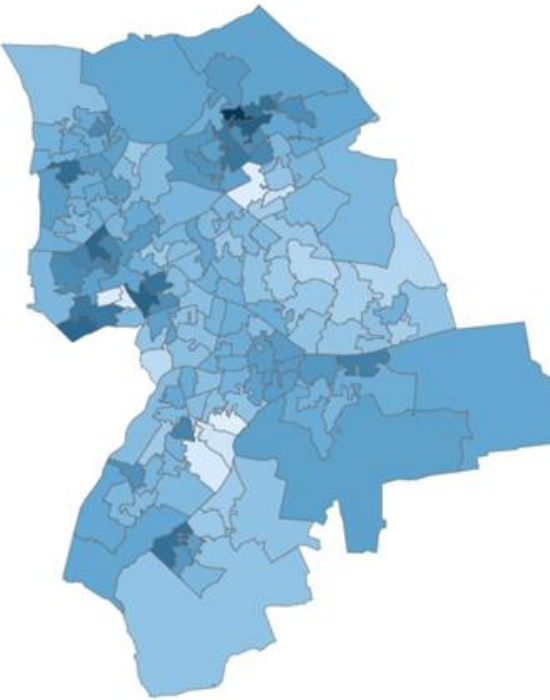


## Fuel Poverty in Havering



**9.3%** of households in Havering were classed as being in fuel poverty as of 2021  
(NB figures are now likely to be higher following recent rises in the cost of living)  
(Based on pre-2022 ward boundaries).

However, some areas, particularly in North Havering, are more affected than others

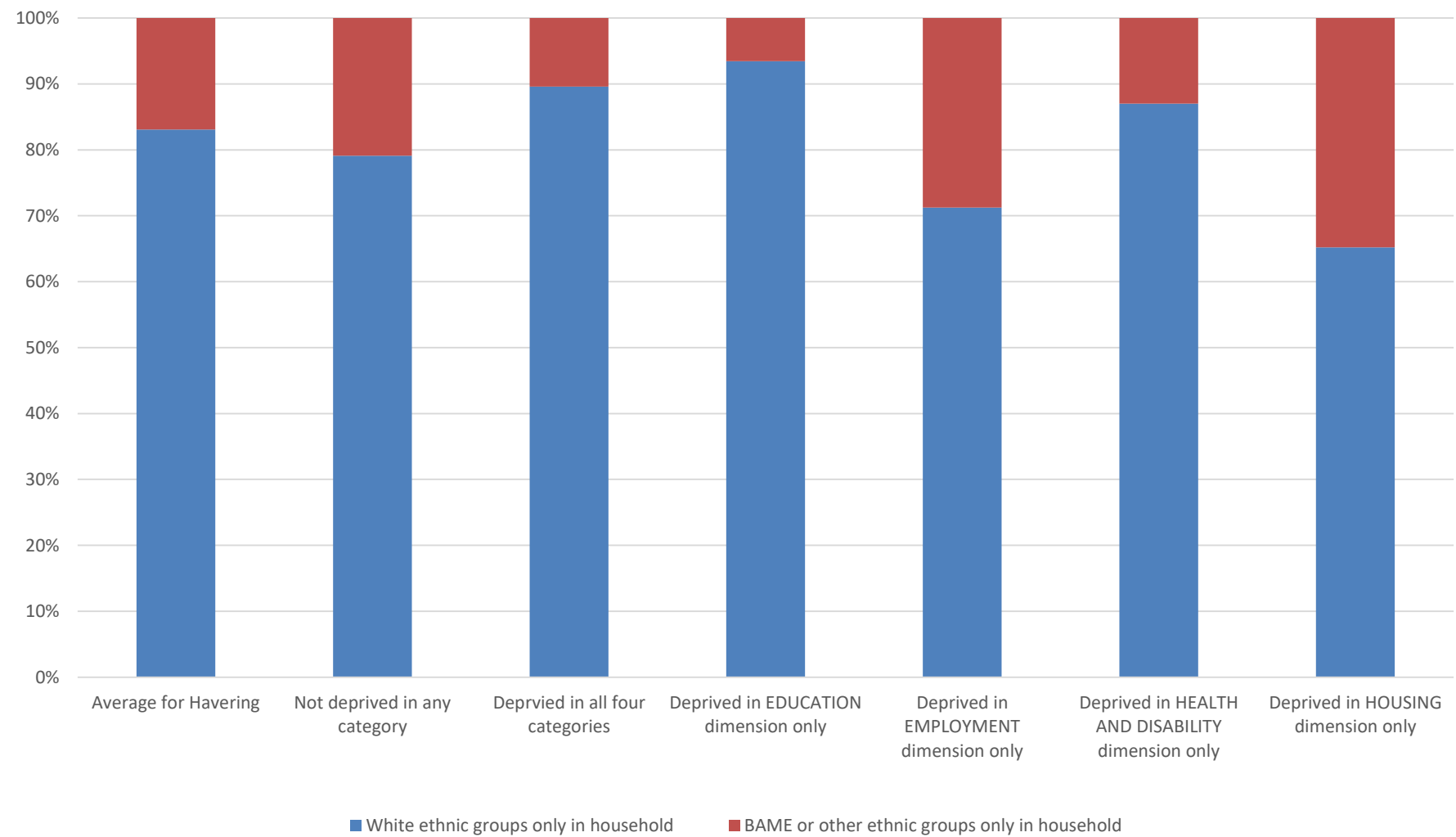


Ward name	Number of households	Number of households in fuel poverty	Proportion of households in fuel poverty by ward (%)
Gooshays	6679	758	11.4
Heaton	6022	647	10.8
Upminster	5456	548	10.0
Mawneys	5668	566	10.0
Romford Town	7950	794	10.0
Brooklands	7559	761	9.9
Havering Park	5501	538	9.8
St Andrew's	6038	573	9.4
South Hornchurch	6125	574	9.3
Rainham and Wennington	5392	496	9.1
Pettits	5319	486	9.1
Squirrel's Heath	5966	519	8.8
Hacton	5300	464	8.7
Hylands	5442	450	8.3
Emerson Park	4832	395	8.2
Elm Park	5537	458	8.2
Harold Wood	6614	529	8.0
Cranham	5446	424	7.7

# BAME Community

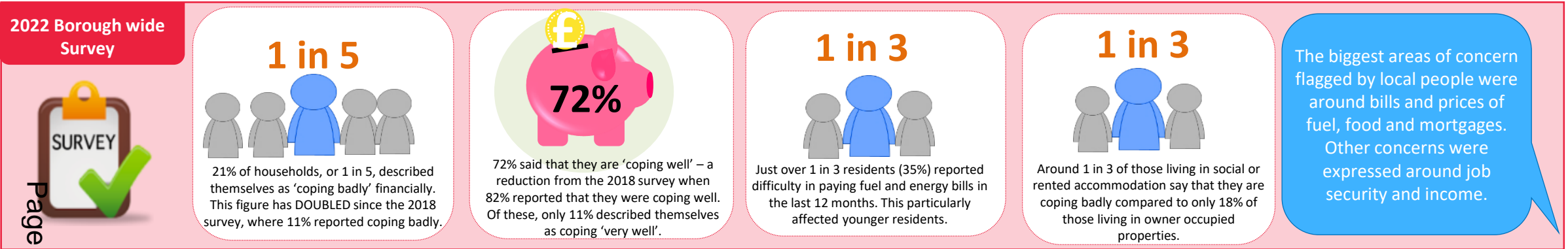
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Data taken from Census 2021 indicates that BAME households are more likely to be deprived in the employment and housing dimensions than the Havering average.



# The experiences of local people

In 2022, Havering Council commissioned a Residents' Survey conducted by Ipsos Mori; Ipsos undertook a telephone survey of 818 residents aged 18+ living in Havering to capture the views of local people on a range of topics, including around financial resilience and optimism.

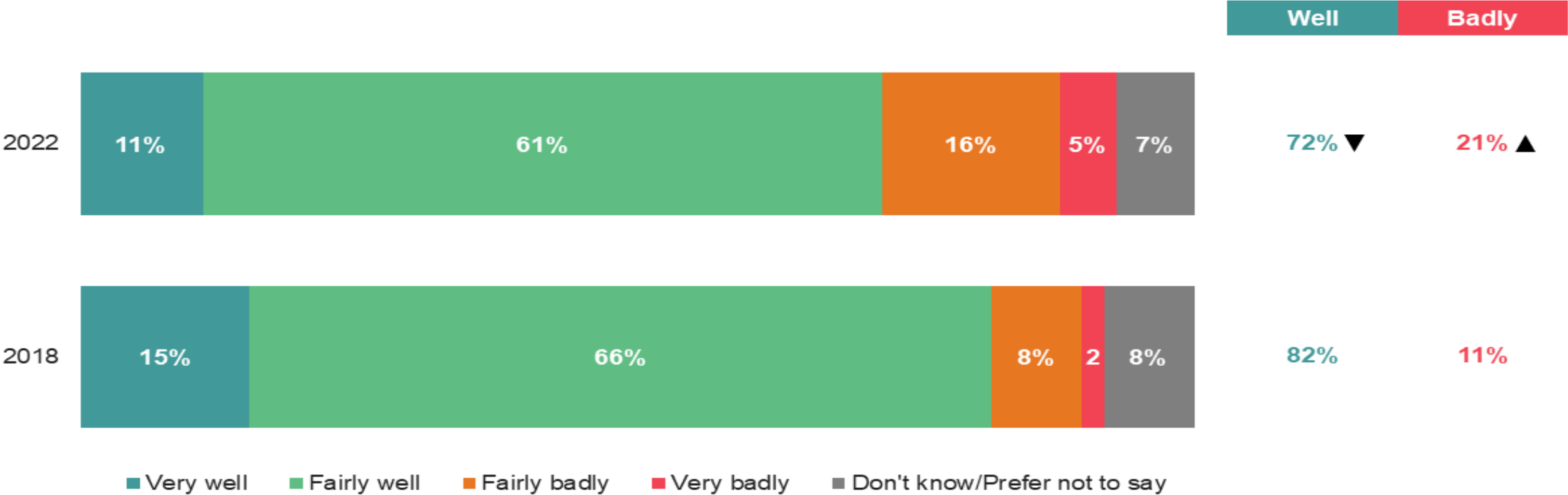


## The impact of the rise in cost of living appears to be exacerbating Health Inequalities:

- Those aged between 35-54 are significantly more likely to describe themselves as coping 'badly' compared to those aged 65+ (29% of those aged 35-44 and 24% of those aged 45-54 compared to only 13% of those aged 65-74 and 75+).
- Those with children are significantly more likely to say they are coping badly compared to those without children in the household (28% compared to 18% with no children).
- Those with a long term health condition or disability are less likely to say they are coping well compared to those who do not have one (64% vs 76%). Although it should be noted that those with a long term health condition or disability are no more or less likely to say they are coping badly.
- Significantly more residents from an ethnic minority background have not been able to go on holiday (43% compared to 25% of white residents);
- Ethnic minority residents have had greater difficulty in paying the rent or mortgage (20% compared to 11% of white residents);
- Nearly one in five ethnic minority residents (18%) have had difficulties getting access to credit (compared to 8% of white residents) whilst a similar proportion (21%) have had difficulty paying interest on loans (compared to 8% of white residents). Significantly more ethnic minority residents have also had to depend on high interest money lenders (12% compared to only 3% of white residents);
- Significantly more ethnic minority residents have had difficulty in paying for childcare or education (16% compared to 7% of white residents).

Q30. Which one of these best describes how well or badly your household is coping financially these days?

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Base: All participants (2018: 800; 2022: 818) : Fieldwork dates: 4th-25th July 2022

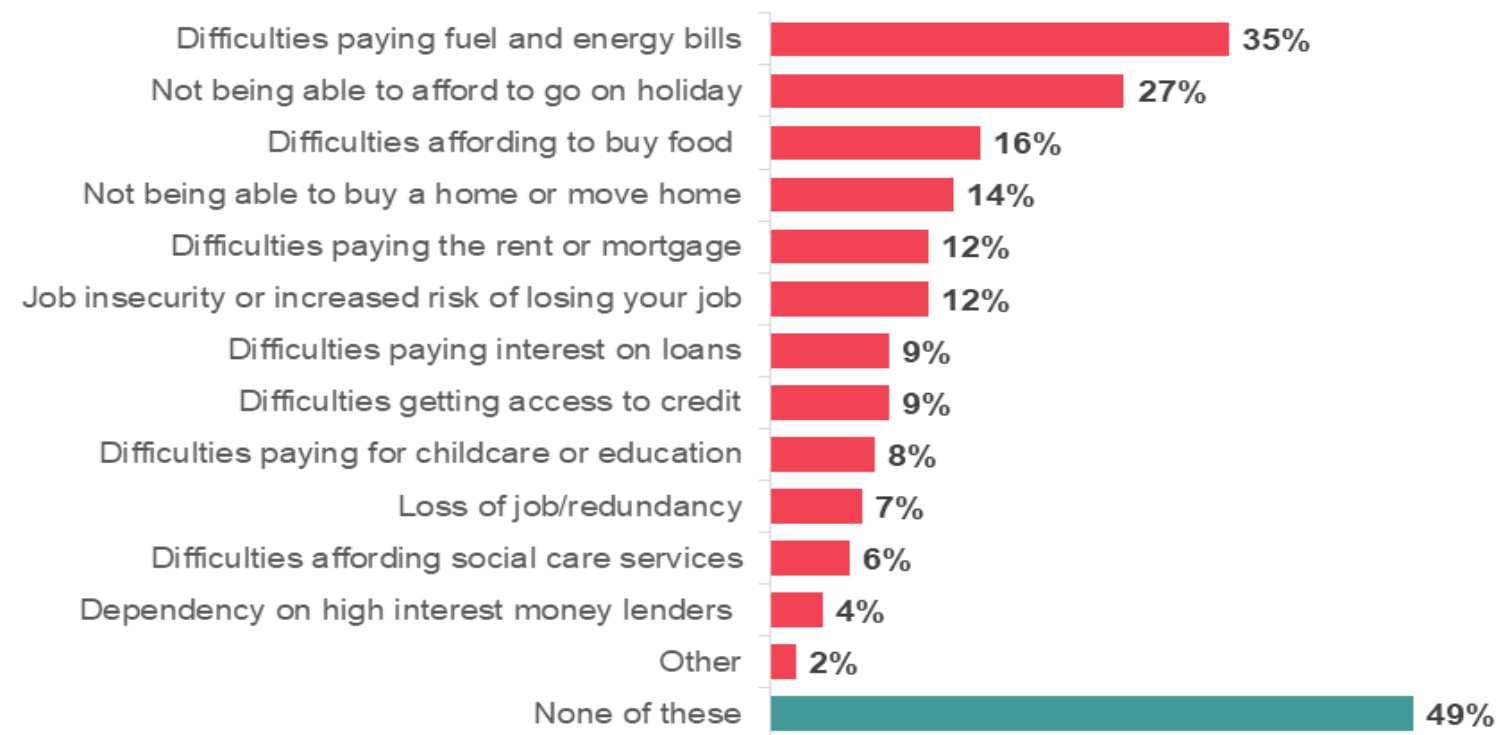
Source: Ipsos



# The experiences of local people



Q31. Thinking of the current economic climate, have you been affected by any of the following in the last 12 months?



Base: All participants (2022: 818) : Fieldwork dates: 4th-25th July 2022

Source: Ipsos



# The experiences of local people

## 2024 budget consultation



North East London  
Health & Care  
Partnership

From the 9<sup>th</sup> November to the 18<sup>th</sup> December 2023, local people in Havering were invited to give their views on the proposed 2024 London Borough of Havering budget.

3,723 people responded, with 97% reporting to be Havering residents.

49.3% of respondents were in employment, 2.4% unemployed, 42.5% retired and 5.8% other (students and prefer not to say)

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### Issues affecting Havering

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

- The top 3 issues reported were:
- The economy and cost of living
  - National Health Service and Healthcare needs
  - Crime and community safety

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

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

### Issues affecting Havering

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

- The top 3 issues reported were:
- Council tax
  - Carp park
  - Fewer support services

### Issues affecting you personally

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

- The top 3 issues reported were:
- Council tax
  - Car parks costs
  - Less regular bin collections

# The view of children and young people

Between 28<sup>th</sup> November to the 23<sup>rd</sup> December 2022, Havering Childrens services conducted a survey aimed at capturing the views of children and young people in year 6 and up (SHOUT survey).

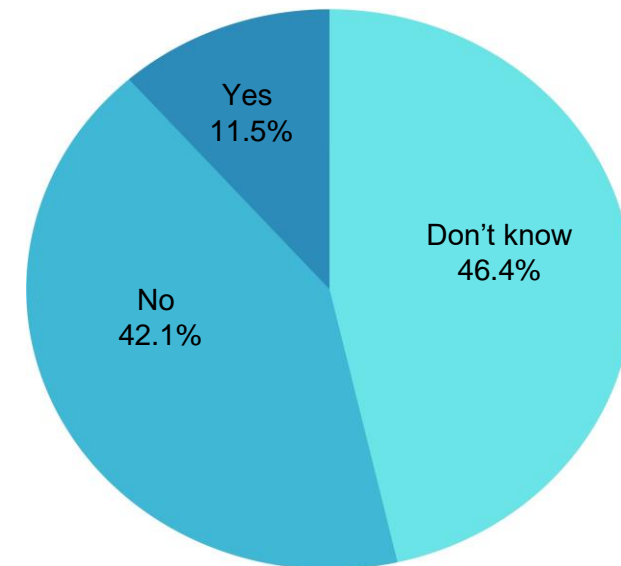
Children and young people were asked:

Is there anything that worries you about money?

37 responses were received with the top 6 being:

- Future student debt - 43.2%
- Somewhere to live - 41.5%
- Jobs - 41.5%
- Food/healthy food - 29.5%
- Clothes - 23.8%
- Location of further education - 23.4%

Does worrying about money affect your physical health or emotional wellbeing?



# The view of children and young people

For the 11.5% who said that worrying about money affected their physical health or emotional wellbeing, they described this in the following ways:

Not being able to relate to Anyone, being expected to do things I can't afford, missing out on everything, bad physical health

It effects me by eating it cost allot of money if my mum cooks or goes out on a bus or food shopping it is to much money.

I worry about money when I finish school

I sometimes feel upset when my parents talk about the price of living crisis.

I just feel a bit worried

Causes me to spiral about whether or not I'll be able to afford the basic cost of living in the future

Because u need food and help

Because i always manage to spend my money

my parents talk about money and it gets me worried

It makes me anxious and I always ask my parents or myself(even if we can afford) should we pay for it .

It can be worrying as its a single parent family who have 3 siblings yet live in a 2 bedroom flat

I think that you get more money then it would be easier.

I need it to get food and water for my health

I feel worried that we spend a lot of money because of price rise

Cause I cry quite a lot and have meltdowns

because I never worry and live a happy, healthy and clear minded lifestyle

makes you stressed because you might not have enough money to buy food

It just scares me that one day I might become poor and live on the streets.

It adds on stress when thinking about the prospects of money. There are billions of people who struggle financially and I don't want to be

I over think things for example if my mum loses her job then we become homeless and die

I get scared how I am going to cope with life.

because you just need family

Because sometimes it does but sometimes when I think about it it doesn't

It's in the middle because sometimes when I sleep I get dreams about some how we like lose a lot of money so then I wake up scared and nauseous

It distracts me from everyday tasks

It adds a lingering feeling and you are constantly anxious

I think because if you don't get enough money life is harder to live as you can't afford for things you want and need.

Need a house , food and a future.

I feel like whenever I spend my money to try to improve myself I doubt that the products that I have bought will actually help me

because it is helpful info so far

Anxious and confused about future

It makes me not want to pursue my ideal career because of the lack of money I might have

it is so worrying now because they are so many people that are rich and not rich

If u don't have even money u would start to worry about what u would do and what can be the best way to get more on what u have on hand. This limited a lot of thing they like to do and this can have an impact on mental health as this keep u on the edge of trying to live and as for physical health this can be shown in the way they look as cheap food is often process food that contains a lot of unhealthy ingredients this can lead to ppl over obesity and increased there chance of health problems

Because we have money

because I don't think about it and it will go off my brain

it makes me feel negative and worried about my future .

It makes me concerned if my family will be okay and able to live comfortably and well.

It can affect me by making me do poor and violent behaviour

I think yes because it costs money to buy personal hygiene products.

I not really sure how to use money, you either use it well or spend it in one go and i'm worried about that.

feel that for some reason I am at fault

By feeling like I cant eat and that makes me anxious

Because I cannot predict the future yet can only hope for the best

# Our Approach

There is evidence that a strong policy and strategic focus on addressing poverty, delivered through and steered by a robust anti-poverty strategy can have a positive impact.

- Our approach for Havering will seek to build on work to support local people with the cost of living increases. A Poverty Reduction working group has been established to develop, and oversee this strategy.
- The working group is embedded in the Place based Partnership, and the strategy is being developed and adopted by all partners across Havering, acknowledging that we need a single cohesive approach to seek to reduce poverty in the borough.
- The strategy has a clear action plan, owned by all partners, setting out how we will seek to address the root causes of poverty within the borough
- Through the development of the strategy we have sought to embed an approach that will benefit the work of all partners within the Place based Partnership by developing comprehensive approaches to communications and engagement that focus on marketing, sharing information and data that can be used as a framework to support other programmes, and other such legacy work
- Feedback from, and experiences of local people are central to the development of this strategy



**Havering**  
LONDON BOROUGH



**North East London  
Health & Care  
Partnership**

## Building a strategy and coalition

1. Build learning and reflection
2. Develop a galvanising shared agenda to connect and grow local action on the root causes of poverty.

## Shifting power and redesigning the system

1. Shift power to people and communities with experience of poverty.
2. Redesign services and support to make sure people get the right help at the right time.

## Creating the conditions for sustainable local change

1. Unlock more stable and long-term funding that incentivises collaborative and coordinated action on poverty.
2. Seek to inform and influence the national policy conversation on poverty.

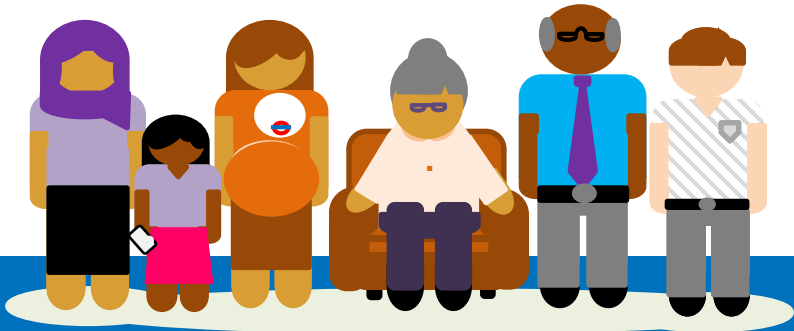
# Havering vision and objectives



## Our vision for poverty reduction in Havering

The Havering Place based Partnership will work together to collectively address the underlying causes of poverty, facilitate community action and build resilience to alleviate the effects of poverty. Partners will seek to embed this approach across all programmes of work.

Objectives	How things will improve for local people
Help people on low incomes to maximise their household income and minimise their costs, building financial resilience and reducing indebtedness.	I feel confident in managing my finances and am able to afford my bills. I was/am able to pay off my debt and am planning to save money once this is paid
Strengthen families and communities, including supporting groups of people that are more likely to experience poverty, and community and voluntary groups working to combat poverty.	I feel secure financially, and am confident about the future for my family and I
Promote local people to be economically active, raising skills and improving access to a range of employment opportunities for people on low incomes.	I have a job and have the opportunity to progress and develop in my chosen area of work
Improve housing affordability and quality.	I am able to live in an affordable and safe home
Improve health outcomes for people on low incomes, reducing health inequalities; including access to good diet, health care, and support people to remain healthy for longer.	I am able to access healthy, nutritious food for myself and my family





# Action Plan to Tackle Poverty in Havering

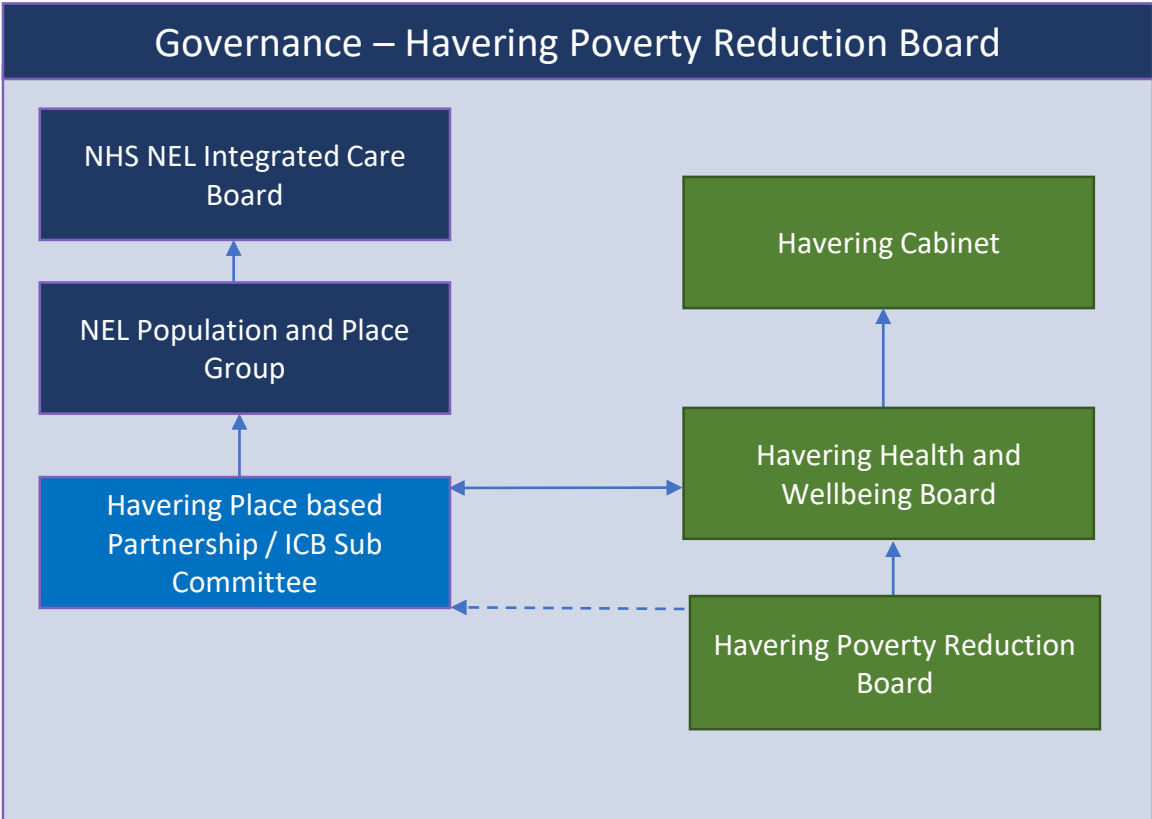
Key aspiration	How we will deliver this	Lead/s	How will we measure success
Help people on low incomes to maximise their household income and minimise their costs, building financial resilience and reducing indebtedness.	<ul style="list-style-type: none"><li>▪ Increase the number of people accessing the energy doctor scheme and build on the Havering Helps Marketing campaign</li><li>▪ Develop a food alliance to promote access to healthy, affordable food</li><li>▪ Increase the number of local people supported by Local Area Coordinators</li><li>▪ Explore LBH becoming a London Living Wage accredited employer</li><li>▪ Build Social value and LLW into our procurement processes from an NHS and Local Authority perspective</li><li>▪ Ensure access to debt advice services are available across the borough</li><li>▪ Age UK increased capacity for providing Advice and Information for over 50s in Havering to support with the cost of living crisis and reduce health inequalities (Support provided includes help with benefit checks, income maximization, benefit applications (Attendance Allowance, Council Tax Allowance, Pension Credit, Carers Allowance, Personal Independence Payments, Universal Credit, Warm Home Discounts, Trust Fund Energy Grants, Housing benefit) transport schemes applications, utility providers comparison advice, energy saving advice, priority registration with utility company (gas, electric, water), accessing grants for home improvements or emergency purchases Energy Rebate applications)</li></ul>	James Hunt Tony Lowe Claire Monmirelle Kathy Freeman  Luke Burton  Andreea Albu	<ul style="list-style-type: none"><li>▪ Number of people accessing energy doctor scheme</li><li>▪ Reduction in the number of people near or below the food poverty line in Havering</li><li>▪ Reduction in council tax debt / missed payments</li></ul>
Strengthen families and communities, including supporting groups of people that are more likely to experience poverty, and community and voluntary groups working to combat poverty.	<ul style="list-style-type: none"><li>▪ Target support using risk scores to those who are more susceptible to the current economic climate / less economically resilient – through campaigns such as one off winter payments, and ensuring that people can access the Emergency Assistance Scheme if needed</li><li>▪ Focussed work around Health Inequalities to reduce the potential for some groups to be adversely affected by the current economic climate, including investment in the Community Chest fund</li><li>▪ Information and advice through Local Area Coordinators and Social Prescribers</li><li>▪ Share information between health and care partners to increase our ability to identify and target those in greatest need of support.</li><li>▪ Continue to invest in the Health visitor service continue to support families at risk</li><li>▪ Implement the Joy App to make every contact count and increase links to support</li></ul>	James Hunt   Tha Han Claire Monmirelle/ Lucy Goodfellow Tha Han Emily Plane	<ul style="list-style-type: none"><li>▪ Number of people supported through the Community Chest Fund</li><li>▪ Number of people supported with additional payments and support</li><li>▪ Number of people supported by Local Area Coordination / Social Prescribing</li></ul>
Promote local people to be economically active, raising skills and improving access to a range of employment opportunities for people on low incomes.	<ul style="list-style-type: none"><li>▪ Work Well Programme bid in partnership with NEL, DWP and DHSC to support those with Long Term Conditions back into work, or maintain work</li><li>▪ UK SPF funding – part of Havering Works, to improve access to work for those with Learning Disabilities</li><li>▪ BHR Academy and CEPN to develop apprenticeships and associate programmes to support people to develop ‘on the job’ – for example, Nursing Associates at BHRUT, supporting Health Care Assistants to train to become Nursing Associates, and eventually Nurses, whilst still working and getting paid</li></ul>	Amanda Montague  Amanda Montague  Kenye Karemo	<ul style="list-style-type: none"><li>▪ Increase in the number of local people of working age, who are economically active</li></ul>
Improve housing affordability and quality.	<ul style="list-style-type: none"><li>▪ All housing developments within the borough to have a strong focus on offering Social Housing and affordable rent, alongside embedding social value by creating local jobs</li><li>▪ Work via the Better Homes, Better Health group to improve the quality of homes locally, reducing issues that impact on health and wellbeing</li><li>▪ Support council tenants maximise their incomes and avoid rent arrears</li><li>▪ Increase the number of affordable housing properties in the borough through the Council’s Regeneration Programme.</li></ul>	Neil Stubbings  Patrick Odling-Smee/Emily Plane Paul Walker	<ul style="list-style-type: none"><li>▪ Increase in access to social housing and homes with affordable rent</li></ul>
Improve health outcomes for people on low incomes, reducing health inequalities; including access to good diet, health care, and support people to remain healthy for longer.	<ul style="list-style-type: none"><li>▪ Health Champions, Social Prescribers, Local Area Coordinators and other roles to work closely with local people to improve outcomes for those on low incomes</li><li>▪ Delivery of the recommendations in the Havering Healthy Weight strategy</li><li>▪ Promote and raise awareness of the many leisure and culture opportunities to help improve health and wellbeing of residents affected by poverty and associated issues.</li></ul>	Patrick Odling-Smee/Luke Burton  Jack Davies Guy Selfe	<ul style="list-style-type: none"><li>▪ Qualitative outcome measures</li></ul>

# Governance and oversight of this strategy and action plan



Partners of the Havering Place based Partnership have established a working group, including leads from across the council, social care, NHS and community and voluntary sector, to oversee the development of this strategy. This group will eventually evolve to oversee delivery of the action plan set out within this strategy.

Terms of Reference – Havering Poverty Reduction Board	
Page 198 Membership	<ul style="list-style-type: none"><li>Patrick Odling-Smee, London Borough of Havering, Chair</li><li>James Hunt, London Borough of Havering</li><li>Lucy Goodfellow, London Borough of Havering</li><li>Tha Han, Consultant in Public Health, London Borough of Havering</li><li>Priti Mistry, Senior Manager for Advisory Services, Age UK</li><li>Emily Plane, NHS North East London Integrated Care Board</li></ul> <p><i>Further leads to be identified and invited as the Board is established and evolves from the working group</i></p>
Terms of Reference	<p>The Havering poverty reduction steering group is a Havering partnership group aiming to:</p> <ul style="list-style-type: none"><li>Oversee development and delivery of the Havering Poverty reduction strategy, building on the work of the Partnership Cost of Living legacy</li><li>Set clear objectives about how our poverty reduction strategy aims will be achieved, underpinned by a shared understanding of poverty and its causes.</li><li>Improve co-ordination and empower key local stakeholders to do more to address poverty, marshalling limited resources and capacity and fostering a collective determination to tackle the issue across partners.</li><li>Increase accountability for action as by overseeing performance against measurable targets to understand if the actions set out are making a difference.</li></ul>

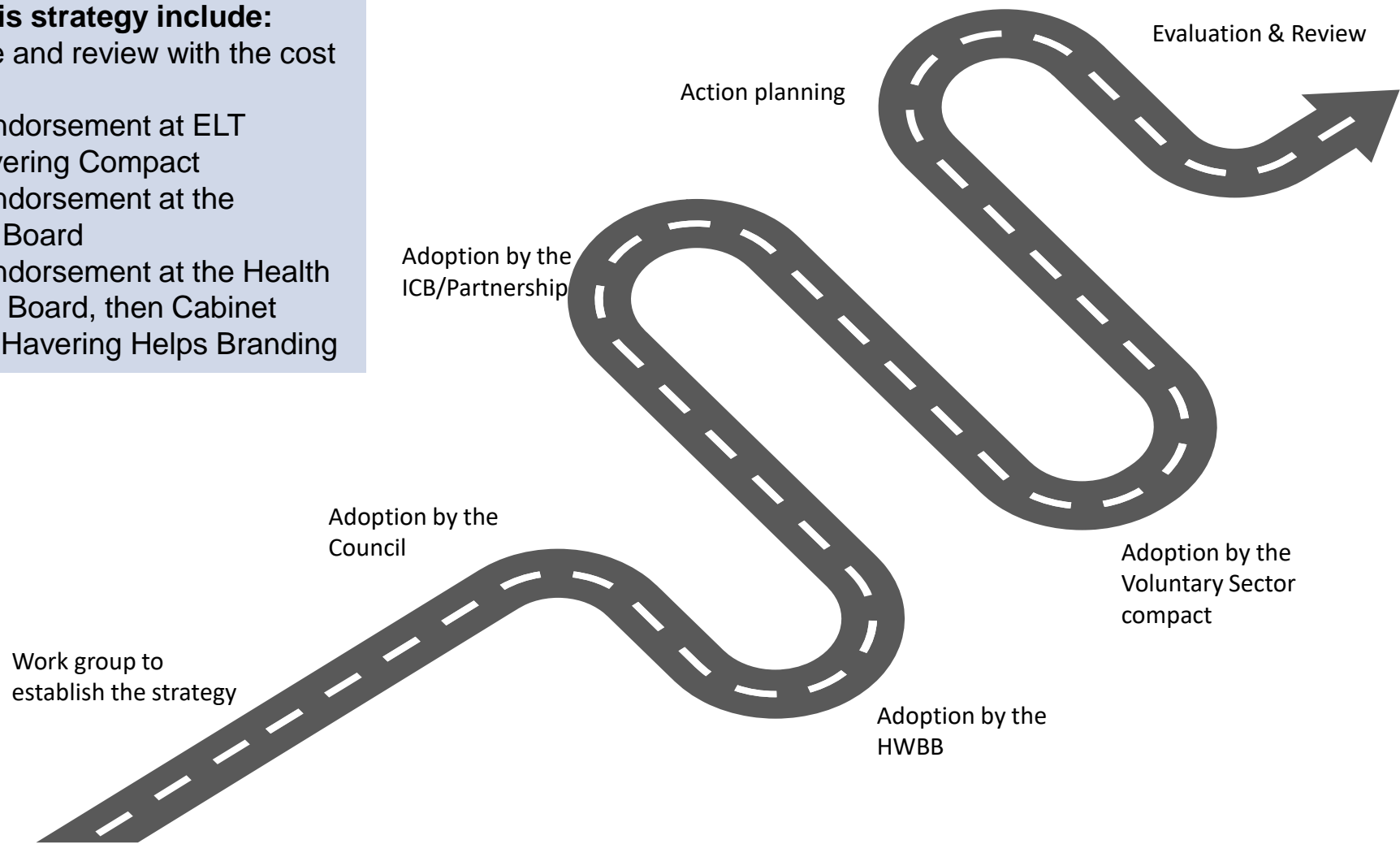


# Roadmap

**Next steps for this strategy include:**

- January Share and review with the cost of living group
- Review and endorsement at ELT
- Review at Havering Compact
- Review and endorsement at the Havering PbP Board
- Review and endorsement at the Health and Wellbeing Board, then Cabinet
- Publish under Havering Helps Branding

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