



CABINET

7.00 pm	Wednesday 22 January 2025	Council Chamber - Town Hall
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Members 9: Quorum 3

Councillor Ray Morgon (Leader of the Council), Chairman

	Cabinet Member responsibility:
Councillor Gillian Ford	Lead Member for Adults & Wellbeing
Councillor Oscar Ford	Lead Member for Children & 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 Natasha Summers	Lead Member for Housing Need & Climate Change
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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which is not in camera range.

Cabinet, 22 January 2025

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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.

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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.

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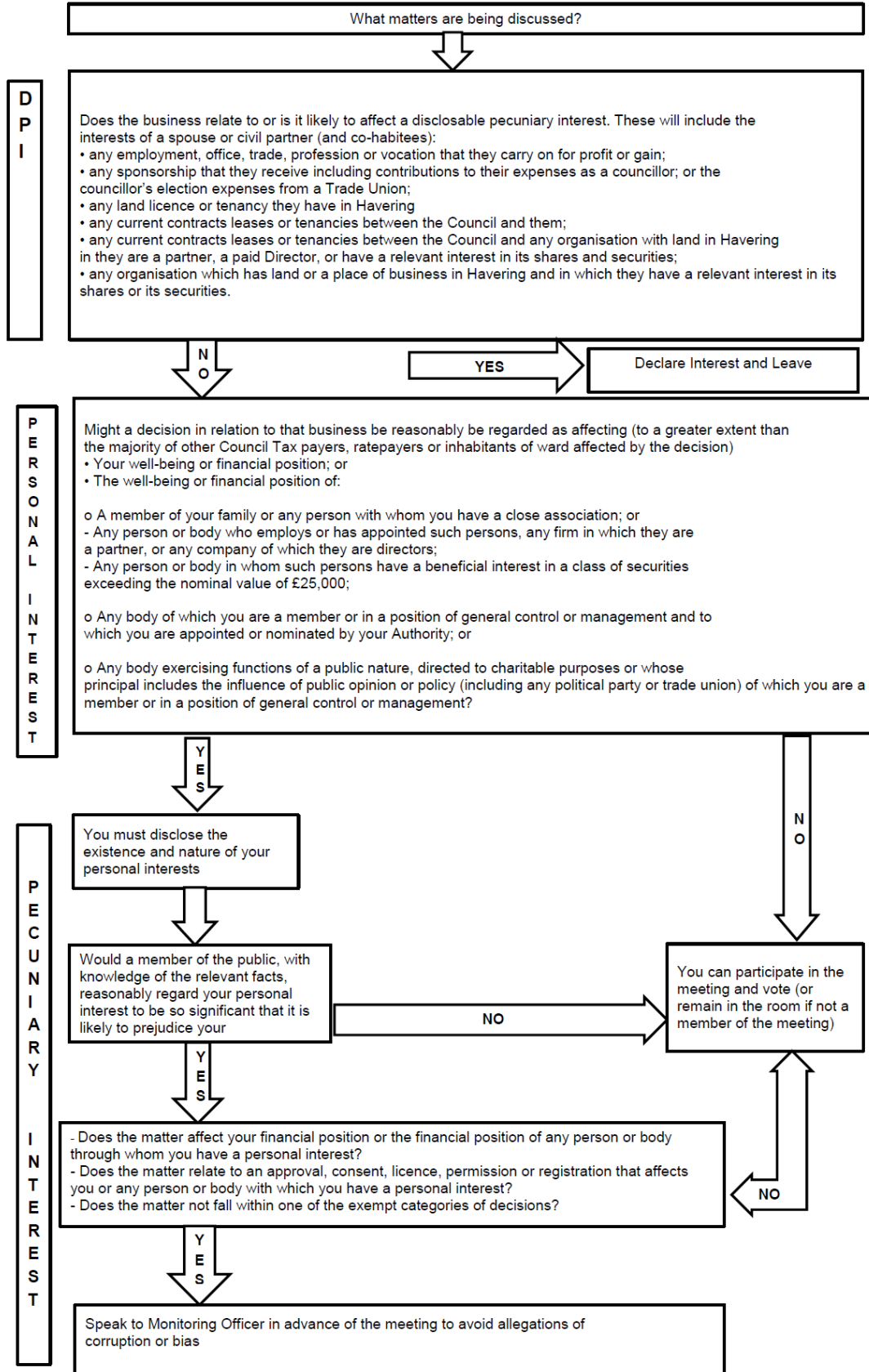
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- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing, so that the report or commentary 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.

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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

If any receive;-

3 DISCLOSURES OF INTEREST

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

4 MINUTES (Pages 7 - 20)

To approve as a correct record the minutes of the meeting held on **11th December 2024** and to authorise the Chair to sign them.

5 PERMISSION TO DELEGATE PURCHASE OF FOOD WASTE CADDIES/FOOD WASTE VEHICLES (Pages 21 - 84)

6 TENANCY POLICY (Pages 85 - 136)

7 ACCESS TO HOMES POLICY (2025) (Pages 137 - 160)

8 OFFICE TO RESIDENTIAL CONVERSION TO ACCOMMODATE HOMELESS FAMILIES - EASTGATE HOUSE (Pages 161 - 188)

9 OUTLINE PROPOSALS TO ADDRESS EARLY YEARS, PRIMARY, SECONDARY AND SEND RISING ROLLS – UPDATE TO PHASE 5 EXPANSION PROGRAMME (Pages 189 - 226)

10 CONTRACT AWARD FOR THE SUPPLY OF TEMPORARY WORKERS (Pages 227 - 306)

11 APPROVAL TO COMMENCE PROCUREMENT FOR FROZEN FOOD AND GROCERY (Pages 307 - 316)

12 COUNCIL TAX BASE 2025/26 (Pages 317 - 324)

13 APPROVAL TO EXTEND WINDOWS AND DOORS CONTRACT (Pages 325 - 332)

14 PROVISION OF TEMPORARY HOMES FOR THE WATERLOO ESTATE (Pages 333 - 346)



MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 11 December 2024
(7.00 - 9.20 pm)

Present:

Councillor Ray Morgon (Leader of the Council), Chairman

Cabinet Member responsibility:

Councillor Oscar Ford

Lead Member for Children & Young People

Councillor Paul McGeary

Lead Member for Housing & Property

Councillor Christopher Wilkins

Lead Member for Finance

Councillor Graham Williamson

Lead Member for Regeneration

In attendance: Councillor Keith Darvill (Labour Group Leader); Councillor Martin Goode (EHRG Group Leader)

15 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.

16 APOLOGIES FOR ABSENCE

Apologies received from Councillor Paul Middleton, Councillor Barry Mugglestone and Councillor Natasha Summers.

Councillor Gillian Ford joined via Zoom to present reports.

17 DISCLOSURES OF INTEREST

There were no disclosures of interest.

18 MINUTES

The minutes of the meetings held on **6th November 2024**, were agreed as a correct record and the Chair signed them.

19 **PERMISSION TO DIRECT AWARD ADULTS EDT CONTRACT 2025-2030**

Report: Adults EDT Section 75 Agreement to NELFT for a period of 5 years

Presented by: Councillor Gillian Ford, Cabinet Members of Adult Service

Summary: The current section 75 agreement with NELFT for the provision of the Adults Emergency Duty Team expires on the 31st March 2025. This service provides an emergency social care service outside of normal office hours. This paper is seeking a decision to approve a new 5-year section 75 agreement.

The North East London Adult Emergency Duty team (EDT) provides an emergency social care service outside of normal office hours. It covers Barking and Dagenham, Havering, Redbridge and Waltham Forest. The service is designed to deal only with emergency situations that cannot wait until the next working day.

Members of the public and health and social care professionals can contact the team if a carer or a vulnerable adult is in urgent need or requires protection from harm. A vulnerable adult is a person of 18 years or over with a social care need. This can include people with mental health problems, physical or learning disabilities or older people.

The service includes but is not restricted to the provision of Mental Health Act assessments by an approved mental health professional.

Cabinet approved:

1. Entering into a Section 75 Agreement for an Adults Emergency Duty Team between the four partner boroughs and the North East London Foundation NHS Trust (NELFT), for a period of 5 years. The four partner boroughs are Barking & Dagenham, Havering, Redbridge and Waltham Forest. The proposed s75 agreement has a maximum value of £4,460,319.20 which will be split equally between the four partner boroughs. Each of the four partner boroughs pays for the service directly to NELFT with the maximum value for Havering being £1,115,079.95 over the five-year life of the Section 75 agreement.
2. **Delegated** to the Strategic Director of People authority to sign off the terms of the Section 75 Agreement, on behalf of Havering.

20 **HEALTHY CHILD PROGRAMME CONTRACT EXTENSION**

Report: Healthy Child Programme Contract Extension

Presented by: Councillor Gillian Ford, Cabinet Members of Adult Service

Summary: This report asks Cabinet to approve a two-year extension of the Healthy Child Programme contract with North East London Foundation Trust (NELFT) from 1st April 2025 to 31st March 2027.

The original decision from Cabinet was made to award the contract to NELFT for five years from 1st April 2020 until 31st March 2025 with an option to extend by a further two years until 31st March 2027.

Cabinet:

For the reasons set out in this report **Cabinet agreed** to the two-year extension of the contract with NELFT from 1st April 2025 to 31st March 2027.

21 **FUTURE MANAGEMENT OF BRITTONS 3G PITCH**

Report: Future Management of Brittons 3G Pitch

Presented by: Councillor Gillian Ford, Cabinet Members of Adult Service

Summary: The Brittons Playing Field 3G pitch is currently managed on a day-to-day basis by Brittons Academy. The proposed future management of the 3G pitch contained within this report is in order to maximise usage and the potential health and wellbeing benefits of a football hub with an additional two 3G pitches and ancillary facilities.

The recommendation to develop a football hub, with an additional two 3G pitches subject to funding, would require the Brittons Playing Field site to be leased to a special purpose vehicle, the National Football Trust (NFT) who would then appoint their subsidiary, Leisure United, to operate the new football hub.

Cabinet:

Authorised the Head of Leisure and Culture, in consultation with the Strategic Director of Resources and the Cabinet Member for Adults and Wellbeing to:

- a. Make an application to the Community Infrastructure Fund and to external funders for the funds necessary as partnership funding, progress the feasibility study to substantiate an application to the Football Foundation for further grant funding and to progress the preliminary design work necessary for an application for planning permission.
- b. Subject to (a) above being satisfactorily achieved, to make an application for planning permission to allow for development of the land including and around the existing 3G pitch at Brittons Playing Fields into a “football hub” comprising of two additional 3G pitches and ancillary facilities.

- c. Subject to (b) above being satisfactorily achieved, to submit a funding application to the Football Foundation in conjunction with the National Football Trust.
- d. Subject to (a)-(c) above being satisfactorily completed to negotiate and finalise all required documentation for implementation of this decision (for the avoidance of doubt to include any lease, management agreement and any further documentation / agreements which may be required by the Football Foundation).
- e. Subject to (a)-(d) above being satisfactorily completed (so that the development of the football hub is legally permissible and fully funded) to tender the construction of the football hub facilities and appoint a contractor to build the facilities
- f. If sufficient partnership funding is not secured to apply for Football Foundation funding, report to Cabinet to agree next steps.
- g. Subject to (a)-(f) being satisfactorily completed to: (i) conclude that the Land is no longer required for the purpose for which it is currently held; (ii) appropriate the land for planning purposes pursuant to section 122(1) of the Local Government Act 1972; (iii) deal with all matters related or incidental to the appropriation of the Land.

22 **APPROVAL TO AWARD PROCUREMENT FOR FRESH & FROZEN MEAT AND POULTRY**

Report: Approval to award framework agreements for fresh & frozen meat and poultry

Presented by: Councillor Oscar Ford, Cabinet Member for Children and Young People

Summary: The current Fresh & Frozen Meat and Poultry Single-supplier framework expires on 31 December 2024. The Council's current call-off contract expires on the same date.

HES Catering Service has reviewed the requirements and seeks to establish a new three years (plus 12-month extension) multi-supplier framework for this provision as soon as possible. The framework will be owned and managed by HES Catering Services and can be accessed by the members of the Procurement Across London (PAL) group. Each participating member is responsible for their respective call-off agreements and will enter into separate call-off contracts.

The Councils who form the PAL group are:
London Borough of Havering,

London Borough of Barking & Dagenham,
London Borough of Tower Hamlets,
London Borough of Waltham Forest,
Thurrock Council

Cabinet:

For the reasons set out in the report, **Cabinet approved** the award of;

- A) A Pan London multi-supplier framework agreement to Thomas Ridley and Son Ltd (Company number **00148692**) and William Whites Meat Ltd (Company number **03027063**) for the supply of fresh & frozen meat and poultry with an estimated total contract value of £12.1m over the 3 plus 1-year term, commencing on 1st January 2025.
- B) A call-off contract solely for the London Borough of Havering, to Thomas Ridley and Son Ltd at an estimated maximum cost of £2,771,000 for the supply of fresh & frozen meat and poultry for an initial term of 3 years with the possibility of a one-year extension, commencing on 1 January 2025 until 31st December 2029.
- C) A call-off contract solely for the London Borough of Havering, to William Whites Meat Ltd at an estimated maximum cost of £2,771,000 for the supply of fresh & frozen meat and poultry for an initial term of 3 years with the possibility of a one-year extension, commencing on 1 January 2025 until 31st December 2029.
- D) To note that the estimated combined maximum spend across the two contracts at B-C above is £2,771,000.

23 PERMISSION TO BID FOR DFE CAPITAL GRANT TO DEVELOP LOCAL CHILDREN'S HOMES

Report: Permission to bid for DFE capital grant to develop local children's homes

Presented by: Cllr Oscar Ford, Cabinet Member for Children and Young People

Summary: Havering Children's Services within the Starting Well Department has a statutory duty to have sufficient homes to accommodate children in need of local authority care. Currently Havering does not operate its own children's homes and relies on the market to provide for all of its placement needs. For children with the most complex needs, especially those with emotional wellbeing and mental health needs, identifying the appropriate home for them is difficult given the current national and local market position and can often lead to delay of discharge from mental health units.

The Department for Education (DFE) is releasing capital to enable councils, working with NHS Integrated Care Boards (ICB), to develop local children's home services. The grant will be awarded based upon the identified level of need and the quality of the partnership, which will deliver improved outcomes for children in need.

The creation of a local, specialist children's home service may prevent children from requiring to be placed in a hospital setting, or provide them with a pathway from hospital. It will also enable the council and ICB to manage their resources better.

The proposal is for Havering to apply for capital funding of £1.1m, which will be match funded by the ICB and Havering Borough Council to create two children's homes, which will be delivered with specialist health services being deployed to support children with the most complex needs. This project will enable children to remain in Havering, access local schools, have access to their health services and enable them to maintain the most important relationships.

Cabinet:

For the reasons detailed in this report, **Cabinet agreed:**

1. the Council lead and submit grant bid application to be made to access the Capital Fund at the DFE noting the match funding of £550,000 from the Council on successful bid.
2. **Delegated** authority to the Director of Starting Well in consultation with Cabinet Member for Children and Young People to agree and enter into the grant agreement should the Council's bid be successful commit the Council capital budget of £550,000.
3. Subject to recommendation 1 and 2, that the Council enter into an agreement with NHS Integrated Care Board detailing the ongoing commitments between the parties as to the grant arrangements with the DFE.
4. Subject to the above recommendations to delegate authority to the Director of Starting Well to agree the purchase of two assets for the purposes of adapting to accommodate young people locally.

24 **AWARD OF CONTRACT FOR HIGHWAYS SERVICES**

Report: Award of Highway Services Contract

Presented by: Cllr Ray Morgon on behalf of Cllr Barry Mugglestone, Cabinet Member for Environment

Summary: This report is seeking approval from Cabinet for the Highways contract to be awarded to the preferred bidder 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 bidder for the new Highways Contract due to commence in April 2025.

The contract is due to commence on 01 April 2025 for a term of 6 years with the option to extend for a further 4 years. The estimated value will vary and be determined by annual budget setting, capital allocations and external grant funding. Using the current and historical funding levels as a guide it is anticipated that the total contract expenditure will be no greater than £87m over the initial 6-year period and over the maximum 10-year term no greater than £145m. However, the expenditure under this contract varies according to annual funding and budget setting.

Cabinet:

Approved the award and enter into the Highways Contract (the Contract) with Marlborough Highways Limited (Company number 02765630) (“preferred bidder”), subject to the statutory standstill period, for an initial term of six years with the option to extend for up to a further four years, by mutual agreement up to a total value of £145m over 10 years.

25 **STREET LIGHTING CONTRACT**

Report: Award of Street Lighting Services Contract

Presented by: Cllr Ray Morgon on behalf of Cllr Barry Mugglestone, Cabinet Member for Environment

Summary: This report is seeking approval from Cabinet for the Street Lighting contract to be awarded to the preferred bidder 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 bidder for the new Street Lighting Contract due to commence in April 2025.

The contract is due to commence on 01 April 2025 for a term of 6 years with the option to extend for a further 4 years. The estimated value will vary and be determined by annual budget setting, capital allocations and external grant funding. Using the current and historical funding levels as a guide it is anticipated that the total contract expenditure will be no greater than £15m over the initial 6-year period and over the maximum 10-year term no greater than £25m. However, the expenditure under this contract varies according to annual funding and budget setting.

Cabinet:

1. **Approved** the award and to enter into the Street Lighting Contract (the Contract) with Marlborough Highways Limited (Company number 02765630), subject to the statutory standstill period, for an initial term of six years with the option to extend for up to a further four years, by mutual agreement up to a total value of £25m over 10 years.

26 **OFFICE TO RESIDENTIAL CONVERSIONS TO ACCOMMODATE HOMELESS FAMILIES - CHESHAM HOUSE**

Report: Office to residential conversion to accommodate homeless families – Chesham House

Presented by: Cllr Ray Morgon, on behalf of Councillor Natasha Summers – Lead Portfolio Holder for Living Well Housing Demand

Summary: The Council will look to enter into a 10-year lease with the National Housing Group for the sole and exclusive use of Chesham House, a 55 unit Office to Residential Conversion by 2026, to meet its Homeless Reduction Act 2017 duty to accommodate homeless families.

The lease cost for Chesham House is £8.4m, with running costs (recoverable as service charges) being £6.5m and start-up costs of £0.6m.

The scheme will enable the local authority to exit 55 households out of high cost hotel and nightly charged accommodation anticipating a net revenue cost avoidance of circa £9.7 million over the length of the term, as well as £8.4 million in capital receipts. The forecast for inflation is included.

Cabinet:

- 4.1 **Approved** the proposal to enter into an agreement for lease with National Housing Group for the sole use and occupation of Chesham House, a 55 unit building in Romford, under which the Council will be obliged to take a 10 year headlease of Chesham House upon completion by National Housing Group of agreed refurbishment works.
- 4.2 Upon completion of the headlease referred to above, **Cabinet approved** that the Council may either:
 - 4.2.1 grant an underlease of Chesham House to a wholly owned subsidiary of the Council (envisaged to be called Queens Letting and Management (“QLM”)) on a back to back basis; or
 - 4.2.2 to manage Chesham House directly.
- 4.3 **Approved** deficit grants funding of up to £9.7m in total to QLM to cover the lease period (in event that QLM / Chesham House do not achieve housing benefit exempt status.)

4.4 **Delegated** to the Director of Living Well, in consultation with the Strategic Director of Resources, to take all steps, and to enter into all documentation, necessary to deliver the scheme as approved by recommendation (a) above including the discretion to decide which of options (b)(i) and (ii) shall be progressed.

Noted we have already received cabinet approval to incorporate QLM Community Interest Company (CIC) on the 12 June 2024 – Establishment of a joint venture company to manage properties leased in partnership with Chalkhill.

1. **Noted** Chesham House is a permitted development scheme where from a planning perspective would require prior approval to be obtained for change of use from retail with ancillary storage and offices.
2. **Noted** the projected costs of leasing the property for the term outlined as well as the projected cost avoidance.

27 **COMMUNICATIONS STRATEGY**

Report: Communications Strategy

Presented by: Councillor Ray Morgon, Leader of Council

Summary: The Communications strategy attached in appendix A, sets out how we will communicate with, keep informed and update our residents, stakeholders, partners and staff on service changes.

It also sets out how we will continue to push the case for Havering through lobbying the Government, LGA, MPs and other key stakeholders and organisations.

In addition, it shows how we aim to improve and increase the number of events taking place in the borough and how we will maximise on income opportunities.

Cabinet

Agreed the Communications Strategy.

28 **HIGHWAY MAINTENANCE PLAN POLICY**

Report: Highways Maintenance Plan Policy

Presented by: Cllr Ray Morgon on behalf of Cllr Barry Mugglestone, Cabinet Member for Environment

Summary:

- 1.1 A national code of practice for highways maintenance and management (Well Managed Highway Infrastructure: A Code of Practice (the “Code”)), sponsored by the Department for Transport (DfT) and produced by the United Kingdom Roads Liaison Group (UKRLG) was published in late 2016. The 2016 Code replaces the previous 2005 Code.
- 1.2 The Code was introduced with a transition period in which to allow local highway authorities, such as the London Borough of Havering, to review their existing highway maintenance policies and delivery arrangements, consider which applicable aspects of the Code to adopt (in whole or in part) and to develop new maintenance policies and arrangements (where required) reflecting the recommendations of the Code.
- 1.3 Adherence to the Code is not a statutory requirement, and there has been no recent change in law, but it follows national good practice shared by many local highway authorities in establishing highway maintenance policy, strategy and operations of the highway maintenance service.
- 1.4 The Code provides highway authorities with guidance on highways management but adoption of the recommendations in the Code is a matter for the Council (as a local highway authority), based on its interpretation, assessment of risks, local needs and priorities.
- 1.5 Whilst the Code is not a legal / statutory document the significance of it is that the Courts will view it as a benchmark of best practice in discharging the statutory duty to maintain the highway. Failure to follow the guidelines and recommendations could be used against the Council in the assessment of claims.
- 1.6 A new Highway Maintenance Plan Policy (HMPP) for Havering has been produced to document the Council’s approach to highway maintenance and ensure the authority continues to have a statutory defence against all public liability claims arising on the Borough’s highway. Additionally, the introduction of a risk-based approach is aimed at optimising the use of resources and value for money.
- 1.7 The new Code has seen a shift in emphasis and has removed the reliance on specific guidance and recommendations in the previous Codes to a risk-based approach determined by each highway authority. Very few standards are prescribed in the new Code and the intention is that authorities will develop their own levels of service taking account of local need and assessment of risk.
- 1.8 Following review of the new Code and the Council’s existing highway maintenance policies and delivery arrangements a new HMPP has been produced. Further information is provided below.

1.9 This report sets out:

- Highway maintenance requirements
- Context and background Information
- Development, implementation and key aspects of the Council's (proposed) HMPP – including adoption of a risk-based approach
- Cost implications

Cabinet:

Agreed that the Highways Maintenance Plan Policy be adopted by the Council.

29 **Q2 CORPORATE PERFORMANCE REPORT**

Report: Corporate Plan Q2 Performance Report: (2024/25)

Presented by: Councillor Ray Morgon, Leader of Council

Summary: The Council's Corporate Plan was formally adopted in April 2024.

The Corporate Plan is made up of the three Strategic Director Service plans and describes how we will deliver the vision under the following three themes:

- Supporting our residents to stay safe and well
- A great place to live work and enjoy
- Enabling a resident-focussed and resilient council

Under each theme sit a number of outcomes and key deliverables associated to the Key Performance Indicators (KPIs) that were agreed to be the most appropriate for measuring progress. These KPIs have been brought together into a Corporate Plan Performance Report, which provides an overview of the Council's performance. The report is presented in PowerBI and highlights good performance and potential areas for improvement.

The Overall KPI status page identifies where the Council is performing well (**Green**) not so well (**Amber** and **Red**). KPIs which are narrative only, or for which it is not appropriate to set a target, are shown in **Blue**. RAG ratings for 2024/25 are as follows:

- **Red** = Below target and below the '**variable tolerance**' off the target
- **Amber** = Below target but within the '**variable tolerance**' of the target
- **Green** = Above annual target

Also included in the Power-BI report are Direction of Travel (long-term and short-term), which compares:

- Short-term performance – with the previous quarter (Quarter 1 2024/25)
- Long-term performance – with the same time the previous year (Quarter 2 2024/25, where available)

Please note the green arrow shows if (↗) higher performance is better or (↘) lower performance is better.

Cabinet:

Members **noted the report** including all indicators (especially the red indicators highlighted within the body of this report) and **noted** the levels of performance set out in the power-bi report.

30 **PERIOD 6 REVENUE & CAPITAL MONITORING REPORT**

Report: Revenue and Capital Budget Monitoring Report - Period 6

Presented by: Councillor Chris Wilkins (Cabinet Member for Finance)

Summary: This Report sets out the monitoring position for the Council for 2023/24 based on figures to period six (30th September). The report also updates on the latest position on the Capital programme detailing spend and outputs so far and planned spend for the remainder of the year

The Council is projecting a £33.2m overspend on its General Fund revenue budget at period 6. The Council will continue to enforce strict spending controls and identify efficiencies as set out later in this report. The current projected outturn position would result in the Council needing to utilise the full extent of the £32.5m Capitalisation Direction provisionally agreed with the Government at budget setting.

The report also sets out progress to date on delivery of the 2024/25 savings agreed in setting the budget in February 2024. The majority of savings are either already delivered or are on track. There are a number of savings which are either delayed or will not be delivered. Departments are reviewing all areas to identify underspends and efficiencies to mitigate these savings but the resultant pressure is fully included in the projected variances presented in this report.

Cabinet:

Noted the revenue financial position at Period 6 as set out in section 4 and Appendix 1 of this report

Noted the progress towards delivery of the 2024/25 savings and the updated position on earmarked reserves

Noted the Quarter 2 Capital Programme update as set out in Appendix 2 to this report.

Chairman

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CABINET

Subject Heading:

Decision to implement domestic food waste collections, and delegate purchasing.

Cabinet Member:

Councillor Barry Mugglestone

ELT Lead:

Neil Stubbings

Report Author and contact details:

Jacki Ager, jacki.ager@havering.gov.uk,
01708 433363

Policy context:

The introduction of a borough-wide separate food waste collection service will support the following goal within Havering's Climate Change Action Plan 2024-2027:
"To drive reductions in waste across the borough and accelerate a step change in rates of recycling."

Financial summary:

Havering has received just under £1.9m of new burdens funding from DEFRA via a Section 31 grant, leaving a shortfall of around £1.3m against the initial estimated cost of purchasing vehicles and containers of £3.2m. This deficit is currently being covered through capital borrowing, the cost of which is likely to be in the region of £0.2m per annum. Officers will continue to push DEFRA to increase the New Burdens funding offer with a view to reduce any capital borrowing required of Havering. Confirmation from DEFRA of further transitional (revenue) funding is expected shortly. Full year revenue costs are expected to be approximately £3.9m from year 2 onwards, with part year costs for year 1 at £2.5m.

Is this a Key Decision?	Yes
When should this matter be reviewed?	January 2025
Reviewing OSC:	Environment Overview and Scrutiny Sub-Committee

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

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

SUMMARY

1. The Environment Act 2021 requires all local authorities to implement weekly collections of food waste from all households by 1st April 2026. This decision report seeks approval for the rollout of food waste collections to residents, and delegate the procurement of vehicles, containers and equipment to deliver the service to the Director for Environment. This will reduce the potential for service delays as vehicle lead times are expected to increase as the year progresses, and will also allow the allocation of as-yet unconfirmed amounts of revenue funding. The service is also currently analysing the results of a customer survey, and this report will enable the results of that survey to feed into the service design and communications planning.
 - 1.1. The initial purchasing of vehicles, containers and equipment is expected to cost £3.2m based on current market rates, however, will be subject to appropriate procurement procedures. Havering Council has received £1.894m of capital funding from DEFRA, with Havering including capital funding of up to £4.650m to cover any shortfall. Officers continue to lobby DEFRA to plug the funding gap accordingly, and any unspent internal capital funds will be released if not needed.
 - 1.2. A contract variation will be required for the Council's waste contractor, FCC to deliver the service, which is anticipated to commence in October 2025 at a cost of £2.7m per annum. This decision also seeks approval for the Director of Environment to carry out all necessary contractual arrangements with FCC to complete the contract variation.
 - 1.2. Whilst the food waste service is a mandatory requirement on the Council to deliver, residents have been surveyed to understand any barriers to participating in the service, and how communications will be best received, with a summary provided in Appendix 8. The survey is based on proposals, laid out in Appendix 9.

RECOMMENDATIONS

2. Cabinet is recommended to:
 - 2.1. Agree the draft proposals (Appendix 9 and paragraph 4 below) to implement weekly household food waste collections to all domestic properties in Havering, commencing rollout from October 2025.
 - 2.2. To authorise delegation of capital spending and the commencement of a procurement process (at an estimated value of £3.2m) to the Director for Environment, to enable the purchase of vehicles, containers, and equipment. This will adhere to the relevant procurement rules as appropriate.

- 2.3. To authorise the Director of Environment to take all necessary steps to complete the contact variation with FCC for the delivery of the food waste collection service.
- 2.4. To delegate any further funding whether revenue or capital from DEFRA monies to the Director of Environment, in consultation with the Cabinet Member for Environment, Head of Finance and Director of Resources (s151).

REPORT DETAIL

3. Introduction

- 3.1. Under the Government's Collection and Packaging Reforms, all local authorities are required to provide a weekly separate collection of food waste from households by 1st April 2026. The food waste is then required to be sent for treatment via anaerobic digestion, further reducing the country's reliance on landfill, and ensuring that resources are maximised through treatments that draw value from waste. Under the New Burdens Doctrine, capital funding has been offered to waste collection authorities to facilitate the introduction or development of these services. Further revenue-based "resource transitional" funding is expected this financial year, whilst revenue funding is expected from 1st April 2026, although the figure for these elements has not been confirmed. Havering has so far received £1.894m of capital funding from DEFRA via a Section 31 grant, leaving a shortfall of £1.3m against the initial estimated cost of purchasing vehicles and containers of £3.2m, the balance of which is currently being covered through capital borrowing, which would incur a revenue impact of approximately £0.2m.
- 3.2. Havering is a waste collection authority and not directly responsible for the disposal of the waste it collects. This falls to the East London Waste Authority (ELWA), who, as Havering's statutory waste disposal authority, has the power of direction to instruct Havering and the other Constituent Councils on where and how to dispose of the materials they collect. ELWA's waste disposal and recycling sites are operated by their contractor Biffa, and currently Havering's "black bag" waste is processed through their Mechanical Biological Treatment (MBT) plant to allow items of calorific value to be extracted for use in industry, whilst dry recycling collected through Havering's orange sack service is sorted at a local Materials Recovery Facility for recycling. Those materials consist of paper, card, glass bottles/jars, plastic bottles and food containers, and metal food and drinks cans. Havering also collects clothes and shoes, batteries and small electricals, and used coffee pods, all for recycling. ELWA's contract with Biffa expires in 2027, and a procurement process is underway to determine how the region will deal with its household waste from that time, including separate food waste.

- 3.3. ELWA has a duty to ensure that the materials stated in the Environment Act have an end destination to enable their separate collection, and interim arrangements for disposal will be made with ELWA for constituent boroughs who will deliver food waste to Biffa.
- 3.4. Havering currently recycles or composts around 37% of its household waste (see cell BU 9 - Appendix 1. Q100), via a comprehensive kerbside dry recycling service, garden waste collections, and further provision at its network of “bring” sites, and Gerpins Lane Reuse and Recycling Centre. This figure is unlikely to increase further without additional interventions, with the separate collection of food waste being a key means of driving up recycling and composting rates and reducing black bag waste.
- 3.5. The compulsory introduction of separate food waste collections is a proven way to reduce overall household waste. In Havering, food waste accounts for over 40% of “black bag” waste from kerbside properties (29% in flatted properties) (see Appendix 2. Composition Analysis), and by residents potentially recognising the amount of food waste they produce, many may look to reduce this in a bid to be less wasteful, either for financial, environmental or ethical reasons.
- 3.6. Average participation in a food waste recycling service is between 35% and 55% according to WRAP (<https://www.wrap.ngo/sites/default/files/2024-02/WRAP-Household-Food-Waste-Collections-Guide-V17.pdf>) with participation from households in flats typically less than 30%. The provision of this service could increase Havering’s recycling rate by up to 10 percentage points, moving Havering from the lower quartile of performers nationally into the mid quartile (see Appendix 3. National League). Havering is currently in the top 10 recycling boroughs in London (Appendix 4. London League Table), and the introduction of food waste collections may help to increase this further. As all local authorities are required to provide a separate food waste collection, competition for higher positions in the league table will continue to be strong.
- 3.7. Havering pays into an annual Levy which funds Biffa’s waste processing activities, the cost of which is approximately £18m per year. The cost of the Levy is partially tonnage-based, and as a result, it is in Havering’s best interests to reduce the amount of waste it collects and delivers to Biffa as this will help reduce the cost of the levy paid. Furthermore, as the ELWA contract will change from 2027 onwards, there is a possibility of it bringing about a cost differential between residual waste and recycled / composted waste, which would mean that the more waste Havering recycles, the lower the disposal / reprocessing costs may be.
- 3.8. The service will continue to be complemented by other Havering initiatives, such as Love Food Hate Waste workshops, to help drive down household waste. These also help to support other areas of the council, such as the Healthy Weight Strategy and upcoming Food Strategy, by encouraging

healthy eating and smart shopping as well as use of leftovers which may help to address the issue of food poverty.

4. Proposal for Havering

4.1. It is proposed that a weekly collection of food waste be introduced in 2025-26, and provided to all households in Havering, with the service being rolled out to all kerbside properties in the winter of 2025-26, with communal flatted properties to follow from the spring of 2026.

4.2. The type of service provision will be determined by a borough wide ground survey of all residential properties. As this is a government-mandated service, all households will be provided with receptacles and information appropriate to their property type, to enable them to partake in the service.

4.3. The receptacle offering will be the following:

5 litre kitchen caddy*	All properties	
Roll of caddy liners delivered Annually**	All properties	
23 litre outdoor caddy with locking handle*	All properties with a kerbside waste collection	
240L bin in housing, with foot operated lid***	Flatted properties with communal waste collections	

* Exact designs and colours to be confirmed

** The type of liner is dependent on the composting solution provided by ELWA.

*** Where space is limited, wall-mounted or on-street bins may be considered.

4.4. The types of food waste residents will most likely be able to recycle will include:

- food scraps including eggshells
- cooked or raw meat and fish, including bones

- bread, rice and pasta
- teabags and coffee grounds
- fruit and vegetables

The food waste service will not collect:

- garden waste
- plastic packaging

- 4.5. Capacity has been calculated using the average density of food waste. Residents will be asked to place the above food waste within their caddy (inside a liner), and once full, for the liner to be tied and deposited in their designated outdoor receptacle. For properties receiving a kerbside collection, this will be a 23-litre outdoor caddy, to be presented on a specified day at their property boundary.
- 4.6. For communal properties, the outdoor receptacle will be in the form of a designated secure bin, either free standing or attached to a wall, which will be emptied on a specified day by the food waste collection crew.
- 4.7. Flats above shops will be offered a service that reflects the individual property situation, examples which may include a wall-mounted bin, on-street secured bin, or rear-access collection. All communal blocks and flats above shops will be assessed accordingly to decide upon the best solution.
- 4.8. All households will be provided with guidance about how to use the food waste service and will also be provided with information on how they can look to reduce their food waste, or try home composting as an alternative way to deal with the waste they produce at home. Over a quarter of residents surveyed about the food waste service already compost at home. Havering is committed to reducing overall waste in the borough and will continue to deliver its ongoing Love Food Hate Waste campaign and to help support residents in this area.
- 4.9. To support households further, a variety of literature, social media posts, press releases, posters and in-person events will be delivered prior to and during the rollout phase of the project, with collection crews and customer service staff receiving training to ensure that they can support residents during this transition period.

5. Depot space

- 5.1. FCC Environment (previously Urbaser Ltd) have proposed that a separate fleet of 15 specialist vehicles be utilised for food waste collections. These will be integrated into the main waste collection operations at Central Depot on Rainham Road. The space is required to accommodate 13 new designated collection vehicles, and 2 electric supervisor vans. The expected cost for the depot alterations, covered within the capital allocation is in the region of

£0.150m, to include preparing an additional vehicle parking area, additional lighting, markings and electric vehicle charging points. The spend will be approved at Director level, with oversight from the Asset Management Team, Finance and the Leader Member for Environment.

6. Impact on Street cleansing

- 6.1. Havering Council currently operates a black sack collection service for household waste. Traditionally this has led to spillages in many parts of the borough due to wildlife tearing the bags that residents have presented for collection. A designated separate food waste collection, using containers complete with a locking mechanism, will help to mitigate the risk of these spillages continuing, reducing pressures on street cleansing and waste collection services, and improving Havering's street scene.

REASONS AND OPTIONS

7. Service options considered

- 7.1. The number of vehicles required to deliver the service has been calculated by modelling the likely volumes of separate food waste to be collected (see Appendix 5. Modelled Assumptions), reviewing the size of the borough and housing stock, and inputting this into tried and tested route optimisation software, operated by Havering's waste collection contractor, FCC. Designated vehicles will be deployed to collect the waste on a weekly basis, from commonly used receptacles as detailed above, with appropriate risk assessments in place for staff, and guidance provided to residents.
- 7.2. WRAP guidance (<https://www.wrap.ngo/sites/default/files/2024-02/WRAP-Household-Food-Waste-Collections-Guide-V17.pdf>) shows that on average, households produce approximately 1.47kg per week of food waste when provided with a designated collection. Performance is typically lower in blocks of flats with communal bins for a variety of reasons, including transience of residents, perceived ownership of the service, and poorer communication between residents. Based on current modelling assumptions, it is likely that Havering residents within kerbside properties, already producing higher-than-average amounts of waste, may well exceed this, producing up to 1.97kg of food waste per week. It is expected that properties with communal bins will produce substantially less than this, on average.
- 7.3. The final designs of receptacles will be decided through a standard procurement exercise (likely utilising a framework), as well as feedback from boroughs that use them. A public survey and engagement process, together with an equalities impact assessment will be utilised to understand where

residents may have additional needs, to then consider these accordingly, most likely through an assisted collection offering.

- 7.4. The type of caddy liner provided will be dependent upon the requirements placed on the borough by the reprocessing facility, and Havering awaits further information on this from ELWA.

8. Reasons for the decision:

- 8.1. The provision of weekly food waste collections is a statutory requirement, and Havering has an obligation to deliver this service by April 2026.

9. Other options considered:

- 9.1. **Seek an exemption to roll the service out post-2027:** This option was considered to allow for a transitional period between now, and the expiry of the current ELWA contract with Biffa. Havering, along with the other constituent councils, chose to proceed in line with the timescales laid out in the Environment Act 2021, as there was no evidence base to support a claim from the waste disposal contractor of a potential net cost increase within the existing waste disposal contract which might then impact on boroughs, and recycling rates within the region would likely see an improvement with the introduction of the service.
- 9.2. **Do nothing:** This would place Havering in direct contravention of the Environment Act 2021. Ring-fenced funding has been provided by DEFRA for the purpose of purchasing capital assets to enable the rollout of this service. The funding would need to be returned and Havering would be in breach of the Act.

IMPLICATIONS AND RISKS

10. Financial implications and risks:

- 10.1. The cost of introducing food waste collections has been included as an anticipated change in Havering's integrated waste collection and street cleansing contract pricing with FCC, at an expected additional revenue cost of £2.725m per year. FCC are currently seeking quotations for vehicles, and an initial capital grant of £1.894m through the New Burdens Doctrine has been provided by DEFRA. Havering's estimated capital requirements, including potential depot space will see its costs come in significantly higher than the DEFRA offer, and as such, Havering is preparing to challenge the amount of capital funding provided so far, and is awaiting details of DEFRA's revenue offer. There is a significant risk that the full Capital funding required will not be met by DEFRA resulting in additional capital borrowing, which has been

identified in the report as set aside. The additional revenue cost of servicing that debt of up to £1.3m is estimated to be £0.228m per annum over 8 years. The level of capital borrowing in the report is an estimate; final numbers will not be known until procurement is undertaken. There is therefore a risk this gap in funding could grow.

10.2. Initial cost estimates for food waste collections, listed against the DEFRA offer, are shown below, with more detail provided in Appendix 6. Currently there is a capital gap of £1.3m between the DEFRA funding received and the anticipated total capital cost. Havering has included up to £4.650m in its Capital programme to fill any capital funding gap, but will utilise all New Burdens funding received prior to spending any of this. This amount was approved at February 2024 Cabinet and subsequent Full Council Meeting.

10.3.

Estimated Capital Outlay

	No	Total £m	DEFRA Offer £m	Difference £m
5L caddie	109,000	0.171	0.227	0.056
23L caddie	90,000	0.426	0.432	0.006
Flats food bins	1,473	0.884	0.11	-0.774
Vehicles*	15	1.568	1.125	-0.443
Depot Cost	1	0.150	0.000	-0.150
		3.199	1.894	-1.305

** 8-year depreciation period if borrowing.*

10.4. At a later date, a revenue funding offer is expected from DEFRA to cover transitional arrangements, including communications, caddy liners, and delivering containers. DEFRA's funding formula is partially based on data provided by boroughs to WRAP, however as the capital funding formula outcome does not appear to align with true costs, boroughs have no indication as to the revenue offer that might be expected, which therefore represents a financial risk to Havering. The Council has set aside £2.1m in revenue funding for 2025/26, rising to £3.8m in 2026/27 to cover most transitional arrangements, then the subsequent annual delivery of the service. As well as this, there are increasing pressures relating to existing staff capacity to deliver the project. There is an existing small communications budget of £0.020m that can be diverted to food waste activities, but should DEFRA's transitional funding not cover the estimated costs around staffing (estimated at £0.100m) then the Council will be left with a funding pressure that it needs to meet.

10.5. Aside from project staff costs, the expected ongoing costs are:

Year 1:

	No	Total £m	DEFRA Offer*	Difference £m
Survey of flats	1	0.020		-0.020
Delivery of caddies / liners / leaflets	109,000	0.436		-0.436
Initial Caddy liners per 1000*	11,990	0.269		-0.269
Replacement 5L caddies	2725	0.004		-0.004
Replacement 23L caddies	2375	0.011		-0.011
Delivery of replacement caddies	5100	0.024		-0.024
Additional liners (25% total)	2248	0.040		-0.040
Additional liner delivery	2248	0.011		-0.011
New / Replacement Flats food bins	37	0.022		-0.022
Comms	1	0.070		-0.070
FCC collection costs (6 months)	1	1.362		-1.362
Cost of Capital borrowing		0.228		-0.228
				-2.497

* Assumed 2 liners per household per week

Year 2 onwards (not including indexation and property uplift)

	No	Total £m	DEFRA Offer*	Difference
Replacement 5L caddies	5450	0.009		-0.
Replacement 23L caddies	4750	0.022		-0.
Delivery of replacement caddies	10200	0.048		-0.
Annual liners per 1,000	11,990	0.269		-0.
Annual liner delivery	109000	0.512		-0.
Additional liners (25% total)	4496	0.08		-(
Additional liner delivery	4496	0.021		-0.
New / Replacement Flats food bins	74	0.044		-0.
FCC collection charge per annum	109000	2.725		-2.
Cost of Capital borrowing		0.228		-0.
		3.958		-3.

10.6. Havering officers have been in touch with their counterparts at the other ELWA Constituent Councils to discuss timescales and opportunities for joint procurement. Timescales for purchasing of vehicles, containers and equipment may vary due to demand from other Local Authorities on the market, and may impact on the service commencement date.

11. Legal implications and risks:

11.1. The Council has a general power of competence under section 1 of the Localism Act 2011 to do anything an individual may generally do subject to

any statutory limitations. The arrangements now sought are in accordance with these powers.

- 11.2. Furthermore, section 45 of the Environmental Protection Act 1990 sets out the duty placed upon a Waste Collection Authority, to arrange for the collection of household waste in its area and section 45A of the Environmental Protection Act 1990 (as amended by Section 57 of the Environment Act 2021) requires, with effect from 1 April 2026, all recyclable household waste to be collected separately from other household waste, for recycling or composting at least once a week.
- 11.3. Capital funding has been partially provided by way of a Section 31 grant, under the New Burdens doctrine. A separate Executive Decision report notes acceptance of this grant.

12. Human Resources implications and risks:

- 12.1. Having contracts out its household waste and recycling collection service to FCC, who will be responsible for the provision of the separate food waste collection service through this contract, with costs provided for anticipated service changes at the time of tender. There are temporary implications on Havering staff resourcing as follows:
- 12.2. Project Manager: a 2-year fixed term post, ending June 2026 has been filled, to provide management of this large-scale project.
- 12.3. Project oversight: Programme Board and Project Working Group comprising of existing staff within relevant service areas, including Environment, Finance, Procurement and Transformation is in place.
- 12.4. Project Implementation: Existing staff are currently being utilised on the project, from with the Waste Team and Business Support Teams. Staff resourcing continues to be reviewed, and discussed at Programme level.

13. Equalities implications and risks:

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

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

- 13.2. 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.
- 13.3. An Equalities and Health Impact Assessment (Appendix 7) has been drafted and updated, utilising the outcomes of the public survey, which is summarised in Appendix 8.

14. Health and Wellbeing implications and Risks

- 14.1. Health and wellbeing impacts have been considered as part of the Equalities and Health Impact Assessment (Appendix 7), utilising Havering's Health and Wellbeing tool, and will continue to be reviewed accordingly throughout the life of the project, and service provision.
- 14.2. There are no significant health and wellbeing implications arising from the implementation of home food waste collection.
- 14.3. Reduced food spillage from roadside black bag refuse may offer health and wellbeing benefit by reducing risk of associated pedestrian slips or trips while improving street scene.
- 14.4. Alongside new food waste collections, complementary efforts to support households to improve shopping habits and reduce food waste offers a route to improve the financial wellbeing of residents.

15. ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

- 15.1. Havering Council is compelled by the Environment Act 2021 to introduce food waste collections for all households in the borough by 1st April 2026.
- 15.2. As detailed in paragraphs 3.4 - 3.6, the compulsory introduction of separate food waste collections is a proven way to reduce overall household waste. With residents recognising the amount of food waste they produce, many will look to reduce this in a bid to be less wasteful, either for financial, environmental or ethical reasons.
- 15.3. The provision of this service may increase Havering's recycling rate by up to ten percentage points.

15.4. Whilst food waste is a large contributor towards carbon emissions throughout the world, due to the existing Mechanical Biological Treatment provided for Havering's waste, no household food waste goes to landfill. The environmental benefits are therefore via the food being reprocessed into useful materials – compost and digestate – which will be used in agricultural production.

15.5. The risks with regards introducing this service will be around the additional carbon outputs emanating from 15 new vehicles required to operate the collections. Havering and FCC will continue to review fuel options, with an option to switch to biofuel should this become more economically viable. In the meantime, FCC have committed to reducing fuel consumption throughout the life of their contract with Havering, via telematics and driver training, and report back to Havering on monthly fuel use. FCC have also committed to carbon offsetting via an ISO accredited tool and offsetting programme.

BACKGROUND PAPERS

<https://www.wrap.ngo/sites/default/files/2024-02/WRAP-Household-Food-Waste-Collections-Guide-V17.pdf>

<https://www.legislation.gov.uk/ukpga/2021/30/part/3/crossheading/managing-waste>

National Indicators 191, 192 and BVPIs (comparator calculations for England, with use of Question 100)

This report is calculated from data reported by local authorities to WasteDataFlow. Where returns are not at level 40 the data are subject to change. Further breakdown of the summary figures in the Report can be found on the "Data" tab and the definition of the "C-Variables" (or calculated variables) can be found on the "CVariables" tab and give the definition in terms of the question number in WasteDataFlow.

National Indicators (NIs) 191, 192 and 193 applied from 2008 until March 2011. These replaced Best Value Performance Indicators (BVPIs) which were repealed in March 2008. In spite of no longer being official indicators, NIs and BVPIs have continued to be available as calculations in WasteDataFlow to allow for continuity with past reporting. From April 2014 some English local authorities reported in WasteDataFlow using the new Question 100 which replaced a number of past questions. From April 2015 all English local authorities reported using Question 100. The NI and BVPI calculations have therefore been reproduced, being amended where necessary to use Qu100 and to match the original calculation method as closely as is practicable. This report contains these "comparator" calculations. The calculation methodology will remain under review and may be refined if required in the future in light of experience from wider use.

If data have been entered into a period for a selected local authority which was before the use of Question 100, you will need to download the equivalent report with the "pre-Qu100" label.

Apr 23 - Jun 23																			
Jpp Order	AuthorityId	Authority	NI191 (comparator) HH waste not sent for recycling, reuse or composting - numerator	NI191 (comparator) denominator: Number of households	NI191 (comparator) Residual Household Waste per Household (Kg)	NI192 (comparator) - Percentage HH waste sent for Reuse, Recycling or Composting - numerator	NI192 (comparator) - Percentage HH waste sent for Reuse, Recycling or Composting - denominator	NI192 (comparator) - Percentage HH waste sent for Reuse, Recycling or Composting - numerator	NI192 (comparator) - Percentage HH waste sent for Reuse, Recycling or Composting - denominator	BVPI82a (comparator) - numerator	BVPI82a (comparator) - denominator	BVPI82a (comparator) - Percentage of household waste arisings which have been sent for recycling	BVPI82b (comparator) - numerator	BVPI82b (comparator) - denominator	BVPI82b (comparator) - Percentage of household waste sent for composting or anaerobic digestion	BVPI84a (comparator) - numerator	BVPI84a (comparator) - denominator	BVPI84a (comparator) - Population of Authority	BVPI84a (comparator) - Household Waste Collection (kilograms per head)
241	41	Havering LB	17,563.20	107,700	163.08	11,923.78	29,486.98	40.4%	5,361.75	29,486.98	18.18%	6,468.01	29,486.98	21.94%	29,392.96	264,703	264,703	111.04	

Report Generated : 25/07/2024 14:13:52

Jul 23 - Sep 23																			
Jpp Order	AuthorityId	Authority	NI191 (comparator) HH waste not sent for recycling, reuse or composting - numerator	NI191 (comparator) denominator: Number of households	NI191 (comparator) Residual Household Waste per Household (Kg)	NI192 (comparator) - Percentage HH waste sent for Reuse, Recycling or Composting - numerator	NI192 (comparator) - Percentage HH waste sent for Reuse, Recycling or Composting - denominator	NI192 (comparator) - Percentage HH waste sent for Reuse, Recycling or Composting - numerator	NI192 (comparator) - Percentage HH waste sent for Reuse, Recycling or Composting - denominator	BVPI82a (comparator) - numerator	BVPI82a (comparator) - denominator	BVPI82a (comparator) - Percentage of household waste arisings which have been sent for recycling	BVPI82b (comparator) - numerator	BVPI82b (comparator) - denominator	BVPI82b (comparator) - Percentage of household waste sent for composting or anaerobic digestion	BVPI84a (comparator) - numerator	BVPI84a (comparator) - denominator	BVPI84a (comparator) - Population of Authority	BVPI84a (comparator) - Household Waste Collection (kilograms per head)
241	41	Havering LB	15,649.38	107,700	145.31	9,850.57	25,499.95	38.6%	5,044.16	25,499.95	19.78%	4,703.33	25,499.95	18.44%	25,396.87	264,703	264,703	95.94	

Oct 23 - Dec 23			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
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Jan 24 - Mar 24																			
Jpp Order	AuthorityId	Authority	NI191 (comparator) HH waste not sent for recycling, reuse or composting - numerator	NI191 (comparator) denominator: Number of households	NI191 (comparator) Residual Household Waste per Household (Kg)	NI192 (comparator) - Percentage HH waste sent for Reuse, Recycling or Composting - numerator	NI192 (comparator) - Percentage HH waste sent for Reuse, Recycling or Composting - denominator	NI192 (comparator) - Percentage HH waste sent for Reuse, Recycling or Composting - numerator	NI192 (comparator) - Percentage HH waste sent for Reuse, Recycling or Composting - denominator	BVPI82a (comparator) - numerator	BVPI82a (comparator) - denominator	BVPI82a (comparator) - Percentage of household waste arisings which have been sent for recycling	BVPI82b (comparator) - numerator	BVPI82b (comparator) - denominator	BVPI82b (comparator) - Percentage of household waste sent for composting or anaerobic digestion	BVPI84a (comparator) - numerator	BVPI84a (comparator) - denominator	BVPI84a (comparator) - Population of Authority	BVPI84a (comparator) - Household Waste Collection (kilograms per head)
241	41	Havering LB	15,250.70	107,700	141.60	8,609.79	23,860.49	36.1%	5,232.17	23,860.49	21.93%	3,277.49	23,860.49	13.74%	23,760.36	264,703	264,703	89.76	

Jan 24 - Mar 24	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NI191 (comparator) HH waste not sent for recycling, reuse or composting – numerator	NI191 (comparator) denominator: Number of households	NI191 (comparator) Residual Household Waste per Household (Kg)	NI192 (comparator) – Percentage HH waste sent for Reuse, Recycling or Composting – numerator	NI192 (comparator) – Percentage HH waste sent for Reuse, Recycling or Composting – denominator	NI192 (comparator) – Percentage HH waste sent for Reuse, Recycling or Composting 33.4%	BVPI82a (comparator) – numerator 'Household Waste Sent For Dry Recycling'	BVPI82a (comparator) – denominator ' Total Household Waste Collected'	BVPI82a (comparator) – Percentage of household waste arising which have been sent for recycling	BVPI82b (comparator) – numerator 'Household Waste Sent For Composting'	BVPI82b (comparator) – denominator 'Total Household Waste Collected'	BVPI82b (comparator) – Percentage of household waste sent for composting or anaerobic digestion	BVPI84a (comparator) – numerator 'Total Household Waste Collected'	BVPI84a (comparator) – denominator 'Population of Authority'	BVPI84a (comparator) – Household Waste Collection (kilograms per head)	
15,961.64	107,700	148.20	8,015.86	23,977.50	33.4%	5,159.56	23,977.50	21.52%	2,756.73	23,977.50	11.50%	23,877.93	264,703	90.21	

Summary

NI191 (comparator) HH waste not sent for recycling, reuse or composting – numerator	NI191 (comparator) denominator: Number of households	NI191 (comparator) Residual Household Waste per Household (Kg)	NI192 (comparator) – Percentage HH waste sent for Reuse, Recycling or Composting – numerator	NI192 (comparator) – Percentage HH waste sent for Reuse, Recycling or Composting – denominator	NI192 (comparator) – Percentage HH waste sent for Reuse, Recycling or Composting 37.3%	BVPI82a (comparator) – numerator 'Household Waste Sent For Dry Recycling'	BVPI82a (comparator) – denominator ' Total Household Waste Collected'	BVPI82a (comparator) – Percentage of household waste arising which have been sent for recycling	BVPI82b (comparator) – numerator 'Household Waste Sent For Composting'	BVPI82b (comparator) – denominator 'Total Household Waste Collected'	BVPI82b (comparator) – Percentage of household waste sent for composting or anaerobic digestion	BVPI84a (comparator) – numerator 'Total Household Waste Collected'	BVPI84a (comparator) – denominator 'Population of Authority'	BVPI84a (comparator) – Household Waste Collection (kilograms per head)
64,424.92	107,700	598.19	38,400.00	102,824.92	37.3%	20,797.64	102,824.92	20.23%	17,205.56	102,824.92	16.73%	102,428.12	264,703	386.95

Appendix 2. Compositional Analysis 2022

Supergroup/Borough		Havering			
A - Intermediate Lifestyles		41%			
B - High Density & High Rise Flats		1%			
C - Settled Asians		0%			
D - Urban Elites		0%			
E - City Vibe		1%			
F - London Life-Cycle		3%			
G - Multi-ethnic Suburbs		0%			
H - Ageing City Fringe		54%			
Total		100%			

Pen portraits describing each London Supergroup are found on the LOAC Pen portraits tab of this spreadsheet.

A map showing all London OAC can be found here

https://loac.datashine.org.uk/#datalayer=loac11_offco&layers=BTTT&zoom=12&lon=0.1267&lat=51.5646

LOAC Supergroup Pen Portraits

<p>A - Intermediate Lifestyles</p> <p>Although exhibiting no over-arching discriminating characteristics, households in this Super-Group are predominantly in later stages in life-cycle, and are predominantly White and born in the UK. Rather few households have dependent children and most live in single family terraced or semi detached properties. Households that rent their properties do so in the social rented sector. Employment levels are average for London, and are split between full and part time working in a range of intermediate occupations. Levels of highest qualifications are below the London average.</p>
<p>B- High Density and High Rise Flats</p> <p>Concentrations of this Super Group are found in densely populated areas of flats. Many families have children of school age and many residents are of Bangladeshi origins, along with high numbers of households describing themselves as Black or as coming from Mixed or Other ethnic groups. There is a high incidence of households in which the main spoken language is not English. Levels of highest qualifications are below the London average, although some residents are full-time students living in shared accommodation. Levels of unemployment and part-time working are above the London average, while many of those in employment work in administration, or in accommodation and food services industries.</p>
<p>C - Settled Asians</p> <p>This Super Group lives in traditional single-family houses, above average numbers of which are owner-occupied. Although drawn from the full age range of London residents, the main language spoken in many households is not English. Those in employment have occupations drawn from a wide range of non-professional sectors. Members of this Super Group identify themselves with their Asian origins, although many are second or subsequent generation British residents.</p>
<p>D- Urban Elites</p> <p>This Super Group comprises young professionals working in the science, technology, finance and insurance sectors. Additionally, large numbers of students rent rooms in centrally located communal establishments. Most others rent privately owned flats, large numbers of which are found in central locations. Residents are disproportionately drawn from pre 2001 EU countries, and there is also high representation of households from Chinese, Arab and other minority backgrounds.</p>

E - City Vibe

There are many young, single professionals in this Super Group, living in Zone 2 of the London travel network. Compared to the London average, few individuals originate from the Indian sub-continent, but Mixed ethnic groups are well represented, as are migrants from pre 2001 EU countries. A large number of households comprise full time students in shared or communal establishments. Individuals rent within the private sector, are well qualified and are employed in a range of professional, scientific and technical occupations.

F- London Life-Cycle

Predominantly White in ethnic composition (including individuals from other pre 2001 EU countries), these households cover the full family life-cycle age spectrum – meaning that, over-all, fewer households than the London average include dependent children or students. Residents are highly qualified, employment rates are high and employment is concentrated in the technical, scientific, finance, insurance and real estate industries.

G - Multi-Ethnic Suburbs

Members of this Super Group are drawn from a wide range of non-White ethnic groups and White groups are less represented than average for London. Citizens of countries that joined the EU post 2001 are well represented. Many households have young children or children of school age, and the over 65s are not much in evidence. There is above average incidence of family housing in overcrowded terraces, much of it rented within the social housing sector. Levels of unemployment are high. Employment is mainly found in blue collar occupations.

H - Ageing City Fringe

Many of the residents in this Super Group are over 45, and many are above state pensionable age. There are high levels of marriage and established White residents are very much in evidence. By contrast, representation of ethnic minorities and EU migrants is very low, relative to the London average. Much of the dwelling stock comprises semi-detached and detached houses, occupied at low residential densities. Levels of qualifications are low, as might be expected for these age cohorts. Private vehicle ownership is high, with some households possessing two or more vehicles. Levels of unemployment are very low. Employment is drawn from a range of sectors and this is the only Super Group in which agriculture is an important source of employment.

Appendix 2. Compositional Analysis 2022

LEVEL 1 MATERIAL	LEVEL 2 TYPE OF ITEM	RECYCLABILITY (Based on current service)					Potentially Affected by EPR for packaging	Potentially Affected by DRS	Recyclable at HWRC (excluding at MRF)	Examples
		Having								
Paper	Paper packaging - recyclable	Yes			Yes	Yes	No	No	Envelopes, paper packaging, paper bags	
	Paper packaging - not recyclable	No			No	Yes	No	No	Plastic laminated paper, waxed paper	
	Non-packaging paper - recyclable	Yes			Yes	No	No	No	Newspapers and magazines, junk mail, household/office paper, catalogues, directories. Also paperbacks in Barking&Dagenham	
	Non-packaging paper - not recyclable	No			No	No	No	No	Tissues, kitchen roll, wall paper, photo paper	
Cardboard	Card packaging - recyclable	Yes			Yes	Yes	No	No	Cereal boxes, tea boxes, large corrugated cardboard boxes and cardboard sheets	
	Card packaging - not recyclable	No			No	Yes	No	No	Pringles tubes, whisky boxes, baby formula	
	Cartons and card/plastic laminates	No			No	No	No	No	Waxed juice cartons, UHT milk, passata cartons, waxed/laminated/wet strength card, coffee cups, takeaway trays and lids	
	Non-packaging card - recyclable	Yes			Yes	No	No	No	Greeting cards, labels, cardboard signs, manila folders	
Plastic films and flexibles	Non-packaging card - not recyclable	No			No	No	No	No	Handbook books, laminated folders	
	Plastic film - packaging	No			No	Yes	No	No	Bubble wrap, plastic film food packaging	
	Plastic film - non-packaging	No			No	No	No	No	Cling film, pond liners	
	Single use carrier bags	No			No	Yes	No	No	All plastic bags including thicker bags for life	
Dense plastic	Plastic/foil laminates	No			No	Yes	No	No	Crisp packets, cat food pouches, other metalised foil	
	HDPET bottles	Yes			Yes	Yes	No	No	Milk bottles, bleach bottles	
	On the go PET bottles	Yes			Yes	Yes	Yes (On the go only)	No	Beverage bottles smaller than 750ml, single format	
	Other PET bottles	Yes			Yes	Yes	Yes	No	All other PET beverage bottles including multipack and larger than 750ml	
	Other plastic bottles	Yes			Yes	Yes	No	No	Mainly PP. Also include any non beverage plastic bottles.	
	Pots, tubs and trays	No			Yes	Yes	No	No	Any plastic packaging pots, tubs and trays	
	Non-packaging plastic	No			No	No	No	No	Any other rigid plastic items - toys, pipes	
	On the go glass bottles	No			Yes	Yes	Yes (On the go only)	No	Beverage bottles smaller than 750ml, single format	
	Other glass bottles	No			Yes	Yes	Yes	No	All other recyclable bottles all colours	
	Glass jars	No			Yes	Yes	No	No	All recyclable jars all colours	
Glass	Non-container glass	No			No	No	No	No	Window panes, drinking glasses, pyrex dishes	
	On the go ferrous drinks cans	Yes			Yes	Yes	Yes (On the go only)	No	Single format drinks containers	
	Other ferrous cans	Yes			Yes	Yes	No	No	Other ferrous cans	
	Aerosols	Yes			Yes	Yes	No	No	Deodorant, hairspray	
Ferrous metal	Other ferrous packaging	No			No	No	No	Yes	Jar lids	
	Other non-packaging ferrous metal	No			No	No	Yes	Yes	Scrap metal eg. steel pots&pans, knives, cutlery	
	On the go non-ferrous drinks cans	Yes			Yes	Yes	Yes (On the go only)	No	Single format drinks containers	
	Other non-ferrous cans	Yes			Yes	Yes	Yes	No	Other non-ferrous cans	
Non-ferrous metal	Aerosols	Yes			Yes	Yes	No	No	Deodorant, hairspray	
	Foil packaging	No			Yes	Yes	No	No	Aluminium trays	
	Non-packaging foil	No			Yes	No	No	No	Cooking foil	
	Other non-ferrous packaging	No			No	Yes	No	Yes	Metal screw lids	
Textiles	Other non-packaging non-ferrous metal	No			No	No	No	Yes	Scrap metal eg. aluminium pots&pans	
	Clothing	No			No	No	No	Yes	All clothing	
	Shoes, bags, belts and other textile accessories	No			No	No	No	Yes	Shoes, bags, belts, hats	
	Non-clothing fabric and textiles inc. soft furnishings	No			No	No	No	No	Towels, sheets, curtains, duvets, pillows, cushions, stuffed toys	
Food and drink	Food and drink (avoidable) - in packaging	No			No	No	No	No	As below but found in packaging	
	Food (avoidable) - loose in the bin	No			No	No	No	No	cooked and prepared meals, whole fruit, veg, fruit&veg flesh, whole coffee products, unused tea/bags, cakes, bread slices, whole loaves, rolls, unused oils, mags/butter, confectionary, condiments, meat & fish cooked and raw	
	Associated inedible parts of food (unavoidable)	No			No	No	No	No	Bones, gristle, cheese wax, nut shells, fruit stones, pineapple, banana, avocado, melon skin, fruit cores, fruit stalks, tops and stalks of veg except broccoli, cauliflower, mushrooms, garlic/ginger/onion peel, tea/bags, coffee grounds, egg shells	
	Cooking oil (in packaging but where oil is the bulk of the weight)	No			No	No	No	No	Bottles of used oil etc	
Garden waste	Mowing, cutting and pruning waste (green or woody garden waste)	No			No	No	No	Yes	All garden waste	
	Wooden packaging	No			No	Yes	No	Yes	Pallets, camembert boxes, corks	
	Non-packaging wood	No			No	No	No	Yes	Wooden ornaments, furniture, DIY offcuts, picture frames	
	Rock, stone, rubble and other non-organic	No			No	No	No	Yes	Building rubble, stones, other inert non ceramic	
Inorganic materials	Plasterboard	No			No	No	No	No	Plasterboard	
	Soil	No			No	No	No	Yes	Garden soil	
	Ceramics and pottery	No			No	No	No	Yes	Plates, bowls, toilets, sinks, tiles	
	Small domestic appliances	No			No	No	No	Yes	Toasters, kettles	
Electrical and electronic items and associated parts	Cables and chargers	No			No	No	No	Yes	All cables and chargers	
	Batteries	No			No	No	No	Yes	Household, vehicle & leisure	
	Light bulbs and tubes	No			No	No	No	Yes	Energy saving, LED, fluorescent, incandescent	
	Ink and toner cartridges	No			No	No	No	Yes	All ink/toner cartridges	
	Other WEEE and associated consumables	No			No	No	No	Yes	Phones, power bank, electric toothbrushes, plug adapters	
	Absorbent hygiene waste	No			No	No	No	No	Disposable nappies, incontinence pads, tampons, sanitary towels, panty liners	
	Healthcare wastes	No			No	No	No	No	Stroma bags, unused medication, dressings	
	Pet excrement and cat litter	No			No	No	No	No	Dog excrement, cat litter etc	
Other	Synthetic and natural rubber items	No			No	No	No	No	Condoms, rubber bands, washing up gloves	
	Other	No			No	No	No	No	Any other items not classified above	
Fines	No			No	No	No	No	All material smaller 10mm		

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Appendix 2. Composition Analysis 2022

		% Composition kerbside residual waste							
Borough						Havering			
LOAC Category						A			
Number of households						40			
Paper	Paper packaging - recyclable				0.9%				0.8%
	Paper packaging - not recyclable				0.3%				0.3%
	Non-packaging paper - recyclable				2.9%				1.9%
	Non-packaging paper - not recyclable				4.8%				4.5%
Cardboard	Card packaging - recyclable				3.1%				3.6%
	Card packaging - not recyclable				0.0%				0.0%
	Cartons and card/plastic laminates				0.8%				0.4%
	Non-packaging card - recyclable				0.2%				0.0%
Plastic films and flexibles	Non-packaging card - not recyclable				0.1%				0.1%
	Plastic film – packaging				3.0%				2.0%
	Plastic film – non-packaging				2.0%				1.8%
	Single use carrier bags				0.7%				0.8%
Dense plastic	Plastic/foil laminates				1.0%				0.5%
	HDPE bottles				0.4%				0.8%
	On the go PET bottles				0.1%				0.3%
	Other PET bottles				0.4%				0.2%
	Other plastic bottles				0.3%				0.5%
	Pots, tubs and trays				3.3%				2.1%
	Non-packaging plastic				2.4%				1.5%
	On the go glass bottles				0.4%				1.0%
Glass	Other glass bottles				0.8%				1.6%
	Glass jars				1.7%				2.4%
	Non-container glass				0.3%				0.1%
	On the go ferrous drinks cans				0.5%				0.0%
Ferrous metal	Other ferrous cans				0.0%				0.0%
	Aerosols				0.0%				0.1%
	Other ferrous packaging				0.5%				0.8%
	Other non-packaging ferrous metal				0.5%				0.8%
	On the go non-ferrous drinks cans				0.1%				0.1%
Non-ferrous metal	Other non-ferrous cans				0.2%				0.4%
	Aerosols				0.2%				0.1%
	Foil packaging				0.4%				0.2%
	Non-packaging foil				0.5%				0.3%
	Other non-ferrous packaging				0.0%				0.0%
	Other non-packaging non-ferrous metal				0.3%				0.0%
	Clothing				1.8%				2.4%
Textiles	Shoes, bags, belts and other textile accessories				0.5%				0.3%
	Non-clothing fabric and textiles inc. soft furnishings				2.1%				0.8%
	Food and drink (avoidable) – in packaging				20.1%				14.6%
Food and drink	Food (avoidable) – loose in the bin				10.5%				10.5%
	Associated inedible parts of food (unavoidable)				13.9%				14.2%
	Cooking oil (in packaging but where oil is the bulk of the weight)				0.0%				0.0%
	Garden waste	Mowing, cutting and pruning waste (green or woody garden waste)				2.2%			
Wooden packaging					0.1%				0.0%

Wood	Non-packaging wood				0.4%				0.2%
	Rock, stone, rubble and other non-organics				0.0%				0.0%
	Plasterboard				0.0%				0.0%
Inorganic materials	Soil				0.1%				1.7%
	Ceramics and pottery				0.4%				0.5%
Electrical and electronic items and associated parts	Small domestic appliances				0.0%				0.6%
	Cables and chargers				0.3%				0.1%
	Batteries				0.1%				0.1%
	Light bulbs and tubes				0.1%				0.0%
	Ink and toner cartridges				0.0%				0.0%
	Other WEEE and associated consumables				0.1%				0.0%
		Absorbent hygiene waste				3.1%			
	Healthcare wastes				0.2%				0.2%
	Pet excrement and cat litter				3.6%				4.4%
	Synthetic and natural rubber items				0.2%				0.1%
Other	Other				6.0%				3.7%
Fines	Fines				1.1%				1.0%
	Total				100.0%				100.0%

Borough				Having				Having	
LOAC Category				H				A	
Paper				8.8%				7.5%	
Cardboard				4.3%				4.1%	
Plastic films and flexibles				6.6%				5.0%	
Dense plastic				6.8%				5.3%	
Glass				3.2%				5.2%	
Ferrous metal				1.6%				1.7%	
Non-ferrous metal				1.7%				1.1%	
Textiles				4.5%				3.5%	
Food and drink				44.5%				39.3%	
Garden waste				2.2%				4.7%	
Wood				0.5%				0.2%	
Inorganic materials				0.5%				2.3%	
Electrical and electronic items and associated parts				0.7%				0.8%	
Other				13.1%				18.3%	
Fines				1.1%				1.0%	
Total				100.0%				100.0%	

Borough				Having				Having	
LOAC Category				H				A	
Recyclable using borough's current service				9.3%				8.8%	
Recyclable at MRF				16.4%				16.5%	
Proportion of food waste				44.5%				39.3%	
Proportion of garden waste				2.2%				4.7%	
Potentially affected by DRS - On the Go				1.1%				1.4%	
Potentially affected by DRS - All In				2.6%				3.6%	
Potentially affected by packaging EPR				17.9%				17.8%	

		Kg/household/week kerbside residual waste						
Borough					Havering		Havering	
LOAC Category					H		A	
Number of households					40		40	
Paper	Paper packaging - recyclable				0.09			0.09
	Paper packaging - not recyclable				0.03			0.03
	Non-packaging paper - recyclable				0.29			0.24
	Non-packaging paper - not recyclable				0.49			0.55
Cardboard	Card packaging - recyclable				0.32			0.44
	Card packaging - not recyclable				0.00			0.00
	Cartons and card/plastic laminates				0.08			0.05
	Non-packaging card - recyclable				0.02			0.00
Plastic films and flexibles	Non-packaging card - not recyclable				0.01			0.01
	Plastic film – packaging				0.30			0.24
	Plastic film – non-packaging				0.20			0.22
	Single use carrier bags				0.07			0.09
Dense plastic	Plastic/foil laminates				0.10			0.07
	HDPE bottles				0.04			0.09
	On the go PET bottles				0.01			0.03
	Other PET bottles				0.04			0.03
	Other plastic bottles				0.03			0.06
	Pots, tubs and trays				0.33			0.26
	Non-packaging plastic				0.24			0.18
Glass	On the go glass bottles				0.04			0.12
	Other glass bottles				0.09			0.20
	Glass jars				0.18			0.30
	Non-container glass				0.03			0.02
Ferrous metal	On the go ferrous drinks cans				0.05			0.00
	Other ferrous cans				0.00			0.00
	Aerosols				0.00			0.02
	Other ferrous packaging				0.05			0.10
	Other non-packaging ferrous metal				0.05			0.09
Non-ferrous metal	On the go non-ferrous drinks cans				0.01			0.02
	Other non-ferrous cans				0.02			0.05
	Aerosols				0.02			0.01
	Foil packaging				0.04			0.02
	Non-packaging foil				0.05			0.04
	Other non-ferrous packaging				0.00			0.00
	Other non-packaging non-ferrous metal				0.03			0.00
Textiles	Clothing				0.19			0.30
	Shoes, bags, belts and other textile accessories				0.05			0.03
	Non-clothing fabric and textiles inc. soft furnishings				0.21			0.09
Food and drink	Food and drink (avoidable) – in packaging				2.04			1.78
	Food (avoidable) – loose in the bin				1.07			1.28
	Associated inedible parts of food (unavoidable)				1.41			1.74
	Cooking oil (in packaging but where oil is the bulk of the weight)				0.00			0.00
Garden waste	Mowing, cutting and pruning waste (green or woody garden waste)				0.22			0.57
	Wooden packaging				0.01			0.00

Wood	Non-packaging wood				0.04				0.02
	Rock, stone, rubble and other non-organics				0.00				0.00
	Plasterboard				0.00				0.00
	Soil				0.01				0.21
Inorganic materials	Ceramics and pottery				0.04				0.06
	Small domestic appliances				0.00				0.07
	Cables and chargers				0.03				0.01
	Batteries				0.01				0.01
	Light bulbs and tubes				0.01				0.00
Electrical and electronic items and associated parts	Ink and toner cartridges				0.00				0.00
	Other WEEE and associated consumables				0.01				0.00
	Absorbent hygiene waste				0.31				1.22
	Healthcare wastes				0.02				0.02
	Pet excrement and cat litter				0.36				0.54
	Synthetic and natural rubber items				0.03				0.01
Other	Other				0.61				0.45
Fines	Fines				0.12				0.12
	Total				10.18				12.21

Borough			Having			Having
LOAC Category			H			A
Paper			0.90			0.91
Cardboard			0.44			0.50
Plastic films and flexibles			0.67			0.62
Dense plastic			0.70			0.65
Glass			0.33			0.63
Ferrous metal			0.16			0.21
Non-ferrous metal			0.17			0.14
Textiles			0.45			0.43
Food and drink			4.53			4.80
Garden waste			0.22			0.57
Wood			0.05			0.02
Inorganic materials			0.05			0.28
Electrical and electronic items and associated parts			0.07			0.10
Other			1.33			2.23
Fines			0.12			0.12
Total			10.18			12.21

Borough			Having			Having
LOAC Category			H			A
Recyclable using borough's current service			0.95			1.08
Recyclable at MRF			1.67			2.01
Arising of food waste within residual			4.53			4.80
Arising of garden waste within residual			0.22			0.57
Potentially affected by DRS - On the Go			0.12			0.17
Potentially affected by DRS - All In			0.26			0.44
Potentially affected by packaging EPR			1.83			2.17

Appendix 2. Composition Analysis 2022

		% Composition flats residual waste			
Borough				Havering	
LOAC Category				A	
Number of households				57	
Paper	Paper packaging - recyclable				1.2%
	Paper packaging - not recyclable				0.1%
	Non-packaging paper - recyclable				1.4%
	Non-packaging paper - not recyclable				2.0%
Cardboard	Card packaging - recyclable				5.8%
	Card packaging - not recyclable				0.1%
	Cartons and card/plastic laminates				0.6%
	Non-packaging card - recyclable				0.1%
	Non-packaging card - not recyclable				0.1%
Plastic films and flexibles	Plastic film – packaging				1.4%
	Plastic film – non-packaging				1.4%
	Single use carrier bags				0.6%
	Plastic/foil laminates				0.4%
Dense plastic	HDPE bottles				0.6%
	On the go PET bottles				0.5%
	Other PET bottles				1.4%
	Other plastic bottles				0.4%
	Pots, tubs and trays				2.2%
	Non-packaging plastic				3.2%
Glass	On the go glass bottles				3.6%
	Other glass bottles				2.7%
	Glass jars				1.4%
	Non-container glass				5.5%
Ferrous metal	On the go ferrous drinks cans				0.0%
	Other ferrous cans				0.0%
	Aerosols				0.1%
	Other ferrous packaging				0.6%
Non-ferrous metal	Other non-packaging ferrous metal				1.6%
	On the go non-ferrous drinks cans				0.4%
	Other non-ferrous cans				0.4%
	Aerosols				0.1%
	Foil packaging				0.2%
	Non-packaging foil				0.1%
	Other non-ferrous packaging				0.0%
	Other non-packaging non-ferrous metal				0.0%
Textiles	Clothing				2.2%
	Shoes, bags, belts and other textile accessories				1.4%
	Non-clothing fabric and textiles inc. soft furnishings				9.0%
Food and drink	Food and drink (avoidable) – in packaging				11.6%
	Food (avoidable) – loose in the bin				9.4%
	Associated inedible parts of food (unavoidable)				8.0%
	Cooking oil (in packaging but where oil is the bulk of the weight)				0.0%
Garden waste	Mowing, cutting and pruning waste (green or woody garden waste)				0.9%
	Wooden packaging				0.0%
Wood	Non-packaging wood				2.4%
	Rock, stone, rubble and other non-organics				0.0%
Inorganic materials	Plasterboard				0.0%
	Soil				2.6%
	Ceramics and pottery				0.2%
	Small domestic appliances				0.8%
Electrical and electronic items and associated parts	Cables and chargers				0.1%
	Batteries				0.1%
	Light bulbs and tubes				0.0%
	Ink and toner cartridges				0.0%
	Other WEEE and associated consumables				0.4%
	Absorbent hygiene waste				1.7%
	Healthcare wastes				0.2%
Other	Pet excrement and cat litter				4.7%
	Synthetic and natural rubber items				0.1%
	Other				3.0%
Fines	Fines				1.1%
Total					100.0%

Borough				Having
LOAC Category				A
Paper				4.7%
Cardboard				6.6%
Plastic films and flexibles				4.0%
Dense plastic				8.3%
Glass				13.2%
Ferrous metal				2.2%
Non-ferrous metal				1.1%
Textiles				12.6%
Food and drink				28.9%
Garden waste				0.9%
Wood				2.4%
Inorganic materials				2.8%
Electrical and electronic items and associated parts				1.4%
Other				9.8%
Fines				1.1%
Total				100.0%

Borough				Having
LOAC Category				A
Recyclable using borough's current service				12.2%
Recyclable at MRF				22.4%
Proportion of food waste				28.9%
Proportion of garden waste				0.9%
Potentially affected by DRS - On the Go				4.4%
Potentially affected by DRS - All In				8.9%
Potentially affected by packaging EPR				23.5%

		Kg/household/week flats residual waste			
Borough				Haverling	
LOAC Category				A	
Number of households					57
Paper	Paper packaging - recyclable				0.09
	Paper packaging - not recyclable				0.00
	Non-packaging paper - recyclable				0.11
	Non-packaging paper - not recyclable				0.16
Cardboard	Card packaging - recyclable				0.45
	Card packaging - not recyclable				0.01
	Cartons and card/plastic laminates				0.05
	Non-packaging card - recyclable				0.01
Plastic films and flexibles	Non-packaging card - not recyclable				0.01
	Plastic film - packaging				0.11
	Plastic film - non-packaging				0.11
	Single use carrier bags				0.05
Dense plastic	Plastic/foil laminates				0.04
	HDPE bottles				0.05
	On the go PET bottles				0.04
	Other PET bottles				0.11
	Other plastic bottles				0.03
	Pots, tubs and trays				0.17
Glass	Non-packaging plastic				0.25
	On the go glass bottles				0.28
	Other glass bottles				0.21
	Glass jars				0.11
Ferrous metal	Non-container glass				0.43
	On the go ferrous drinks cans				0.00
	Other ferrous cans				0.00
	Aerosols				0.01
Non-ferrous metal	Other ferrous packaging				0.05
	Other non-packaging ferrous metal				0.12
	On the go non-ferrous drinks cans				0.03
	Other non-ferrous cans				0.03
	Aerosols				0.00
	Foil packaging				0.02
Textiles	Non-packaging foil				0.01
	Other non-ferrous packaging				0.00
	Other non-packaging non-ferrous metal				0.00
	Clothing				0.17
Food and drink	Shoes, bags, belts and other textile accessories				0.11
	Non-clothing fabric and textiles inc. soft furnishings				0.71
	Food and drink (avoidable) - in packaging				0.91
Garden waste	Food (avoidable) - loose in the bin				0.74
	Associated inedible parts of food (unavoidable)				0.63
	Cooking oil (in packaging but where oil is the bulk of the weight)				0.00
	Mowing, cutting and pruning waste (green or woody garden waste)				0.07
Wood	Wooden packaging				0.00
	Non-packaging wood				0.19
Inorganic materials	Rock, stone, rubble and other non-organics				0.00
	Plasterboard				0.00
	Soil				0.20
	Ceramics and pottery				0.02
Electrical and electronic items and associated parts	Small domestic appliances				0.06
	Cables and chargers				0.00
	Batteries				0.01
	Light bulbs and tubes				0.00
	Ink and toner cartridges				0.00
	Other WEEE and associated consumables				0.03
Other	Absorbent hygiene waste				0.14
	Healthcare wastes				0.01
	Pet excrement and cat litter				0.37
	Synthetic and natural rubber items				0.01
Fines	Other				0.24
	Fines				0.09
	Total				7.87

Borough				Having
LOAC Category				A
Paper				0.37
Cardboard				0.52
Plastic films and flexibles				0.31
Dense plastic				0.65
Glass				1.03
Ferrous metal				0.18
Non-ferrous metal				0.09
Textiles				0.99
Food and drink				2.27
Garden waste				0.07
Wood				0.19
Inorganic materials				0.22
Electrical and electronic items and associated parts				0.11
Other				0.77
Fines				0.09
Total				7.87

Borough				Having
LOAC Category				A
Recyclable using borough's current service				0.96
Recyclable at MRF				1.76
Proportion of food waste				2.27
Proportion of garden waste				0.07
Potentially affected by DRS - On the Go				0.35
Potentially affected by DRS - All In				0.70
Potentially affected by packaging EPR				1.85

Appendix 3. National League

Quartile	Rank	Local Authority 2022/23	Authority	RECYCLING RATE	Collected household waste per person (kg) (Ex BVPI 84a)
Upper Quartile	1	South Oxfordshire District Council	Collection	61.60%	344.1
	2	Three Rivers District Council	Collection	61.50%	340
	3	Vale of White Horse District Council	Collection	60.90%	334.9
	4	St Albans City and District Council	Collection	60.10%	334.7
	5	Stratford-on-Avon District Council	Collection	60.00%	383.9
	6	East Devon District Council	Collection	59.50%	304.8
	7	Stockport MBC	Collection	59.30%	330.7
	8	Surrey Heath Borough Council	Collection	59.30%	346
	9	Dorset Council	Unitary	59.10%	443.7
	10	North Somerset Council	Unitary	58.90%	418.3
	11	Rochford District Council	Collection	58.70%	387.4
	12	South Gloucestershire Council	Unitary	58.60%	394.1
	13	East Riding of Yorkshire Council	Unitary	58.40%	472.6
	14	Trafford MBC	Collection	58.40%	321.5
	15	Tandridge District Council	Collection	57.80%	358.7
	16	Waverley Borough Council	Collection	57.80%	348.9
	17	Oxfordshire County Council	Disposal	57.20%	382
	18	Bath and North East Somerset Council	Unitary	56.90%	366.1
	19	Cotswold District Council	Collection	56.80%	406.2
	20	West Oxfordshire District Council	Collection	56.80%	363
	21	Maldon District Council	Collection	56.70%	359.8
	22	Stroud District Council	Collection	56.60%	306.8
	23	Cheshire West and Chester	Unitary	56.40%	434.5
	24	Guildford Borough Council	Collection	56.40%	351.6
	25	Somerset Waste Partnership	Unitary	56.30%	433.9
	26	Woking Borough Council	Collection	55.80%	345.2
	27	Mid Devon District Council	Collection	55.40%	329.8
	28	North Hertfordshire District Council	Collection	55.20%	339.6
	29	Mole Valley District Council	Collection	55.10%	366.7
	30	East Cambridgeshire District Council	Collection	55.00%	339.9
	31	Bracknell Forest Borough Council	Unitary	54.50%	367.2
	32	Reigate and Banstead Borough Council	Collection	54.20%	344.7
	33	Devon County Council	Disposal	54.00%	415.2
	34	Surrey County Council	Disposal	54.00%	409.3
	35	West Devon Borough Council	Collection	53.90%	311.2
	36	Teignbridge District Council	Collection	53.80%	355.2
	37	West Sussex County Council	Disposal	53.70%	417.6
	38	Colchester Borough Council	Collection	53.50%	307
	39	Elmbridge Borough Council	Collection	53.50%	375.9
	40	Warwick District Council	Collection	53.40%	354.6
	41	Huntingdonshire District Council	Collection	53.30%	359
	42	Staffordshire Moorlands District Council	Collection	53.20%	383.1
	43	Wokingham Council	Unitary	52.90%	366.8
	44	Cherwell District Council	Collection	52.80%	364.4
	45	Derbyshire Dales District Council	Collection	52.70%	347
	46	Bury MBC	Collection	52.60%	316.3
	47	Torrige District Council	Collection	52.60%	339.7
	48	Forest of Dean District Council	Collection	52.40%	379.7
	49	Shropshire	Unitary	52.10%	482.9
	50	Epsom and Ewell Borough Council	Collection	51.80%	337.8
	51	Tewkesbury Borough Council	Collection	51.80%	372.7
	52	Cheshire East	Unitary	51.70%	449
	53	Epping Forest Borough Council	Collection	51.70%	383.3
	54	Gloucestershire County Council	Disposal	51.50%	411.5
	55	Wigan MBC	Unitary	51.50%	403.9
	56	Horsham District Council	Collection	51.40%	353.4
	57	Chelmsford Borough Council	Collection	51.30%	362.2
	58	Hertfordshire County Council	Disposal	51.20%	391.1
	59	Ashford Borough Council	Collection	51.00%	344.6
	60	Rutland County Council	Unitary	50.90%	465.7
	61	Tameside MBC	Collection	50.90%	304.7
	62	Cumbria County Council	Disposal	50.70%	466
	63	Dacorum Borough Council	Collection	50.50%	359.6
	64	Broadland District Council	Collection	50.30%	369.1
	65	North Lincolnshire Council	Unitary	50.30%	468.7

66	Greater Manchester WDA (MBC)	Disposal	50.20%	375.2
67	Watford Borough Council	Collection	50.20%	306.8
68	West Berkshire District Council	Unitary	49.80%	427.4
69	Buckinghamshire Council	Unitary	49.60%	396.8
70	Bolton MBC	Collection	49.50%	300.1
71	Cheltenham Borough Council	Collection	49.50%	382.8
72	Reading Borough Council	Unitary	49.50%	304.9
73	Maidstone Borough Council	Collection	49.40%	329
74	Essex County Council	Disposal	48.80%	416.5
75	Bromley LB	Unitary	48.70%	366.6
76	Oxford City Council	Collection	48.60%	252.1
77	Ealing LB	Collection	48.40%	226.5
78	Hambleton District Council	Collection	48.40%	378.3
79	Cambridgeshire County Council	Disposal	48.20%	403.8
80	High Peak Borough Council	Collection	48.20%	369.9
81	Telford and Wrekin Council	Unitary	48.20%	449.5
82	Total	Total	48.20%	407.2
83	Milton Keynes Council	Unitary	48.10%	400.6
84	Uttlesford District Council	Collection	48.10%	351.8
85	Warwickshire County Council	Disposal	48.00%	394.8
86	Runnymede Borough Council	Collection	47.90%	325.5
87	Tonbridge and Malling Borough Council	Collection	47.80%	372.7
88	Tunbridge Wells Borough Council	Collection	47.80%	350.4
89	Isle of Wight Council	Unitary	47.70%	389.6
90	Salford City Council MBC	Collection	47.60%	292.2
91	Welwyn Hatfield Council	Collection	47.60%	318
92	Wakefield City MDC	Unitary	47.50%	424.2
93	Bournemouth, Christchurch and Poole Council	Unitary	47.30%	405.3
94	Rochdale MBC	Collection	47.10%	313.7
95	Windsor and Maidenhead Borough Council	Unitary	47.10%	382.5
96	Cambridge City and South Cambs Councils	Collection	46.90%	326.4
97	Calderdale MBC	Unitary	46.80%	382.1
98	Derbyshire County Council	Disposal	46.60%	440.7
99	Kingston-upon-Hull City Council	Unitary	46.60%	387.6
100	Castle Point Borough Council	Collection	46.50%	358
101	Royal Borough of Kingston upon Thames	Unitary	46.50%	325.6
102	Chorley Borough Council	Collection	46.00%	365.7
103	Newcastle-under-Lyme Borough Council	Collection	45.80%	362
104	Chichester District Council	Collection	45.70%	366.6
105	North Devon District Council	Collection	45.60%	369.9
106	Oldham MBC	Collection	45.60%	296.7
107	South Ribble Borough Council	Collection	45.60%	366.4
108	Blackpool Borough Council	Unitary	45.50%	441.4
109	Rushcliffe Borough Council	Collection	45.50%	372
110	Total	Total	45.40%	396
111	Total	Total	45.30%	414.9
112	Bristol City Council	Unitary	45.10%	327.4
113	Central Bedfordshire	Unitary	45.10%	426.1
114	Wealden District Council	Collection	45.00%	346.4
115	South Hams District Council	Collection	44.80%	339.4
116	Total	Total	44.70%	405.6
117	Barnsley MBC	Unitary	44.60%	405.3
118	Folkestone and Hythe District Council	Collection	44.60%	363.8
119	Stafford Borough Council	Collection	44.60%	373.6
120	Canterbury City Council	Collection	44.50%	319.1
121	Rother District Council	Collection	44.50%	395
122	Rotherham MBC	Unitary	44.50%	386
123	West Lancashire Borough Council	Collection	44.50%	396.5
124	West Northamptonshire	Unitary	44.50%	408.1
125	Lichfield District Council	Collection	44.30%	369.1
126	Warrington Borough Council	Unitary	44.20%	412
127	Braintree District Council	Collection	44.00%	387.5
128	Eden District Council	Collection	44.00%	379.8
129	South Staffordshire Council	Collection	43.90%	368.1
130	Staffordshire County Council	Disposal	43.90%	443
131	Bexley LB	Unitary	43.80%	337.9
132	South Lakeland District Council	Collection	43.70%	419
133	Doncaster MBC	Unitary	43.60%	430
134	Harborough District Council	Collection	43.60%	363.3
135	North Yorkshire County Council	Disposal	43.60%	450.9
136	South Derbyshire District Council	Collection	43.60%	378.5

137	East Hertfordshire District Council	Collection	43.50%	355.7
138	Sutton LB	Unitary	43.30%	316.2
139	Dover District Council	Collection	43.20%	351.7
140	Rugby Borough Council	Collection	43.20%	331
141	Wychavon District Council	Collection	43.20%	361.9
142	Basildon District Council	Collection	43.10%	400.2
143	Hertsmere Borough Council	Collection	43.10%	343.3
144	Norfolk County Council	Disposal	43.10%	422.8
145	North Norfolk District Council	Collection	43.10%	404.9
146	Ryedale District Council	Collection	43.10%	403.8
147	Merton LB	Unitary	43.00%	318.8
148	North West Leicestershire District Council	Collection	43.00%	373.4
149	Spelthorne Borough Council	Collection	43.00%	328.5
150	Melton Borough Council	Collection	42.90%	395.3
151	Lancashire County Council	Disposal	42.80%	424.5
152	Broxbourne Borough Council	Collection	42.70%	326.8
153	Arun District Council	Collection	42.30%	352.1
154	Eastleigh Borough Council	Collection	42.20%	327.8
155	Selby District Council	Collection	42.20%	414.7
156	Kent County Council	Disposal	42.10%	407.6
157	North Kesteven District Council	Collection	42.10%	381.6
158	Worcestershire County Council	Disposal	42.10%	429.9
159	North Northamptonshire	Unitary	42.00%	395.5
160	Hart District Council	Collection	41.90%	337.5
161	Gloucester City Council	Collection	41.80%	333.3
162	Leicestershire County Council	Disposal	41.80%	408.1
163	Mid Sussex District Council	Collection	41.80%	323.7
164	Worthing Borough Council	Collection	41.80%	340.5
165	Rushmoor Borough Council	Collection	41.70%	305.2
166	Total	Total	41.70%	390.2
167	York City Council	Unitary	41.60%	390.3
168	Charnwood Borough Council	Collection	41.50%	320.5
169	Solihull MBC	Unitary	41.50%	405.8
170	Total	Total	41.50%	394
171	Chesterfield Borough Council	Collection	41.30%	371.3
172	Harrogate Borough Council	Collection	41.30%	315.5
173	Kings Lynn and West Norfolk Borough Council	Collection	41.30%	382.9
174	Malvern Hills District Council	Collection	41.30%	316.6
175	Nottinghamshire County Council	Disposal	41.30%	445.2
176	Bromsgrove District Council	Collection	41.20%	365.7
177	Hinckley and Bosworth Borough Council	Collection	41.20%	375.8
178	East Sussex County Council	Disposal	41.10%	423.9
179	Southend-on-Sea Borough Council	Unitary	41.10%	397.5
180	Total	Total	41.10%	411.1
181	Fylde Borough Council	Collection	41.00%	391
182	North East Derbyshire District Council	Collection	41.00%	358.3
183	Carlisle City Council	Collection	40.80%	391.3
184	South Norfolk Council	Collection	40.70%	363.6
185	Blaby District Council	Collection	40.60%	333.2
186	Gravesham Borough Council	Collection	40.40%	332.2
187	Lewes District Council	Collection	40.40%	332.5
188	Richmond upon Thames LB	Collection	40.30%	361.8
189	Wyre Borough Council	Collection	40.30%	376.7
190	Cannock Chase Council	Collection	40.10%	369.7
191	Craven District Council	Collection	40.10%	353.7
192	Peterborough City Council	Unitary	40.10%	378.2
193	Swale Borough Council	Collection	40.10%	349.2
194	Wiltshire	Unitary	40.00%	403.6
195	East Lindsey District Council	Collection	39.70%	372.1
196	Erewash Borough Council	Collection	39.70%	375.4
197	West Lindsey District Council	Collection	39.60%	387.8
198	Leicester City Council	Unitary	39.50%	336.2
199	Oadby and Wigston Borough Council	Collection	39.50%	295.1
200	Winchester City Council	Collection	39.50%	326
201	Adur District Council	Collection	39.40%	279.8
202	Harlow District Council	Collection	39.30%	301.3
203	East Suffolk Council	Collection	39.10%	375.9
204	Mid Suffolk and Babergh District Council	Collection	39.00%	354.4
205	Bradford City MDC (MBC)	Unitary	38.90%	349.6
206	Manchester City Council MBC	Collection	38.80%	293.6
207	Hampshire County Council	Disposal	38.70%	400.2

208	Richmondshire District Council	Collection	38.70%	356.5
209	East Staffordshire Borough Council	Collection	38.60%	362.4
210	Tendring District Council	Collection	38.60%	339.2
211	Lincolnshire County Council	Disposal	38.50%	425.8
212	Norwich City Council	Collection	38.50%	302.5
213	Derby City Council	Unitary	38.40%	375.4
214	South Kesteven District Council	Collection	38.40%	364.3
215	Suffolk County Council	Disposal	38.20%	421
216	Torbay Council	Unitary	38.20%	393.2
217	Breckland Council	Collection	38.00%	360.7
218	North East Lincolnshire Council	Unitary	37.90%	431.9
219	Total	Total	37.90%	392.5
220	Eastbourne Borough Council	Collection	37.70%	323.3
221	Fenland District Council	Collection	37.70%	405
222	Herefordshire Council	Unitary	37.60%	365.7
223	Brentwood Borough Council	Collection	37.40%	361.3
224	Test Valley Borough Council	Collection	37.40%	335.4
225	County Durham	Unitary	37.10%	433.5
226	Croydon LB	Unitary	37.10%	333.3
227	Hillingdon LB	Collection	37.10%	316.4
228	North Warwickshire Borough Council	Collection	37.00%	399.1
229	Scarborough Borough Council	Collection	37.00%	373.6
230	Stevenage Borough Council	Collection	37.00%	334.7
231	Havering LB	Collection	36.60%	393.8
232	Medway Borough Council	Unitary	36.60%	404.3
233	Wolverhampton MBC	Unitary	36.60%	371.3
234	Ribble Valley Borough Council	Collection	36.50%	385
235	Copeland Borough Council	Collection	36.30%	382.9
236	Council of the Isles of Scilly	Unitary	36.30%	603.3
237	Hounslow LB	Collection	36.20%	298.8
238	Lancaster City Council	Collection	36.20%	356.7
239	West London Waste Authority	Disposal	36.10%	308.5
240	Bolsover District Council	Collection	36.00%	405.4
241	West Suffolk Council	Collection	35.90%	361.5
242	Allerdale Borough Council	Collection	35.80%	405.5
243	Fareham Borough Council	Collection	35.80%	306.2
244	Bedford	Unitary	35.70%	386
245	Dudley MBC	Unitary	35.50%	365.9
246	Sevenoaks District Council	Collection	35.50%	380.1
247	Halton Borough Council	Unitary	35.40%	423.6
248	Nuneaton and Bedworth Borough Council	Collection	35.40%	347
249	Tamworth Borough Council	Collection	35.40%	351
250	Thanet District Council	Collection	35.40%	349.1
251	Ashfield District Council	Collection	35.00%	353.9
252	Worcester City Council	Collection	35.00%	303.3
253	Leeds City Council MBC	Unitary	34.90%	367
254	Merseyside WDA (MBC)	Disposal	34.70%	452.4
255	Newark and Sherwood District Council	Collection	34.40%	364.6
256	East Hampshire District Council	Collection	34.30%	309.8
257	Enfield LB	Collection	34.20%	310.7
258	Cornwall	Unitary	34.10%	459.9
259	New Forest District Council	Collection	34.00%	324.8
260	Northumberland	Unitary	34.00%	448.8
261	St Helens MBC	Collection	34.00%	343
262	Stoke-on-Trent City Council	Unitary	33.70%	387.4
263	Brent LB	Collection	33.40%	257.2
264	Boston Borough Council	Collection	33.30%	379.3
265	Swindon Borough Council	Unitary	33.30%	366
266	Wyre Forest District Council	Collection	33.10%	343.4
267	Sefton MBC	Collection	33.00%	386.1
268	Barking and Dagenham LB	Collection	32.80%	362.9
269	Walsall MBC	Unitary	32.80%	381.4
270	Waltham Forest LB	Collection	32.80%	315.7
271	Gedling Borough Council	Collection	32.70%	367.1
272	Total	Total	32.70%	317.8
273	Broxtowe Borough Council	Collection	32.40%	357.3
274	Plymouth City Council	Unitary	32.20%	377.6
275	Amber Valley Borough Council	Collection	32.10%	366.5
276	North Tyneside Council	Unitary	32.00%	396.6
277	Sheffield City Council	Unitary	32.00%	328.1
278	Southwark LB	Unitary	32.00%	345.8

279	Darlington Borough Council	Unitary	31.70%	411.9
280	Gateshead MBC	Unitary	31.70%	435.3
281	Lincoln City Council	Collection	31.60%	338.5
282	Burnley Borough Council	Collection	31.50%	313.9
283	Rossendale Borough Council	Collection	31.50%	340.3
284	Crawley Borough Council	Collection	31.40%	285.4
285	Ipswich Borough Council	Collection	31.40%	358.2
286	Total	Total	31.20%	416
287	Wirral MBC	Collection	31.20%	365.7
288	Lambeth LB	Collection	31.10%	214.5
289	East London Waste Authority	Disposal	31.00%	343.4
290	South Holland District Council	Collection	31.00%	367.2
291	South Tyneside MBC	Unitary	31.00%	420.4
292	Redbridge LB	Collection	30.80%	317.6
293	Preston City Council	Collection	30.70%	351.3
294	Hyndburn Borough Council	Collection	30.60%	287.8
295	North London Waste Authority	Disposal	30.60%	311.8
296	Coventry City Council	Unitary	30.50%	349.1
297	Great Yarmouth Borough Council	Collection	30.40%	374.1
298	Mansfield District Council	Collection	30.30%	388.5
299	Redcar and Cleveland Borough Council	Unitary	30.20%	393.7
300	Sunderland City Council	Unitary	30.20%	404.2
301	Hartlepool Borough Council	Unitary	30.10%	399.6
302	Harrow LB	Collection	30.00%	356.6
303	Havant Borough Council	Collection	29.90%	332.9
304	City of London	Unitary	29.80%	406.3
305	Blackburn with Darwen Borough Council	Unitary	29.60%	341.6
306	Pendle Borough Council	Collection	29.60%	343.6
307	Basingstoke and Deane Borough Council	Collection	29.40%	327.5
308	Greenwich LB	Unitary	29.20%	345.7
309	Sandwell MBC	Unitary	29.20%	351.5
310	Hastings Borough Council	Collection	28.60%	329.3
311	Thurrock Council	Unitary	28.50%	385
312	Brighton and Hove Council	Unitary	28.30%	365.4
313	Camden LB	Collection	27.70%	262
314	Islington LB	Collection	27.70%	246.7
315	Portsmouth City Council	Unitary	27.70%	334.5
316	Haringey LB	Collection	27.40%	307.5
317	Redditch Borough Council	Collection	27.40%	311.5
318	Southampton City Council	Unitary	27.40%	348.3
319	Barnet LB	Collection	27.30%	354
320	Gosport Borough Council	Collection	27.30%	287.8
321	Bassetlaw District Council	Collection	26.50%	377
322	Hackney LB	Collection	26.30%	318.3
323	Knowsley MBC	Collection	26.30%	381.1
324	Kirklees MBC	Unitary	26.00%	357.2
325	Hammersmith and Fulham LB	Collection	25.70%	230
326	Newcastle-upon-Tyne City Council MBC	Unitary	25.60%	355.1
327	Newham LB	Collection	25.60%	339.9
328	Stockton-on-Tees Borough Council	Unitary	25.20%	421.5
329	Nottingham City Council	Unitary	25.10%	350.4
330	Slough Borough Council	Unitary	25.10%	312.6
331	Luton Borough Council	Unitary	24.90%	331.5
332	Westminster City Council	Unitary	24.60%	397.7
333	Exeter City Council	Collection	24.50%	278.4
334	Western Riverside Waste Authority	Disposal	24.30%	268.1
335	Dartford Borough Council	Collection	23.50%	337
336	Middlesbrough Borough Council	Unitary	23.10%	451.4
337	Royal Borough of Kensington and Chelsea	Collection	23.10%	308.7
338	Lewisham LB	Unitary	23.00%	290.2
339	Birmingham City Council	Unitary	22.90%	341.1
340	Wandsworth LB	Collection	22.40%	286.1
341	Barrow-in-Furness Borough Council	Collection	18.00%	345.5
342	Liverpool City Council	Collection	17.90%	379
343	Tower Hamlets LB	Unitary	17.70%	296.4

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Appendix 4. London League Table

Rank	Local Authority 2022/23	Authority	RECYCLING RATE	Collected household waste per person (kg) (Ex BVPI 84a)
1	Bromley LB	Unitary	48.70%	366.6
2	Ealing LB	Collection	48.40%	226.5
3	Bexley LB	Unitary	43.80%	337.9
4	Sutton LB	Unitary	43.30%	316.2
5	Merton LB	Unitary	43.00%	318.8
6	Richmond upon Thames LB	Collection	40.30%	361.8
7	Croydon LB	Unitary	37.10%	333.3
8	Hillingdon LB	Collection	37.10%	316.4
9	Havering LB	Collection	36.60%	393.8
10	Hounslow LB	Collection	36.20%	298.8
11	West London Waste Authority	Disposal	36.10%	308.5
12	Enfield LB	Collection	34.20%	310.7
13	Brent LB	Collection	33.40%	257.2
14	Barking and Dagenham LB	Collection	32.80%	362.9
15	Waltham Forest LB	Collection	32.80%	315.7
16	Southwark LB	Unitary	32.00%	345.8
17	Lambeth LB	Collection	31.10%	214.5
18	East London Waste Authority	Disposal	31.00%	343.4
19	Redbridge LB	Collection	30.80%	317.6
20	North London Waste Authority	Disposal	30.60%	311.8
21	Harrow LB	Collection	30.00%	356.6
22	City of London	Unitary	29.80%	406.3
23	Greenwich LB	Unitary	29.20%	345.7
24	Camden LB	Collection	27.70%	262
25	Islington LB	Collection	27.70%	246.7
26	Haringey LB	Collection	27.40%	307.5
27	Barnet LB	Collection	27.30%	354
28	Hackney LB	Collection	26.30%	318.3
29	Hammersmith and Fulham LB	Collection	25.70%	230
30	Newham LB	Collection	25.60%	339.9
31	Lewisham LB	Unitary	23.00%	290.2
32	Wandsworth LB	Collection	22.40%	286.1
33	Tower Hamlets LB	Unitary	17.70%	296.4

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Appendix 5. Modelled Assumptions

Last property count 110,044 (May 2024) - based on LLPG data.

Housing type	Quantity	% of housing stock
Kerbside	87,202	79.24%
Communal	19,057	17.32%
Flats above shops	3,785	3.44%
Total	110,044	100.00%

Tonnage Assumptions for residual waste:

Total (t)	Houses (t)	Flats (t)
64424	60424	4000

General Assumptions

5% attrition rate per year on caddies and bins
 Clean flats bins annually
 25% of residents will request additional liners to be delivered (alternative option to follow other boroughs and make them available at libraries / community hubs)
 Havering will deliver liners once a year (alternative option to follow other boroughs and make them available at libraries / community hubs)
 Urbaser submission based on participation rate of 45% but need to aim for 70-80% and uplift costs accordingly, if further changes to service such as alternate weekly collections were to be introduced.

Household type	% food in residual waste	Expected participation rate	Tonnes food in residual waste	Expected tonnes of food captured for recycling	Average kg/hh/yr	Average kg/hh/week *	Volume litres
H	44.50%	45%		12100			
A	39.30%	45%		10686			
Kerbside average	41.90%	45%	25318	11393	130.65	2.51	3.59
Flats	28.90%	30%	1156	347	15.18	0.29	0.42
All households average	41.09%	41.89%	26474	11089	100.77	1.94	2.77

Recycling Rate assumptions	
Total household waste (tonnes)	102,824
Tonnes of Household waste recycled / composted 2023/24	38,400
2023/24 household recycling and composting rate	37.35%
Food waste captured (estimate)	11740
Expected new household waste recycled / composted	48.76%

* 2023/24 data taken from www.wastedataflow.org

* WRAP average 1.47kg/hh/wk, however Havering has higher than average waste production (nearly double the national average).

Communal properties	
Households	19057
Blocks	1133
Average hh/block	16.82
Tonnes per year per block	0.31
Total kg/week/block	5.89
Food Waste Density kg/m3	700
Volume litres	8.41
180L or 240L bins per block (average)	1

Food waste density 700kg/m3
 700kg food waste = 1m3 or 1000L

kg	L
700	1000
7	10
1	1.43

1.3 = Current average recycling bins per block
 2.46 = Current average residual bins per development

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Appendix 6. Costs

Year 1 Capital

Containers

	No	Unit price £	Total	DEFRA Offer	Difference
5L caddie	109,000.00	£ 1.57	£ 171,130.00	£ 227,243.00	£56,113
23L caddie	90,000.00	£ 4.73	£ 425,700.00	£ 431,831.00	£6,131
Flats food bins	1,473.00	£ 600.00	£ 883,800.00	£ 110,009.00	-£773,791
			£ 1,480,630.00	£ 769,083.00	-£711,547

Vehicles

	No.	Unit price £	Total purchase price	DEFRA Offer	Difference
Orus 6 7.5t 4x2 Isuzu Chassis	8	£100,618	£804,944	£ 1,125,300.00	
Orus 7 12t 4x2 DAF Chassis	5	£135,194	£675,970		
Electric Supervisor Van Vauxhall Vivaro	2	£43,950	£87,900		
			£1,568,814	£1,125,300	-£443,514

Depot

	No.	Unit price £	Total purchase price	DEFRA Offer	Difference
Depot alterations	1	£150,000	£150,000		
			£150,000		-£150,000

Year 1 revenue costs (Doesn't include indexation and potential property uplift)

"Transitional" / Revenue costs

	No	Unit price £	Total	DEFRA Offer*	Difference
Survey of flats	1	£ 20,000.00	£20,000		
Delivery of caddies / liners / leaflets	109,000	£ 4.00	£436,000		
Initial Caddy liners 15mu (100 liners per hh + 1	11,990	£ 22.40	£268,576		
Replacement 5L caddies	2,725	£ 1.57	£4,278		
Replacement 23L caddies	2,375	£ 4.73	£11,234		
Delivery of replacement caddies	5,100	£ 4.70	£23,970		
Additional liners (25% total)	2,248	£ 17.70	£39,790		
Additional liner delivery	2,248	£ 4.70	£10,566		
New / Replacement Flats food bins	37	£ 600.00	£22,200		
Comms	1	£ 70,000.00	£70,000		
FCC collection costs (6 months)	1	£ 1,362,457.00	£1,362,457		
Cost of Capital borrowing	1	£ 228,000.00	£228,000		
			£2,497,070		-£2,497,070

Y2 onwards (Doesn't include indexation and potential property uplift)

	No	£	Total	DEFRA Offer*	Difference
Replacement 5L caddies	5450	£ 1.57	£8,557		
Replacement 23L caddies	4750	£ 4.73	£22,468		
Delivery of replacement caddies	10200	£ 4.70	£47,940		
Annual liners per 1,000**	11990	£ 22.40	£268,576		
Annual liner delivery	109000	£ 4.70	£512,300		
Additional liners (25% total)	4496	£ 17.70	£79,579		
Additional liner delivery	4496	£ 4.70	£21,131		
New / Replacement Flats food bins	74	£ 600.00	£44,400		
Urbaser collection charge per annum	109000	£ 22.27	£2,725,000		
Cost of Capital borrowing	1	£ 228,000.00	£228,000		
			£3,957,950		-£3,957,950

* Transitional and revenue funding not yet released.

** Assume 2 liners per hh per week

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Haverling

LONDON BOROUGH

Name	The London Borough of Havering, Food Waste Survey Analysis
Version number	V1
Status	Appendix 8 to “Decision to implement domestic food waste collections, and delegate purchasing” report for Cabinet, January 2025.
Authors	Louise Warner and Lee Latchford (Insight Team) Sue Verner (Engagement and Participation Team)
Date	16 December 2024

Food Waste Survey 2024

Website: <https://consultation.havering.gov.uk/environment/haverings-new-food-waste-collection>

Open Date: 9 October 2024

Close Date: 30 November 2024

How did you find out about this survey?	Survey responses	
	Number	Percent
Havering Council's e-newsletter	805	43%
Facebook	329	18%
Havering Council's website	326	17%
My local library	89	5%
Nextdoor	86	5%
X/(Twitter)	83	4%
Other	64	3%
From a friend or relative	46	2%
Councillor	18	1%
Newspaper	12	1%
Voluntary or community sector organisation	8	0%
Poster	2	0%
Total	1868	100%

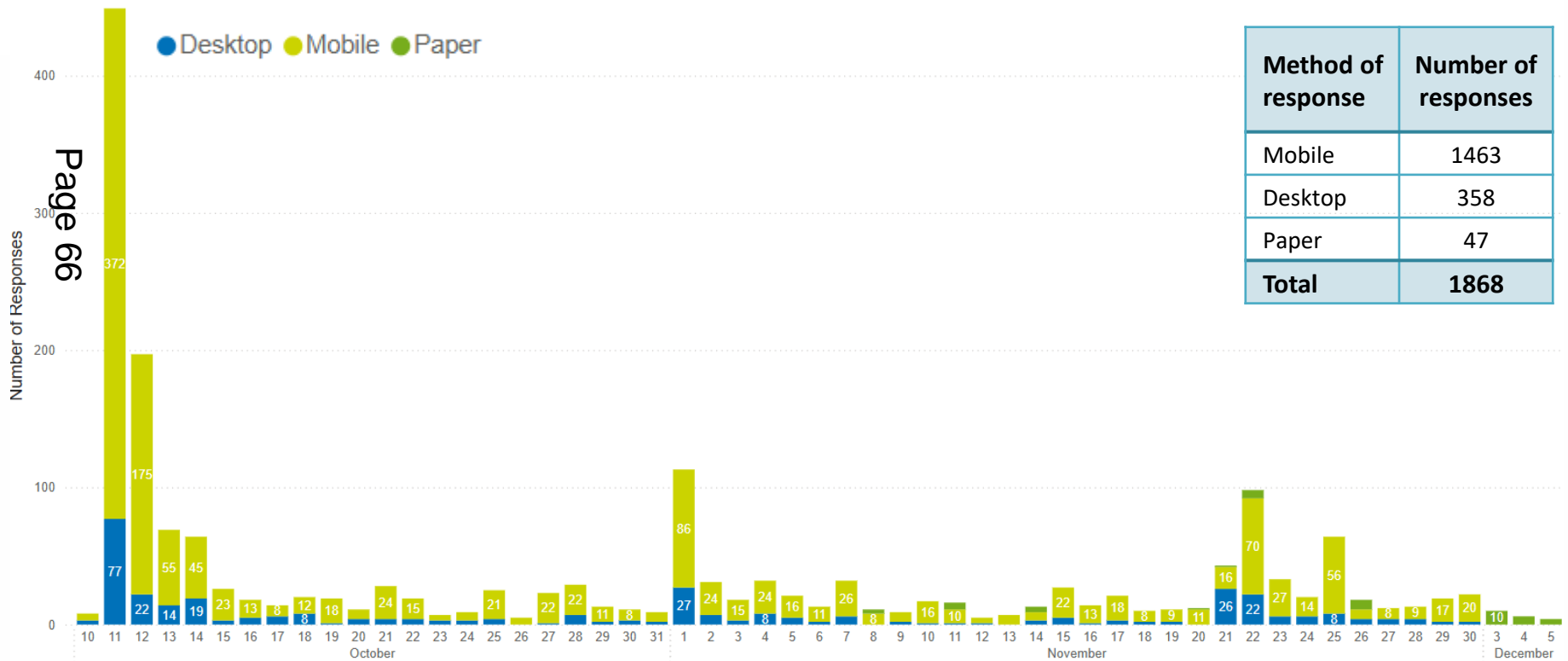
Method	Survey responses	
	Number	Percent
Online	1821	97%
Paper	47	3%
Total	1868	100%

805 residents (43%) found out about the food waste collection survey from the Living e-newsletter.

A further 18% found out from Facebook and 17% from the Council website.

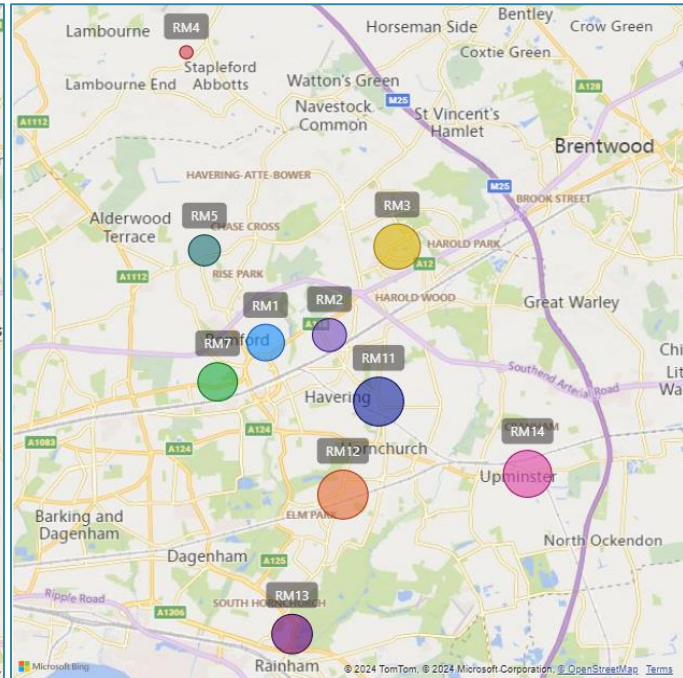
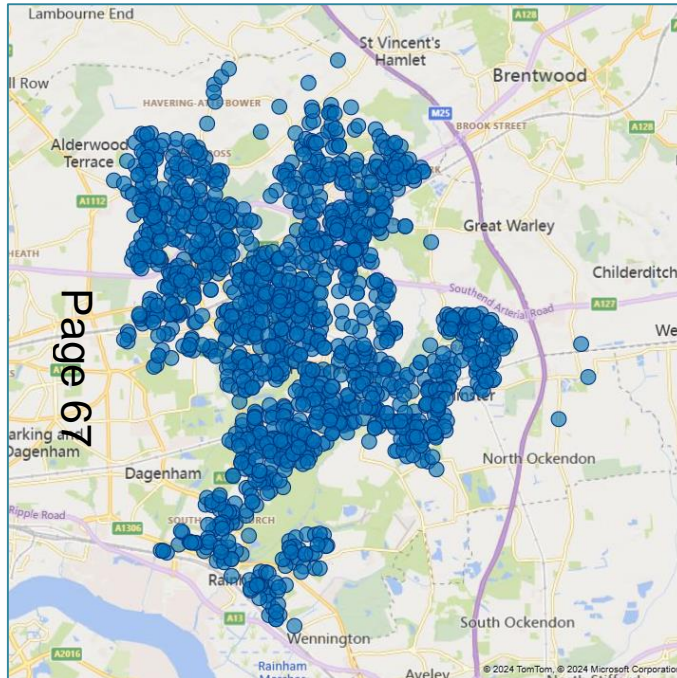
Response dates

Almost a quarter of responses (24%) were submitted on Friday 11th October, two days after the survey opened. There was an increase in responses on Friday 1st November, and Friday 22nd November, following reminder features in the Living in Havering e-newsletter. The most popular method of responding was online using a mobile device (phone or tablet). 47 paper copies were received before the closing date of the survey (20 of which were entered online between Dec 3-5).



Response postcode

The highest number of responses were from the RM12, RM11, RM14 and RM3 postcode areas.



Postcode	Survey responses	
	Number	Percent
RM12	298	16%
RM11	297	16%
RM14	272	15%
RM3	251	13%
RM13	184	10%
RM7	174	9%
RM1	154	8%
RM2	123	7%
RM5	105	6%
RM4	10	<1%
Total	1868	100%

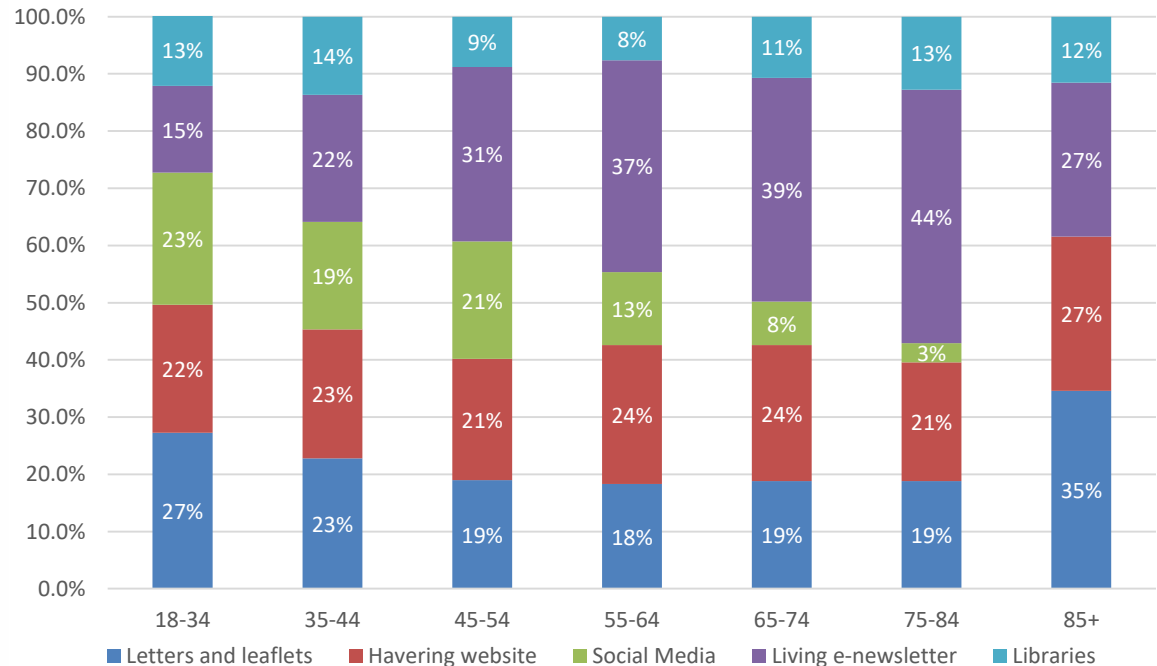
How would you like to receive updates?

The most popular method of receiving updates is the Living e-newsletter, with almost two-thirds (61%) of respondents choosing this option. A further 43% of respondents would like to receive updates on the Havering website.

How would you like to receive updates? – analysis by age group

The chart below shows the five most popular ways to receive updates, analysed by age group. Letters and leaflets are the most popular choice for younger residents aged 18 to 44, and also the oldest residents aged 85+. The Living e-newsletter is the most popular choice for residents aged 45 to 84.

How would you like to receive updates?	Percentage of respondents *
Living e-newsletter	61%
Havering website	43%
Letters and leaflets	38%
Social media	26%
Libraries	20%
Billboard advertisements	7%
Community centres	7%
Places of worship / faith groups	4%
Radio advertisements	3%
Road shows	3%



*Respondents could select as many options as they wanted

N.B. Numbers may not always add up to 100% due to rounding

Gender

There were 1473 responses to this question, and 395 not answered.

Of those who provided a response, 70% were female and 23% male. A significantly higher proportion of female residents responded to this survey than the borough average (53%).

Gender	Survey responses		Havering average
	Number	Percent	Percent
Female	1035	70.3%	52.6%
Male	342	23.2%	47.4%
Another description (including non-binary and prefer not to say)	96	6.5%	Not available
Total	1222	100%	100%
<i>Not answered</i>	395	-	-

Faith, religion, belief

There were 1428 responses to this question, and 440 not answered. Of those who provided a response, 51% were Christian, which is the slightly lower than the borough average. 32% had no religion, compared to the borough average of 29%. There were fewer responses from non-Christian religions (i.e. Buddhist, Hindu, Jewish, Muslim and Sikh) than the borough average.

Religion	Survey responses		Havering average
	Number	Percent	Percent
Buddhist	5	<1%	<1%
Christian	732	51%	55%
Hindu	16	1%	2%
Jewish	7	<1%	1%
Muslim	15	1%	5%
Sikh	8	<1%	2%
No religion	457	32%	29%
Other	26	1.5%	<1%
Prefer not to say	162	11%	5%
Total	1428	100%	100%
<i>Not answered</i>	440	-	-

* Census 2021: <https://www.ons.gov.uk/datasets/create>

Age

There were 1483 responses to this question, and 385 not answered. There was a significantly lower proportion of responses from younger age groups (18-24 and 25-34), and a significantly higher proportion of responses from older age groups (55-64, 65-74 and 75-84) than the borough average.

Age	Survey responses		Havering average (aged 18 and over only)*
	Number	Percent	Percent
18-24	1	<0.1%	9.5%
25-34	67	4.5%	17.8%
35-44	244	16.5%	18.0%
45-54	261	17.6%	16.5%
55-64	305	20.6%	15.6%
65-74	327	22.0%	11.8%
75-84	174	11.7%	7.4%
85+	21	1.4%	3.4%
Prefer not to say	83	5.6%	-
Total	1232	100%	100%
<i>Not answered</i>	245	-	-



*Census 2021: <https://www.ons.gov.uk/datasets/create>

Ethnic origin

There were 1457 responses to this question, and 411 not answered. Of those who provided a response, 87% were 'White or White British', which is greater than the borough average of 79%. There were fewer responses from Asian / Asian British and Black / Black British residents than the borough average.

Sexual orientation

There were 1443 responses to this question, and 425 not answered. Of those who provided a response, 86% were heterosexual. There is no data available for a comparison with the borough average.

Ethnic origin	Survey responses		Havering average
	Number	Percent	Percent
Asian or Asian British	45	3%	10%
Black or Black British	26	2%	7%
Mixed or multiple ethnic group	24	2%	2%
Other ethnic group	4	<1%	2%
White or White British	1266	87%	79%
Prefer not to say	92	6%	-
Total	1457	100%	100%
<i>Not answered</i>	<i>411</i>	<i>-</i>	

Sexual orientation	Survey responses	
	Number	Percent
Straight or heterosexual	1245	86%
Gay or lesbian	26	2%
Bisexual	24	2%
Another description	5	<1%
Prefer not to say	143	10%
Total	1443	100%
Not answered	425	-

* Census 2021: <https://www.ons.gov.uk/datasets/create>

Disability

There were 1456 responses to this question, and 412 not answered. Of those who provided a response, 17% considered themselves to have a disability, impairment or health-condition. This is similar to the borough average.

Of the 314 residents declaring a disability, the most common disability was long-term illness, (44%) followed by sensory e.g. hearing or sight impairment (30%).

20 residents who responded to this survey currently receive an assisted collection.

Do you consider yourself to have a disability, impairment or health-condition?	Survey responses		Havering average
	Number	Percent	Percent
Yes	314	17%	17.3%
No	1044	56%	82.7%
Prefer not to say	98	5%	-
Total	1456	100%	100%
<i>Not answered</i>	412	-	

Description of disability* *respondents were able to select more than one description	Number of respondents	
	Number	Percent
Sensory	94	30%
Physical	82	26%
Mental illness	47	15%
Developmental or Educational	27	9%
Learning disability / condition	3	1%
Long-term illness	139	44%
Other	39	12%

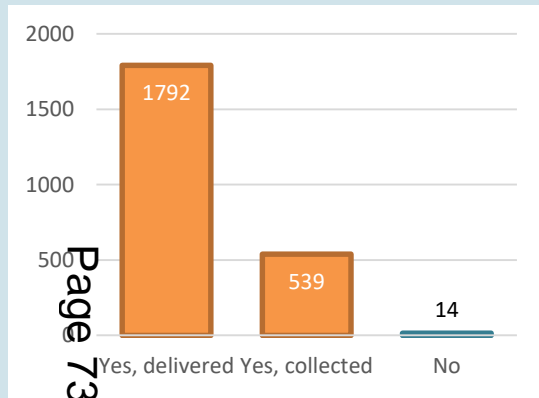
*Census 2021: <https://www.ons.gov.uk/datasets/create>

Do you receive an assisted collection?	Yes	No / not answered
Survey responses	20 (1%)	1848 (98%)

How you recycle – Orange Sacks

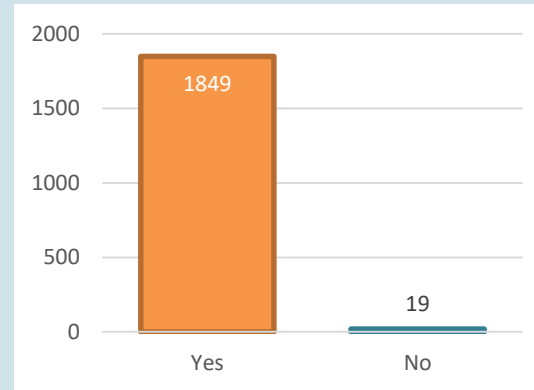
Have you received Havering orange recycling sacks in the past 6 months?

Respondents were able to select more than one option.



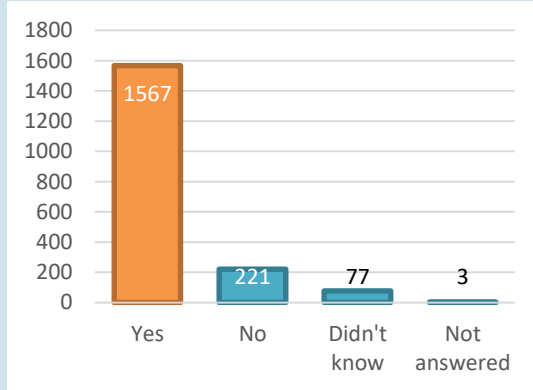
The majority of residents who responded to this survey had received orange recycling sacks in the past six months. Of these residents, 477 (27%) also collected additional orange sacks. 62 residents stated they did not have a delivery but they collected their orange sacks. There was no particular location which did not receive sacks.

Do you currently use the orange sack recycling service?



Almost all residents (99%) who responded to the survey currently use the orange sack recycling service.

Do you recycle your glass in the orange recycling sack?



84% of residents recycle glass in their orange sack.

If you answered "No", can you tell us why you don't use the orange sack recycling service?

Of the 19 residents who do not use the orange sack recycling service, the main reason was lack of space for storing their recycling.

11 residents provided a comment for this question. Of these, just under half (5) stated they do not receive enough orange sacks or they are not delivered frequently enough.

Why don't you use the orange sack recycling service?*

*respondents were able to select more than one description

	Survey responses	
	Number	Percent
No space for storage	11	58%
I don't receive sacks	5	26%
I don't believe it gets recycled	4	21%
Too much work	2	11%
I don't know what to recycle	2	11%
I don't produce recyclable waste	-	-
Other	1	5%

How do you feel about recycling?

There was resounding agreement with all of the statements in the survey.

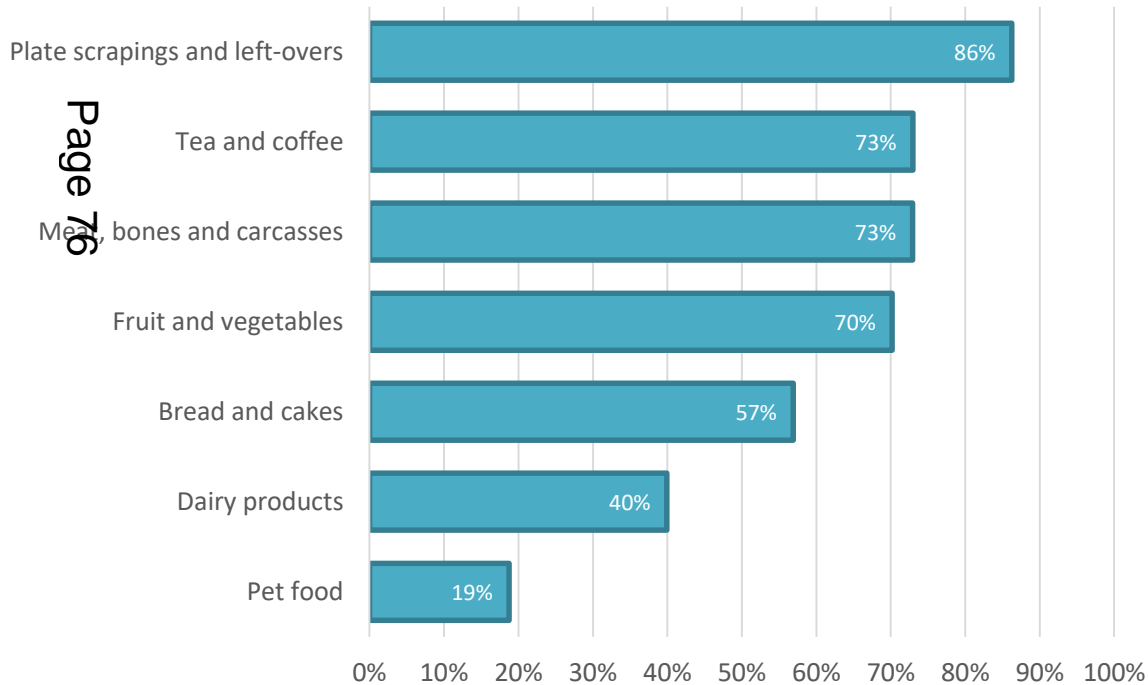
How do you feel about recycling?	Responses				
	Strongly Agree	Agree	No preference	Disagree	Strongly Disagree
Residents should recycle as much as possible	79%	16%	4%	1%	<1%
It is important that the Council keeps the borough clean and tidy	92%	8%	<1%	<1%	<1%
The Council should make it easy for residents to recycle	87%	11%	2%	<1%	<1%
The Council should save money by reducing overall waste	71%	20%	7%	1%	1%
The Council should meet national recycling targets	63%	23%	12%	1%	1%

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Please tell us the type of food waste you would normally throw away in your black sacks.

Respondents were able to select more than one option.

The most common type of food waste thrown away in black sacks is plate scrapings and left-overs.



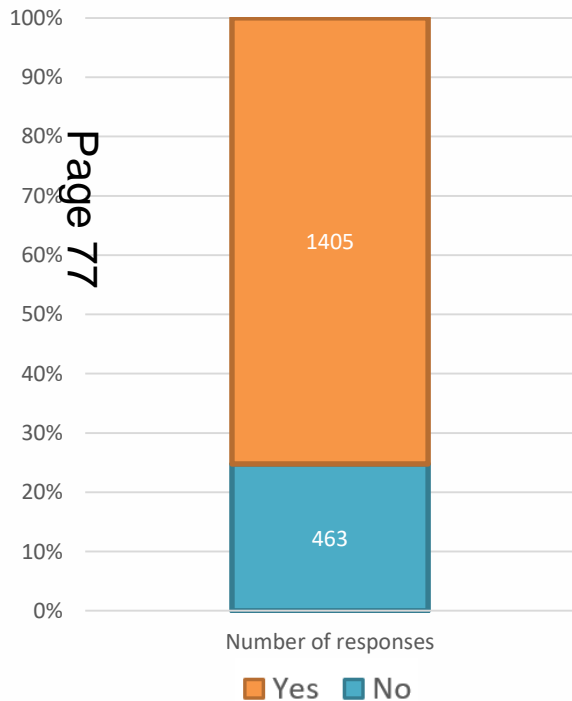
Do you currently compost any of your food waste at home?

Just over a quarter of residents who completed the survey currently compost their food waste.

Do you compost?	Survey responses	
	Number	Percent
Yes	486	26%
No	1147	62%
No, I am not able to	232	12%
Total	1865	100%
<i>Not answered</i>	3	-

Would you use a dedicated weekly food waste collection service?

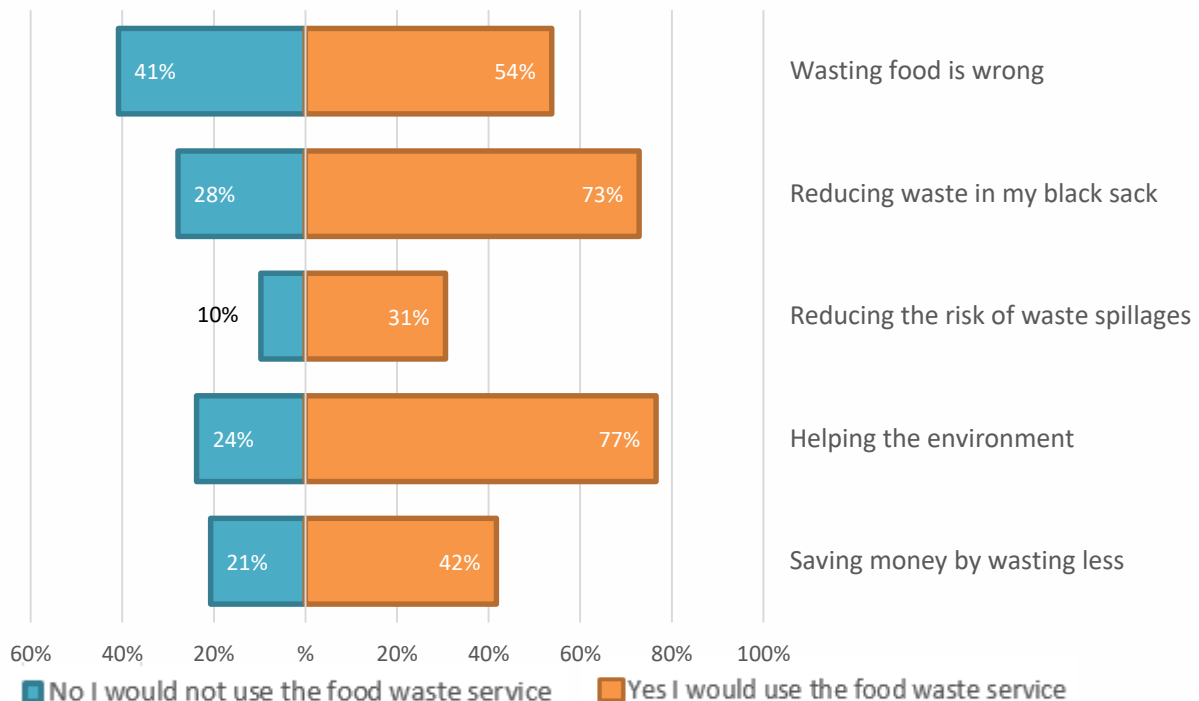
75% of residents who responded to the survey would use a dedicated weekly food waste collection service.



How would reducing food waste benefit you and your household?

Respondents were able to select more than one option.

The biggest benefits of reducing food waste to households were helping the environment and reducing black sack waste. Residents who stated they would not use the food waste service were less likely to perceive any benefits from reducing food waste than those who would.

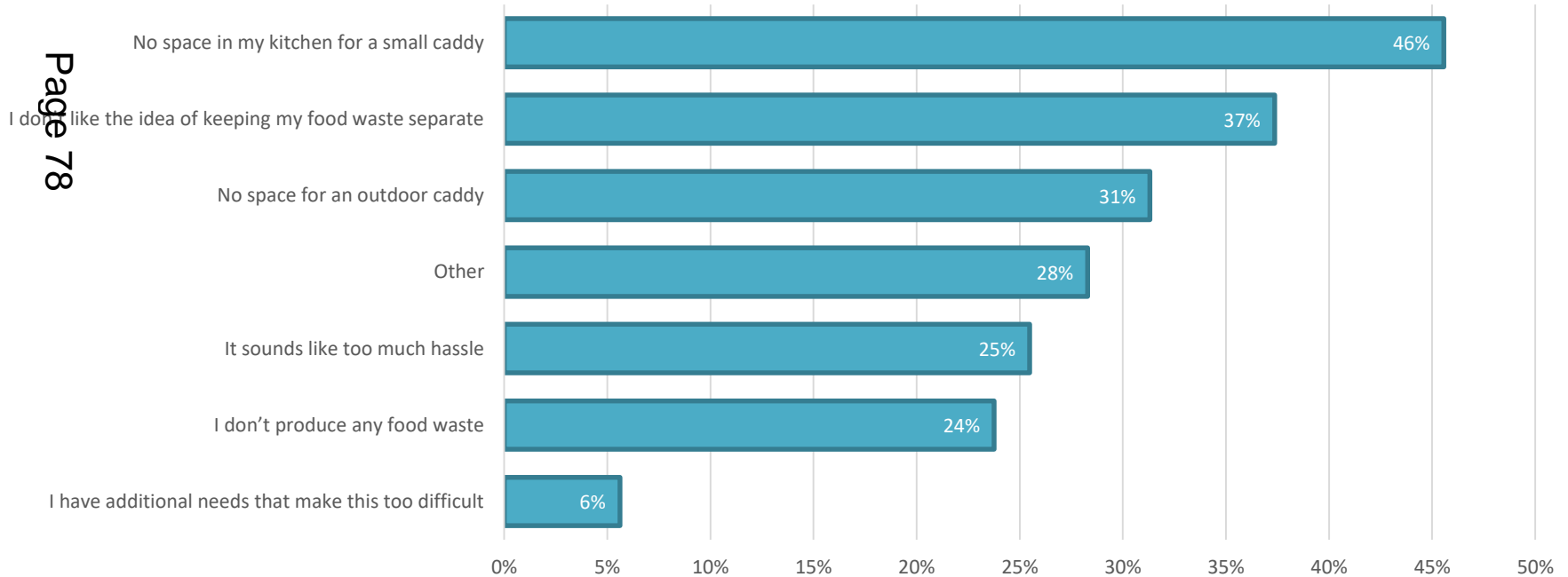


If you would not use the food waste service, what is stopping you?

Respondents were able to select more than one option.

The top reasons for not using the food waste service were lack of space indoors (46%) and outdoors (31%), and a dislike of keeping food waste separate.

A quarter of residents who would not use the food waste service, stated they do not produce any food waste.



If you answered “No” to using a dedicated weekly food waste collection, what would stop you from using this service? – “other”

174 residents who stated they would not use the food waste service provided an additional comment. The most common themes were:

Hygiene and smell issues (45)

Residents are concerned about the smell and hygiene of keeping food waste, particularly in the summer, which could attract flies, maggots, and other pests.

Vermin and pests (28)

There are significant worries about food waste attracting vermin such as flies, rats, mice, and foxes, which could lead to health hazards and increased pest activity.

Minimal food waste production (28)

Many individuals noted that they produce very little food waste, making a separate collection service unnecessary.

Existing waste management practices (30)

Many residents already use composting methods or waste disposal units, reducing the need for a separate food waste collection service.

Aesthetics, practicality and space (11)

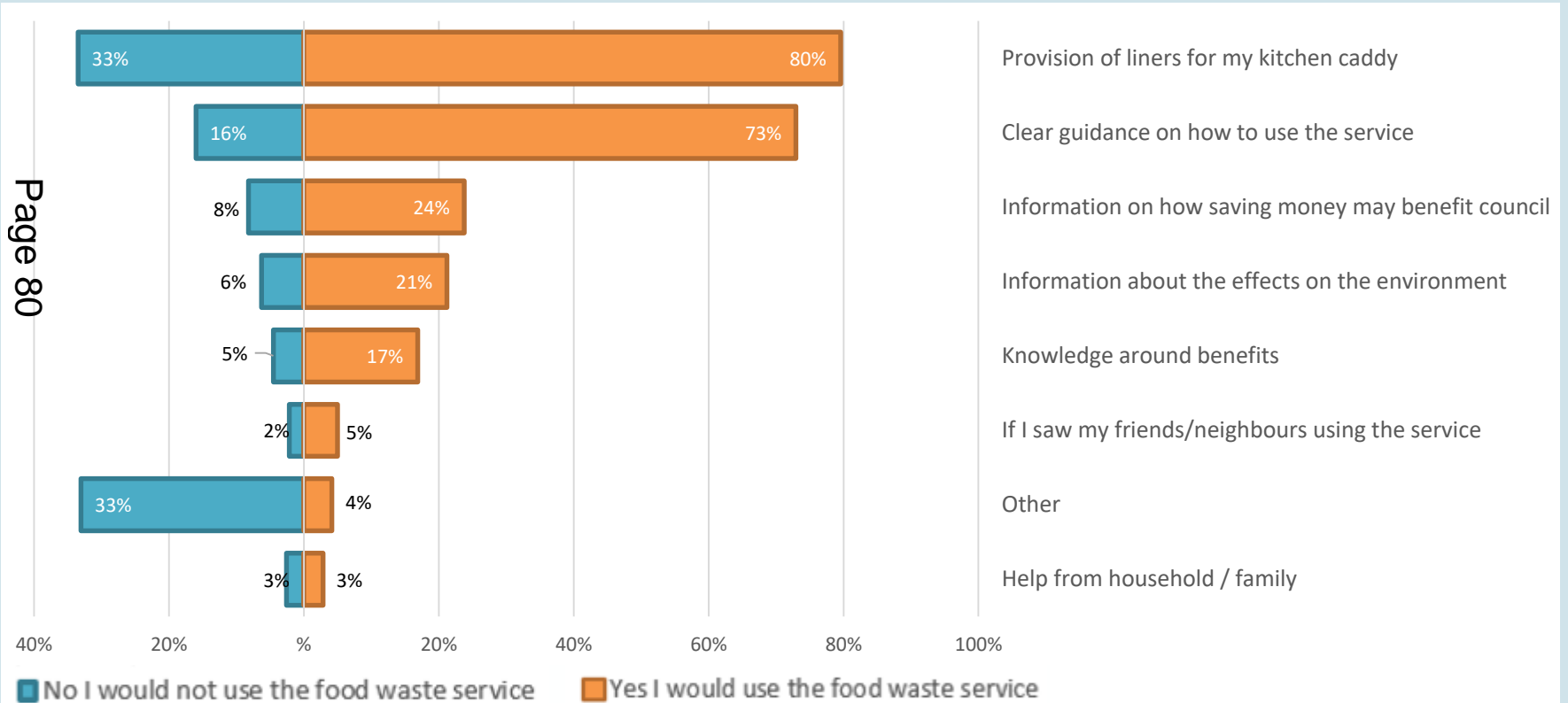
Concerns about having enough space for additional bins, living in a flat and the practicality of managing food waste collections were mentioned. There are also concerns that the food waste bins or caddies are not aesthetically pleasing and will be an eyesore either in the home or on kerbside.

Environmental and Financial Costs (18):

Some residents believe that the financial and environmental costs of implementing a food waste collection service outweigh the benefits.

What might encourage or enable you to use a designated food waste collection service?

Respondents were able to select more than one option.



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What might encourage or enable you to use a designated food waste collection service? – “other”

175 residents who stated they would not use the food waste service, provided an additional comment. The most common themes were:

Nothing – refusal to participate (64)

64 residents said that nothing will encourage them to use the service.

Provision of containers (33)

There were 33 requests for the provision of appropriate containers, such as outdoor bins, caddies, and liners, to facilitate food waste collection.

Not required due to existing practices (31)

Several residents stated that they already compost their food waste (18) or have minimal waste (12) or use their green bin (1) and therefore do not need a separate collection service.

Concerns about pests (13)

Many residents expressed concerns about pests such as foxes and vermin, suggesting that secure, animal-proof containers are necessary.

Collection reliability (11)

Assurance of regular and reliable collection was a significant factor for many residents.

Financial incentives (7)

Some residents suggested that financial incentives, such as council tax reductions or discounts (6), and knowing the cost (1), would encourage them to use the service.

Environmental benefits (7)

Some respondents emphasized the importance of recycling food waste for environmental reasons and would use the service if it were available.

More information / education (5)

Education on the benefits of food waste recycling and how to properly use the service was suggested to increase participation.

Do you have any other ideas or suggestions about our proposals for a weekly food waste collection from households?

518 respondents provided a suggestion. The most common themes were:

Education and community involvement	Residents suggest using case studies, community meetings, and educational materials to encourage participation and inform about the benefits of the food waste collection service. Involving the community through educational programs, especially targeting schools and local businesses, was also suggested to ensure widespread adoption.
Updates and transparency	Residents requested regular updates on the program's success, including statistics on recycling rates and environmental benefits.
Concerns about containers, caddies and bins	Many residents express concerns about the durability and effectiveness of the provided caddy liners, as well as the need for secure, animal-proof containers to prevent messes.
Collection points and frequency / integration with current service	There are questions about where food waste containers will be placed, especially in communal areas, and the necessity of ensuring weekly collections to avoid odour and hygiene issues.
Costs	Suggestions include financial incentives for participating households and concerns about the potential costs of implementing the service, including the cost of liners and bins
Environmental and practical benefits	Highlighting the environmental benefits, such as reduced landfill waste and greenhouse gas emissions, is seen as crucial for gaining public support.
Concerns about vermin	There are significant concerns about attracting vermin, such as rats and foxes, and the need for secure, lockable bins to mitigate this issue.
Opposition and Scepticism	Some residents are opposed to the initiative, citing concerns about its effectiveness, potential mess, and additional burden on households.

Overall summary of survey:

Responses

- **1868** residents responded
- **43%** found out about the survey from the **Living in Havering e-newsletter**
- There was a **low** proportion of responses from **younger** age groups (18-24 and 25-34),
- There was a **high** proportion of responses from **older** age groups (55-64, 65-74 and 75-84)

Communication Preferences

- **Letters and leaflets** are the most popular communication choice for younger residents aged 18 to 44, and also the oldest residents aged 85+.
- **The Living e-newsletter** is the most popular communication choice for residents aged 45 to 84.

Recycling

- **Almost all residents (99%)** who responded to the survey currently use the orange sack recycling service.
- **84%** of residents recycle glass in their orange sack.

Composting

- Just over a **quarter** of residents who completed the survey currently compost their food waste.

Food waste

- **75%** of residents who responded to the survey would use a dedicated weekly food waste collection service
- The top reasons for not using the food waste service were **lack of space** indoors (46%) and outdoors (31%).
- Another big concern was a dislike of keeping food waste separate, for **hygiene** reasons and concerns about **pests**.

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CABINET

22 JANUARY 2025

Subject Heading:

Housing Services – Tenancy policy (2024)

Cabinet Member:

Cllr Paul McGeary

ELT Lead:

Paul Walker, Director of Property and Housing

Report Author and contact details:

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Policy context:

This policy sets out the Council's position in relation to its tenancy terms and conditions.

It aligns with other, associated Council policies.

It is required by the Housing Regulator as a stand-alone policy.

Financial summary:

No financial implications.

Is this a Key Decision?

Yes, because it will have a significant effect on two or more Wards.

When should this matter be reviewed?

Annually, to ensure it continues to comply with legislative or regulatory requirements

Reviewing OSC:

To be reviewed by the OSC Board.

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

People - Supporting our residents to stay safe and well

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

Resources - Enabling a resident-focused and resilient Council

SUMMARY

This policy outlines our approach to providing a fair and transparent tenancy management service, reflecting our commitment to provide secure, high-quality housing and ensure that our residents have a safe and comfortable home.

The need for a Tenancy Policy is a requirement of social housing reforms set out in the Localism Act 2011 and is a requirement of the Regulatory Framework for Social Housing.

The policy reforms include the introduction of the right to issue tenancies for a fixed length of time and changes to the rights of succession.

This aims to give social housing providers greater flexibility in making best use of their stock and Affordable Rent Tenure Options (affordable rent means up to 80% of the local market rent) to increase rental income and in turn maximise the supply of homes.

This policy sets out how Havering Council ('the landlord') use the range of options available in the Localism Act to assist in meeting its strategic aims, outlining:

- the use of different tenancy types to ensure the best use of valuable social housing stock
- different tenancy types and the circumstances under which they will be offered
- tenancy management
- the process for starting and ending a tenancy
- ensuring tenancies are sustainable
- how we help our vulnerable tenants

RECOMMENDATIONS

The recommendation is to approve this policy.

The reputation of the Council would benefit from clearly stating and communicating its position regarding its tenancy agreement with applicants.

REPORT DETAIL

This new policy explains:

1. The types of tenancies currently available;
2. The legal context of this policy;
3. The requirements for attain a Council tenancy;
4. How to sustain a residency;
5. Support measures for vulnerable people;
6. Enforcement of the Tenancy Agreement;
7. How to end a tenancy

REASONS AND OPTIONS

Reasons for the decision:

- We have a public service obligation to Havering residents who expect and deserve to live in a better, safer borough.
- This policy is a requirement by the Housing Regulator;
- Having a policy in place is recognised as good practice;
- It protects the Council by assuring the public that we have a robust, fair Tenancy Policy in place.

Other options considered:

- **No action**
The 2011 Localism Act requires us to set out & publish our approach to tenancy management.
- **Allow councillors to represent their views in the absence of Council-agreed guidance**
Councillors cannot be left unsupported.

IMPLICATIONS AND RISKS

- **Financial:**
None.

Any expenditure incurred as a result of this Policy being in place, will be funded from existing budgets.

- **Legal:**

Section 150 and 151 of the Localism Act 2011, require Local Housing Authorities to prepare and publish a tenancy strategy. The provisions of section 150 and 151 of the Localism Act are set out below.

The Regulator of Social Housing, Tenancy Standard Consumer Standard 1 April 2024, requires registered providers to publish clear and accessible policies which outline their approach to tenancy management, including interventions to sustain tenancies and prevent unnecessary evictions, and tackling tenancy fraud. Section 2.3.1 of the Tenancy Standard is set out below.

Additionally, the Council is required to have policies setting out how they will make decisions in relation to the grant of Fixed-Term Tenancies and what factors they will take into account in deciding whether or not to grant the tenant a new tenancy. To this end, Havering Council has in place the following Policies relating to Fixed term policies:

- (1) FIXED-TERM TENANCY POLICY
- (2) FIXED-TERM REVIEW AND RENEWAL PROCEDURE

These above policies also should be applied when dealing with Fixed term tenancies.

The Council should also have a discretionary succession policy which would outline the circumstances when succession would be allow on a discretionary basis.

In line with Section 149 of the Equality Act 2010, the Council is required to have regard to the Public Service Equality Duty when applying the Tenancy Policy.

The Renters Rights Bill 2024 proposes to make various changes relating to Assured Short- hold tenancies. If the Bill is implemented, the Council would need to revise the Tenancy Policy in relation to assured short hold tenancies.

Section 150 of the Localism Act 2011 provides as follows:

150 Tenancy strategies

(1) A local housing authority in England must prepare and publish a strategy (a “tenancy strategy”) setting out the matters to which the registered providers of social housing for its district are to have regard in formulating policies relating to—

- (a) the kinds of tenancies they grant,
- (b) the circumstances in which they will grant a tenancy of a particular kind,
- (c) where they grant tenancies for a term certain, the lengths of the terms, and

(d)the circumstances in which they will grant a further tenancy on the coming to an end of an existing tenancy.

(2)The tenancy strategy must summarise those policies or explain where they may be found.

(3)A local housing authority must have regard to its tenancy strategy in exercising its housing management functions.

(4)A local housing authority must publish its tenancy strategy before the end of the period of 12 months beginning with the day on which this section comes into force.

(5)A local housing authority must keep its tenancy strategy under review, and may modify or replace it from time to time.

(6)If a local housing authority modifies its tenancy strategy, it must publish the modifications or the strategy as modified (as it considers appropriate).

(7)A local housing authority must—

(a)make a copy of everything published under this section available at its principal office for inspection at all reasonable hours, without charge, by members of the public, and

(b)provide (on payment if required by the authority of a reasonable charge) a copy of anything so published to any member of the public who asks for one.

(8)In this section and section 151 (preparation of tenancy strategy)—

(a)references to a registered provider of social housing for a district are to a registered provider who grants tenancies of dwelling-houses in that district, and

(b)“district”, “dwelling-house” and “local housing authority” have the same meaning as in the Housing Act 1985.

Section 151 of the Localism Act 2011 provides as follows:

151Preparation of tenancy strategy

(1) Before adopting a tenancy strategy, or making a modification to it reflecting a major change of policy, the authority must—

(a) send a copy of the draft strategy, or proposed modification, to every private registered provider of social housing for its district, and

(b) give the private registered provider a reasonable opportunity to comment on those proposals.

(2) Before adopting a tenancy strategy, or making a modification to it reflecting a major change of policy, the authority must also—

(a) consult such other persons as the Secretary of State may by regulations prescribe, and

(b) in the case of an authority that is a London borough council, consult the Mayor of London.

(3) The authority must, in preparing or modifying a tenancy strategy, have regard to—

(a) its current allocation scheme under section 166A of the Housing Act 1996,

(b) its current homelessness strategy under section 1 of the Homelessness Act 2002, and

(c) in the case of an authority that is a London borough council, the London housing strategy.

The Regulator for social housing, tenancy Standard Consumer standard 1 April 2024, Section 2.3.1 provides as follows:

2.3.1 Registered providers shall publish clear and accessible policies which outline their approach to tenancy management, including interventions to sustain tenancies and prevent unnecessary evictions, and tackling tenancy fraud, and set out:

- (a) The type of tenancies they will grant.
- (b) Where they grant tenancies for a fixed term, the length of those terms.
- (c) The circumstances in which they will grant tenancies of a particular type.
- (d) Any exceptional circumstances in which they will grant fixed term tenancies for a term of less than five years in general needs housing following any probationary period.
- (e) The circumstances in which they may or may not grant another tenancy on the expiry of the fixed term, in the same property or in a different property.
- (f) The way in which a tenant or prospective tenant may appeal against or complain about the length of fixed term tenancy offered and the type of tenancy offered, and

against a decision not to grant another tenancy on the expiry of the fixed term.

- (g) Their policy on taking into account the needs of those households who are vulnerable by reason of age, disability or illness, and households with children, including through the provision of tenancies which provide a reasonable degree of stability.
- (h) The advice and assistance they will give to tenants on finding alternative accommodation in the event that they decide not to grant another tenancy.
- (i) Their policy on granting discretionary succession rights, taking account of the needs of vulnerable household members.

2.3.2 Registered providers must grant general needs tenants a periodic secure or assured (excluding periodic assured shorthold) tenancy, or a tenancy for a minimum fixed term of five years, or exceptionally, a tenancy for a minimum fixed term of no less than two years, in addition to any probationary tenancy period.

2.3.3 Before a fixed term tenancy ends, registered providers shall provide notice in writing to the tenant stating either that they propose to grant another tenancy on the expiry of the existing fixed term or that they propose to end the tenancy.

2.3.4 Where registered providers use probationary tenancies, these shall be for a maximum of 12 months, or a maximum of 18 months where reasons for extending the probationary period have been given and where the tenant has the opportunity to request a review.

2.3.5 Registered providers shall grant those who were social housing tenants on the day on which section 154 of the Localism Act 2011 comes into force, and have remained social housing tenants since that date, a tenancy with no less security where they choose to move to another social rented home, whether with the same or another landlord. (This requirement does not apply where tenants choose to move to accommodation let on Affordable Rent terms).

2.3.6 Registered providers shall grant tenants who have been moved into alternative accommodation during any redevelopment or other works a tenancy with no less security of tenure on their return to settled accommodation

- **Human Resources (HR):**

None.

This policy will be delivered using existing HR resources and poses no risk to the Council or to the population.

- **IT:**

None.

This policy will be delivered using existing I.T. resources and will pose no risk to the Council or the population.

- **Equalities, Diversity and Inclusion (EDI):**

None

This policy does not differentiate and applies equally across the entire population, as stated in the accompanying Equality and Health Impact Assessment (EqHIA).

- **Health and Wellbeing:**

None.

This policy will, if anything, help to improve the health and wellbeing of Havering residents by helping to create better by clarifying the Council's requirements.

- **Environmental and Climate Change**

None.

The Tenancy Policy will support the council's carbon reduction ambitions by reducing the reliance on paper and postage where possible and to group visits to properties in the same geographical area to reduce the number of car journeys required. This proactive approach not only minimises carbon emissions but also contributes to the reduction of air pollution.

BACKGROUND PAPERS

Appendix 1: Draft Tenancy policy (2024)

Housing Services Tenancy Policy 2024

Name	Tenancy Policy
Version number	Version 2
Status	Draft
Authors	Amanda Sharp, James Delaney
Lead Officer	James Delaney
Approved by	Housing Liaison Forum
Scheduled review date	

Version History

Version	Change	Date
1.0	Original draft created	15/09/23
2.0	Second draft	21/02/24
3.0	Third draft	17/05/24
4.0	Fourth draft	08/08/24

Approval History

Version	Date	Approving body
4.0	October 2024	Housing Liaison forum

Review

Date	Completed by	Review date

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2 Introduction

This Tenancy Policy outlines our approach to providing a fair and transparent tenancy management service, reflecting our commitment to provide secure, high-quality housing and ensure that our residents have a safe and comfortable home.

The need for a Tenancy Policy is a requirement of social housing reforms set out in the Localism Act 2011 and is a requirement of the Regulatory Framework for Social Housing.

These reforms include the introduction of the right to issue tenancies for a fixed length of time and changes to the rights of succession. They aim to give social housing providers greater flexibility in making best use of their stock and Affordable Rent Tenure Options (affordable rent means up to 80% of the local market rent) to increase rental income and in turn maximise the supply of homes.

3 Scope of Policy

This policy sets out how Havering Council (the landlord) use the range of options available in the Localism Act to assist in meeting its strategic aims, outlining the Council's approach to the use of different tenancy types to ensure the best use of valuable social housing stock, and it outlines the circumstances under which tenancies will be offered and the ways in which they will be managed.

The Localism Act requires us to publish clear and accessible policies outlining how we manage tenancies, sustain tenancies, prevent unnecessary evictions, and tackle tenancy fraud and sets out:

- the types of tenancy we provide
- where a tenancy of a particular type will be granted, and the length of the term
- when a flexible (fixed term) tenancy term of less than 5 years will be granted
- circumstances where another tenancy will be granted on expiry on the same or another property
- how applicants/tenants can appeal against the length or type of tenancy or the decision not to grant a further tenancy
- taking account of the needs of vulnerable people

- provision of housing advice and assistance if another tenancy is not granted at the end of the term; and
- discretionary succession rights

4 Legal Context

This policy is set within the legislative framework outlined by the regulator of social housing provided by:

- The Housing Act 1985, 1988, 1996 as amended
- The Landlord and Tenant Act 1985
- Housing and Regeneration Act 2008
- The Housing & Planning Act 2016
- The Localism Act 2011 Page 1 of 9 Re-format – Ver 3 14.12.2022
- The Secure Tenancies (Victims of Domestic Abuse) Act 2018 3.2
- Home Standard 2015
- Tenancy Standard 2015
- Neighbourhood and Community Standard 2015

The Tenancy Standard states: “Registered providers shall offer tenancies or terms of occupation which are compatible with the purpose of the accommodation, the needs of the individual households, the sustainability of the community and the efficient use of their housing stock.”

In addition, the standard also states: “Registered providers shall publish clear and accessible policies which outline their approach to tenancy management, including interventions to sustain tenancies and prevent unnecessary evictions and tackling tenancy fraud”.

- Anti-Social Behaviour policy
- Domestic Abuse Policy
- Allocations Scheme
- Rent Setting and Income Collection policies
- Repairs Policy

5 Equality Statement

All applicants will be invited to provide details of ethnic origin, sexuality, disability and other equalities information. Provision of this information will not be obligatory or a requirement. Such information however will help the Council monitor the number and types of households with protected characteristics reporting a housing need and their position under the policy. Therefore, applicants will be encouraged to supply the relevant information to be used for this purpose.

Equalities data will be kept and monitored on a regular basis to ensure adaptations are being assessed fairly. This policy itself will be monitored to ensure it does not operate in ways that discriminate against, or unfairly disadvantage, any group.

The Council will seek to ensure that this policy is operated in a manner that is fair to all sections of the community. The information provided will be kept confidential and treated with respect at all times.

6 Tenancy Types

The Council determine the type of tenancy during the allocation of a property. We grant the following tenancies which may affect the security of tenure and rights in separate ways.

Introductory Tenancy

If you are not currently a Havering social housing tenant in general needs housing, then you will be granted an introductory tenancy. This will convert to a secure fixed term tenancy after the initial 12 months providing there are no concerns, otherwise there is an option to extend for 6 months. Other scenarios may result in an introductory tenancy, such as creating a joint tenancy with a partner who has not held a Council tenancy previously.

There is no right to the following with introductory tenancies:

- Carry out improvements (though written requests will be considered)
- Transfers
- Lodgers or subletting
- Mutual Exchange
- Right to buy

An introductory tenancy can end by giving four weeks written notice. In exceptional circumstances, we may agree to the tenant giving less than four weeks' notice.

We may bring the tenancy to an end by serving notice, as detailed in the tenancy agreement and subsequently obtaining a court order for possession of the property.

We will only pursue this if the terms of the introductory tenancy have been breached.

Secure Flexible Tenancy

Once an introductory tenancy has come to end, tenants will usually be granted a secure flexible tenancy for a fixed term period of up to five years. This may be shorter if there is good reason, such as history of arrears or antisocial behaviour, where a three year tenancy will be granted.

Secure Lifetime Tenancy

If you are currently on a secure lifetime tenancy and are transferring to new accommodation or if you are on a secure fixed term tenancy and moving to sheltered accommodation, you will be offered a secure lifetime tenancy.

Non-secure Tenancy

These usually but not always take the form of a license and are granted as follows, Temporary accommodation, Service tenancies such as caretakers, Temporary decants, Garages – emergency rooms and issue licence.

Demoted Tenancy

A demoted tenancy is a consequence of serious breaches of the tenancy agreement or anti-social behaviour that negatively impacts the community or property. It means the tenant loses some of the rights and protections they had under their original tenancy agreement.

The purpose of demoting a tenancy is to address and rectify the tenant's problematic behaviour while allowing them to remain in the property.

If the tenant can demonstrate improved conduct and meet the required conditions during the demotion period, they may eventually regain their full tenancy rights.

However, continued breach of the tenancy agreement during the demotion period could lead to further consequences, including possible eviction.

7 Tenancy Conditions

The tenancy agreement is a legally binding document which is a contract between the tenant(s) and the Council which allows the occupation of a property in exchange for payment of rent and adherence to various conditions. In signing the tenancy agreement, the tenant agrees to abide by the contents of the Conditions of Tenancy which detail the specific rights and responsibilities which can vary depending on the type of tenancy you have.

The specific rights and responsibilities can vary depending on the type of tenancy you have. For example, there might be restrictions on your ability to transfer the tenancy to someone else, inherit it, or buy the property.

If you wish to end the tenancy, you must follow the proper procedure and serve the appropriate notices as specified in the agreement. Making any changes to the tenancy agreement requires the consent of both parties involved.

To fully understand your rights and responsibilities, it is essential to refer to your tenancy agreement carefully. This document will provide you with all the necessary information to ensure a clear understanding of what is expected from both you and the landlord throughout the tenancy period.

8 Tenancy Starts

Housing Application

We operate a Housing Register (Housing List) based on a points-based scheme. Refer to the Allocation policy for more information on how to apply.

Tenancy Start Date

A tenancy will usually commence the Monday after the tenancy has been signed by both the applicant and the Council.

Settling-in visit

All new tenants will receive a welcome visit within 15 working days of their tenancy start date. This is a settling-in visit to ensure that you have moved in and are adhering to the terms and conditions of your tenancy agreement. We will also discuss any support requirements you or someone in your household may have and develop a support plan.

Rents and Service Charges

The rent and service charges are reviewed annually and are communicated to incoming tenants during the offer and sign-up process. For existing tenants and leaseholders, any changes to rents or service charges will be formally notified to you in accordance with your tenancy agreement.

It is essential that you fulfil your responsibility to pay the rent on time as specified in your tenancy agreement. If there are any changes in your circumstances, including extended periods away from the property, you must inform us promptly. Please

remember that the property must be used as your principal home. Repeated absences may impact your benefit claim and could be subject to investigation.

Household composition

We collect information about the household composition during the housing application process and again at the time of signing the tenancy agreement. It is important that you inform us if there are any changes to the people living with you in the property. The household composition must be suitable for the property; hence, we do not permit our properties to be overcrowded or under-occupied. If you wish to have someone live with you, you must seek permission from us beforehand.

As part of our property audits, we will verify the household composition, and anyone found living in the property without prior consent will be required to vacate the premises.

Certain properties do not permit the keeping of any pets at all. You should clarify whether you live in such a property with your Housing Officer before considering whether to keep a pet. Bringing a pet into such a property will be considered a breach of your Conditions of Tenancy.

Tenancy Management Information

Identification

At the start of your tenancy, or if it changes, we will ask you to provide two forms of photographic identification. We will also require a current digital photograph of each tenant for our records. These photographs will be taken by a Council Officer, or may, by agreement, be taken by the tenants themselves and submitted to the Council.

Such identification and taking of photographs is also a mandatory part of any tenancy audit that may be conducted during the term of your occupation and also the assessment of the conduct of your tenancy which we undertake in its final year (see section Tenancy Terms & Conditions).

When completing the tenancy sign-up process, we aim to ensure that you can live comfortably and independently in your new home. To achieve this, we need to gather essential information, including your preferred method of communication and any specific support needs you may have. The following key details will be collected to prioritise your safety and well-being:

- **Your preferred communication method** - Please let us know if you prefer to be contacted through phone calls, messages, emails, or formal written communication.

- **Preferred language** - Inform us of your preferred language to ensure effective communication.
- **Visual impairment and communication preferences** - If you have any visual impairments, please let us know your preferred method of communication.
- **Audio aid requirements** - If you require any audio aids, kindly inform us so that we can make appropriate accommodations.
- **Support worker or advocate** - If you have a support worker or advocate assisting you, please provide their details.
- **Medical health or mental health conditions** - Inform us of any known medical or mental health conditions to better understand your needs and provide appropriate support.
- **History of violence** - If you have a known history of violence, it is important for us to be aware of this to ensure a safe environment for all residents.

By collecting this information, we can tailor our services to better support you in your new home and promote a positive and secure living environment, such as by ensuring enough time is given to answer the door if it takes longer.

All information provided will be treated in confidence and will be used solely for the purpose of ensuring your well-being and comfort during your tenancy.

Issuing a Tenancy

The tenancy will be issued based on the nominee(s) and transferee(s) listed on your housing application. If it is a joint application, the tenancy will be joint. In the case of a sole application, the tenancy will be granted to the applicant individually.

For properties with age restrictions, the tenant will be the person who meets the criteria, and in some cases, the tenancy may be sole if the partner is younger. This means that the eligible individual meeting the age requirement will be the named tenant in such situations.

9 Changes to Tenancy

Adding a partner to a tenancy

If you are a sole tenant and have a spouse, civil partner, or partner with whom you have an ongoing relationship, the Council allows you to add them to your tenancy. However, joint tenancies between parents and children or siblings are not permitted.

When you add your partner, a new tenancy will be granted in both of your names, and the previous tenancy will come to an end. We will inform you about this before the termination of the existing tenancy.

It's important to follow the appropriate procedures and inform the Council about any changes in your household composition to ensure a smooth transition and compliance with the tenancy regulations.

If applying to move from a sole to joint tenancy each case will be assessed separately & may not be accepted.

Removing a joint tenant

If one joint tenant wishes to remove the other joint tenant from the tenancy, it is essential to consider the legal implications, as the landlord cannot be involved in breaching anyone's rights. Here are the available options for this situation:

Assignment: You can request the other joint tenant to assign the tenancy over to you voluntarily. This means they transfer their share of the tenancy rights to you, making you the sole tenant.

Court Order: Alternatively, you can obtain a court order to transfer the tenancy to you. This legal process will determine the rightful transfer of the tenancy rights.

Extenuating Circumstances: If you have extenuating circumstances, you can provide us with the details. In cases of domestic abuse, we may consider awarding you a new tenancy. However, this would require you to surrender your existing joint tenancy.

The Council will carefully assess your situation and follow the appropriate legal procedures to avoid any complications or breaches of rights. The Council recommends seeking legal advice to understand the rights and options fully.

Assignments

There are three main types of tenancy assignment, each requiring specific procedures:

- **Assignment by Mutual Exchange**
- **Judicial Assignment**
- **Assignment to a Successor**

Assignment by Mutual Exchange:

Mutual exchange is a process that allows tenants to swap homes with other tenants. This type occurs when two or more tenants wish to exchange properties.

To proceed with a mutual exchange, both tenants must have the right to assign, and they need to obtain permission from the landlord.

As the landlord, we must not unreasonably withhold permission, and any refusal must adhere to the conditions set out in schedule three of the housing legislation.

Who Can Mutual Exchange

Mutual exchanges are available to Havering tenants who hold a secure, assured, or who have completed their introductory tenancy and are now a fixed term tenant.

They can swap with tenants of Havering Council, housing associations, and other local authorities providing they have the following tenancy types:

1. Assured Tenancy – Typically for Housing Association tenants and a form of long term tenancy
2. Lifetime Secure – Typically for Council tenants and a form of long term tenancy
3. Flexible Tenancy – A fixed term tenancy, usually between 2 and 10 years with similar or same protections to a lifetime secure tenancy
4. Assured shorthold tenancy (AST) with a housing association - only fixed term ASTs of at least 2 years

If a tenancy is still an introductory tenancy, or has been demoted then residents will be unable to exchange. We will also not consider exchange requests from residents with any other assured short hold tenancy, discretionary tenancies and licences and other forms of non-secure tenancies. This is not an exhaustive list.

Why Tenants May Mutual Exchange

Tenants may seek a mutual exchange for various reasons, including:

- Under-occupying: A family whose children have moved out and many want to downsize to a smaller and more manageable property

- Overcrowding: A growing family may need a larger home to accommodate their needs
- Location: A tenant may wish to move closer to their workplace to reduce commuting time
- Adapted Properties: Tenants may need a home that better suits their physical needs.

What we need to progress an exchange:

- Mutual exchange forms completed correctly and in full (to include full names for each person)
- Tenancy Audit – within last 12 months for Havering Council tenants, including passport-style head-and-shoulders photo of each tenant if needed to add to the tenancy
- Property Inspection with signed disclaimer for non-domestic appliances and any other non-standard item (if applicable)
- In date Gas Safety certificate
- In date EPC
- In date Electronics certificates
- Copy of tenancy agreement and passport-style head-and-shoulders photo of each incoming tenant if not Havering Council tenant
- If a Havering tenant, evidence of landlord permission for any alterations carried out to the property by the current tenant(s).
- Tenancy report for all households involved.

Failure to complete or allow access to complete any of these actions will result in the mutual exchange being resulted as incomplete. A new exchange will need to then be requested and the process started again.

Havering Council Tenants

Where two or more Havering Council Tenants are exchanging, we may consider allowing an additional room if a resident is downsizing. The main example of this is where a single person who requires one bedroom and is in a three bed is exchanging with someone who is in a two bedroom property requiring a three bed. This will be subject to affordability checks and approval, with consideration given on a case by case basis.

Property condition

When residents agree to a mutual exchange, they accept the property in its current condition. This means that, aside from any major works such as gas and electrical safety-related repairs, the property will be exchanged as-is. Residents should thoroughly inspect the property and understand that no additional repairs or improvements will be made by the landlord prior to the exchange.

Grounds for Refusal

The Council can refuse a mutual exchange on several grounds, including but not limited to:

- Court Order: The tenant or proposed assignee is required to give up possession due to a court order.
- Possession Proceedings: Proceedings for possession have begun or a notice has been served under specific grounds.
- Anti-Social Behaviour Orders: Relevant orders or applications for anti-social behaviour or demotion orders are in force or pending.
- Excessive Accommodation: The dwelling is substantially more extensive than needed by the proposed assignee.
- Unsuitable Accommodation: The dwelling is not reasonably suitable for the needs of the proposed assignee and their family.
- Employment-Related Housing: The dwelling is part of a building mainly used for non-housing purposes and was let due to employment with specific organizations
- Charity Conflict: The landlord is a charity, and the proposed assignee's occupation would conflict with the charity's objectives.
- Special Features: The dwelling has features for physically disabled persons, and the proposed assignee does not require such features.
- Special Needs Housing: The dwelling is part of a group for persons with special needs, and the proposed assignee does not have such needs
- Management Agreement: The dwelling is under a management agreement with a housing association, and the proposed assignee is not a member or willing to become a member of the association.

Additionally, discretionary reasons for refusal may include:

- Anti-social behaviour or criminal convictions within the last two years.
- Sex offenders prohibited from living in specific areas.
- Unauthorized major home improvements.
- Non-compliance with local lettings plans or S106 agreements.
- Affordability issues.
- The proposed property not adapted to meet the needs of someone requiring adaptations, or cannot be adapted to meet those needs
- Tenancy still within its starter/introductory period.
- Tenancy type not allowing mutual exchanges.
- Poor property condition.
- Pets not being allowed at the locations of the exchange

Grounds for Withholding Consent

The Council can withhold consent for the exchange to be completed, even if approval has been given for the exchange to take place. Consent for a mutual exchange may be withheld if:

- Anti-Social Behaviour: There is evidence of anti-social behaviour by either tenant.
- Breach of Tenancy: There are breaches of tenancy conditions by either tenant. These will need to be resolved prior to any exchange
- Legal Restrictions: There are legal restrictions or covenants on the property that prevent the exchange.
- Rent arrears – in some circumstances an exchange may be approved with arrears currently in place, however the exchange will not take place until these and related costs, such as court costs, are cleared.

These outstanding issues will need to be resolved to enable the exchange to take place.

Types of exchange

The legislation governing social housing allows for two types of exchange to take place, and it is the tenancy type of the participants that determines which type is appropriate.

If the two participants involved both hold the same or equivalent type of tenancy, then the exchange will be conducted by assignment. This means that when the participants move, they will 'inherit' the tenancy that already exists at their new address.

If the two participants involved do not both hold the same or equivalent type of tenancy, then the exchange will be conducted by surrender and re-grant of new tenancy. This means that the current tenancy for each participant will end, and they will get a new tenancy at their new address of the same type as they previously held before they moved. It should be noted that if the receiving landlord does not ordinarily offer the specific type of tenancy in their portfolio that an incoming tenant has, then the closest possible tenancy type available to offer will be deemed appropriate.

Completing an exchange

Once an exchange is approved, it is normally expected for this to be completed within two months of the approval. If the exchange does not go ahead in this period, or a date cannot be agreed, then it will be considered that the residents no longer wish to exchange and it will be cancelled.

Once a date is agreed, should the exchange then not take place on this date, if there are no exceptional reasons for this, then it will be considered that the residents no longer wish to exchange and it will be cancelled.

If residents do wish to complete the exchange after it has been cancelled, then they will need to submit new Mutual Exchange forms and begin the process again.

Can you change your mind?

Tenants can withdraw their application at any point before the legal exchange document / new tenancy agreement is signed by notifying the council in writing. If they

then decide they did want to exchange, new forms will need to be submitted and the process will start again.

Additional Considerations

Pets - Tenants must seek permission to have pets from their Housing Officer. Certain restrictions may apply based on property type and local regulations which can result in the exchange being refused.

Judicial Assignment:

A Judicial Assignment happens when a Court Order is obtained to transfer the tenancy from one tenant to another. In situations such as divorce proceedings, a deed of assignment provided by the remaining party's solicitor is necessary, along with the court order.

Assignment to a Successor:

If a tenant wishes to transfer their tenancy to a successor, this is known as a living succession or assignment to a potential successor. The same statutory requirements that apply when a tenant passes away must be met for this type of assignment. As a landlord, we are obliged to inform the tenant about the change in their rights resulting from assigning their tenancy.

It is essential to follow the appropriate method for the specific type of assignment to ensure a legal and smooth transfer of tenancy rights. If you are considering an assignment, please inform us, and we will guide you through the process.

Successions

Tenancy succession occurs when a tenant passes away, and there are six types, each with specific conditions:

Survivorship Succession:

This is an automatic and immediate transfer of the tenancy to the remaining tenant after the death of a joint tenant. It is a statutory right protected by law, regardless of the tenancy type.

Statutory Succession (Pre-April 2012 and Localism Act 2011):

For tenancies predating April 2012 and the Localism Act 2011, the statutory succession rule allows the transfer of a sole tenancy to the tenant's partner or family member. The family members entitled to succeed are listed in s113 of the Housing Act 1985. To qualify, they must have lived with the deceased tenant for 12 months before their death. In cases with multiple qualifying members, the family usually decides the successor, or the landlord may decide if necessary, following s89 (2) b of the legislation.

Statutory Succession (Post-April 2012 and Localism Act):

For tenancies after April 2012 and the Localism Act, the statutory succession rule permits only a spouse or partner to succeed unless the landlord has granted further rights in the tenancy agreement.

Succession and Best Use of Housing Stock

In cases where the successor who didn't previously hold the tenancy finds the accommodation larger than they reasonably require or they have no use for certain adaptations, we may seek possession of the. The Council will follow the proper procedure by serving a notice, which will be issued no earlier than six months and no later than twelve months after the original tenant's death.

To initiate this process, we will ask you to complete an application form. Additionally, you will have the opportunity to bid for suitable alternative accommodation, and we may also present you with a direct offer.

However, we will not apply for legal possession until at least six months after the original tenant's death. During this time, we will make every effort to find you more suitable accommodation before resorting to legal action in court.

Our goal is to provide you with suitable housing options and minimise any potential disruptions, ensuring a fair and transparent process throughout

Right to Buy

Under the Right to Buy scheme, you can apply to buy your general needs Council home if:

- It is your only or main home
- It is self-contained
- you're a secure tenant
- you've had a public sector landlord for 5 years - for example a Council, housing association or NHS trust Right to Transfer

Right to transfer

The Right to Transfer under Section 34A of the Housing Act 1985 is the right that all Council Tenants have to come together as a neighbourhood, form a not-for-profit organisation and request to take ownership and control of their own homes.

10 Tenancy Sustainment

Supporting Tenants and Sustaining Tenancies

The Council dedicated to helping you maintain your tenancy, and we provide various forms of support to assist you in achieving this goal. Here are some examples of the support services we offer:

- **Visits:** We conduct regular visits throughout the tenancy's lifespan to check in with you, offer assistance, and address any concerns you may have.
- **Rehousing for Financial Hardship:** In cases of continued financial hardship, we offer rehousing options to help alleviate the burden and ensure you have suitable housing.
- **Housing Support Service:** Our housing support service provides a wide range of advice and assistance to address any tenancy-related issues you may encounter.
- **Tenant-Oriented Employment Projects:** We offer employment projects focused on tenants, aiming to improve their employment prospects and financial stability.
- **Anti-Social Behaviour Management:** We use all available powers to tackle anti-social behaviour to maintain a harmonious living environment for all tenants.
- **Garden Tidy Scheme and Home Management Projects:** We initiate projects like the garden tidy scheme and other initiatives to create a more pleasant environment for tenants.

- **Addressing Problematic Tenants:** We take action to address problematic tenants to ensure the well-being and safety of the community.

11 Vulnerable Residents

We understand that many of our residents may have vulnerabilities, ranging from learning difficulties to mental health issues, visual impairments, or being bed bound. Our commitment is to work closely with all our vulnerable residents, as well as their advocates, supporters, family members, and health agencies, to ensure they can live independently in their homes.

Our approach is centred on providing the necessary support and assistance to meet their individual needs. Whether it is ensuring accessible accommodations, providing specialised services, or offering guidance, we are dedicated to helping vulnerable residents lead fulfilling lives.

If, at any point, a vulnerable resident needs to move on to alternative accommodation, we collaborate with other departments to identify a suitable home and ensure a seamless transition. Our priority is to maintain the well-being and happiness of our vulnerable residents, and we take every step necessary to make their housing experience as comfortable and supportive as possible.

The Council has a comprehensive flexible (fixed term) tenancy review process which will consider the needs of any tenants with care and support needs prior to any decision. In addition, the circumstances of tenants with care and support needs will be considered with any introductory tenancy review decisions.

If you have any specific requirements or concerns, please do not hesitate to communicate with us. We are here to listen, understand, and provide the necessary help to ensure that all our residents, including those who are vulnerable, are well taken care of and able to thrive in their homes.

Accommodating Specific Needs and Providing Housing for Older People

The Council takes special care to identify housing applicants who require specific property adaptations or mobility access during the assessment process. Our aim is to ensure that suitable properties are made available to meet their individual needs during the allocation process.

Additionally, we provide housing options specifically tailored for older people. This identification is done as part of the allocation process to ensure that we match the right property to the applicant's requirements. Tenancies within our sheltered stock

are available for individuals who are 55 years and older. For this type of housing, a support plan is a mandatory condition, which ensures appropriate assistance and care are provided.

For tenants with the risk of increasing vulnerability we conduct assessments. This assessment helps us identify and rehouse them to more suitable accommodations that better meet their changing needs.

Our commitment is to provide housing that caters to diverse requirements and promotes a safe, comfortable, and supportive living environment for all our residents.

We work diligently to match applicants with properties that align with their specific needs and ensure that those facing changes in their circumstances are given priority in rehousing to maintain their well-being and quality of life.

Supporting Council Tenants Facing Tenancy Challenges

If you are a Council tenant and facing difficulties with your tenancy that have not yet reached the threshold for eviction, we are committed to exploring all possible options to help you stay in your home. Our primary goal is to find solutions that enable you to maintain your tenancy and continue living comfortably.

In some cases, if moving you to a different property is the most viable way to provide assistance, we may consider a management transfer. This could involve relocating you to a property managed by a different department within the Council to address any challenges you are facing.

However, such situations are rare, and we will consider a safe surrender agreement only as a last resort. The safe surrender agreement allows you to be housed under a homelessness prevention duty, ensuring that you are not left without a home.

Our aim is to work with you closely, exploring all avenues to keep you in your current home or find an alternative housing solution that suits your needs and circumstances. We want to support you through any challenges you may be facing, and we are here to help you every step of the way.

12 Tenancy Enforcement

Tenancy Audits

As your landlord, we take our responsibilities seriously, and one of our obligations is to ensure the safety and compliance of our properties. To achieve this, we conduct regular visits to each property at intervals that are deemed necessary.

These are periodic checks on who is living in the property. We will require immediate access as you will not be notified of these visits in advance. You must co-operate with the tenancy audit programme and refusal to comply is a breach of your conditions of tenancy.

The auditor will need to:

- interview you at your home
- check documentation to verify identity and residency
- take a passport-style head-and-shoulders photograph of each tenant for our records
- complete a property inspection

You will be required to sign a declaration that you have provided complete and accurate information before the audit can be considered complete.

These visits serve multiple purposes:

Checking Occupancy: During these unannounced visits, we verify the occupants of the property to ensure that they match the records we have on file. Knowing who is living in our properties is a legal requirement, and these visits help us keep accurate records of tenants and their household members.

Providing Support: Our visits also offer an opportunity for us to provide any necessary support or assistance to our tenants. If there are any concerns or issues, we can address them promptly and offer relevant support services if needed.

Property Inspection: These visits also serve as an inspection to assess the condition of the property. It helps us identify any maintenance or safety issues that may require attention.

Ensuring the correct occupancy and monitoring our properties is vital to maintain a safe and suitable living environment for our tenants. In the event that an illegal occupant is identified during our checks, we are obligated to take appropriate remedial action to address the situation in compliance with the law.

Tenancy Fraud

At our local Council, we take fraud prevention seriously and are committed to tackling it at all levels. To ensure effective prevention, we employ various key methods, including:

Data Analysis: We utilise data analysis techniques to identify patterns, anomalies, and potential instances of fraud. This helps us detect suspicious activities and take appropriate actions.

Multi-Agency Working: We understand the significance of collaboration with other agencies and organisations. By working together with our partners, we enhance our ability to identify and address fraudulent activities more comprehensively.

Information Sharing: We believe in the importance of sharing relevant information with appropriate authorities and agencies to combat fraud effectively. This collaborative approach strengthens our efforts in preventing and combating fraudulent practices.

Credit Reference Agency: To further reinforce our fraud prevention measures, we engage with credit reference agencies to access relevant information that can help identify potential fraud risks.

Our aim is to protect the interests of our community and ensure that resources are used appropriately and fairly. By being proactive and vigilant in our fraud prevention efforts, we create a more secure environment for all our residents and stakeholders.

We encourage everyone to report any suspected fraudulent activities so that we can promptly investigate and take necessary actions to safeguard our resources and services.

Introductory tenancy assessments

The primary purpose of introductory tenancy assessments is to evaluate the tenant's conduct, compliance with the tenancy agreement, and overall suitability for a full tenancy. These help to identify any potential issues, offer support and guidance where needed, and ensure that the tenancy is progressing smoothly.

Introductory tenancy checks will be conducted at regular intervals, usually at three, six, and nine months from the start of the tenancy. Additional assessments may also be scheduled if specific concerns or issues arise during the trial period.

Notification: Tenants will be notified in writing about the upcoming assessment, including the date, purpose, and any specific documentation required.

Assessment Meeting: The assessment will involve a meeting between the tenant and a representative from the local Council. During the meeting, the tenant's conduct, compliance with the conditions of tenancy, and any support needs will be discussed.

Conduct Assessment: The Council representative will assess the tenant's conduct and compliance with the tenancy agreement. Any issues or concerns will be documented.

Support and Guidance: If necessary, the Council will offer support and guidance to help tenants overcome any challenges they may be facing.

Decision: Based on the outcomes, a decision will be made regarding the continuation or termination of the introductory tenancy.

Outcomes of Introductory Tenancy Assessments:

Granting of a Secure tenancy: If the assessment indicates that the tenant has adhered to the conditions of tenancy and demonstrated responsible tenancy behaviour, the introductory tenancy will continue until twelve months after commencement, and the tenant will be granted a full tenancy.

Extension of Introductory Tenancy: In some cases, where minor issues are identified, the introductory tenancy may be extended for six months to allow the tenant further time to address any concerns.

Termination of Tenancy: If significant breaches of the conditions of tenancy are observed, the Council may decide to terminate the introductory tenancy. In such cases, the tenant will be served with appropriate Notice as per legal requirements.

Fixed term tenancy assessments

Their primary purpose is to evaluate the tenant's current circumstances, housing needs, and compliance with the conditions of tenancy. These reviews help determine whether the tenancy should be renewed or not.

Fixed term tenancy reviews will be conducted nine months before the tenancy ends,

Notification: Tenants will be notified in writing about the upcoming fixed-term tenancy assessment, including the date, purpose, and any specific documentation required.

Assessment Meeting: This will involve a meeting at the home between the tenant and a representative from the local Council. During the meeting, the tenant's current circumstances, housing needs, and any support requirements will be discussed.

Housing Needs Assessment: The Council representative will assess the tenant's housing needs and verify if the current property still meets those needs.

Compliance Check: The tenant's compliance with the conditions of tenancy, including rent payment history and property maintenance, will be reviewed.

Support and Advice: The Council will offer support and advice to tenants based on their individual circumstances, such as signposting to relevant services or discussing available housing options.

Decision: Based on the assessment outcomes, a decision will be made regarding the renewal.

Assessment of conduct of tenancy in its final year

The assessment undertaken by Council staff towards the end of the secure fixed-term tenancy is an essential part of our decision-making process as to whether or not you would qualify for a further tenancy.

The Council is under a legal duty to assess all fixed-term tenancies at least six months before the tenancy comes to an end. We will normally start the assessment nine months before the tenancy ends.

Please note that non-compliance with any part of the assessment process could be considered sufficient ground to not offer a further tenancy upon the expiry of your current one.

A Housing Officer will need to:

- interview you at your home to discuss how you have conducted your tenancy and to talk over any potential problems during that may have arisen since your tenancy started
- check documentation to verify identity and residency
- take a passport-style head-and-shoulders photograph of each tenant for our records
- complete a property inspection

Outcomes of Fixed Term Tenancy Assessments:

Renewal: If the assessment indicates that the tenant continues to meet the eligibility criteria and their housing needs, the secure fixed-term tenancy will be renewed for a further secure fixed term.

If we offer you a fresh fixed-term tenancy when your current one comes to an end, we will contact you during the final week to confirm details and to talk you through the process. If you have any rent outstanding from your current tenancy, this will be added to your new tenancy as a separate repayment condition. We will advise you of the minimum weekly payment required to ensure that it is paid off before we come to assess that tenancy prior to its expiry.

Please note that failure to pay off rent from a former tenancy will be seen as a major obstacle to you being awarded any further tenancy.

Our conversation with you will be taken as evidence that you want a new tenancy, unless you tell us otherwise. You will still need to sign a tenancy agreement for this new tenancy. You will have six weeks to sign the paperwork from the date of your new tenancy.

If you fail to do this for any reason, or do not comply with any other part of the renewal process, the offer of the new tenancy will be deemed forfeit and the tenancy will be cancelled. We will then seek possession of the property through the court.

Award of new tenancy at different address: If the assessment indicates that the tenant is under-occupying the property by one or more bedrooms, the secure fixed-term tenancy will be not renewed at the current address but it will be agreed to grant one at a different property that does meet the tenant's current needs (involuntary downsizing).

Where we identify involuntary downsizing, we will serve a Notice of Decision Not to Offer a New Secure Fixed-Term Tenancy. This will be served before the current tenancy enters its final six months.

From the point of service, the tenant should ensure that they have a live application on the Housing Register and should actively bid for properties of appropriate size. In exception circumstances, a direct offer may be made.

If a tenant refuses a legitimate direct offer, the agreement to offer a new tenancy will be deemed forfeit. We will then seek possession of the property through the court. A Notice Requiring Possession at the End of a Fixed Term Tenancy will also be served during the final two months if the tenant is still resident at the address.

In cases where there are additional reasons to decline awarding a new tenancy alongside involuntary downsizing, **all** negative factors must be ameliorated to the Council's satisfaction before approval to downsize will be granted.

Renewal declined: If the assessment indicates that the tenant has breached their Conditions of Tenancy in one or more ways sufficient to cause management to consider the tenant merits too great a risk to grant a new tenancy, no new tenancy will be authorised and the tenant will be required to provide us with vacant possession and find somewhere else to live.

Where renewal is declined, we will serve a Notice of Decision Not to Offer a New Secure Fixed-Term Tenancy. This will be served before the current tenancy enters its final six months.

A Notice Requiring Possession at the End of a Fixed Term Tenancy will also be served during the final two months if the tenant is still resident at the address by that point. We will then seek possession of the property through the court.

It should be noted that S107D of the Housing Act 1985 grants a statutory right for tenants to request a review of a decision not to renew a tenancy wherever a Notice of Decision Not to Offer a New Secure Fixed-Term Tenancy has been served.

Such a request must be made in writing and be received by the Council not more than 21 calendar days from the date of the service of the Notice. Requests received outside this timescale will not be considered.

Any reviews will be conducted by a senior officer who has not been involved in the decision-making process. All reviews must be conducted on the grounds of whether we have carried out our actions and made our decisions in adherence with legislation and our own policies and procedures.

The Council also reserves its right to not enforce Notices if sufficient amelioration has taken place.

Notice of Termination: In exceptional cases where significant breaches of the tenancy agreement are observed or where the tenant's circumstances are no longer compatible with the property, the Council may serve a Notice of decision not to offer a new secure fixed-term tenancy. This will be served before the final six

Demotion of a secure tenancy

Legislation permits the demotion of secure tenancies through the issue of a Demotion Order by a court, temporarily suspending security of tenure. This option is used when a tenant continues to breach the terms of their tenancy agreement, but we are unable to make a case for possession of the property.

To pursue a Demotion Order, substantial evidence is required, similar to what would be needed for a possession case. We undertake consistent and sometimes extended periods of monitoring as a crucial step before presenting the evidence to a judge when applying for an Order.

The purpose of demoting a tenancy is to address and rectify the tenant's problematic behaviour while still allowing them to remain in the property. However, this action is not taken lightly, and strict legal procedures must be followed to ensure fairness and compliance with the law.

Our objective is to maintain a fair and just approach to tenancy management while also upholding the rights and responsibilities of both tenants and the Council. Demotion is considered as a measure of last resort when other options for addressing tenancy breaches are not viable.

Legal action and Support measures

As the landlord, we have the responsibility to take appropriate legal action when necessary, which may involve seeking an injunction, prohibition order, or, as a last resort, possession of your home. However, we cannot enter your home without a Court Order obtained through legal procedures.

Our primary objective is to work with you to find resolutions to any issues that may arise. We are committed to taking the following actions to support you:

Dealing with Complaints: We will address any complaints you may have promptly and seek to resolve them effectively.

Rent Arrears: We will explore practical arrangements to help you clear any rent arrears you may have.

Housing Support Service: Our housing support service is available to offer assistance and guidance on various housing-related matters.

Early and Preventative Action: Where possible, we will take early and preventative action to address issues and prevent escalation.

Safeguarding Vulnerable Residents: We are mindful of vulnerable residents and will take their needs into consideration when considering any action.

It is essential to understand that tenants evicted by us may be treated as intentionally homeless under the homeless legislation. This could affect your eligibility for rehousing. We strongly encourage you to work with us to find solutions before such situations arise.

Our aim is to support you in maintaining your tenancy and ensuring a positive and stable housing experience. By working together, we can overcome challenges and create a secure and thriving living environment for all our residents.

13 Ending a Tenancy

Tenancy End reasons

Tenancies can come to an end for various reasons, including the following:

Surrender of Tenancy: You may choose to surrender your tenancy voluntarily by informing us of your decision to terminate the agreement.

Transfer to Another Property: If you decide to move to a different property within our housing portfolio, your current tenancy will come to an end.

Sole Tenant's Death: If the sole tenant passes away, the tenancy will end. In some cases, there may be provisions for succession rights for eligible family members.

Sole Tenant's Move to Care: If the sole tenant moves into residential care or a hospice, the tenancy may be terminated.

Eviction: In exceptional circumstances where serious breaches of the tenancy agreement occur, eviction may be the result.

Abandonment of Home: If a property is left vacant for an extended period without communication from the tenant, it may be considered abandoned.

In all of these cases, there will be a notice either served by you on us or served by us on you. Your tenancy agreement will provide clear instructions on the process to follow if you wish to serve notice. As a Council, we can only serve notice under specific grounds for possession or serve a notice to quit if the tenancy has been rendered insecure.

Our aim is to ensure that the end of a tenancy is handled with fairness and in accordance with the law and contractual obligations. If you have any questions or need assistance regarding the termination of your tenancy, please do not hesitate to reach out to us for guidance and support.

Tenancy end date

In the majority of cases, the tenancy will end on the Sunday following the return of the keys to the property. If, for any reason, entry to the property needs to be forced, the tenancy will still end on the Sunday following that entry.

However, if the keys have not been returned by the time the notice period expires, a "use and occupation" charge will be applied. This charge is meant to cover the

period during which the tenant continues to occupy the property beyond the notice period without returning the keys.

It is essential to adhere to the agreed-upon notice period and promptly return the keys to avoid incurring any additional charges.

Pre-Termination Visits

If you are planning to transfer to another property within the Council's housing portfolio, a pre-termination visit may be conducted if we haven't recently inspected your current property. The purpose of this visit is to assess the condition of the property and ensure that there is no tenant damage.

If any damages are identified during the inspection, we expect you to rectify them before the transfer. It is important to take care of any necessary repairs or damages to ensure that the property is in suitable condition for the next tenant.

In cases where you fail to address the identified damages, we will proceed with the necessary repairs and then recharge you for the costs incurred. We encourage all tenants to take responsibility for maintaining the property in good condition.

It's important to note that if the damage is extensive and not addressed, it may impact your eligibility to transfer to another Council property. Our aim is to ensure that all properties are well-maintained and ready for the next tenant to move in comfortably.

Clearing belongings and Returning Keys

As a tenant, it is expected that you clear all your belongings from the property before returning the keys. If you leave any belongings behind after the tenancy has ended, we may serve a notice under the Interference with Goods Act 1977. This notice informs you of our intention to remove and/or dispose of these belongings.

The cost incurred for the removal and disposal of these belongings may be recharged to you. We strongly advise tenants to ensure that they have taken all their belongings with them when returning the keys to avoid any additional charges.

If you need assistance or have any questions regarding the move-out process or the removal of belongings, please contact us. We are here to support you and ensure a smooth and efficient end to your tenancy.

Former Tenancy Records

We will make every effort to recover all rent arrears prior to the end of a tenancy. However, once the tenancy has ended, any arrears and recharges will be dealt with and recovered.

All tenancy records will be held intact for a full six year's post tenancy end in line with good practice guidance on document retention. They will then be anonymised and/or disposed in line with the Havering data privacy statement and your data rights.

14 GDPR & Data Protection

The London Borough of Havering shares the commitment to ensure that all data is:

- processed lawfully, fairly and in a transparent manner
- collected for a specific and legitimate purpose and not used for anything other than this stated purpose, or as provided for in our privacy and fair processing notices
- relevant and limited to whatever the requirements are for which the data is processed
- accurate, and where necessary, kept up to date. Any identified inaccuracies will be amended or removed without undue delay
- stored for as long as required, as specified within the London Borough Of Havering's Records Retention policy
- secured with appropriate solutions, which protect the data against unauthorised or unlawful processing and accidental loss, destruction or damage.

For further information about the Council's commitment to the General Data Protection Regulations (GDPR), visit the Council's website at [Havering data protection](#).

15 Review

This policy will be reviewed every five years or at any significant change in relevant legislation.

Housing Services

Equality & Health Impact Assessment (EqHIA)

Document control

Title of activity:	Tenancy policy (2024)
Author	Joe Agius, Policy and Strategy officer
Lead officer:	Katri Wilson - Assistant Director, Housing Operations
Approved by:	Paul Walker, Director of Housing Services
Date completed:	30/08/24

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

About your activity

1	Title of activity	Tenancy policy (2024)		
2	Type of activity	Policy		
3	Scope of activity	Applies to all internal and external customers		
4a	Does the activity constitute a new document, or does it change an existing one?	New	If the answer to ANY of these questions is YES: Please continue to 5 below.	If the answer to ALL of these questions is NO: Please continue to 6 below.
4b	Does this activity have the potential to impact upon people with any of the following 9 protected characteristics listed in the EqHIA form?	Yes		
4c	Does the activity have the potential to impact upon any factors which determine people's health and wellbeing?	Yes		

If answered YES to any of the questions in 4 (b) or (c) above, please continue to Section 2 and complete the EqHIA form.

Completed by:	Joe Agius, Policy and Strategy officer - Housing Services
Date:	30/08/24

PART 1 – Overview

Background

This policy outlines our approach to providing a fair and transparent tenancy management service, reflecting our commitment to provide secure, high-quality housing and ensure that our residents have a safe and comfortable home.

The need for a Tenancy Policy is a requirement of social housing reforms set out in the Localism Act 2011 and is a requirement of the Regulatory Framework for Social Housing.

This policy reforms include the introduction of the right to issue tenancies for a fixed length of time and changes to the rights of succession.

It aims to give social housing providers greater flexibility in making best use of their stock and Affordable Rent Tenure Options (affordable rent means up to 80% of the local market rent) to increase rental income and in turn maximise the supply of homes.

This policy sets out how Havering Council ('the landlord') use the range of options available in the Localism Act to assist in meeting its strategic aims, outlining the Council's approach to:

- the use of different tenancy types to ensure the best use of valuable social housing stock
- explaining the circumstances under which tenancies will be offered, and
- the ways in which tenancies will be managed.

PART 2 – Equalities Impact Assessment (EIA)

Protected Characteristic: AGE

OVERALL IMPACT

Positive	
Neutral	✓
Negative	

ASSESEMENT SUMMARY

This policy applies across all levels of age.

Supporting evidence:

Havering:

Age 0-14: 49,400 (18.9%)
Age 15-64: 166,700 (63.6%)
Age 65+: 46,200 (17.6%)

Source: Havering Data Hub/ONS/Census 2021

Protected Characteristic: DISABILITY

OVERALL IMPACT

Positive	
Neutral	✓
Negative	

ASSESEMENT SUMMARY

This policy applies across all levels of disability.

Supporting evidence:

- 15.3% of Havering residents have disabilities, similar to London (15.6%) but lower than England (17.7%)

There were disparities in disability prevalence within Havering.

There were nearly three times more households with a disabled person in Harold Hill East (1,605 households) compared to Emerson Park (596 households).

Source: Havering Data Hub/ONS/Census 2021

Protected Characteristic: SEX/GENDER

OVERALL IMPACT

ASSESSMENT SUMMARY

This policy applies across all forms of sex/gender.

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

Supporting evidence:

Havering:

Identifying as male: 126,384 (48.2%)

Identifying as female: 135,688 (51.8%)

Source: Havering Data Hub/ONS/Census 2021

Protected Characteristic: ETHNICITY/RACE

OVERALL IMPACT

ASSESSMENT SUMMARY

Positive

Neutral

Negative

This policy applies across all categories of ethnicity/race.

Supporting evidence:

Having:

Asian, Asian British or Asian Welsh: 28,150 (10.7%)

Black, Black British, Black Welsh, Caribbean or African: 21,567 (8.2%)

Mixed or Multiple ethnic groups: 9,747 (3.7%)

White: 197,314 (75.3%)

Other: 5,274 (2.0%)

Source: Havering Data Hub/ONS/Census 2021

Protected Characteristic: RELIGION/FAITH

OVERALL IMPACT

ASSESSMENT SUMMARY

Positive

Neutral

Negative

This policy applies across all categories of religion/faith.

However, there is always the possibility that an individual may be discriminated on the basis of faith/faith appearance. This policy aims to help minimise such possibilities.

Supporting evidence:

Christian: 136,765 (52.2%)

Buddhist: 1,092 (0.4%)

Hindu: 6,454 (2.5%)

Jewish: 1,305 (0.5%)

Muslim: 16,135 (6.2%)

Sikh: 4,498 (1.7%)

Other: 1,056 (0.4%)

Source: Havering Data Hub/ONS/Census 2021

Protected Characteristic: SEXUAL ORIENTATION

OVERALL IMPACT

ASSESEMENT SUMMARY

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

This policy applies across all forms of sexual orientation.
However, there is always the possibility that an individual may be discriminated on the basis of sexual orientation/appearance. This policy aims to help minimise such possibilities.

Supporting evidence:

No supporting evidence currently available.

Protected Characteristic: GENDER REASSIGNMENT

OVERALL IMPACT

ASSESEMENT SUMMARY

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

This policy across all categories of gender reassignment.
However, there is always the possibility that an individual may be discriminated on the basis of appearance. This policy aims to help minimise such possibilities.

Supporting evidence:

No supporting evidence currently available.

Protected Characteristic: MARRIAGE/CIVIL PARTNERSHIPS

OVERALL IMPACT

ASSESSMENT SUMMARY

Positive	
Neutral	✓
Negative	

This policy applies across all categories of marriage/civil partnerships.

However, there is always the possibility that an individual may be discriminated on the basis of their co-habitual arrangement. This policy aims to help minimise such possibilities.

Supporting evidence:

Haverling:

Married/in a registered civil partnership: 98,547 (47.0%)

Never married/been in a registered or civil partnership: 77,340 (36.9%)

Separated, but still legally married or still legally in a civil partnership: 4,081 (1.9%)

Divorced or civil partnership dissolved: 16,411 (7.8%)

Widowed or surviving civil partnership partner: 13,414 (6.4%)

Source: Haverling Data Hub/ONS/Census 2021

Protected Characteristic: PREGNANCY, MATERNITY & PATERNITY

OVERALL IMPACT

ASSESSMENT SUMMARY

Positive	
Neutral	✓
Negative	

This policy applies across all pregnancy, maternity and paternity status.

Supporting evidence:

No supporting evidence currently available.

PART 3 – Health & Wellbeing Impact Assessment

SOCIO-ECONOMIC STATUS

OVERALL IMPACT

ASSESSMENT SUMMARY

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

This policy applies to all socio-economic levels and, through its implementation, is likely to further protect individuals regardless of their socio-economic status.

Supporting evidence:

As part of the 2021 Census, households were classified in terms of dimensions of deprivation based on selected household characteristics. Specifically, households were considered to be deprived if they met one or more of the following four dimensions of deprivation:

- Employment: where any member of a household, who is not a full-time student, is either unemployed or long-term sick;
- Education: where no person in the household has 5+ GCSE passes or equivalent, and nobody aged 16-18 years is a full-time student;
- Health and disability: where any person in the household has general health that is “bad” or “very bad” or is identified as disabled, and
- Housing: where the household’s accommodation is either overcrowded, or is in a shared dwelling, or has no central heating

From 2011 to 2021, 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 (source: Office for National Statistics (ONS), Census 2011 & 2021).

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%).

Households deprived in one dimension are located in Harold Hill East, Hornchurch, South Hornchurch, Rainham West and Rainham East & Wennington.

HEALTH & WELLBEING

OVERALL IMPACT

ASSESSMENT SUMMARY

Positive

Neutral

Negative

This policy applies universally and, through its implementation, is likely to protect/improve the health and wellbeing of the community.

Supporting evidence:

83.0% of residents (219,777) reported having 'very good' or 'good' health, which is higher than 81.9% in London and 81.7% in England.

There were disparities in self-reported health status across neighbourhoods in Havering.

Communities located towards the North of the borough (Harold Hill East, Dagnam Park & Noak Hill and Havering-atte-Bower & Chase Cross) reported poorer health, with Ardleigh Green and Upminster areas reporting better health.

Source: ONS/Census 2021

4. Review

This EqHIA will be reviewed in line with this policy's review date, unless significant changes to this policy which affect the validity of this EqHIA take place in the meantime.

AUTHOR'S NAME AND JOB TITLE: Joe Agius, Housing Policy and Strategy officer

DATE: 30/08/24



CABINET

Subject Heading:

Access to Homes policy (2025)

Cabinet Member:

Councillor Paul McGeary

ELT Lead:

Paul Walker, Director of Housing and Property

Report Author and contact details:

Joe Agius, 01708 434046,
joe.agius@havering.gov.uk

Policy context:

This policy sets out to define the circumstances when the Council (as the property landlord) may, legally, be allowed necessary access a Council property.

It aligns with the standard terms and conditions detailed in the tenancy/occupancy agreement.

Financial summary:

There are no anticipated financial implications, as any costs incurred may be re-charged to the resident/their representative.

Is this a Key Decision?

YES, because it will have a significant effect on two or more wards.

When should this matter be reviewed? Annually. The OSC will be consulted if a significant change (e.g. legal, regulatory) takes place.

Reviewing OSC: To be reviewed by the OSC Board.

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

People - Supporting our residents to stay safe and well X

Place - A great place to live, work and enjoy

Resources - Enabling a resident-focused and resilient Council

SUMMARY

This policy explains Havering Council's (the Council) approach to obtaining necessary access to a Council property (including gardens, external storage areas and other outside areas) in order to fulfil its statutory and/or regulatory duties to protect the occupier and/or their neighbours.

It explains how necessary access will be requested and what action will be taken if access is, for whatever reason, denied.

RECOMMENDATIONS

The recommendation is that this policy should be approved.

The Council will always respect the rights and privacy of the resident.

This policy reflects the Council's commitment to protecting the health and safety of the resident and their neighbours, via ensuring the safety of the property.

REPORT DETAIL

This policy is required because there may be circumstances when it will be necessary to access a Council property. For example:

- To inspect the condition of the property
- To carry out servicing or a repair
- To investigate a possible breach of tenancy
- If there is an emergency (property or person related)

Examples of such circumstances include:

- Gas Safety Checks
- Fire Safety surveys and works
- Electrical Testing and works
- Asbestos surveys and works
- Surveys or works to control the risk of Legionella or other such dangers
- HHSRS (Housing Health & Safety Rating System) inspections
- Servicing and maintenance of personal lifts, including stair-lifts and Telecare equipment
- Repairs to, or refurbishment of, the property - especially where failure to carry out the works would place residents at risk and/or cause damage to the property
- Any surveys required to identify the condition of the property
- A Tenancy Audit and/or reports of anti-social behaviour by the resident, fellow occupiers or guest visitors.

REASONS AND OPTIONS

Reasons for the decision:

- The Council is the legal owner of the property.

As such, the Council is obliged to meet the legal and regulatory required to ensure the health, safety and wellbeing of the resident, any fellow occupant/s and their neighbours.

Other options considered:

None, because there are legal and regulatory requirements that the Council must meet. These are duly identified within the policy document.

IMPLICATIONS AND RISKS

Financial implications and risks:

This policy will have no financial implications for the Council.

Legal implications and risks:

This policy complies with the Council's legal/regulatory duties.

Human Resources implications and risks:

This policy will have no HR implications for the Council.

Equalities implications and risks:

This policy will have no Equalities implications for the Council.

Health and Wellbeing implications and Risks

By offering greater personal protection, this policy will have a positive impact on the Health and Wellbeing of residents and/or their neighbours.

Environmental and climate change implications and risks:

This policy will have no environmental or climate change implications for the Council. It will support the Council's carbon reduction ambitions by grouping visits to properties in the same geographical area to reduce the number of car journeys required.

This proactive approach not only minimises carbon emissions but also contributes to the reduction of air pollution. In that sense and because it will assist to ensure efficient energy consumption within the property, it may be considered to have a positive effect on environmental and climate change.

BACKGROUND PAPERS

- Access to Homes policy (2024)

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Property and Housing Services
Access to Homes policy
(2024)

DRAFT

CONTENTS

- 1. Introduction**
 - 1.1 - Purpose of this policy
 - 1.2 - Aims of this policy
 - 1.3 - Scope of this policy
 - 1.4 - Legal context of this policy
- 2. Background**
- 3. If the Council needs to access a home**
- 4. If a resident does not attend an appointment**
- 5. The necessity for emergency access**
- 6. Resident responsibilities**
- 7. What the Council will do if access is not provided**
- 8. When the Council will enter a home without the resident's permission**
- 9. Staff Training**
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- 11. Data Protection statement**
- 12. Dissemination and communication of this policy**
- 13. Implementation of this policy**

- 14. Monitoring and review of this policy**
- 15. Delegated authority to make minor changes to this policy**

DRAFT

1. Introduction

1.1 - Purpose of this policy

This policy explains Havering Council's (the Council) approach to obtaining access to residents' (e.g. tenants, leaseholders, etc) homes - including gardens exterior storage spaces and other outside areas - in order to fulfil its statutory and regulatory duties as a responsible social housing landlord.

It explains how access will be requested and what action will be taken if necessary access is not made available.

1.2 - Aims of this policy

This policy highlights the following key principles in the way it deals with gaining access to homes:

- Defining when the Council needs to access residents' homes
- Setting clear, Residents Responsibilities
- Taking appropriate and proportionate action
- Value equality, inclusion and diversity, treating everyone with fairness and respect

The Council aims to ensure that its residents are kept informed about action being taken to gain necessary access to their homes in order to carry out essential duties such as undertaking repairs, safety checks, welfare checks and inspections.

1.3 - Scope of this policy

This policy applies to all Council residents, Council staff and their appointed contractor/s.

The scope of this policy relates to properties owned by, or managed on behalf of, the Council.

This policy outlines the circumstances under which a resident will be required to allow access to, or through, their home by the Council or its appointed contractor/s.

It defines:

- a) When the Council needs to access a home
- b) Resident Responsibilities
- c) The process that will follow if a resident does not provide access

This policy does not relate to obtaining access to properties as part of the repossession process, nor where the Council considers that the property has been abandoned.

1.4 - Legal context of this policy

This policy is set within the legislative framework outlined by the Regulator of Social Housing, such as:

- Localism Act 2011
- Section 16 of the Housing Act 1988
- Housing Act 1996
- Health and Safety at Work Act 1974
- The Building Regulations 2019 for fire safety incorporating 2020 & 2022 amendments
- Gas Safety (Installation and Use) Regulations 1998
- Gas Safety (Management & Right of Entry) Regulations 1996
- The Control of Asbestos Regulations 2012 (CAR 2012)
- Homes (Fitness for Human Habitation) Act 2018
- Landlord and Tenant Act 1985
- Defective Premises Act 1972
- Health and Safety at Work etc. Act 1974
- The Management of Health and Safety at Work Regulations 1999
- Electricity at work regulations (1989)
- Electrical Equipment (Safety) Regulations 1994 and the Plugs and Sockets etc. (Safety) Regulations 1994
- Prevention Social Housing Fraud Act 2013
- Equality Act 2010
- Environmental Protection Act 1990
- Antisocial Behaviour Crime and Policing Act 2014
- Local Government (Miscellaneous Provisions) Act 1982

2. Background

The Council may need access to homes for many reasons, including (but not limited to):

- To inspect the condition of the property
- To carry out servicing or a repair
- To investigate a possible breach of tenancy
- If there is an emergency (property or person related)

This policy will also be used to gain access in the following circumstances:

- Gas Safety Checks
- Fire Safety surveys and works
- Electrical Testing and works
- Asbestos surveys and works
- Surveys or works to control the risk of Legionella
- HHSRS (Housing Health & Safety Rating System) inspections
- Servicing and maintenance of personal lifts, including stair-lifts and Telecare equipment
- Repairs to, or refurbishment of, properties - especially where failure to carry out repair or refurbishment would place residents at risk and/or cause damage to

Council property

- Any surveys required to identify the condition of the property
- Tenancy audit and anti-social behaviour by the occupiers of, or guest visitors to, the property

3. If the Council needs to access a home

If the Council needs access to a resident's home, it will work with the residents to arrange a mutually convenient time and date to visit.

Unless the visit is an emergency, the Council will always try to pre-arrange an appointment. The Council will make all reasonable attempts to contact the resident in advance, including contacting their family and other people they know.

A responsible adult (i.e. legally over the age of 18) must be present to allow access to the home. The Council will record the visit as 'no access given' where this is not the case.

4. If a resident does not attend an appointment

Where the resident is not going to be home for an appointment, they need to contact us well ahead to rearrange.

The Council may pursue all associated costs that are incurred, and recharge the resident accordingly.

5. The necessity for emergency access

There may be an emergency in which we believe that the safety of the resident and/or other residents, or if the integrity of the property and/or adjoining properties is put at risk. The Council reserves the right to gain access; even if the resident or their representatives are not contactable in advance.

6. Resident responsibilities

6.1 - Individual tenancy and lease agreements will detail rights and responsibilities in relation to necessary, Council access to their home.

Each resident signs an agreement with the Council, outlining the rights and responsibilities of both parties. These agreements include reasonable access provisions.

Failure to meet such obligations may constitute a breach of contract and, therefore, may result in legal action; such as an injunction, possession proceedings and/or associated legal costs -

- Tenants: Please refer to your tenancy agreement.
- Licence-holders: Please refer to your licence.
- Leaseholders and Shared owners: Please refer to your individual lease.

6.2 - Residents must allow Council staff or their representatives (appointed contractors) into their home when requested, especially if the resident has requested a repair. Appropriate identification will always be available when visiting a resident's home.

6.3 - It is important that residents inform the Council if:

- Their contact details have changed (e.g. telephone numbers, e-mail addresses or any changes relating to their next of kin);
- If they require additional support needs;
- The details of someone else who can give the Council access, if the resident is not able to when LBH needs to enter a home.

7. What the Council will do if access is not provided

7.1 - Where reasonable access has been denied, the Council will, where necessary, pursue legal measures such as obtaining a warrant to gain entry. However, enforcement action to gain access will always be a last resort.

7.2 - Any resident who does not allow access may be in breach of their agreement with the Council, necessitating legal action. This includes residents of a leasehold property.

7.3 –The Council will cooperate where access to a property may need to be arranged with other key agencies and partners, including where there is risk to life, and safeguarding issues.

Examples of such partnerships would include:

- Police
- London Fire Brigade
- NHS
- Social Care
- Health and Safety Executive
- Building Control
- Environmental Health

7.4 - If the resident refuses access after reasonable requests, the Council may take the following actions:

- Tenants: The Council may ask the court for an injunction to allow access into the home. The Council will also ask the court to order that all associated costs incurred. If access has been repeatedly refused, the Council may also ask the court to grant an injunction for up to five years to allow ongoing access to the property for a specific reason e.g. gas safety.

The Council may serve a Notice of Seeking Possession, informing the resident of the intention to seek re-possession of the home and termination of the tenancy.

- Leaseholders: The Council may apply for an injunction to enforce the terms of the lease or, alternatively, to serve a section 146 requiring the leaseholder to comply with the terms and conditions of the lease thereby giving the Council access to the property.

If the required annual gas safety check of the home is overdue, and access to the home being unavailable despite the Council's best efforts, the gas supply to the home may be limited or capped.

Where possible, the resident will be notified of any decision to cap the gas supply prior to this being actioned. This will provide one more opportunity for the resident to book the necessary appointment and provide access.

The Council will make every effort to work with the resident, where the gas has remained capped for more than 3 days to ensure that the resident is accessing support as required and the supply is restored.

The Housing Management team will risk assess each case on a case-by-case basis and submit the case for approval by the Assistant Director of Housing, Property & Assets or the Assistant Director of Housing Operations. This will be documented in the resident's case notes.

7.5 - If the resident continues to allow reasonable access, the Council will apply to the court for possession of the home. This action will be taken if the resident:

- Has not responded to repeated attempts to be allowed access or
- Has denied access following the issue of a court, or
- Routinely fails to allow access.

7.6 - In very serious cases where an injunction has been issued and the resident continues to allow access, the court will be asked to fine the resident or send them to prison.

7.7 - The methods and steps used to gain access may vary according to the reason and degree of urgency, but will always be proportionate and reasonable.

The Council will monitor this policy and associated policies through procedural checks and feedback including complaints.

8. When the Council will enter a home without the resident's permission

8.1 – The Council will only enter a resident's home without their permission in exceptional circumstances where, for example:

- The Council has identified a serious health and safety risk to the occupants and/or others
- There is likely to be serious, permanent or significant damage to the building if immediate action is not taken
- There is an immediate concern for the wellbeing of someone in the property
- The resident has breached an injunction and the associated terms allow the Council to gain entry

8.2 - An example of exceptional circumstances is a serious or substantial water leak, the property has been abandoned and/or the resident is not contactable and there is not anybody else who can allow access.

8.3 - In an emergency where there is a gas leak or structural concern, the Council will not enter but will immediately contact the relevant emergency services.

8.4 - If there is any possibility an occupant could be seriously ill or has died, the Council will contact the emergency services and ask them to enter the property.

8.5 – The Council will only enter without permission as a last resort. The decision must be authorised by the Assistant Director of Housing Operations/Assistant Director of Housing Property & Assets, or the Director of Housing & Property.

8.6 If an emergency arises out of hours, the Duty Officer will decide whether the Council or its contractors should enter the property.

9. Staff Training

Recognising that well-trained staff are key to the successful delivery of this policy, it will be covered in inductions for new officers and “refreshers” will be mandatory for current staff.

Unconscious bias training will also be made available to ensure that the important intersections with other inequalities and disproportionalities are well understood by officers.

10. Equal Opportunities statement

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) has been carried out and accompanies this policy.

The Council seeks to ensure equality, inclusion, and dignity for all in all situations. The Council will seek to ensure that this policy is, at all times, implemented in a manner that is fair to all sections of the local community.

All applicants for housing or re-housing will be invited to indicate if they wish to make use of the Council's translation and interpretation services, or if they require additional services to enable them to access and understand the policy to ensure that they are not disadvantaged in any way.

They also will be invited to provide details of ethnic origin, sexuality, disability and other equalities information. Provision of this information is not obligatory or a requirement for acceptance of an application.

However, such information will help monitor the number and types of protected characteristics requiring hostel support, and will help ensure that service improvement evolves in line with any changing local needs.

Equalities records will be kept and monitored to ensure hostel accommodations are offered and allocated fairly. This policy will be regularly reviewed ensure it is not operated in any way that could discriminate or disadvantage against any particular group of people.

All information provided will be kept confidential and treated with respect at all times.

11. Data Protection statement

Havering Council takes personal privacy matters very seriously and will never share the individual's personal data without their prior knowledge, unless required to do so by law.

For full details about how the Council protects personal data, please visit [Havering Council Data Protection policy](#).

12. Dissemination and communication of this policy

Housing Services will consult with all affected stakeholders, directly or indirectly, to ensure this policy fulfils its purpose to be clear and transparent.

This policy will be made available internally and externally in hard copy and electronic versions, as well as various formats – such as easy read, multi-lingual, braille and audio - upon request.

13. Implementation of this policy

This policy will take effect from December, 2024.

Responsibility for the successful implementation of this policy will be with Havering Council's Assistant Director of Housing Operations and Assistant Director of Housing, Property & Assets.

14. Monitoring and review of this policy

In the interests of continuous improvement, this policy will be reviewed every three years to ensure it remains relevant, up-to-date and fit-for-purpose for the Council and the residents of Havering.

We will carry out regular quality checks on cases managed by our staff.

15. Delegated authority to make minor changes to this policy

The Assistant Director of Housing Operations or the Assistant Director of Housing Property & Assets, in consultation with the Director of Property and Housing, will be able to approve minor amendments; i.e. amendments that do not significantly change this policy or associated procedures.

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Property and Housing Services Access to Homes policy (2024)

Equality and Health Impact Assessment (EqHIA)

Document control

Title of activity:	Access to Homes policy (2024)
Lead officer:	Katri Wilson - Assistant Director, Housing Operations
Approved by:	Paul Walker - Director of Property and Housing
Author:	Joe Agius, Housing policy and strategy officer
Date completed:	November 2024
Scheduled date for review:	November 2027

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

Equality & Health Impact Assessment checklist

About your activity

1	Type of activity	Policy
2	Who will be affected by this activity	Havering Council property occupiers (tenants, leaseholders), Housing Services staff and management
3	Scope of activity	<p>This policy applies to all LBH tenants and leaseholders, LBH staff and LBH appointed contractors.</p> <p>The scope of this policy extends to properties owned or managed by LBH including all those managed on behalf of LBH.</p> <p>This policy outlines the circumstances in which a tenant or leaseholder will be required to grant access to or through their property to LBH staff, or a contractor working on our behalf. Including:</p> <ul style="list-style-type: none"> a) When LBH needs to access a home b) Resident Responsibilities c) Our process when the resident does not allow access <p>This Policy does not relate to obtaining access to properties as part of the repossession process, nor where LBH consider a property has been abandoned.</p>
4	Is this a new document for EqHIA approval?	YES
5	Does this document have the potential to impact upon people with protected characteristics as detailed herein?	YES

6	Does this document have the potential to impact upon affected people's health and wellbeing as detailed herein?	YES
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Completed by:	Joe Agius, Housing policy and strategy officer
Date:	November 2024

1. Age		
<i>Please tick (✓) the relevant box:</i>	Overall impact: Positive	
	This policy does not discriminate.	
Positive	<input checked="" type="checkbox"/>	It will further strengthen the Health and Safety of members of this protected characteristic group, thus the overall impact on the basis of age has been assessed as positive .
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

2. Disability		
<i>Please tick (✓) the relevant box:</i>	Overall impact: Positive	
	This policy does not discriminate.	
Positive	<input checked="" type="checkbox"/>	It will further strengthen the Health and Safety of members of this protected characteristic group, thus the overall impact on the basis of disability has been assessed as positive .
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

3. Sex/gender		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Positive
Positive	<input checked="" type="checkbox"/>	This policy does not discriminate.
Neutral	<input type="checkbox"/>	It will further strengthen the Health and Safety of members of this protected characteristic group, thus the overall impact on the basis of sex/gender has been assessed as positive .
Negative	<input type="checkbox"/>	

Evidence:
N/a.

4. Ethnicity/race		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Positive
Positive	<input checked="" type="checkbox"/>	This policy does not discriminate.
Neutral	<input type="checkbox"/>	It will further strengthen the Health and Safety of members of this protected characteristic group, thus the overall impact on the basis of ethnicity/race has been assessed as positive .
Negative	<input type="checkbox"/>	

Evidence:
N/a.

5. Religion/faith		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Positive
Positive	<input checked="" type="checkbox"/>	This policy does not discriminate.
Neutral	<input type="checkbox"/>	It will further strengthen the Health and Safety of members of this protected characteristic group, thus the overall impact on the basis of religion/faith has been assessed as positive .
Negative	<input type="checkbox"/>	

Evidence:
N/a.

6. Sexual orientation	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>

Overall impact: Positive

This policy does not discriminate.

It will further strengthen the Health and Safety of members of this protected characteristic group, thus the overall impact on the basis of sexual orientation has been assessed as **positive**.

Evidence:

N/a.

7. Gender reassignment	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>

Overall impact: Positive

This policy does not discriminate.

It will further strengthen the Health and Safety of members of this protected characteristic group, thus the overall impact on the basis of sexual orientation has been assessed as **positive**.

Evidence:

N/a.

8. Marriage/civil partnership	
<i>Please tick (✓) the relevant box:</i>	
Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>

Overall impact: Positive

This policy does not discriminate.

It will further strengthen the Health and Safety of members of this protected characteristic group, thus the overall impact on the basis of marriage/civil partnership has been assessed as **positive**.

Evidence:

N/a.

9. Pregnancy, maternity and paternity		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Positive
Positive	<input checked="" type="checkbox"/>	This policy does not discriminate.
Neutral	<input type="checkbox"/>	It will further strengthen the Health and Safety of members of this protected characteristic group, thus the overall impact on the basis of pregnancy, maternity and paternity has been assessed as positive .
Negative	<input type="checkbox"/>	

Evidence:

N/a.

Health & Wellbeing		
<i>Please tick (✓) the relevant box:</i>		Overall impact: Positive
Positive	<input checked="" type="checkbox"/>	The Council is committed to the health, safety and well-being of Havering's residents. This policy does not discriminate.
Neutral	<input type="checkbox"/>	It will further strengthen the Health and Safety of members of this protected characteristic group, thus the overall impact on the basis of pregnancy, maternity and paternity has been assessed as positive .
Negative	<input type="checkbox"/>	
		Do you consider that a more in-depth Health Impact Assessment is required as a result of this brief assessment? No ✓

Evidence:

N/a.

Review

This EqHIA will be reviewed in November 2027 or beforehand if:

- New, applicable legislation/regulation comes into effect, or
- New, relevant data becomes available.

CABINET	22 January 2025
Subject Heading:	<i>Office to residential conversion to accommodate homeless families – Eastgate House</i>
Cabinet Member:	Councillor Natasha Summers – Lead Portfolio Holder for Living Well Housing Demand
ELT Lead:	Patrick Odling-Smee - Director of Living Well
Report Author and contact details:	Darren Alexander, Assistant Director Housing Demand darren.alexander@havering.gov.uk
Policy context:	01708 43 3751 This report sets out the proposal to enter into an agreement for lease with National Housing Group for the sole use and occupation of Eastgate House a 34 unit to address the acute homeless crisis. If National Housing Group complete the works required to Eastgate House to create the units, then the Council will be obliged to take a 10 year less a day lease of the site. The proposal would have General Fund and HRA implications.
Financial summary:	This scheme will provide 34 accommodation units that can be let by QLM on assured shorthold tenancies thereby allowing the Council to discharge its housing duties to tenants of those units by making PRSOs, producing a revenue cost reduction of £1.8m over the ten year

life of the lease, plus a total of £5.3m in capital receipts.

Is this a Key Decision?

Yes

When should this matter be reviewed?

Reviewing OSC:

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

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

SUMMARY

1. The Council will look to enter into a 10-year lease with the National Housing Group for the sole and exclusive use of Eastgate House, a 34-unit Office to Residential Conversion by 2026, to meet its Homeless Reduction Act 2017 duty to accommodate homeless families.
2. The scheme will enable the local authority to exit 34 households out of high cost hotel and nightly charged accommodation anticipating a net revenue cost avoidance of circa £1.8 million over the length of the term, as well as £5.3 million in capital receipts. The forecast for inflation is included.

RECOMMENDATIONS

3. Cabinet is asked to make the following recommendations:
 - 4.1 To approve the proposal to enter into an agreement for lease with National Housing Group for the sole use and occupation of Eastgate House, a 34 unit building in Basildon, under which the Council will be obliged to take a 10 year headlease of Eastgate House upon completion by National Housing Group of agreed refurbishment works.
 - 4.2 Upon completion of the headlease referred to above, to approve that the Council may either:
 - 4.2.1 grant an underlease of Eastgate House to a wholly owned subsidiary of the Council (envisaged to be called Queens Letting and Management (“QLM”)) on a back to back basis; or
 - 4.2.2 to manage Eastgate House directly.
 - 4.3 Approve deficit grant funding of up to £3.9m in total to QLM to cover the lease period.
 - 4.4 To delegate to the Director of Living Well, in consultation with the Strategic Director of Resources, to take all steps, and to enter into all documentation, necessary to deliver the scheme as approved by recommendation (a) above including the discretion to decide which of options (b)(i) and (ii) shall be progressed.
4. **Note** we have already received cabinet approval to incorporate QLM Community Interest Company (CIC) on the 12 June 2024 – Establishment of a

joint venture company to manage properties leased in partnership with Chalkhill.

5. **Note** Eastgate House is a permitted development scheme where from a planning perspective has already secured prior approval for office to residential conversion.
6. **Note** the projected costs of leasing the property for the term outlined as well as the projected cost avoidance.

REPORT DETAIL

7. Main causes of homelessness and why the demand for hotels

8. Over the last two years Havering Council's use of hotel and nightly charged accommodation has created enormous pressure on the Council's housing budget. We have seen a £0.5m and £6.1m overspend occur in those year-end positions respectively. Growth of £3.9m has been applied in 2024/25.
9. The collapse of the private rented sector in London has been a significant contributing factor to the lack of supply following hikes in inflation and interest rates. Landlords have exited the market in efforts to sell their properties no longer able to sustain the increasing mortgage costs and this has left the market in disarray for Londoners.
10. Local authorities in London can no longer rely on a fraught private rented sector and Havering Council must secure its own supply of affordable accommodation to avert the risk a continued unsustainable nightly charged market.
11. The nightly charged market is a debilitating accommodation offer from private landlords pivoting with established letting agents to offer poor quality homes at premium above market rents. The offer distorts the market and pushes even dual income households out of London.
12. To exit out of the current 230 hotel and nightly charged accommodation places and to sustain this position, Havering will need to have a number of meaningful property and pipeline initiatives to address the homeless pressures over the next 5 years.
13. The Housing Demand service is fighting to support families and their children to exit out of hotels and nightly charged accommodation and this is proving to be increasingly difficult following the collapse of the private rented market sector for low income families.
14. In 2022/23 use of chain hotels increased substantially with families staying beyond the statutory 6 weeks limit. This was reduced, with effective temporary

accommodation management and planning meaning we no longer use chain hotels.

15. However, our use of hotels altogether has not ceased and we continue to use local hoteliers on block booking arrangements.
16. We are also reliant on high cost nightly rate accommodation. This form of accommodation alleviates families from spending weeks in hotels without cooking facilities as this solution has addressed those concerns, but the cost of nightly charged houses and flats is proving at times to be more than the cost of hotels.
17. Our demand and supply model suggests that our current trajectory for securing nightly charged and hotel accommodation is unsustainable and requires immediate action to increase supply to mitigate the existential risk to our long term budget position. There is substantial evidence across London that demonstrates the risks to families remaining in hotels and nightly charged accommodation long term and Havering are entering that profile of risk.
18. In 2022/23 we placed 358 households into hotels, an average of 30 per month. In 2023/24 the average placements into hotels rose to 38 per month. This financial year to date, the average remains at 37 new households per month, going into the winter period.
19. In the last 3 years, 40% of those households moved out of hotels of their own accord or into the private rented sector. This year approximately 24 new households each month end have been placed in hotels or nightly rate accommodation while waiting for an opportunity to move on. Havering do not have the supply to meet this need and are at risk continuing to spend a gross cost of £66k for new households each month or circa £792k each year. Only one-third of this cost can be met by housing benefit at the local housing allowance 2011 less 10%.
20. Table 1: Year on year growth in nightly rate and hotel accommodation

The Growth in Hotel and Nightly-Let Accommodation Usage				
	2021-22	2022-23	2023-24	2024-25 (forecast)
Average number of households	25	50	189	194
Total spend £ million	0.67	1.28	5.59	6.25
Average cost per night	73.30	70.36	81.06	88.29

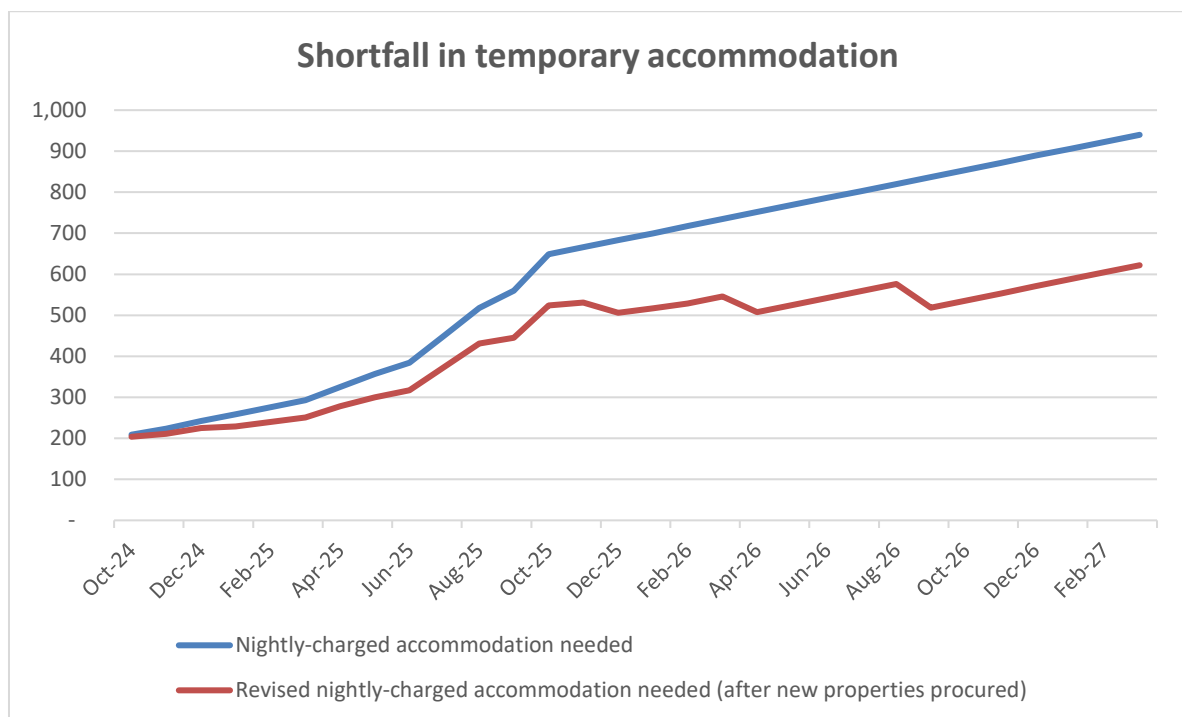
21. The influx of supply of nightly rate properties arises from private letting agents endorsing nightly rent rates with their landlords as an opportunity to exploit a

premium rent level that at times exceeds the market rent for below average properties. Councils in London feel powerless but yield to these demands.

22. Havering Council however, have already begun to turn the tide on this market by working closely with the private equity funds to bridge the supply gap and have already mobilised the Urban Impact (Chalkhill) initiative to replenish stock that has been lost in our private sector lease as well as deliver homes that are affordable on longer term leases.

23. The council will need a pipeline of temporary accommodation to stem the year on year growth in hotel and nightly charged accommodation. Without a pipeline of supply we anticipate nightly charged accommodation to rise to 940 units and with a pipeline this can be reduced by a third to 622. The 622 includes schemes such as Eastgate House as well as other schemes already approved by cabinet like the Family Welcome Centre.

24. Graph 1 illustrates the risk of to the council of not taking action. The blue line is no action and the red line is some action.



25. This paper seeks approval to deliver an office-to-residential conversion delivering 34 additional units of family sized accommodation.

26. Eastgate House

27. The Eastgate House property is currently an office block in Basildon Eastgate Business Centre.

28. The building has been earmarked for office to residential conversion using permitted development rights.

29. It will generate 34 units of accommodation designed to meet the needs of homeless families in hotels and nightly charged accommodation.
30. We anticipate that this unit will be available for use in the February 2026 when the renovation of the building reaches completion.

31. Costs to deliver Eastgate house – see appendices

32. Costs to set up Eastgate house

33. We anticipate start-up costs of £112k to cover furniture and £266k costs for SDLT, totalling £378k as indicated above.
34. Eastgate House will be one of the first office to residential schemes that will sit under the umbrella company of Queen’s Lettings and Management Limited.
35. LBH will provide management support and some of the associated costs will be mitigated by the fact that the Council will be able to pay housing benefit at the current local housing allowance rate rather than at the 2011 LHA capped rates that apply to temporary accommodation.

36. The table below shows a breakdown of running costs for the scheme.

	2025-6 (3 mths)	2026-27	2027-28	Total for life of contract (10 years)
Number of Properties	34	34	34	
	£'000	£'000	£'000	£'000
Rates, insurance, utilities	18	77	79	842
Repairs and voids costs	14	56	58	619
Management fee (staffing costs)	7	28	29	308

REASONS AND OPTIONS

Reasons for the decision:

37. To continue to secure accommodation for families at risk of homelessness:
38. Increase the number emergency accommodation units within the existing estate profile
39. To exit families out of bed and breakfast hotels

Other options considered:

40. Continue to use Chain Hotels and other high cost hotels.

41. Over the last 12 months the Council have placed high volumes of families into chain hotels and this has been a concern particularly for those affected with stays beyond the statutory 6 week limits. Block booking chain hotels has been

considered, however, locking the Council into long term booking arrangements places the authority at risk of exposure when demand is no longer there due to an increase in affordable housing options being supplied in its place. This option remains the highest risk and the highest cost and should only be used in emergencies and as a last resort.

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

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

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

45. We considered the use of these properties as temporary accommodation however, the Council have already assessed that the rental value can only achieve the 2011 LHA rates less 10% and the housing benefit subsidy deficit would lead to the Council losing out financially. The existing PSL scheme is also being pursued however there is a financial loss to the council due to the subsidy loss as set out elsewhere in this report.

46. The Council to purchase properties through the HRA

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

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

49. We took the “**Private Housing Investment for Settled Homes Proposal for Mercury Land Holdings PHISH**” to Cabinet and it was agreed in 2022 to purchase 125 properties over a 5 year period. The structure of the proposal would mean that there was a capital outlay of circa £60 million from the Council’s general fund and upon acquisition of a property we would offer 12-24 months Assured Shorthold Tenancy (AST) to homeless households and

subsequently discharge our housing duty. However, significant delays in drawdown loan agreements and the fundamental change to the financial climate in that period i.e. spike in inflation and interest rates meant that this approach was no longer financially viable. This does not mean we cannot revisit this approach once the markets have settled down however, it cannot be treated in isolation as a panacea for the current homeless pressures. The 125 units and limited 5 year term will not meet the considerable risk of hotel use in the long-term and will only alleviate it in the short term.

50. The Council to grant an underlease of Eastgate House to Mercury Land Holdings (MLH) as the wholly owned subsidiary of the Council

51. MLH are unable to take on the risk of the scheme as their Directors are not covered by public liability insurance and therefore the risk would fall upon non-council employees.

52. Develop new supply of homes through the regeneration programme

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

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

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

IMPLICATIONS AND RISKS

Financial implications and risks:

56. The East Gate proposal is designed to tackle the financial pressure and the unsuitable accommodation provided as a result of increasing numbers presenting in Temporary Accommodation.

57. As outlined in the report the demand in temporary accommodation is outstripping properties available for placement. This has been caused by two key factors. A reduction of property in the Private Sector and an increase in people requiring temporary accommodation. As a result the Council has had

no choice but to place in hotels and nightly lets. Both of which are expensive options for the Council and not suitable long term solutions for those placed there, especially families and can lead to the need for other Council interventions. 257 households are currently accommodated in hotels and nightly-lets. These placements cost on average £24k pa per family more than placement in PSL property. This is resulting in increasing financial pressures and the Council is currently forecasting spend of £6.3 million (an overspend of £2.4 million against budget).

58. The Eastgate House scheme proposes that 34 units will be opened to families already in hotel and nightly let accommodation. This scheme will reduce this overspend by replacing 34 units of expensive hotel and nightly-let accommodation with a more affordable alternative. A total cost reduction of £1.8 million is expected over the life of the ten year contract. In addition, Havering will gain capital receipts of £5.3m over the life of the contract, giving an overall benefit to the Council of £7.1m.

59. The scheme will be managed by a subsidiary company, Queen's Lettings Management. LBH has already received permission from Cabinet to set up QLM. Set-up of the company is still pending, but is expected to be within the next few weeks. As the agreement to take on the headlease will be with LBH, and the sublease with QLM will not take place until the property is ready to let (expected date 1st April, 2026), any further delay in setting up QLM is unlikely to impact this timeline. We will need to ensure that robust governance is in place for QLM before this time. If LBH were to let these properties directly, without involving QLM, they would only be permitted to charge 90% of the 2011 LHA rate. The net cost avoidance over the ten year lease would be £3.8 million revenue (compared to £1.8m revenue plus £5.3m of capital receipts (total £7.1m) with QLM). This would be the worst case scenario if QLM were to fail.

60. QLM delivers greater cost reductions as the scheme is able to attract rents at the current LHA rates and not the 2011 LHA rates subject to a 10% reduction for Temporary Accommodation. This increases the rents flowing into the Council. The lease cost of the building is linked to the LHA rates, so tenant's rents can be increased in line with any increases in the lease.

61. In 25-26, LBH will have to pay a grant to QLM of £327k and for each year thereafter, a grant in the £220 to 250k region each year. This can be funded from the Homelessness Prevention Grant, (some grant funding is necessary in order for LBH to claim exemption from stamp duty on the headlease). In addition to the annual funding, a loan of up to £120k from LBH to QLM will be needed to manage QLM's cashflow, due to delays with housing benefit, and the general timings of payments and income. This is a subsidy of an organisation and therefore any such subsidy funding will need approval under the relevant subsidy rules. At present the scale of the subsidy is unlikely to trigger any breach. But this should be kept in mind as LBH directs more of these arrangements through QLM.

62. There is no financial spend by LBH or QLM until the works on the building are completed and the property is handed over.
63. Given the forecast demand over the next few years, including having to decant around 380 families from our shortlife properties during this time, there should be no problem in filling these places. Households are matched to new properties according to various criteria (including size and suitability of the property, location, affordability, medical needs, caring needs, schooling and religious needs). Of the current 257 households currently in hotels and nightly lets, approximately half of them are likely to be suitable to move into Eastgate House. In the unlikely event that LBH cannot find enough suitable households to fill Eastgate House, it will be possible for QLM to offer some of the units to other councils, or private renters. It is likely however that demands in temporary accommodation are likely to rise. There is a focus nationally on providing housing as this is a pressure nationally. Havering needs to develop a strategy that brings into account the National and Local position and forecasts and blends delivery models.
64. Stamp Duty (SDLT) on the lease is budgeted at £226k in the QLM expenses. For this business configuration, the rules on SDLT are open to interpretation. It is possible that SDLT will not be payable at all, giving us an extra saving. A decision from HMRC is currently being sought.

Legal implications and risks:

65. The Council has obtained external legal advice from Browne Jacobson LLP on this transaction. Their legal advice is attached to this report as an Appendix together with the Chesham House legal advice therein referenced.
66. There are four main elements of the transaction which require legal analysis:
67. Whether the Council has the power to enter into the transaction
68. Public procurement
69. Subsidy control compliance
70. Position in relation to housing benefit rates

Powers

77. The Council has the power to enter into the Lease with NHG pursuant to S120(1)(a) of the Local Government Act 1972 (LGA 1972) or S111(1) of the LGA 1972. The Council would be acquiring the Units for the purposes of helping it discharge its homelessness duties under S193(2) of the Housing Act 1996 (HA 1996) by underletting the Units to the QLM in order that the QLM can then make private rented sector offers (PRSO) in respect of those Units to applicants who are owed a main housing duty.

78. A strong argument can be made that the Units will not fall within the Council's Housing Revenue Account. This is because the Housing Revenue Account (Exclusion of Leases) Direction 1997 (the Direction) excludes from the HRA leases of property for a period of 10 years or less for the purpose of housing homeless households.

79. The Council has the power to then dispose of the Units to QLM using S123 of the LGA 1972, provided that the Council charges QLM a market rental rate for the Units.

Public Procurement

80. The Council can enter into the agreement for lease with NHG without needing to run a procurement process which complies with the Public Contracts Regulations 2015 (**PCRs**). This is because NHG own Eastgate House and therefore have an exclusive property right which they are entitled to protect. This argument is based on an interpretation of Regulation 32(2)(b)(iii) of the PCRs which allows the Council to directly negotiate with a party without running a competition if a) that party has exclusive rights; and b) no reasonable alternative or substitute exists.

81. The Council should publish a Contract Award Notice in relation to the Agreement for Lease in order to start the clock on any potential procurement challenge. Aggrieved challengers would have 30 days from the date of the notice to issue proceedings.

82. The Council can directly enter into contractual arrangements with QLM (including a nominations agreement if necessary) because QLM will satisfy the "teckal criteria" set out in Regulation 12 of the PCRs.

Subsidy Control

83. The provision of any grant from the Council to QLM in relation to this arrangement is likely to constitute a "subsidy" under the Subsidy Control Act 2022 (SCA 2022). This means that the Council will need to conduct an assessment against the subsidy principles contained in Schedule 1 to the SCA 2022 before it awards any grant to QLM.

84. Any grant given to QLM for this purpose is likely to be cumulated with grant given in relation to the Chalkhill programme, and the Chesham House project, which means that the quantum of subsidy is likely to constitute a Subsidy of Particular Interest (SSOPI) under the SCA 2022. This means that the Council will need to make a referral to the Competition and Market Authority's Subsidy Advice Unit (SAU) in accordance with the SCA 2022. The SAU will assess the Council's principles assessment and issue a public report with recommendations. The Council will need to go through this process and

observe the statutory cooling off period following publication of the report, before it enters into any grant arrangements with QLM for the scheme.

Housing Benefit

85. As QLM would be regarded as a private sector landlord for the purposes of the housing benefit regime, the Council will be able to pay housing benefit to applicants granted assured shorthold tenancies of the Units by QLM up to the Local Housing Allowance rates set by the Rent Officer for the Outer North East London BRMA for units of this type (per regulations 13C and 13D of the Housing Benefit Regulations 2006).
86. So long as the rents that QLM charged tenants did not exceed the applicable LHA rate, the Council may pay housing benefit at a rate of 100% of a tenant's rent and eligible service charges and claim 100% of that housing benefit back through housing benefit subsidy (per articles 11 and 13 of the Income-related Benefits (Subsidy to Authorities) Order 1998).
87. If the rent charged by QLM exceeded the applicable LHA rate then there would be a deficit between the rent that an applicant was required to pay QLM and the housing benefit they could claim, which would be likely to result in that applicant accruing rent arrears and/or QLM operating and managing the units at a deficit (that would need to be met out of Council funds).
88. The Council could elect to retain the Units and to use them directly as temporary accommodation. However, in those circumstances the housing benefit subsidy that the Council could claim would be capped at the 2011 LHA rates rather than the 2024 LHA rates (per articles 17 and 17A of the Income-related Benefits (Subsidy to Authorities) Order 1998). This would be highly likely to result in a housing benefit subsidy deficit that would need to be met out of Council funds.

Human Resources implications and risks:

89. We do not anticipate increasing the workforce to provide an onsite intensive housing management service for the 34 two beds in Basildon.
90. However, the enhanced housing benefit rate will likely subsidise the costs of the staff that will manage the out of borough scheme.

Equalities implications and risks:

91. 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:
- 91.1 The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;

- 91.2 The need to advance equality of opportunity between persons who share protected characteristics¹ and those who do not, and;
- 91.3 Foster good relations between those who have protected characteristics and those who do not.

92. The Council is committed to all of the above in the medium term provision of Eastgate House and is expecting that this will not just be a positive step in our endeavour to relieve the existing pressures of homelessness but to give assurance to our colleagues in health and social care that we are focussed in our efforts to improve health inequalities.

93. Eastgate House recognises the acute challenges families face when children are experiencing significant time spent living in hotels without cooking facilities and overcrowded living conditions. The unit gives us the opportunity to step down families directly from hotels into a self-contained dwelling with access to onsite support as they go about re-establishing their lives. This growing use of hotels has been particularly harmful to children and their education and has exacerbated their parents' anxiety about providing a stable, safe and secure home.

94. We will also make every effort to ensure that households with protected characteristics, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation, who are over-represented as homeless also receive the right attention and support to live independently.

Health and Wellbeing implications and Risks

95. Havering council is committed to improving the health and wellbeing of its residents. The provision of accommodation other than hotels is an important determinant of health and wellbeing as housing impacts both our physical health and mental wellbeing

96. Housing instability and poorly designed housing undermines our health and is associated with increased risk of ill health including stress, anxiety, inability to cook healthy food or pursue healthy lifestyle, cardiovascular disease and respiratory disease as well as risk of physical injury from accidents. Hotels in particular do not offer the amenities that families and their children need and this has a wider impact on schools and the ability of children to thrive in education. There is an impact for families placed outside of the borough can disrupt the existing relationships, social connections, familiar neighbourhoods and continuity of healthcare

97. It is anticipated that the mobilisation of this proposal and the delivery of accommodation of acceptable standard will reduce the Council's dependency

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

on hotels as temporary accommodation will generate positive health and wellbeing benefits directly to households who have a need to be accommodated by the Council in an emergency. .

98. Housing such as Eastgate House (particularly for families due to health and wellbeing issues) does have a role to play as an important pathway to longer term stability and sustainability as well as well as means through which people living in Havering can build a new life and access services and opportunities (e.g. access to employment, identity, healthy lifestyle, education, creation of social networks etc.). The scheme will also benefit households at risk of homelessness by providing accommodation for households with children in particular who have been staying in hotels. It is anticipated that the mobilisation of this proposal and the delivery of other office to residential conversions of a similar nature will reduce the Council's dependency on hotels will generate positive health and wellbeing benefits directly to households who have a need to be accommodated by the Council in an emergency.
99. Havering council is committed to improving the health and wellbeing of its residents. The provision of accommodation other than hotels is an important determinant of health and wellbeing as housing impacts both our physical and mental health and wellbeing. Inadequate housing and poorly designed housing is associated with increased risk of ill health including cardiovascular and respiratory diseases, depression and anxiety as well as risk of physical injury from accidents. Hotels in particular do not offer the amenities that families and their children need and this has a wider impact on schools and the ability of children to thrive in education.
100. Housing such as Eastgate House (particularly for families due to health and well-being issues) does have a role to play as an important pathway to longer term stability and sustainability as well as well as means through which people living in Havering can build a new life (e.g. access to employment, identity, living practices, creation of social networks etc.). The scheme will also benefit households at risk of homelessness by providing accommodation for children in particular who have been staying in hotels.
101. There is an impact for families placed outside of the borough but the risks of remaining in insecure hotel accommodation particularly for children weigh higher.

BACKGROUND PAPERS

All appendices are exempt.

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

Document is Restricted

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

CABINET

Subject Heading:

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

Cabinet Member:

Councillor Oscar Ford, Cabinet Member for Children & Young People

SLT Lead:

Tara Geere, Director of Starting Well (DCS)

Report Author and contact details:

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Tel. 01708 431250

Policy context:

The recommendations have implications throughout the Borough

Financial summary:

The estimated capital cost of the revised programme of works is £66.07m. This will be funded from a combination of Basic Need allocation, unallocated capital budget from earlier phases, SEND Capital grant and S106 housing development contributions.

Revenue implications for schools will be funded from the DSG.

An increase in pupil numbers may also have an impact on other local authority budgets. These will be raised through the appropriate channels as necessary.

Is this a Key Decision?

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

When should this matter be reviewed?

September 2026

Reviewing OSC:

People

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

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

Place - A great place to live, work and enjoy

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

SUMMARY

1. The report seeks Cabinet’s approval of the projects and associated capital funding to implement Phase 5 of the expansion programme to manage the forecast increase in early years, primary, secondary and SEND pupil numbers, as approved in the Outline Proposals to address Early Years, Primary, Secondary, SEND and AP rising rolls – Update to Phase 5 expansion Programme cabinet report in November 2023.
2. Phase 5 of the Schools Expansion Programme sets out proposals for capital investment of £66m to provide for expansion of school places in those areas where there is clear evidence of sustained growth in need over the next five years. The investment will be funded from a combination of basic needs allocation, unallocated capital budget from earlier phases, SEND capital grant and S106 Housing Development contributions.
3. This rise in demand in Primary, Secondary and SEND means that the Council needs to do two things:
 - Find ways to absorb the immediate extra demand for places, while protecting the Borough’s excellent reputation for good schools – which is already well underway.
 - Plan for a longer term growth in pupil numbers to meet demand from new housing and a growing population and establish new schools as and when required.
4. Approval will enable officers to implement the education projects detailed in this report as part of the Council’s strategy of ensuring that there are sufficient school places to meet likely future demands.

RECOMMENDATIONS

That Cabinet:

1 Agree

1.1 Increase in Early Years and Childcare Places including

- 1.1.1 Approval of the spend of the £566,841 childcare capital expansion funding grant as set out at para 2.4 of the Report.

1.2 Increase in Primary Places including implementation of:

- 1.2.1 The establishment of one-off bulge classes as an interim measure to increase primary places between 2024/25 and 2027/28.

1.2.2 The permanent 1FE expansion of a primary school in the Romford planning area.

1.3 Increase in Secondary Places including implementation of:

1.3.1 One-off bulge classes as an interim measure to increase secondary places to meet demand

1.3.2 1 FE permanent expansion at one secondary school in the Central planning area in 2026/27

1.4 Increasing SEND Places

1.4.1 Primary SEND places

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

School name	Number of places	SEND need type	Due to open
Harrow Lodge Primary School	12	Communication and Interaction (C&I)	2026/27
Harold Wood Primary School	12	Communication and Interaction (C&I)	2026/27

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

1.4.2 Secondary SEND places

To support the implementation of temporary accommodation to provide SEND unit places at Royal Liberty School from January 2025 - 12 places for pupils (11-16 years) with Communication and Interaction needs.

To approve the SEND Unit to be implemented for secondary pupils at the following school:

School name	Number of places	SEND need type	Due to open
The Brittons Academy	20	Communication and Interaction (C&I)	2026/27

1.4.3 Special Schools

To agree the funding to be transferred to Lime Trust in order to increase the capacity at Lime Academy Forest Approach so that the school can increase their pupil numbers from 120 to 150.

1.4.4 **SEND Capital Grant Programme**

To agree to establish a SEND capital grants programme allowing schools and settings to apply for part of the fund that could be used to make adaptations to their building in order to promote better outcomes for children and young people with SEND.

1.4.5 **School Houses**

To agree that the net-capital receipts from the sale of the school houses at Scotts Primary School and Newtons Primary School be included in the capital programme to deliver the respective school improvement projects.

1.5 **Increasing Alternative Provision (AP) Places**

1.5.1 To agree to implement a primary AP provision, to operate from the site of and to be run by Olive AP Academy Havering.

2 Delegate the power for Phase 5 of the Expansion Programme to the Lead Member for Children & Learning:

- To take further decisions regarding the implementation of these projects and the approval of which schools/early years/childcare settings should be expanded including any amendments to the proposals above, such as a decision not to proceed or to expand a different school/early years/childcare setting, in the light of developing circumstances or the results of consultation (subject to the appropriate statutory processes).
- To approve the Executive decision to award the contract to construct and design the new special free school on Balgores Fields.

3 Delegate to the Assistant Director of Regeneration & Place Shaping authority to:

- Submit planning applications after consultation with planning officers, commission all associated surveys/investigations (including transport assessment, soils survey, environmental check etc.) and commence tender processes as required to support the development of options appraisals to deliver Phase 5 expansions required- noting that tender awards will remain the subject of separate Executive Decision(s).

4 Delegate to the Assistant Director of Education authority to:

- Select proposers for new schools and make recommendations to the Secretary of State for Education in respect of free school processes.
- Apply for grant funding opportunities from the DfE
- Accept grant funding from the DfE on behalf of the Local Authority

- Apply for free schools via future free school waves
- Determine that capital receipts from the future sale of school houses be returned to the respective school with funds used to enhance education provision at that school.
- To sign off any statutory proposals needed to implement the projects.

REPORT DETAIL

1. Introduction

- 1.1. The Census 2021 data published by the Office for National Statistics, shows the 0-4 age group in Havering has seen the second highest growth of all local authorities in the country.
- 1.2. In Havering, we have seen an increase of 52% in the number of births between calendar years 2002 to 2016. This includes a 19% increase in the birth rate from 2012 to 2016. However since the birth rate peaked in 2016, we have seen a year on year reduction in the birth rate in Havering, with the birth rate decreasing by 11% between 2016 to 2021. There is some early evidence that the birth rate in Havering may be starting to plateau.
- 1.3. Despite the lower birth rate, Havering continues to receive a high number of in-year applications for school places. In 2022/23 the amount of primary in-year applications received increased by 2% when compared to the previous year. In 2023/24 the number primary in-year applications received increased by a huge 13%. This means that the sufficiency of school places needs to be balanced to ensure that enough school places are available to accommodate in-year demand.
- 1.4. In November 2023, Cabinet approved the Update to Phase 5 school expansion programme report. This report to Cabinet aims to secure approval for the specific projects associated with the Update to Phase 5 school expansion capital programme.

2. Early years need

- 2.1. The following outlines the planned Early Years provision due to open:
 - A 30 place nursery on Beam Park School for 2, 3 and 4 year olds from 2025/26
 - A 47 place nursery on Bridge Close for 2, 3 and 4 year olds from 2029/30
- 2.2. At the Spring Budget 2023, the Government announced the 30 hours entitlement will be extended in stages from April 2024 to children aged nine months to three years in England. Eligibility will match the existing

entitlement: it will be available only for the children of working families. Roll out of the new entitlement is occurring in phases.

2.3. In the Summer 2024 term 1153 expanded entitlement places were taken up (eligible 2 year olds), followed by 2425 places in Autumn 2024 when the offer was broadened to include children aged between 9-36 months.

2.4. Havering was allocated £566,841 childcare capital expansion funding. This is being used for the following projects:

- Expansion of an existing nursery at a Havering primary school.
- Remodelling of existing spare accommodation to deliver new nursery provision at Harold Court Primary School.
- Providing new wraparound childcare provision in special schools
- Setting up a small grants programme for PVI's to bid in for funding to expand their provision. Eligibility criteria will be drawn up and a selection panel will make final decisions.

2.5. The following table contains an initial projection by the DfE showing the potential impact of the roll out on childcare places in Havering. As can be seen, we will potentially exhaust our current number of childcare places by 10% when the offer is increased to 30 hours of childcare.

Phase 1	Phase 2	Phase 3
April 2024	September 2024	September 2025
0 places needed	34 places needed	301 places needed
+0%	+1%	+10%

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

2.7. In order to support the provision of childcare places, the DfE has announced the Schools Nurseries Capital Fund. The School-Based Nursery Capital Grant is a one-time grant available for eligible state-funded primary-phase schools. Schools can bid for up to £150,000 of funding to use for capital expenditure to either convert spare space within school buildings into a new nursery or expand an existing nursery. Schools apply directly to DfE for this grant and we are supporting a number of eligible schools with their applications.

3. Primary school place need

3.1. To meet the need for primary places between 2024/25 and 2027/28, what is being proposed is primarily a strategy comprising of one-off "bulge" classes. Bulge classes have been deemed an appropriate way to address the need for places in these years as they provide a one-off solution to what is likely to be a short term problem as the birth rate is decreasing which will lead to

Cabinet, 22 January 2025

lower reception intakes for future years. The fact that this is likely to be a short term issue is also underlined by the fact that additional primary school places will be introduced in Havering through planned new schools.

3.2. The following mainstream free schools are due to open in Havering:

Provider/School	Education Phase	Places	Scheduled to Open
Park Primary School- Partnership Learning	Primary Phase	420	Sept 2025 – Beam Park site
Unity Learning Partnership	Primary Phase	630	Sept 2029 - Bridge Close housing development site

3.3. Both of the above free schools were secured via successful bids through the DfE free school waves. Both schools are being funded directly by the DfE.

3.4. The need for additional primary school places from 2024/25

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

Need for places 2025/26	Rec	1	2	3	4	5	6
Collier Row							
Elm Park and South Hornchurch							
Harold Hill							
Hornchurch			0.5	1	1	0.5	
Rainham	0.5		1	1			
Romford	1	2	2	1	1		
Upminster and Cranham							

Need for places 2026/27	Rec	1	2	3	4	5	6
Collier Row							
Elm Park and South Hornchurch							
Harold Hill							
Hornchurch			0.5	1	1	1	0.5
Rainham	3	1		1	1		
Romford	1	2	2	2	2	1	1
Upminster and Cranham							

Need for places 2027/28	Rec	1	2	3	4	5	6
Collier Row				0.5	0.5		
Elm Park and South Hornchurch							
Harold Hill							
Hornchurch				1	1	1	1
Rainham	2	4	1	0.5	2	1	1
Romford	2	2	3	2	3	2	2
Upminster and Cranham							

3.5. Options to meet the above need:

- Before implementing bulge classes as detailed below, it is hoped though that the in-year demand for places will be managed via our Fair Access Panel (FAP) with schools expected to go over their PAN by one pupil per class. The FAP process is managed by admissions in agreement with schools.
- **Collier Row-** The need in 2027/28 will be monitored in future updates of the school roll projections and bulge classes implemented if needed.
- **Hornchurch-** The need in this planning area will be monitored in future updates of the school roll projections and bulge classes implemented if needed.
- **Rainham-** The need in 2024/25 will be monitored with bulge classes implemented if needed. The need from 2025/26 onwards will be addressed by the new school opening on the Beam Park development.
- **Romford-** The need in 2024/25 will be monitored with bulge classes implemented if needed. Crownfield Infant and Junior Schools were expanded from 3FE to 4FE, with the infant school expansion being implemented in September 2017. As a result of not filling to 4FE the decision was taken to reduce the PAN back to 3FE. The option to meet the need in 2025/26 is reinstating the expansion at Crownfield Infant and Junior Schools so that an additional 1FE is provided to meet the need in Romford. The Crownfield Infant and Junior Schools are in the neighbouring Collier Row planning area however, these are the only available options to meet the need in Romford currently.

Due to the delay to the opening of the new school on Bridge Close, there is a need to pursue a 1FE permanent expansion of a school in this planning area. Consultation will be undertaken with all the local schools and feasibility studies will be done to identify the most appropriate school where an expansion can be delivered.

- 3.6. It is important to note that a significant driver in the above school place need, particularly in the Rainham and Romford planning areas, is planned new housing. Any delays to planned housing delivery will impact when additional school places will be required.

4. Secondary school place need

- 4.1. The need for additional secondary school places from 2024/25

Planning Area	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
North	1	1	1	2	2	2	2
Central			2	5	4	5	4
East							
South				2	1	1	1

- 4.2. Both schools in the North planning area have already undergone permanent expansion; Redden Court has expanded by 2FE and Drapers' Academy has expanded by 1FE having declined to expand further. Therefore, the need for places in this planning area will have to be met by available places in the neighbouring Central planning area.
- 4.3. The projected need in the Central planning area begins in 2026/27; however, this is linked to housing in the area being delivered.
- 4.4. To implement 1 FE permanent expansion at one school in the Central planning area in 2026/27. Consultation will be undertaken with all the local schools and feasibility studies undertaken to identify the most appropriate school where an expansion can be delivered.
- 4.5. As it is expected longer term that there will be smaller year 6 cohorts transferring to year 7 resulting in smaller year 7 intakes, it has been decided to address the remaining deficit of places with bulge classes.
- 4.6. Another option is review the PANs of those Academies that have previously reduced their PAN due to not filling to capacity, with a view to reinstating their original higher PAN. This is applicable to both The Brittons Academy and Sanders Draper who have previously reduced their PAN. This will create more capacity in the secondary phase. However it is important to note that this proposal is dependent on the agreement of the relevant academy trusts.
- 4.7. We will closely monitor the year 7 intakes for future years and if it appears that the growth in year 7 in 2027/28 will be sustained, we will need to start discussions about the need for a new secondary school. The need for a new secondary school is closely linked to the proposed housing as set out in the Romford Masterplan.

5. SEND place need

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

Academic year	Cognition and Learning	Communication and Interaction	SEMH	Physical and/or Sensory	Totals
2023/2024	603	1438	464	246	2751
2024/2025	668	1611	517	274	3070
2025/2026	722	1770	561	298	3351
2026/2027	781	1938	610	323	3652
2027/2028	842	2073	662	344	3921

Source: [Children and Young People Education Place Planning Plan](#)

Please note:

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

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

SEMH includes Social, Emotional and Mental Health (SEMH)

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

5.2. The following table outlines the planned SEND provision due to open in 2024/25:

School name	Number of places	SEND need type	To open
Suttons Primary School	12	Social, Emotional and Mental Health (SEMH)	2024/25
Harris Academy Rainham	20	Autistic Spectrum Disorder (ASD)	2024/25

5.3. The following table outlines the proposed SEND provision to help meet future demand for places:

School name	Number of places	SEND need type	Due to open
Harrow Lodge Primary School	12	Communication and Interaction (C&I)	2026/27
Harold Wood Primary School	12	Communication and Interaction (C&I)	2026/27
The Brittons Academy	20	Communication and Interaction (C&I)	2026/27

5.4. The schools listed in the table were prioritised because the feasibilities showed that these were projects that represented best value for money, likely to be approved by planning, able to be delivered on time, with strong leadership and inclusion within the school. There are other schools which want a SEND unit, however, there are currently insufficient funds for these additional units at this time- hence these additional schools are on a waiting list subject to additional funding.

5.5. To support the implementation of temporary accommodation to provide SEND unit places at Royal Liberty School from September 2025 – 12 places (11-16 years) for pupils with Communication & Interaction Needs

- 5.6. In addition to new proposed SEND provision above, there are also plans to increase the number of places in the SEND unit at The RJ Mitchell Primary School from 21 to 40 places by remodelling existing space in the school.
- 5.7. We will also increase the capacity at Lime Academy Forest Approach in order to enable to the school to admit 150 pupils as they previously had to reduce the number of pupils to 120 due to lack of suitable accommodation. Funding is needed from the Council in order to implement this, with the funding agreement to be drafted. The Academy Trust which runs the school will be responsible for delivering the construction, design and procurement of the project.
- 5.8. We are seeking to establish a new 300 place special school on the playing field off Balgores Lane, via the free school presumption process. The new special free school will cater for pupils aged 4-19, with ASD, SEMH and SLD SEND needs and would have a proposed opening date of September 2027.
- 5.9. We are currently awaiting a final decision from the DfE about the successful Trust with whom they will enter into a funding agreement to operate the new special free school.
- 5.10. There will be a SEND small capital grants programme to promote inclusion for children and young people with high needs. Early years settings and schools will be able to apply to the small grant programme for use to improve facilities or develop new facilities for children and young people with the most complex SEND needs. Eligibility criteria will be drawn up and a panel set up to assess bids and award funding for the best applications.
- 5.11. There will be a small fund set aside to address accessibility works needed for SEND children in mainstream schools. Capital fund of £600k is set aside for this and allocations will be based on what adaptation works are required in mainstream schools to meet accessibility needs for SEND pupils.
- 5.12. School Houses

The school house located on the site of Newtons Primary School has recently been sold. The school house on the site of Scotts Primary School is in the process of being sold. The capital receipts from these sales will be returned to the respective schools, as agreed by the DfE in the application for the consent of the Secretary of State for Education for a disposal of non-playing field land. The funds will be used by each school to enhance provision for SEND pupils at the school.

6. Alternative Provision (AP) places

- 6.1. Pupils referred to AP – actuals and projections to 2028/29

Academic year	Autumn	Spring	Summer	Total
2020/21	93	41	46	180
2021/22	75	67	49	191

2022/23	77	80	36	193
2023/24	95	75	40	210
2024/25	97	82	46	225
2025/26	98	83	47	227
2026/27	99	84	47	230
2027/28	100	85	47	232
2028/29	101	85	48	233

Source: [Children and Young People Education Place Planning Plan](#)

- 6.2. As shown in the table above we are also projecting an increase of 29% in the number of pupils requiring an educational entitlement in alternative provision from 2020/21 to 2027/28.
- 6.3. The Local Authority did apply for a 150 place all through AP free school via Wave 2022, however we were unsuccessful.
- 6.4. It is proposed that a primary AP provision be implemented, to operate from the site of and to be run by Olive AP Academy Havering. This will help meet the demand for primary AP places in Havering. This will require the Academy submitting an application to the DfE to extend the age range of Olive AP Academy Havering.

REASONS AND OPTIONS

7. Reasons for the decision:

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

- 7.2 Other options considered:

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

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

IMPLICATIONS AND RISKS

8. Financial implications and risks:

8.1 Capital Expenditure

- 8.1.1 Phase 5 of the Schools Expansion Programme sets out proposals for capital investment of £66.07m to provide for expansion of school places in those areas where there is clear evidence of sustained growth in need over the next four years. Appendix A – Table 1 summarises the proposed expansion programme for Early Years, Primary, Secondary and SEND across the planning areas within Havering.
- 8.1.2 The estimates of capital costs for the major developments have been provided by the Technical Services team and have been costed based on standard DfE build criteria and contract rates. Any additional capital to fund requirements over and above the DfE approved design would have to be met from either the authority or other sources.
- 8.1.3 The investment will be funded from a combination of basic needs allocation, unallocated capital budget from earlier phases, SEND capital grant and S106 Housing Development contributions. The sources of the funding and total provision are set out in the table below. The authority has secured and set aside £65m of this funding which is not dependent on future allocation or additional sources of grants or receipts.
- 8.1.4

Funding Source	£
Basic Needs Capital Grant	51,714,334
High Needs Provision Capital Grant	11,153,589
Education S106 Agreements	3,850,880
Total	66,718,803

Total funding of £66.72m, has been identified, which is not dependent on future allocations or additional sources of grants or receipts. £0.652m of this remains unallocated.

- 8.1.5 The SEND Capital Grant is from Government capital funding allocation to Havering for 2021-24 - £12.3m to support school places for children

with Special Education Needs (SEN) and disabilities (children with Education, Health and Care Plans (EHC plans).

8.2 Revenue Expenditure

- 8.2.1 The additional revenue costs for the increased demand will be met from the Dedicated Schools Grant (DSG).
- 8.2.2 The range of additional provision within this report will mean that irrespective of nature of the provision all providers will need to appoint additional staff and provide other resources. As highlighted above the additional funding will be allocated from one of three blocks of the Dedicated Schools Grant (DSG): Early Years, Schools or High Needs depending on the nature of the provision.
- 8.2.3 In terms of high needs provision, it is expected that the increase in local provision is expected to result in revenue costs being lower than they would otherwise be if pupils had to be placed in costly out of borough provision.
- 8.2.4 In terms of mainstream school places, there is a time lag between a rise in pupil numbers and additional funding in the main Schools Block of the DSG. Funding for the financial year is based on numbers at the previous October census. Where a school is expanding, or has been asked to take a bulge class, additional funding will be required during the course of the financial year. The LA receives a formula based supplement to the Schools Block that is intended to cover these additional costs.
- 8.2.5 An increase in school admissions across the Borough may also have a 'knock-on effect' on other budgets such as free school meals, home to school transport and the demand for alternative provision and support services. Any pressures arising will be addressed through the appropriate channels as the needs arise.

9. Legal implications and risks:

- 9.1. The Council has a statutory duty to secure that efficient primary education and secondary education is available to meet the needs of the population of their area (Section 13 Education Act 1996).
- 9.2. At present certain types of school organisational change (including change of age range, change of character, expansion through enlargement of premises, increase/decrease or change of provision for

pupils with special educational needs) are subject to statutory processes of consultation and decision-making.

- 9.3. A number of the recommendations may require the Local Authority to bring forward proposals which must be the subject of statutory notifications. In such cases the Authority should ensure that it conscientiously considers the responses to the statutory process before making any final decisions. As such the recommendations which require statutory consultation should not be considered to be finalised until the outcome of the consultation is known and a fresh decision has been made following that. Such decisions should be the subject of separate recordings.
- 9.4. Academies wishing to expand, make age range changes (by up to two years), add boarding provision or amend admissions need to seek approval from the Secretary of State, through the ESFA, to make such changes.
- 9.5. Use of existing playing fields for construction of a new school will require permission from The Secretary of State.
- 9.6. If the Council decides to propose a new school this will need to be planned together with the DfE to introduce an Academy Trust to manage it.
- 9.7. The recommendations which set out the guiding principles for the Council to address the rising school roll issues are of a generic nature and have been approved already by Executive decision and there is therefore no reason to make a new decision about these.
- 9.8. As and when individual decisions come to be made separate recording of the decisions and legal advice is likely to be necessary.
- 9.9. In respect of any proposed lease of property the terms under which the Council is to enter into the lease should be approved by the Director of Asset Management. The powers to enter into the lease exist under s1 Localism Act 2011 and section 120(1)(a) Local Government Act 1972

10. Human Resources implications and risks:

- 10.1. The human resources implications for the schools to be proposed for expansion will be managed by the schools themselves. There is likely to be a need to recruit additional teaching and support staff and the relevant schools will undertake the recruitment and selection process in accordance with the appropriate policies and procedures. There are growing difficulties in recruiting to teaching posts and therefore schools will need to consider that additional resources and a longer recruitment timescale may be required to fill vacancies.

- 10.2. The Havering Education HR service will provide support as appropriate and required to all schools, academies or free schools that purchase relevant services.

11. Equalities implications and risks:

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

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

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

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

- 11.2. An equality impact assessment was carried out attached as Appendix B.

12. Health and Wellbeing implications and Risks

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

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

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

That said, in addressing the urgent realities of climate change, the London Borough of Havering has adopted a comprehensive approach to designing new schools and educational establishments. Whether these projects are crafted in-house by the LBH Architecture Group or by carefully selected external appointees, the focus remains on creating sustainable, resilient buildings that serve both present and future generations.

Anticipating the impacts of a changing climate—such as rising global temperatures and increased extreme weather events—the school designs are prepared for these challenges. Enhanced insulation and glazing improve thermal performance, reducing energy consumption and maintaining comfortable indoor environments. Renewable energy technologies, including photovoltaic panels and air or ground source heat pumps, are integrated to provide clean, efficient energy solutions aligned with low-carbon objectives.

Water management is addressed through Sustainable Urban Drainage Systems (SUDS), effectively managing surface water runoff and reducing flood risks. This not only mitigates the impact of extreme weather but also supports water conservation efforts, contributing to the schools' overall sustainability.

Outdoor spaces are thoughtfully designed to be safe, engaging, and adaptable. Features like shaded areas, covered walkways, and unheated atria provide shelter and enhance usability throughout the year. These spaces support physical well-being and social interaction, offering settings for sports, outdoor teaching—including Early Years Outdoor Class Spaces where applicable—and recreational activities.

- Appendix A- Financial costing for Updated Phase 5- Exempt from publication
- Appendix B- EHIA

BACKGROUND PAPERS

None

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

Document is Restricted

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Equality & Health Impact Assessment (EHIA)

Document control

Title of activity:	<i>Consultation on Draft Update to Phase 5 Expansion Programme- Jan 2025</i>
Lead officer:	<i>Pooneeta Mahadeo, School Organisation Manager, Starting Well</i>
Approved by:	<i>Trevor Cook, Assistant Director of Education, Starting Well</i>
Version Number	V0.1
Date and Key Changes Made	<i>10.12.2024</i>
Scheduled date for next review:	<i>December 2027</i>

Did you seek advice from the Corporate Policy & Legal?	No
Did you seek advice from the Public Health team?	No
Does the EHIA contain any confidential or exempt information that would prevent you publishing it on the Council's website? See Publishing Checklist.	No

Please note that EHIAs are **public** documents and unless they contain confidential or sensitive commercial information must be made available on the Council's [EqHIA webpage](#).

**Please submit the completed form via e-mail to 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 EHIA and ensure you keep this section for your audit trail. If you have any questions, please contact 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	<i>Outline Proposals to address Early Years, Primary, Secondary and SEND rising rolls – To implement Phase 5 expansion Programme</i>		
2	Type of activity	<i>Strategy including project descriptions</i>		
3	Scope of activity	<p><i>The scope of the activity is to assess the impact of the Outline Proposals to address Early Years, Primary, Secondary and SEND rising rolls – To implement Phase 5 expansion Programme, allowing all education stakeholders to contribute to the proposals that will ensure that Havering, as the Strategic Commissioner of Education Provision across all types of education phases, monitors the supply and demand for early years, primary, secondary, post-16, special and alternative provision across the borough, making certain that there is sufficient capacity to meet demand by planning for the growth.</i></p> <p><i>The report seeks Cabinet’s approval of the updated projects and associated capital funding to implement Phase 5 of the expansion programme to manage the forecast increase in Early Years, Primary, Secondary, SEND and AP pupil numbers, as approved in the Outline Proposals to address Early Years, Primary, Secondary, SEND and AP rising rolls – Update to Phase 5 expansion Programme cabinet report in November 2023.</i></p>		
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’ Continue to question 5.</p> <p>If the answer to <u>all</u> of the questions (4a, 4b & 4c) is ‘NO’ 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		
			Use the Screening tool before you answer this question.	If you answer ‘YES’ Continue to question 5.

5	If you answered YES:	Please complete the EHIA in Section 2 of this document. Please see Appendix 1 for Guidance.
6	If you answered NO:	<p><i>Provide an explanation on why your activity does not require an EHIA. This is essential, in case the activity is challenged under the Equality Act 2010.</i></p> <p><i>Keep this checklist for your audit trail.</i></p>

Completed by:	<i>Pooneeta Mahadeo, School Organisation Manager, Starting Well</i>
Date:	<i>10.12.2024</i>

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

Background/context:
<p>All Local Authorities including Havering have a statutory duty to provide sufficient schools places to all children that live in the borough.</p> <p>The Children and Young People Education Place Planning Plan 2023-2027 provides an overarching framework and evidence-base for identifying projects (and allocating funding to those projects) to implement as part of the Council’s strategy of ensuring that there are sufficient school places to meet likely future demands. It sets out the council’s policy for school organisation and plans to ensure there is sufficient capacity to meet demand for early years, primary, secondary, post-16, special school and alternative education provision across the borough. It also highlights the forecast number of children and young people in Havering and breaks this down to smaller geographical areas (planning areas within these) to show where there may be a need for more or fewer school places.</p> <p>The Outline Proposals to address Early Years, Primary, Secondary and SEND rising rolls – To implement Phase 5 expansion Programme cabinet report, sets out specific projects that will enable the Council to meet its statutory duty to ensure sufficiency of education and childcare places.</p>

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

- Local Governing members of academies
- Members of Academy Trust boards
- The Diocese of Brentwood and Chelmsford
- Housing Developers and those seeking planning permission for residential property

Protected Characteristic - Age: Consider the full range of age groups	
If there is an impact on under 18s, how have you / will you ensure their views are gained to inform decision making?	
Please tick (✓) the relevant box:	
Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>
<p>Overall impact: <i>The Outline Proposals to address Early Years, Primary, Secondary and SEND rising rolls – To implement Phase 5 expansion Programme will have a positive impact on children and young people of school age living in Havering. This aligns with key priorities in our corporate plan such as “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” as we are trying to expand existing education provision as well as building new sites to cater for increased demand.</i></p> <p><i>For Early Years Children we plan to use the childcare capital expansion funding for the remodeling of existing space within primary schools to deliver new nursery provision.</i></p> <p><i>All of the above will positively impact on the quality of Early Year and school age care available within the borough, having a knock on effect to the parents of those children.</i></p> <p><i>The expansions and new education provision to the borough will provide new job opportunities, positively impacting on adults of a working age, giving a boost to the local economy.</i></p>	
<p>Evidence: The Children and Young People Education Place Planning Plan highlights that ‘In Havering, we have seen an increase of 52% in the number of births between calendar years 2002 to 2016. This includes a 19% increase in the birth rate from 2012 to 2016. However since the birth rate peaked in 2016, we have seen a year on year reduction in the birth rate in Havering, with the birth rate decreasing by 11% between 2016 to 2021.’</p> <p>The Plan details how we will ensure sufficiency of early years, primary, secondary, SEND, post 16 and alternative provision places for years to come.</p>	
<p>Sources used:</p> <ul style="list-style-type: none"> • Birth data received from the ONS. • Population projections produced by the GLA • Historic pupil data obtained from the school census • Housing development data obtained from the GLA and our planning department. • School Roll Projections • Consultation survey report on the draft The Children and Young People Education Place Planning Plan 2023-2027 • Census 2021 	

- The Havering you want to be part of; Our Corporate Plan for 2024-2027

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

✓

Neutral

Negative

Overall impact:

The projects will positively impact those with SEND and their families as some of the projects are to expand or build new SEND units and Special Schools, to meet increasing demand and to build inclusion within the community. Making appropriate local provision available is positive for children with special educational needs.

We are also seeking approval for a SEND small capital grants programme for existing schools to use to improve facilities or develop new facilities for children and young people with the most complex SEND needs. There will be a small fund set aside to address accessibility works needed for SEND children in mainstream schools.

Our strategy outlines a number of proposed actions that will ensure that children, young people with SEND and their families have the right support at the right time including delivering an ongoing programme to create more SEND units in mainstream settings and to expand capacity within our established special schools.

Additionally, we are seeking to establish a new 300 place special school on the playing field off Balgores Lane, via the free school presumption process. The new special free school will cater for pupils aged 4-19, with ASD, SEMH and SLD SEND needs and would have a proposed opening date of September 2027.

Evidence:

The Children and Young People Education Place Planning Plan shows that there is an increase in the number of children in Havering within mainstream Primary and Secondary schools with an EHCP.

The number of Havering children and young people with EHCPs has risen by 53% between 2020 and 2024. The biggest growth has been seen among those whose main area of need is communication and interaction, including autism, and social, emotional and mental health needs.

With the continued growth of children with an EHCP, it is not sustainable to continue placing them in a mainstream setting and therefore it is essential that we implement further specialist SEND places, through the form of SEND units and special schools, whichever best meets the child's needs.

This aligns to our Vision for Children and Young People with SEND and in Alternative Provision, by working with children and young people with SEND, their families, and those whose role is to support them, we have established a shared vision for a SEND and AP system where every school and setting is confident, skilled, and enabled to effectively support our children with SEND.

<p>Sources used:</p> <ul style="list-style-type: none"> • Special Educational Needs, Disability (SEND) and Alternative Provision (AP) Strategy 2024 – 2028 • Projected school population • School Census data • The Children and Young People Education Place Planning Plan 2023-2027
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Protected Characteristic – Sex / gender: Consider both men and women	
<i>Please tick (✓) the relevant box:</i>	<p>Overall impact: <i>The overall impact on is positive for both men and women. Most of our education provision from early years right through to post 16 including special schools and alternative provision is largely co-educational.</i></p>
Positive	✓
Neutral	
Negative	<p><i>The update does propose that Royal Liberty, a single sex 11-16 educational provision for males, be used for the temporary accommodation of a SEND unit beginning in January 2025 until a permanent location can be provided. The amount of places generated from this (12) is very small so as not to have a negative impact.</i></p>
<p>Evidence: All our early years, primary, special and post-16 provision are co-educational. 4 out of the 18 secondary schools in the borough are single sex, (two boys and two girls).</p>	
<p>Sources used:</p> <ul style="list-style-type: none"> • School Census data • Consultation survey report on the draft Children and Young People Education Place Planning Plan 2023-2027 	

Protected Characteristic – Ethnicity / race / nationalities: Consider the impact on different minority ethnic groups and nationalities	
<i>Please tick (✓) the relevant box:</i>	<p>Overall impact: <i>The overall impact on this protected characteristic is neutral. National legislation determines that education establishments including schools cannot discriminate on ethnicity or racial grounds.</i></p>
Positive	
Neutral	✓
Negative	<p><i>Creating additional school and childcare places will enable us to meet our vision of ensuring that every child has access to a good local school providing an opportunity for every young person in the borough to thrive, thereby securing outcomes that are above the national average.</i></p>

<p>Evidence: According to the Census 2021, London remains the most ethnically diverse region of England and saw an 8.1% percentage point decrease in people who identified as White British from 44.9% in 2011 to 36.8% in 2021. Havering also followed this trend with a 16.8% percentage point decrease from 83.3% in 2011 to 66.5% in 2021. Havering and Bromley are the least diverse London Boroughs with both having a White British population of 66.5%. This compares with 74.4% for England, but is significantly higher than the 36.8% figure for London.</p> <p>However, all our education provision is fully inclusive. Ethnicity or race is not a factor when considering the commissioning of education provision.</p>
<p>Sources used:</p> <ul style="list-style-type: none"> • School Census data • Consultation survey report on the draft Children and Young People Education Place Planning Plan 2023-2027 • Census 2021

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

<p><i>Please tick (✓) the relevant box:</i></p>		<p>Overall impact: <i>The overall impact on people from different religions or beliefs including those with no religion or belief is positive. National legislation determines that schools cannot discriminate on religion grounds. However, it should be recognised that faith schools are their own admission authority but are still expected to comply with the School Admissions Code.</i></p> <p><i>Creating additional places including in faith schools will enable us to meet our objective of providing access to a good local school for every Havering child.</i></p>
Positive	✓	
Neutral		
Negative		

Evidence:
The diversity across Havering is further demonstrated by the varying school sizes, governance arrangements and the number of voluntary aided schools. In addition, there are a number of Alternative Provision and Independent settings within Havering.

Where faith based schools are concerned, we will seek to work collaboratively with our education partners, this includes the Dioceses and other relevant religious organisations.

<p>Sources used:</p> <ul style="list-style-type: none"> • School Roll Projections • School Census data • Consultation survey report on the draft Children and Young People Education Place Planning Plan 2023-2027
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Protected Characteristic - Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual

<i>Please tick (✓) the relevant box:</i>		Overall impact: <i>The overall impact on this protected characteristic is neutral. All our education provision is fully inclusive.</i>
Positive		
Neutral	✓	<i>Ensuring there is sufficient capacity to meet demand for early years, primary, secondary, post-16 and special school places across the borough will enable us fulfil our statutory duty.</i>
Negative		
<p>Evidence: 81% of our surveyed participants who responded to our equality and diversity monitoring form during the consultation for our CYPEPPP stated that they were heterosexuals. No issues regarding sexual orientation were raised during the consultation.</p> <p>Sexual orientation is not considered as a factor when commissioning educational provision or in the determination of sufficiency of education provision. According to the ONS Census 2021, the majority of Havering residents aged 16 and above (91%) identify as straight or heterosexual. In total, 2% identify with one of the LGB+ orientations (“Gay or Lesbian”, “Bisexual” or “Other sexual orientation”). 7% of those asked did not answer.</p> <p>Havering has the lowest proportion of residents aged 16 and over in London who identify as LGB+ orientation.</p>		
<p>Sources used:</p> <ul style="list-style-type: none"> • Consultation survey report on the draft Children and Young People Education Place Planning Plan 2023-2027 • Census 2021 		

Protected Characteristic - Gender reassignment: Consider people who are seeking, undergoing or have received gender reassignment surgery, as well as people whose gender identity is different from their gender at birth		
<i>Please tick (✓) the relevant box:</i>		Overall impact: <i>The overall impact on this protected characteristic is neutral. All our education provision is fully inclusive</i>
Positive		
Neutral	✓	<i>Ensuring there is sufficient capacity to meet demand for early years, primary, secondary, post-16 and special school places across the borough will enable us fulfil our statutory duty.</i>
Negative		
<p>Evidence: 91% of all respondents who completed the CYPEPPP equality monitoring form identified that their current gender was the same assigned at birth.</p> <p>Gender reassignment is not considered as a factor when commissioning educational provision or in the determination of sufficiency of education provision. According to the ONS Census 2021, the majority of Havering residents aged 16 and above have retained their gender identity as registered at birth. In total, less than 1% identify with gender identity being different from the one registered at birth. Within London, Havering has the 5th lowest proportion of residents aged 16 and over reporting that the gender that they identify with now is different to their sex registered at birth.</p>		

Sources used:

- Consultation survey report on the draft Children and Young People Education Place Planning Plan 2023-2027
- Census 2021

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

<i>Please tick (✓) the relevant box:</i>		Overall impact: <i>The overall impact on this protected characteristic is neutral. All our education provision is fully inclusive</i>
Positive		
Neutral	✓	
Negative		

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

Evidence:
Majority of respondents (62%) who completed the Children and Young People Education Place Planning Plan 2023-2027 equalities monitoring form stated that they were in a marital relationship.

No issues regarding marriage/civil partnership were raised during the consultation. Gender reassignment is not considered as a factor when commissioning educational provision or in the determination of sufficiency of education provision

For Havering as a whole, we find the following:

Figure 19: Census 2021 data on legal partnership status for Havering Residents

Legal Partnership Status	% Of Havering Residents
Never married and never registered a civil partnership	36.9
Married or in a registered civil partnership	47.0
Separated, but still legally married or still legally in a civil partnership	1.9
Divorced or civil partnership dissolved	7.8
Widowed or surviving civil partnership partner	6.4

Sources used:

- Consultation survey report on the draft the Children and Young People Education Place Planning Plan 2023-2027
- Census 2021

Protected Characteristic - Pregnancy, maternity and paternity: Consider those who are pregnant and those who are taking maternity or paternity leave

<i>Please tick (✓) the relevant box:</i>	Overall impact:
--	------------------------

Positive		<i>The overall impact on this protected characteristic is neutral. All our education provision is fully inclusive</i>
Neutral	✓	<i>Ensuring there is sufficient capacity to meet demand for early years, primary, secondary, post-16 and special school places across the borough will enable us fulfil our statutory duty.</i>
Negative		<i>However, our ability to meet demand for EY and childcare places has a future impact on those who are currently pregnant, on maternity or paternity leave.</i>
<p>Evidence: 2% of the surveyed the Children and Young People Education Place Planning Plan 2023-2027 participants were either pregnant or have given birth in the last 26 weeks. No issues regarding pregnancy, undertaking maternity or paternity leave were raised during the consultation.</p> <p>Being pregnant or undertaking maternity/ paternity leave is not considered as a factor when commissioning educational provision or in the determination of sufficiency of education provision.</p>		
<p>Sources used:</p> <ul style="list-style-type: none"> • Consultation survey report on the draft the Children and Young People Education Place Planning Plan 2023-2027 		

Socio-economic status: Consider those who are from low income or financially excluded backgrounds		
<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	✓	<i>The overall impact on those who are from low income or financially excluded backgrounds is positive</i>
Neutral		<i>By creating more SEND places to meet demand through new schools and SEND units will help us realise our vision to ensure the growing SEND need is met and that every child has access to a great education.</i>
Negative		<i>An increase in school admissions across the Borough may also have a 'knock-on effect' on other budgets such as free school meals, home to school transport and the demand for alternative provision and support services. Any pressures arising will be addressed through the appropriate channels as the needs arise.</i>
<p>Evidence: Social mobility remains a serious issue and the changes in Havering's population has historically been influenced by increased births, housing developments and economic migration. The Council's provision of school places, and, in particular, SEND places for which there is a growing demand, must also respond to meet the changing needs of residents.</p>		

The Joseph Roundtree Foundation report on ‘Special educational needs and their link to poverty’ explores the links between SEND and poverty. The report shows that poverty is both a cause and an effect of SEND.

Therefore, supporting all phases of our education provision to develop a strong strategy and increasing access to only good/outstanding provision will ensure that all children have the best possible start in life, which will enable them achieve and reach their full potential.

Access to adequate, affordable and high quality childcare (pre-school and school age) provision can play a key role in children’s development. Where it enables increased parental employment rates of low income households, it may also help to reduce income inequalities.

Over 7,000 children are estimated to be living in poverty in Havering. However, Havering is among the London boroughs with the lowest proportion of children living in poverty (16%). This rate is also significantly lower than the England average (17%). Within Havering [analysis shows] a high proportion of children living in poverty are located in the North and South in areas considered as relatively more deprived.

Growing up in poverty damages children's health and well-being, adversely affecting their future health and life chances as adults. Ensuring a good environment in childhood, especially early childhood, is important. A considerable body of evidence links adverse childhood circumstances to poor child health outcomes and future adult ill health.

Sources used:

- Joseph Roundtree Foundation – ‘Special educational needs and their link to poverty’
- Havering Demographic Profile Joint Strategic Needs Assessment 2023-2024

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>		<p>Overall impact: <i>The overall impact on health and wellbeing is positive. The Outline Proposals to address Early Years, Primary, Secondary and SEND rising rolls – To implement Phase 5 expansion Programme sets out how we will carry out our statutory duty to ensure there are sufficient school places available for children and young people in the right areas and at the right time to meet demand, whilst maintaining a focus on high quality education as well as enabling a culture of high performing and financially sustainable schools. This includes both maintained and academy schools.</i></p> <p><i>Aside from the many benefits accessing a good education can have on the whole child there is also a wider positive impact on the community; socially (through the use of external groups using/ hiring school facilities and community outreach programmes), economically (by providing job opportunities) and through providing access to services/ facilities/ amenities.</i></p>
Positive	✓	
Neutral		
Negative		

	<p>Do you consider that a more in-depth HIA is required as a result of this brief assessment? Please tick (✓) the relevant box</p> <p style="text-align: right;">Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p>Evidence: Havering Children’s Services vision is clear: we are here to enable all children and families in the borough to lead happy, healthy lives, where all children get a good start in life and live in a borough where families and communities look after themselves and each other.</p>	
<p>Sources used:</p> <ul style="list-style-type: none"> • The Children and Young People Education Place Planning Plan 2023-2027 	

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 type="checkbox"/> NO <input checked="" type="checkbox"/>	Personal circumstances YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Access to services/facilities/amenities YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
<input type="checkbox"/> Diet <input 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 checked="" type="checkbox"/> Parenting <input checked="" type="checkbox"/> Childhood development <input checked="" type="checkbox"/> Life skills <input type="checkbox"/> Personal safety <input checked="" type="checkbox"/> Employment status <input type="checkbox"/> Working conditions <input checked="" type="checkbox"/> Level of income, including benefits <input checked="" type="checkbox"/> Level of disposable income <input type="checkbox"/> Housing tenure <input type="checkbox"/> Housing conditions <input checked="" type="checkbox"/> Educational attainment <input checked="" type="checkbox"/> Skills levels including literacy and numeracy	<input checked="" type="checkbox"/> to Employment opportunities <input type="checkbox"/> to Workplaces <input type="checkbox"/> to Housing <input type="checkbox"/> to Shops (to supply basic needs) <input type="checkbox"/> to Community facilities <input type="checkbox"/> to Public transport <input checked="" type="checkbox"/> to Education <input checked="" type="checkbox"/> to Training and skills development <input type="checkbox"/> to Healthcare <input checked="" type="checkbox"/> to Social services <input checked="" type="checkbox"/> to Childcare <input type="checkbox"/> to Respite care <input type="checkbox"/> to Leisure and recreation services and facilities
Social Factors YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Economic Factors YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	Environmental Factors YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
<input checked="" type="checkbox"/> Social contact <input checked="" type="checkbox"/> Social support <input type="checkbox"/> Neighbourliness <input checked="" type="checkbox"/> Participation in the community <input checked="" type="checkbox"/> Membership of community groups <input type="checkbox"/> Reputation of community/area <input type="checkbox"/> Participation in public affairs <input type="checkbox"/> Level of crime and disorder <input type="checkbox"/> Fear of crime and disorder <input type="checkbox"/> Level of antisocial behaviour <input type="checkbox"/> Fear of antisocial behaviour <input type="checkbox"/> Discrimination <input type="checkbox"/> Fear of discrimination <input type="checkbox"/> Public safety measures <input type="checkbox"/> Road safety measures	<input checked="" type="checkbox"/> Creation of wealth <input checked="" type="checkbox"/> Distribution of wealth <input type="checkbox"/> Retention of wealth in local area/economy <input type="checkbox"/> Distribution of income <input type="checkbox"/> Business activity <input 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 type="checkbox"/> Air quality <input type="checkbox"/> Water quality <input type="checkbox"/> Soil quality/Level of contamination/Odour <input type="checkbox"/> Noise levels <input type="checkbox"/> Vibration <input type="checkbox"/> Hazards <input type="checkbox"/> Land use <input type="checkbox"/> Natural habitats <input type="checkbox"/> Biodiversity <input type="checkbox"/> Landscape, including green and open spaces <input checked="" type="checkbox"/> Townscape, including civic areas and public realm <input type="checkbox"/> Use/consumption of natural resources <input type="checkbox"/> Energy use: CO2/other greenhouse gas emissions <input type="checkbox"/> Solid waste management <input type="checkbox"/> Public transport infrastructure

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4. Outcome of the Assessment

The EHIA 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 EHIA.</p> <p>2. The EHIA identified <u>no significant concerns</u> OR the identified <u>negative concerns</u> have already been <u>addressed</u></p>		<p>Proceed with implementation of your activity</p>
	<p>3. The EHIA identified some <u>negative impact</u> which still needs <u>to be addressed</u></p>		<p>COMPLETE SECTION 5: Complete action plan with measures to mitigate the and finalise the EHIA</p>
	<p>4. The EHIA 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>Stop and remove the activity or revise the activity thoroughly. Complete an EHIA on the revised proposal.</p>

5. Action Plan

The real value of completing an EHIA 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	Further promotion of positive impact- expansions to existing schools, the creation of new schools and childcare places and therefore job creation opportunities. Future consultations and monitoring.	Any individual proposals arising from the plan will be consulted upon and feedback taken into consideration before any commissioning decisions are made.	2027/28	Pooneeta Mahadeo
Sex/gender	Positive	Mitigation of impact of temporary accommodation of SEND unit at a single sex school, small numbers will be effected. Future consultations to enhance positive impact.	Any individual proposals arising from the plan will be consulted upon and feedback taken into consideration before any commissioning decisions are made	2027/28	Pooneeta Mahadeo

Religion/faith	Positive	Creating more demand by expanding sites on both non-denominational and faith schools. Future consultations to enhance positive impact.	Any individual proposals arising from the plan will be consulted upon and feedback taken into consideration before any commissioning decisions are made	2027/28	Pooneeta Mahadeo
Disability	Positive	Further SEND school places through delivery of more SEND units, APs and special schools. This can happen either through new builds or expansion. The SEND capital grant allocation will allow Schools to bid for funding for building adaptation allowing support to be delivered where it's needed most.	More SEND places available in Havering	2027/28	Marcus Bennett
Socio-economic status	Positive	Further SEND school places through delivery of more SEND units, APs and special schools. This can happen either through new builds or expansion. The SEND capital grant allocation will allow Schools to bid for funding for building adaptation allowing support to be delivered where it's needed most. Future consultations and monitoring, any budget pressures arising will be addressed through the	Any individual proposals arising from the plan will be consulted upon and feedback taken into consideration before any commissioning decisions are made	2027/28	Marcus Bennett

		appropriate channels as the needs arise.			
Health and Wellbeing	Positive	Future consultations and monitoring to enhance positive impact.	Any individual proposals arising from the plan will be consulted upon and feedback taken into consideration before any commissioning decisions are made	2027/28	Marcus Bennett

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 EHIA will be reviewed; the date for next review; and who will be reviewing it.

Review:

The EHIA will be reviewed in line with updates to the Outline Proposals to address Early Years, Primary, Secondary and SEND rising rolls – To implement Phase 5 expansion Programme.

Scheduled date of review: December 2027

Lead Officer conducting the review: Pooneeta Mahadeo, School Organisation Manager, Starting Well.

**Expand box as required*

**Please submit the completed form via e-mail to READI@haverling.gov.uk
Thank you.**



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

CABINET	
Subject Heading:	Contract Award for the Supply of Temporary Workers
Cabinet Member:	Cllr Ray Morgon Leader of the Council
ELT Lead:	Joanne Budden – Assistant Director of HR and Organisational Development
Report Author and contact details:	Euan Beales, Head of Procurement
Policy context:	N/A
Financial summary:	Annual spend approx. £29.4m per year; £28m via the contract relating to agency workers' pay and approx. £1.484m relating to the management of the contract by Adecco (covering agency fee, Adecco's management fee and framework rebate).
Is this a Key Decision?	Yes, due to financial value

When should this matter be reviewed? January 2025

Reviewing OSC: Overview and Scrutiny Board

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

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

SUMMARY

This report asks Cabinet to approve a contract award for the supply of temporary workers to Adecco via the Eastern Shires Purchasing Organisation (ESPO) Mstar4 London Collaboration Lot 1b call-off.

These recommendations are made to Cabinet following an extensive exercise to evaluate the different options available to the Council for sourcing temporary workers. Of all the options considered, a contract award to Adecco via the London Collaboration call-off delivers the greatest financial and operational benefit, as set out in **Appendix A**.

In addition, the Adecco model includes the introduction of an innovative programme to support those residents furthest from the labour market back into work. Over time, this will reduce the Council's spend on agencies by directly connecting hiring managers with residents seeking opportunities within the council.

RECOMMENDATIONS

For the reasons set out in this report, it is recommended that Cabinet agree:

1. to approve a contract award for the supply of temporary workers to Adecco (Company number 00593232) via the Eastern Shires Purchasing Organisation Mstar4 London Collaboration call-off for a duration of two years with the option to extend for two further periods of two years for a total duration of six years.

REPORT DETAIL

1 Background

- 1.1 The Council is committed to reducing the use of temporary workers and building a stable, highly-skilled permanent workforce. Nevertheless, there will always be circumstances where the use of temporary workers continues to be necessary or appropriate – for example, where the Council requires access to specific skillsets for a defined period of time, or where there are challenges recruiting and retaining suitable permanent employees.
- 1.2 In 2020, Cabinet agreed to approve a contract award for the supply of temporary workers to Matrix. The original contract term was for two years with the option to extend for a further two years. Following a Cabinet decision in March 2023, the contract was extended for a further two years from July 2023 until June 2025, when it will expire with no further extension periods available.

2 Procurement process and contract award

- 2.1 Since the Cabinet decision in January 2023, officers have undertaken an extensive exercise to evaluate the different options available to the Council for sourcing temporary workers. This has included: engaging with stakeholders from across the Council to understand their requirements; researching all viable frameworks, suppliers and delivery models; and detailed financial analysis.
- 2.2 In total, the following main options were considered:
- Awarding a contract through the London Collaboration call-off from the MSTAR4 framework – **Recommended**, and this option is explained further at 2.3 - 2.5 below.
 - Both Crown Commercial Services frameworks (PSR / Non-Medical) were discounted due to the rebate compared to other public sector frameworks.
 - Awarding a contract through the Yorkshire Purchasing Organisation framework Temporary and Permanent Recruitment via a Further Competition. – **Not Recommended**
 - Awarding a contract through the Eastern Shires Purchasing Organisation framework Managed Services for Temporary Agency Workers, commonly referred to as Mstar4, via a Further Competition as an individual Council. – **Not Recommended**
 - Entering into a joint venture with Kent Commercial Services (Kent County Council). – **Not Recommended**

- Completing and Open Tender directly with the Market. – **Not Recommended**

- 2.3 In all, more than 40 different options were considered. The recommendation resulting from this work is a contract award to Adecco via the London Collaboration call-off. The London Collaboration is a group of London local authorities, led by the London Borough of Havering, who ran a further competition under the Mstar4 framework in 2023. By leveraging their collective buying power, the boroughs were able to secure a reduction to the core Mstar4 pricing structure and a range of service improvements, including the introduction of new resident work programmes to support those furthest from the labour market into work.
- 2.4 Of all the options considered, a contract award to Adecco via the London Collaboration call-off delivers the greatest financial benefit to the Council. It also meets all of the critical operational requirements identified by stakeholders. Further analysis supporting this recommendation is set out in **Appendix A**, which is an exempt document on the grounds of commercial sensitivity.
- 2.5 The Procurement Process undertaken by the London Collaboration, led by the London Borough of Havering, is included in **Appendix B**.

3 Implementation

- 3.1 There are significant differences between the service provided by the Council's incumbent provider, Matrix, and the model operated by Adecco. Matrix do not have branches or their own temporary workers and their model is technology-driven. When a hiring manager requires a temporary worker, Matrix go out to their supply chain of compliant agencies who can put their candidates forward for consideration. Adecco supply the Council with temporary workers via the Adecco branch in Romford and only draw on their supply chain where they cannot meet a requirement directly.
- 3.2 The introduction of an innovative programme to support those residents furthest from the labour market back into work, over time, this will reduce the Council's spend on agencies by directly connecting hiring managers with residents seeking opportunities within the council.
- 3.3 Transitioning to a new supplier and delivery model requires careful planning and change management. Existing temporary workers will need to be migrated to Adecco and, while this is standard industry practice, a smooth transition which does not disrupt the Council's service delivery requires detailed engagement and communication. Other aspects of the implementation programme include the introduction of a new IT system, training for hiring managers, the potential application of TUPE to existing staff

employed by Matrix, and the development of a detailed Service Level Agreement and operational protocols with Adecco.

- 3.4 The initial timetable for this exercise includes time for this transition. Key council resources will need to be allocated to the project to support the transition, and should these not be available the Council may require some external subject matter resources to support the implementation to ensure timelines are met and the implementation and move of a Business As Usual state is achieved with minimum disruption.

REASONS AND OPTIONS

4 Reasons for the decision:

- 4.1 A contract award to Adecco via the London Collaboration call-off delivers the greatest financial benefit to the Council. It also meets all of the critical operational requirements identified by stakeholders.

5 Other options considered:

- 5.1 The Following options were considered and discounted:

- **Running a Further Competition under either YPO (Temporary and Permanent Recruitment) or Eastern Shires Purchasing Organisation (MSTAR4) frameworks.**

This was discounted as it is more resource intensive, has a higher risk of challenge, and rates may not be as favourable as the level of spend would not achieve the same economies of scale provided by the London Collaborative procurement and the cost avoidance subsequently achieved.

- **Open Tender**

This approach would be highly resource intensive, and rates may not be as favourable as the level of spend would not achieve that cost avoidance achieved by the London Collaborative procurement, whose consolidated spend is ten times that of the Councils. It is highly likely that it would be the same suppliers submitting who have also been procured already under the available frameworks, with the addition of the suppliers that were unsuccessful on gaining entry to the MSTAR4 or Yorkshire

Purchasing Organisation frameworks (e.g. out of 40 bids on MSTAR4 16 were awarded a place).

In addition, the Council would have to draft it's own specific contract terms and conditions that would need to be specific to the contingent labour market to ensure compliance with all relevant legislation.

- **entering into a joint venture with Kent Commercial Services (Kent County Council)**

This would require setting up a company and team to deliver and manage the recruitment service within Havering, in conjunction with Kent Commercial Services. Robust knowledge, expertise and skills would be required and would take time to implement and all accountability would lie with the organisation.

In addition TUPE would be applicable as the current provider and the Council has several members of staff dedicated to the current service.

This in an option that has been successfully implemented outside of London, but has not yet been used inside London where the competition between boroughs for resource is higher, as such this option has been discounted.

IMPLICATIONS AND RISKS

6 Financial implications and risks:

6.1 This report asks Cabinet to approve a contract award for the supply of temporary workers to Adecco via the Eastern Shires Purchasing Organisation (ESPO) Mstar4 London Collaboration Lot 1b call-off at a cost of approx.

6.2 The modelled annual cost of the contract with Adecco is £1.484m (which is a small saving when compared to the existing contract), as detailed in Appendix A. This covers the cost of suppliers' margins and the Adecco management fee and framework rebate. It does not include the cost of temporary workers' pay (including employers' national insurance, pension contribution and apprenticeship levy) which is in the region of approx. £28m per year.

6.3 It is important to note that these are modelled costs drawing on a year's worth of historical temporary worker usage for Financial Year 23/24. Actual costs will depend on the number and type of temporary workers engaged during the lifetime of the contract.

6.4 There is no separate budget for temporary workers or the margin and management fee associated with their use. Rather, directorates are expected to contain these costs within their agreed salary budgets.

6.5 There will need to be a carefully managed transition of existing agency workers over to Adecco as well as the implementation of a new IT system and training for managers. The cost of this will be by Adecco in the main with some support from existing budgeted Council resources.

6.6 Of all the options considered, the recommended route delivers the greatest financial benefit to the Council, as set out in Appendix A. However, a greater financial benefit can be achieved by reducing the use of temporary workers altogether. The Council's Senior Leadership is committed to driving down the number of temporary workers across the Council.

6.7 An additional benefit of the contract with Adecco is the inclusion of an innovative programme to support those residents furthest from the labour market back into work, over time, this will reduce the Council's spend on agencies by directly connecting hiring managers with residents seeking opportunities within the council. It is not possible to put an estimated value on such a benefit at this time.

7 Legal implications and risks:

7.1 The Council has a general power of competence under section 1 of Part 1, Chapter 1 of the Localism Act 2011, which gives it the power to act as an individual would, subject to other statutory provisions limiting or restricting its use of such power.

7.2 This report asks Cabinet to approve a contract award for the supply of temporary workers to Adecco via the ESPO Mstar4 London Collaboration call-off and the recommendations in this report are compatible with the exercise of the Council's general power of competence.

7.3 The London Collaboration is a group of London local authorities, led by the London Borough of Havering, who are permitted by ESPO to run further competitions under the Mstar4 framework. In so far as the Council has followed the procurement process prescribed by the Mstar4 framework and the London Collaboration call-off (as set out in Appendix B), it will have conducted a fully compliant procedure.

7.4 Although there may be TUPE implications between the incumbent supplier (Matrix) and the potential new supplier (Adecco), there are no TUPE implications to the Council as the Council is not the incumbent employer or the new employer.

7.5 The Council is able to run the two contracts in parallel although Officers will note that the activities on one will be winding down, while the other mobilises.

8 Human Resources implications and risks:

8.1 These are addressed throughout the body of the report.

9 Equalities implications and risks:

9.1 Under section 149 of the Equality Act 2010, the Council has a duty when exercising its functions to have “due regard” to:

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

9.2 The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

9.3 The procurement process for the supply of temporary workers took full account of the Council’s duties, which will be reflected in the contract awarded to the successful supplier.

9.4 As part of the Procurement Process of the London Collaboration Contract, Havering, as the lead authority completed an Equality & Health Impact Assessment (EQHIA), **Appendix C**, on the 5th September 2023 to be reviewed in September 2026.

9.5 The EQHIA concluded that this contract would provide a positive impact to all protected characteristics and would provide increased work opportunities to these groups over the lifetime of the contract.

9.6 There are no significant risks to consider.

10 Health and Wellbeing implications and Risks

10.1 There are no significant implications or risks to consider.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

Please see Appendix D for the Summary Outline for Carbon Reduction, which is an exempt document on the grounds of commercial sensitivity.

BACKGROUND PAPERS

Appendix A – Financial Analysis (Exempted)

Appendix B – Procurement and Evaluation Report (Exempted)

Appendix C – EQHIA and DPIA

Appendix D – Adecco Carbon Reduction outline (Exempted)

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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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of the Local Government Act 1972.

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Equality & Health Impact Assessment (EqHIA)

Document control

Title of activity:	The London Collaboration (MSTAR4)
Lead officer:	Mark Porter, Head of HR, HR and OD
Approved by:	Julie Harris, Director of HR and OD
Date completed:	5 th September 2023
Scheduled date for review:	5 th September 2026

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

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

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

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

1. Equality & Health Impact Assessment Checklist

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

About your activity

1	Title of activity	The London Collaboration (MSTAR4)		
2	Type of activity	The London Collaboration (LC) is a group of London and other local government authorities that work together on a collaborative basis to procure a managed service provision of temporary workers underneath the MSTAR4 national framework.		
3	Scope of activity	<p>The objective of the London Collaboration customers is to ensure the contract delivers the strategic and local goals of London Boroughs. The London Collaboration's strategic goals are to procure and deliver an MSP contract which delivers:</p> <ul style="list-style-type: none"> • Innovation • Significant cost savings • Enhanced attraction and utilisation of direct Workers • Reduced reliance on Agencies • Increased social mobility through work programmes in boroughs • Social value 		
4a	Are you changing, introducing a new, or removing a service, policy, strategy or function?	Yes / No	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 / No		
4c	Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?	Yes / No		
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:	Not applicable
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Completed by:	Mark Porter, Head of HR
Date:	5 th September 2023

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

Background/context:
<p>The London Collaboration (LC) is a group of London and other local government authorities that worked together on a collaborative basis to procure a managed service provision of temporary workers underneath the MSTAR3 national framework.</p> <p>(Please see the Key Executive Decision published at the link below for full details)</p> <p>Click here to access the previous Key Executive Decision</p> <p>The London Borough of Havering acts as the lead authority in this collaborative procurement. The London Collaboration working party consisted of representatives from Barking & Dagenham, Kingston, Sutton, Richmond, Wandsworth, Barnet, Haringey, Newham, Havering and Tower Hamlets.</p> <p>The objective of the London Collaboration customers is to ensure the contract delivers the strategic and local goals. The London Collaboration’s strategic goals are to procure and deliver an MSP contract which delivers:</p> <ul style="list-style-type: none"> • Innovation • Significant cost savings • Enhanced attraction and utilisation of direct Workers • Reduced reliance on Agencies • Social value <p>This was the 3rd Generation of the London Collaboration contact, with the contract first being procured in 2011 then again in 2015. At the time of going to tender 13 London Boroughs utilised the contract with a combined contract value of £251m per annum.</p> <p>Since then the number of participating boroughs has increased to 20.</p>

The Eastern Shires Purchasing Organisation (ESPO) have let the next iteration of the framework MSTAR4 which has been available from 11 April 2023.

Havering are leading the next iteration of the London Collaboration using the MSTAR4 framework to procure another contract which can then be used by London boroughs for the next 4 years.

This EQIA will assess the potential impact of the MSTAR4 framework on the residents of London.

**Expand box as required*

Who will be affected by the activity?

Residents in London in particular those furthest from the labour market i.e. care leavers, long term unemployed, those not in education or training, refugees and asylum seekers, homeless people, ex-offenders and people who have left the armed forces by opening up additional work opportunities (currently 11.9% of households in London are workless).

Source : Office for National Statistics (ONS) Workless households 01/01/2004 to 31/12/2022

[Workless Households, Borough - London Datastore](#)

**Expand box as required*

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

<i>Please tick (✓) the relevant box:</i>		<p>Overall impact:</p> <p>By focusing on employment within boroughs this will naturally impact on the borough's target to reflect the characteristic make up of its workforce to reflect the diversity of its local community.</p> <p>The government has a stated aim of increasing the numbers of economically active people into work (particularly those over 50), the MSTAR4 contract and its focus on helping people into roles will support this aim.</p>
Positive	<input checked="" type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

**Expand box as required*

Evidence:

The Greater London Authority records that the population of London in 2021 was 8.8m.

Source : [London's Population - London Datastore](#)

The numbers of residents in London in the age bands below are :

Age Band	Percentage
16-24	11
25-34	19
35-49	23
50-64	16

Source : Greater London Authority - Estimates of London's population, broken down by individual characteristics including age, ethnicity and socio-economic position.

[London's diverse population - London Datastore](#)

Section 2.7 of the MSTAR4 London Collaboration specification will explicitly require Managed Services Providers (MSPs) to deliver against specific requirements to support those furthest from employment into jobs. This will form 15% of the overall score available as part of the assessment and evaluation process when awarding the contract.

Councils in London support thousands of residents into securing work and apprenticeships; working hard to cement their reputations as business-friendly boroughs. Despite this on-going success, councils face significant challenges and must continue to find and implement innovative ways and partnerships to support their local communities.

Each of the councils in London set out strategies and targets including helping residents deal with the range of issues that affects their ability to gain and sustain employment and learning opportunities.

It will be a key requirement for the successful MSP to partner with the councils and fully embrace and support the delivery of strategies including ensuring a broad range of accessible opportunities are on offer to all residents within the councils and beyond.

Annual (placement) targets will be defined and set out in the service level agreement during implementation and will be measured and monitored on a formal quarterly basis both at a local borough level and at the overarching quarterly London Collaboration meetings.

**Expand box as required*

Sources used:

1. MSTAR4 specification
2. Case studies from the London Boroughs of Camden, Haringey and Hackney
3. Greater London Authority – London dataset

**Expand box as required*

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

<i>Please tick (✓) the relevant box:</i>		<p>Overall impact:</p> <p>In London 1.3 million residents reported having a disability in 2021, 19% of the population.</p> <p>Having a disability doesn't necessarily mean residents cannot access work opportunities, however the contract will ensure improved access to job roles are available to all be it online, via the telephone or face to face with interventions in place where needed to support the channel for those in need. for example, text relay service.</p> <p style="text-align: right;"><i>*Expand box as required</i></p>
Positive	X	
Neutral		
Negative		

Evidence:

The Greater London Authority records that the population of London in 2021 was 8.8m. 19% of the population reported themselves as having a disability.

Source : [London's Population - London Datastore](#)

The initiatives within the contract are inclusive of the whole population of London including people with disabilities and long term conditions.

Each of the London councils set out strategies and targets including helping residents deal with the range of issues that affects their ability to gain and sustain employment and learning opportunities.

It will be a key requirement for the MSP to partner with the councils and fully embrace and support the delivery of strategies including ensuring a broad range of accessible opportunities are on offer to all residents within the councils and beyond.

Annual (placement) targets will be defined and set out in the service level agreement during implementation and will be measured and monitored on a formal quarterly basis both at a local borough level and at the overarching London Collaboration meetings.

It is expected that the contract will have a positive impact on individuals with a disability and/or long term health condition.

**Expand box as required*

Sources used:

1. MSTAR4 specification
2. Greater London Authority – London dataset

**Expand box as required*

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

<i>Please tick (✓) the relevant box:</i>		<p>Overall impact:</p> <p>In London the population is split evenly between men and women..</p> <p>68% of men are in the economically active age group of 16 to 64 years old, 65% of women.</p> <p>57% of men classify themselves as White, 43% from a minority ethnic group.</p> <p>56% of women classify themselves as White, 44% from a minority ethnic group.</p> <p style="text-align: right;"><i>*Expand box as required</i></p>
Positive	<input checked="" type="checkbox"/>	
Neutral	<input type="checkbox"/>	
Negative	<input type="checkbox"/>	

Evidence:

Nationally half a million more working women are paid below the national living wage than their male counterparts, according to data from the Living Wage Foundation.

More than 2 million women are paid below the real living wage, the foundation stated, representing 14% of all working women, compared with 1.4 million (9%) men. Overall, 60% of all jobs that pay below the real living wage are held by women.

Source : *The Guardian*

<https://www.theguardian.com/society/2023/mar/03/uk-women-low-pay-more-likely-than-men-struggling-wage>

This contract will ensure that all agency workers are paid at the London Living Wage or above which is above the national living wage and will ensure equity of pay between men and women.

**Expand box as required*

Sources used:

1. MSTAR4 specification
2. Greater London Authority – London dataset
3. Living Wage Foundation

**Expand box as required*

Protected Characteristic - Ethnicity/race: Consider the impact on different ethnic groups and nationalities	
Please tick (✓) the relevant box:	
Positive	<input checked="" type="checkbox"/>
Neutral	<input type="checkbox"/>
Negative	<input type="checkbox"/>
<p>Overall impact:</p> <p>The 2021 Census reported that in 2021, London's population of 8.8m comprised people who classified themselves as White 4.73 million, Asian 1.82 million, Black 1.19 million, Mixed or multiple ethnicities 0.51 million and Other ethnic groups 0.56 million.</p> <p>People identifying themselves as White made up 54% of London's population in 2021. Of the remaining 46%, residents identifying themselves as Asian made up 21%, Black 14%, Mixed 6% and Other ethnic groups 6%.</p> <p>3.24 million people, 37% of the total identified as White British. The largest individual groups other than White British were Black African, 697,000 and Indian 656,000. These two groups combined were almost matched by the 1.29 million, 15% of London's population identifying with Other White groups.</p> <p>Source : GLA Census reporting Census 2021 Reports (london.gov.uk)</p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Evidence:</p> <p>Those in Black and minority ethnic groups will experience higher unemployment rates compared to white residents in the same geographies. These entrenched and persistent trends of reduced labour market accessibility for Black and minority ethnic groups remain a priority for councils to address in the aftermath of COVID-19.</p> <p>Source : London Councils – A detailed study of unemployment in London</p> <p>The focus on supporting those furthest from the workplace in this contract will support this aim.</p> <p style="text-align: right;"><i>*Expand box as required</i></p>	
<p>Sources used:</p> <ol style="list-style-type: none"> 1. MSTAR4 specification 2. Greater London Authority – London dataset 3. London Councils unemployment data <p style="text-align: right;"><i>*Expand box as required</i></p>	

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

<i>Please tick (✓) the relevant box:</i>		<p>Overall impact:</p> <p>The 2021 Census reports that Londoners were more likely to report having a religion than people living in the rest of England. More than 38% of people living outside London said they had no religion, compared to 27% of London residents.</p> <p>Christianity was the largest religion in London, with more than 3.5 million (two in five) Londoners responding that this was their religion. However, this was a smaller proportion than in any other region of England and lower than in London in 2011.</p> <p>One in seven (15%) of Londoners said they were Muslim, up slightly from the last Census in 2011, and nearly three times the proportion across the rest of England. Four in ten residents in Tower Hamlets were Muslim, and more than three in ten of those living in Newham and Redbridge.</p> <p>There were more Jews living in London than in the whole of the rest of England, but this was still a relatively small group, making up less than two per cent of London’s population overall. However, people of this religion were particularly concentrated in Barnet, so that one in seven of all the borough’s residents reported that they were Jews.</p> <p>Harrow stands out as having a particularly high proportion of Hindus, accounting for one in four of the borough’s population, compared to just one in twenty overall in London, while Sikhs were most numerous in Hillingdon, Ealing and Hounslow.</p> <p>More than 40% of residents in the City and Islington reported that they had no religion, making this the largest category reported in those two local authority areas, along with the neighbouring boroughs of Camden and Hackney.</p> <p>The most diverse wards in London, in terms of religion, were Canons and Stanmore in Harrow. Other wards in west London, from Barnet to Hounslow also showed great religious diversity, as did several wards in Redbridge and Cazenove ward in Hackney.</p>
Positive	X	
Neutral		
Negative		<p style="text-align: right;"><i>*Expand box as required</i></p>

Evidence:

In the 2021 Census, people identifying as Muslim had the lowest percentage of people aged 16 to 64 years in employment, 51.4%, compared with 70.9% of the overall population. The next lowest percentage, 64.2%, was among people who reported Other religion.

These differences were shaped by higher percentages of economically inactive people within these religious groups. Those who identified as Muslim had the highest percentage

of economically inactive people, 41.9%, followed by 30.3% for those who reported Other religion (17.2 and 5.6 percentage points higher than the overall population, respectively).

Source : Office for National Statistics

[Religion by housing, health, employment, and education, England and Wales - Office for National Statistics \(ons.gov.uk\)](#)

This contract and the provisions within it will improve opportunities for social mobility for all, so it is not considered likely that there will be a disproportionate negative impact on this protected characteristic group.

**Expand box as required*

Sources used:

1. MSTAR4 specification
2. Greater London Authority – London dataset
3. Office for National Statistics – Census 2021

**Expand box as required*

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

<i>Please tick (✓) the relevant box:</i>	
Positive	X
Neutral	
Negative	

Overall impact:

In the 2021 Census, London was the region with the highest proportion of people who identified with a LGB+ orientation (gay or lesbian, bisexual, or other sexual orientation) at 4.3%.

In London, 2.2% described their sexual orientation as gay or lesbian, 1.5% described their sexual orientation as bisexual, and 0.5% selected a different orientation.

**Expand box as required*

Evidence:

Data is limited with regard to the impact on employment prospects for people in this protected characteristic group.

This contract and the provisions within it will improve opportunities for social mobility for all, so it is not considered likely that there will be a disproportionate negative impact on this protected characteristic group.

**Expand box as required*

Sources used:

1. MSTAR4 specification
2. Greater London Authority – London dataset
3. Office for National Statistics – Census 2021

**Expand box as required*

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>		<p>Overall impact:</p> <p>In the Census 2021, 91% of Londoners aged 16 or over (and 99% of those who answered the question) stated that their gender identity was the same as registered at birth.</p> <p>After those answering that their gender identity was the same as registered at birth, the most frequent category was those answering that their gender identity was different to that assigned at birth, but who gave no specific identity. This included 33,000 Londoners (0.46%).</p> <p>Trans man and Trans woman were the next most frequent categories across London. These two categories showed similar numbers overall – 11,500 (0.16%) and 11,300 (0.16%) respectively.</p> <p style="text-align: right;"><i>*Expand box as required</i></p>
Positive	X	
Neutral		
Negative		

Evidence:

Data is limited with regard to the impact on employment prospects for people in this protected characteristic group.

This contract and the provisions within it will improve opportunities for social mobility for all, so it is not considered likely that there will be a disproportionate negative impact on this protected characteristic group.

**Expand box as required*

Sources used:

- Office for National Statistics – Census 2021

**Expand box as required*

Protected Characteristic - Marriage/civil partnership: Consider people in a marriage or civil partnership		
<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input checked="" type="checkbox"/>	Data is limited with regard to the impact on employment prospects for people in this protected characteristic group.
Neutral	<input type="checkbox"/>	This contract and the provisions within it will improve opportunities for social mobility for all, so it is not considered likely that there will be a disproportionate negative impact on this protected characteristic group. <i>*Expand box as required</i>
Negative	<input type="checkbox"/>	
Evidence:		
<i>*Expand box as required</i>		
Sources used:		
<i>*Expand box as required</i>		

Protected Characteristic - Pregnancy, maternity and paternity: Consider those who are pregnant and those who are undertaking maternity or paternity leave		
<i>Please tick (✓) the relevant box:</i>		Overall impact:
Positive	<input checked="" type="checkbox"/>	Data is limited with regard to the impact on employment prospects for people in this protected characteristic group.
Neutral	<input type="checkbox"/>	This contract and the provisions within it will improve opportunities for social mobility for all, so it is not considered likely that there will be a disproportionate negative impact on this protected characteristic group. <i>*Expand box as required</i>
Negative	<input type="checkbox"/>	
Evidence:		
<i>*Expand box as required</i>		
Sources used:		
<i>*Expand box as required</i>		

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

<i>Please tick (✓) the relevant box:</i>		<p>Overall impact:</p> <p>Section 2.7 of the MSTAR4 London Collaboration specification will explicitly require Managed Services Providers (MSPs) to deliver against specific requirements to support those furthest from employment into jobs. This will form 15% of the overall score available as part of the assessment and evaluation process when awarding the contract.</p> <p>Councils in London support thousands of residents into securing work and apprenticeships; working hard to cement their reputations as business-friendly boroughs. Despite this on-going success, the councils face significant challenges and must continue to find and implement innovative ways and partnerships to support their local communities.</p> <p>Each of the councils in London set out strategies and targets including helping residents deal with the range of issues that affects their ability to gain and sustain employment and learning opportunities.</p> <p>It will be a key requirement for the MSP to partner with the councils and fully embrace and support the delivery of strategies including ensuring a broad range of accessible opportunities are on offer to all residents within the councils and beyond.</p> <p>Annual (placement) targets will be defined and set out in the service level agreement during implementation and will be measured and monitored on a formal quarterly basis both at a local borough level and at the overarching London Collaboration meetings.</p> <p style="text-align: right;"><i>*Expand box as required</i></p>
Positive	X	
Neutral		
Negative		

Evidence:

Residents in London in particular those furthest from the labour market i.e. care leavers, long term unemployed, those not in education or training, refugees and asylum seekers, homeless people, ex-offenders and people who have left the armed forces by opening up additional work opportunities (currently 11.9% of households in London are workless).

Source : Office for National Statistics (ONS) Workless households 01/01/2004 to 31/12/2022

[Workless Households, Borough - London Datastore](#)

**Expand box as required*

Sources used:

1. MSTAR4 specification
2. Case studies from the London Boroughs of Camden, Haringey and Hackney
3. Greater London Authority – London dataset

**Expand box as required*




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

<i>Please tick (✓) all the relevant boxes that apply:</i>		Overall impact:
Positive		It is too early to assess impact from a health perspective. The initiatives delivered will have a long term positive effect on physical and mental health through improved social mobility. *Expand box as required
Neutral	X	
Negative		
		Do you consider that a more in-depth HIA is required as a result of this brief assessment? Please tick (✓) the relevant box Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Evidence:		
Not applicable.		
*Expand box as required		
Sources used:		
Not applicable.		
*Expand box as required		

3. Outcome of the Assessment

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

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

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

4. Action Plan

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

Protected characteristic / health & wellbeing impact	Identified Negative or Positive impact	Recommended actions to mitigate Negative impact* or further promote Positive impact	Outcomes and monitoring**	Timescale	Lead officer
All protected characteristics	Positive	Increased work opportunities	Targets set by each borough and monitored via quarterly business reviews at a local and pan London level	Quarterly and over the lifetime of the contract	Relevant contract monitoring officers in each borough

Add further rows as necessary

* You should include details of any future consultations and any actions to be undertaken to mitigate negative impacts

** Monitoring: You should state how the impact (positive or negative) will be monitored; what outcome measures will be used; the known (or likely) data source for outcome measurements; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

5. Review

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

Review:

This EQHIA will be monitored in three years prior to the reprocurement of the contract.

Scheduled date of review: 1st September 2026

Lead Officer conducting the review: To be determined

**Expand box as required*

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

Appendix 1. Guidance on Undertaking an EqHIA

This Guidance can be deleted prior to publication.

What is it?

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

When to Assess:

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

Guidance: Equality & Health Impact Assessment Checklist

The Checklist in Section 1 asks the key questions,

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

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

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

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

Using the Checklist

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

Having Due Regard

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

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

Combining Equality and Health Impact Assessment:

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

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

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

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

Guidance: What to include in background/context

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

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

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

*Note that the boxes will expand as required

Guidance: Who will be affected by the activity?

The people who will be affected may be

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

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

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

*Note that the boxes will expand as required

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

Please tick (✓) the relevant box:

Positive

Neutral

Negative

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

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

*Note that the boxes will expand as required

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

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

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

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

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

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

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

*Note that the boxes will expand as required

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

Please tick (✓) all the relevant boxes that apply:

Positive	
Neutral	
Negative	

Overall impact: In this section you will need to consider and note whether the proposal could have an overall impact on, or implications for, people’s health and wellbeing or any factors which determine people’s health.

How will the activity help address inequalities in health?

Include here a brief outline of what could be done to enhance the positive impacts and, where possible, mitigate for the negative impacts.

*Note that the boxes will expand as required

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

Yes No

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

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

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

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

Some questions you may wish to ask include:

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

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

*Note that the boxes will expand as required

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

Information on the population affected

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

Wider Evidence

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

Expert Opinion

- Views of residents and professionals with local knowledge and insight

*Note that the boxes will expand as required

Guidance: Outcome of the Assessment

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

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

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

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

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

*Note that the boxes will expand as required

Guidance: Action Plan

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

State whether the impact is Positive or Negative

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

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

Guidance: Review

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

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

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

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

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

Appendix 2. Health & Wellbeing Impact Tool

Will the activity/service/policy/procedure affect any of the following characteristics? Please tick/check the boxes below
The following are a range of considerations that might help you to complete the assessment.

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

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DPIA Submission form

Thank you for taking the time to fill out the DPIA submission form. This form is made up of two parts:

- Screening questions (To determine whether a submission is needed)
- The Impact assessment submission

Screening questions

Name: (of the project or change to be delivered)	Contract Award for the Supply of Temporary Workers
Background/ Objectives: (why is the new system / change required?)	The IT system and the data being used as part of the provision will involve the sharing of Council employee names and contact details, candidates name and some details which may include DBS check information and/or criminal conviction details. This information is used to ensure that the candidates are mapped to the right roles and that risks to the Council have been mitigated.
Information flow diagram* (please see examples in guidance) see section on data mapping	
Point of contact: (who is to be contacted in regards to the DPIA)	Euan Beales

Please read the DPIA guidance on pages 9 &10 document before completing this form

	Screening questions	Yes	No
1	Will the project involve the processing of information about individuals? Please note this does include pseudonymised data*	X	<input type="checkbox"/>
2	Will information about individuals be disclosed or shared with organisations or people who have not previously had routine access to the information?	<input type="checkbox"/>	X
3	Are you using information about individuals for a purpose it is not currently used for, or in a way it is not currently used?	<input type="checkbox"/>	X
4	Does the project involve you using new technology which might be perceived as being privacy intrusive? For example, the use of biometrics or facial recognition.	<input type="checkbox"/>	X

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5	Does any phase of the project utilise automated decision making based on the information provided/ shared	X	X
6	Will the project require you to contact individuals in ways which they may find intrusive? e.g marketing*	<input type="checkbox"/>	X

Note: If the answer to all of the above questions is 'No', then there is **no need to continue further** with the submission.

Please email the completed and named form to the screening questions to dpia-LBN@Newham.gov.uk or dpia-LBH@haverling.gov.uk

If you have answered 'Yes' to any of the above screening questions, please proceed to complete the remainder of the submission.

Note: Once you have submitted your DPIA, please feel free to **book time with us** to go through the DPIA with you here: [DPIA consultation booking link](#)

Version control (Internal use)

Version	Status	Revision Date	Summary of Changes	Author

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Impact assessment submission

Stage 2: Data Protection Impact Assessment

DPIA Approved by Information Asset Owner:	Name:	Date:
Expert advice provided by:		

Project Key Contacts & Information

Section A: New/Change of System/Project General Details

State who is the Data Controller*		
Consultation: (If required detail here any consultation undertaken with the public, partners, internal or external stakeholders)		
Implementation date: for example the timescales required for completion, implementation date		
Relationships / Partnerships: (e.g. with NHS, or private organisation, stakeholders, please also if possible state whether they are designated as data controllers or data processors)		
Project Manager:	Name:	
	Job Title:	
	Service:	
	Telephone:	
	Email:	
Information Asset Owner(s) All information assets must have an information asset owner (IAO). IAO are usually Heads of Service or Chief Officers.	Name:	
	Job Title:	
	Service:	
	Telephone:	
	Email:	

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Section B: Data Protection Impact Assessment (please complete all questions as fully as possible)

	<u>Question</u>	<u>Response</u>	<u>Guidance document</u>
Processing			
1	Please state the purpose for the processing of the data / information: (for example, service provision, research, audit, employee administration)		
2	Please tick the data items/ information that will be processed	<input type="checkbox"/> Name <input type="checkbox"/> Address/Postcode <input type="checkbox"/> Date of Birth <input type="checkbox"/> Telephone no/email <input type="checkbox"/> Next of Kin <input type="checkbox"/> National Insurance Number <input type="checkbox"/> NHS Number <input type="checkbox"/> Gender <input type="checkbox"/> GP / Consultant <input type="checkbox"/> Pseudonymised	
2b	Special categories and Criminal data	<input type="checkbox"/> Sexual Orientation <input type="checkbox"/> Political opinions/trade union membership <input type="checkbox"/> Religion <input type="checkbox"/> Physical health <input type="checkbox"/> Mental health <input type="checkbox"/> Medical history <input type="checkbox"/> Ethnic Origin <input type="checkbox"/> Sexual life <input type="checkbox"/> Criminal convictions <input type="checkbox"/> Biometrics, DNA profile, fingerprints <input type="checkbox"/> Bank, financial or credit card details <input type="checkbox"/> Tax, benefit or pension Records	

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2c	Data Subjects	<input type="checkbox"/> Service users – Adults <input type="checkbox"/> Service users - Children under 13 <input type="checkbox"/> Service users - Children over 13 <input type="checkbox"/> Vulnerable Adults <input type="checkbox"/> Staff (permanent and agency) <input type="checkbox"/> Other Individuals- e.g. job applicants, business owners <input type="checkbox"/> Not Sure – Please specify	
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3a	What is the legal basis you are relying on for the processing of the data/information. (please see guidance section on processing for all of question 3)		
3b	If you are relying only on consent, did you consider any other legal basis?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
3c	If using consent, how will that consent be obtained and recorded and withdrawn if requested? (please state)		
4	Will personal data items be collected which have not been collected before?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
5	The data of approximately how many individuals will be affected?	<input type="checkbox"/> 1-10 <input type="checkbox"/> 10-100 <input type="checkbox"/> 100-1000 <input type="checkbox"/> 1000-10,000 <input type="checkbox"/> 10,000+	
6	How is the personal data obtained?	<input type="checkbox"/> From Client/Service User <input type="checkbox"/> From partner agencies <input type="checkbox"/> From 3 rd Party/ Another Individuals <input type="checkbox"/> For employment purposes <input type="checkbox"/> Internal services <input type="checkbox"/> Other	
7	Have the individuals been informed of this processing?	<input type="checkbox"/> Yes (explicit) <input type="checkbox"/> Yes (implicit, i.e. through Privacy notice, website, leaflet etc) <input type="checkbox"/> No	

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8	Does the information involve new linkage / matching of personal data with data in other collections, or is there significant changes in data linkages / matching?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
9	Does this project involve utilising data for the purposes of automated decision making/profiling. If so add details (please see guidance section on processing)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Records Management			
10	Does this project create a new Information Asset?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
10a	How will the information be kept up to date and checked for accuracy and completeness?		
10b	What processes are in place for data quality checking?		
11	If this project involves a new system, does it have the ability to quarantine information/restrict processing?		
11a	Does the system have the ability to amend or add notes to data/information at a single data field level?		
12	What checks have been made regarding the adequacy, relevance and necessity for the collection of data?		If no checks have been made, please record this as a risk in section C
13	Where will the information be stored / accessed?	<input type="checkbox"/> Hard copy in file unlocked <input type="checkbox"/> Hard copy in file, locked <input type="checkbox"/> Digital file, in folder, unencrypted device <input type="checkbox"/> Digital file, in folder, encrypted device	

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		<input type="checkbox"/> Digital file, in folder, on server, no password <input type="checkbox"/> Digital file, in folder, on server, password <input type="checkbox"/> Digital file, in cloud, common user/pass <input type="checkbox"/> Digital file, in cloud, individual user/pass <input type="checkbox"/> Database, unencrypted device <input type="checkbox"/> Database, encrypted device <input type="checkbox"/> Database, on server, no password <input type="checkbox"/> Database, on server, password <input type="checkbox"/> Database, in cloud, common user/pass <input type="checkbox"/> Database, in cloud, individual user/pass <input type="checkbox"/> Other <input type="checkbox"/> Not Sure	
14	What are the retention periods?		
15	How will the information be destroyed when it is no longer required?		
15a	If held electronically, can the destruction be certified?		
15b	Can the information be deleted at a singular data field level?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Security			
16	Who will access the information? (i.e. Services, roles, organisations)		
17	Is there an Access Control Policy in place? (Please see guidance section on Security for further information)	<input type="checkbox"/> Yes <input type="checkbox"/> No	
18	Is there an ability to audit access to the information? (Please see guidance section on Security for further information)	<input type="checkbox"/> Yes <input type="checkbox"/> No	If no, please record as a risk in section C

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19	Detail what security measures have been implemented to secure access and limit the use of personal information?		
19a	If data is hosted in the cloud, is the solution compliant with the UK Government <u>National Cyber Security Cloud (NCSC) Principles</u> ? If not, what technical security measures are applied to the cloud/hosting solution?		
20	Does this project involve privacy invasive technologies?	<input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please detail	
21	Is there a business continuity and a disaster recovery plan in place?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If no, please record this as a risk in section C
22	Where external parties are accessing the Council's information, has it been identified that they require IG training?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Sharing			
23	Will any of the information be shared with other organisations or Council services?	<input type="checkbox"/> Yes <input type="checkbox"/> No	If no, please record this as a risk in section C
23a	Please list all organisations/Council services involved with sharing		
23b	What is the legal basis for sharing?		Please note that your legal basis for processing may be different from your legal basis for Sharing.
24	Will there be signed information sharing agreements in place	<input type="checkbox"/> Yes <input type="checkbox"/> No	If no, please record this as a risk in section C
25	Which method will be used to transport information if it is going off site?	<input type="checkbox"/> Standard email <input type="checkbox"/> Secure email (e.g. GCSx) <input type="checkbox"/> Website <input type="checkbox"/> Via courier <input type="checkbox"/> By hand <input type="checkbox"/> Via external post <input type="checkbox"/> Via telephone <input type="checkbox"/> Removable Media	If no, please record this as a risk in section C

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		<input type="checkbox"/> Secure file transfer protocol (eg. mail express) <input type="checkbox"/> Social Media <input type="checkbox"/> Providing access via Council systems <input type="checkbox"/> Other (please give details)	
26	Are you transferring any personal identifiable data/information to a country outside the United Kingdom	<input type="checkbox"/> Yes <input type="checkbox"/> No	If YES, please record this as a risk in section C

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Section C: Identify the Information, Privacy, and related risks

Identify the key risks. All risks identified from the questionnaire in section B should be included, plus any others of relevance. Describe the actions you could take to reduce the risks and any future steps which would be necessary (e.g. the production of new procedures or future security elements for systems).

Please note: if your project has a large number of risks there is an alternative spreadsheet you can use, (please ask your IG officer) or simply continue onto a separate sheet.

<u>Risk</u>	<u>Current Impact (1-5)</u>	<u>Current Likelihood (1-5)</u>	<u>Solution</u>	<u>Result:</u> is the risk eliminated, reduced, or accepted?	<u>Evaluation:</u> is the final impact on individuals after implementing each solution justified, compliant and proportionate response to the aims of the project?
Actions to be taken by the Project Team (Approval by IG/IS is granted, provided the following actions are completed by the target dates shown)					
<u>Action to be taken</u>	<u>Action Owner</u>	<u>Details</u>	<u>Target date completion</u>	<u>Date completed</u>	<u>Mitigation approved by IG /IS (include name of officer and date approved)</u>

Data Protection Impact Assessment

DPIA Name: Contract Award for the Supply of Temporary Workers

Ref No:

Lawful Basis Vs Individual Rights

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Lawful basis	Description	Information rights of the individual					
		Access	Rectification ¹	Erasure ²	Restrict ³	Object ⁴	Portability
Public task (A6.1e)	Task in the public interest or for your official functions, and the task or function has a clear basis in law	Yes	Yes	No - retention applies	Yes	Yes	No
Compliance with legal obligation (A6.1c)	Required by UK or EU law to process data for a specific purpose	Yes	Yes	No - retention applies	Limited	No	No
Contract with an individual (A6.1b)	Supply goods or services they have requested or under an employment contract	Yes	Yes	Yes - if no longer necessary but retention may apply	Yes	Limited	Yes
Vital interests (A6.1d)	To protect someone's life - data subject or someone else.	Yes	Yes	Yes - if no longer necessary but retention may apply	Limited	No	No
Consent (A6.1a)	Documented evidence of consent for the purpose	Yes	Yes	Yes	Yes	No but can withdraw consent	Yes
Legitimate interests (A6.1f)	Only for HR/employment and security interests if a public authority	Yes	Yes	Yes - if no longer necessary but retention may apply	Yes	Yes	No

Notes:

1. Third parties where personal data is shared or processed also to be notified and data corrected/made complete
2. Full erase ('right to be forgotten) only fully applies with explicit consent, otherwise retain until end of retention period. Still have right to object or restrict processing.
3. Third parties where personal data is shared or processed also to be notified and processing restricted, inform individual and third parties if restriction is removed. If technically possible the fact that processing has been restricted must be flagged/marked on the personal information.
4. You must stop processing personal data for direct marketing purposes as soon as you receive an objection. There are no exemptions or grounds to refuse unless compelling legitimate grounds that override individual's rights.

Data Protection Impact Assessment

DPIA Name:

Contract Award for the Supply of Temporary Workers

Ref No:

Article 9(2) conditions for processing Special Categories of data (Sensitive Personal Data)

At least one of the conditions listed above must be met whenever you process personal data. However, if the information is sensitive personal data, at least one of several other conditions must also be met before the processing can comply with the first data protection principle. These other conditions are as follows.

- a) **Explicit Consent**- the data subject has given explicit consent to the processing of those personal data for one or more specified purposes, except where Union or Member State law provide that the prohibition referred to in paragraph 1 may not be lifted by the data subject;
- b) **Social security and Social protection law**- processing is necessary for the purposes of carrying out the obligations and exercising specific rights of the controller or of the data subject in the field of employment and social security and social protection law in so far as it is authorised by Union or Member State law or a collective agreement pursuant to Member State law providing for appropriate safeguards for the fundamental rights and the interests of the data subject;
- c) **Vital interests of data subject physically or legally incapable of giving consent**- processing is necessary to protect the vital interests of the data subject or of another natural person where the data subject is physically or legally incapable of giving consent;
- d) **Not-for-profit body** processing is carried out in the course of its legitimate activities with appropriate safeguards by a foundation, association or any other not-for-profit body with a political, philosophical, religious or trade union aim and on condition that the processing relates solely to the members or to former members of the body or to persons who have regular contact with it in connection with its purposes and that the personal data are not disclosed outside that body without the consent of the data subjects;
- e) **Made Public by the Data Subject**- processing relates to personal data which are manifestly made public by the data subject;
- f) **Exercise or Defence of Legal Claims/Order by Court**- processing is necessary for the establishment, exercise or defence of legal claims or whenever courts are acting in their judicial capacity;
- g) **Substantial Public Interest**- processing is necessary for reasons of substantial public interest, on the basis of Union or Member State law which shall be proportionate to the aim pursued, respect the essence of the right to data protection and provide for suitable and specific measures to safeguard the fundamental rights and the interests of the data subject;
- h) **Health and Social Care**- processing is necessary for the purposes of preventive or occupational medicine, for the assessment of the working capacity of the employee, medical diagnosis, the provision of health or social care or treatment or the management of health or social care systems and services on the basis of Union or Member State law or pursuant to contract with a health professional and subject to the conditions and safeguards referred to in paragraph 3;
- i) **Public Health**- processing is necessary for reasons of public interest in the area of public health, such as protecting against serious cross-border threats to health or ensuring high standards of quality and safety of health care and of medicinal products or medical devices, on the basis of Union or Member State law which provides for suitable and specific measures to safeguard the rights and freedoms of the data subject, in particular professional secrecy;
- j) **Scientific or Historical Research Purposes or Statistical Purposes**- processing is necessary for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes in accordance with [Article 89\(1\)](#) based on Union or Member State law which shall be proportionate to the aim pursued, respect the essence of the right to data protection and provide for suitable and specific measures to safeguard the fundamental rights and the interests of the data subject.

Appendix D Adecco Carbon Reduction Outline

As a company that aspires to make the future work for everyone, we are committed to reducing the amount of carbon we consume.

Since our first carbon footprint measurement in 2019, we've reduced our emissions each and every year to become carbon neutral in 2022 and continue working towards becoming net-zero by 2049 through offsetting, green energy, and targeted carbon reduction programmes. See attached our Carbon Neutral Certificate for 2023, and Carbon Reduction Plan. Below is a breakdown of our forecast market based green house gas emissions.

Our forecast market based GHG emissions

	2019	2025	2030	2035	2040	2045	2049
Site electricity	706.2	0.0	0.0	0.0	0.0	0.0	0.0
Site gas	131.6	364.4	363.8	363.2	297.2	112.5	0.0
Company car travel	75.0	23.9	0.0	0.0	0.0	0.0	0.0
Cash opt out car travel	346.5	115.8	0.0	0.0	0.0	0.0	0.0
Employee-owned car travel (Grey fleet)	167.5	49.1	0.0	0.0	0.0	0.0	0.0
Bus travel	0.4	0.4	0.4	0.3	0.3	0.3	0.3
Taxi travel	65.9	55.8	30.5	5.3	0.0	0.0	0.0
Rail travel	269.1	155.5	62.6	0.0	0.0	0.0	0.0
Ferry travel	0.1	0.0	0.0	0.0	0.0	0.0	0.0
Flights	889.7	487.3	347.0	245.3	171.8	119.0	87.9
EV Electricity - Market-based	0.0	163.2	111.8	0.0	0.0	0.0	0.0
Market-based total tCO2e	2,651.9	1,252.1	804.3	614.2	469.3	231.9	88.2

Environment Committee

Our Board sponsored Environment Committee consists of 3 focus groups to drive initiatives forward, aiming to support the Government and London Borough of Havering in making jobs and the community greener.

Greener Travel

Our mission is to create, implement and communicate improved travel policies and behaviours across Adecco UK&I as part of our journey to reduce overall emissions.

Goals:

1. Our primary focus is to decrease the amount of fuel used on company business.
2. Improve the visibility of carbon footprint of our travel within our travel booking system, and to eventually default the travel options to the greenest method.

How:

- Continuous review of policy whilst working with our fleet and travel providers to offer solutions which promote the least environmental impact.
- Raise awareness and education around non-traditional fuel types and seek to promote the use of ultra-low emission vehicles.

Energy Use

Our mission is to reduce energy consumption across all of our offices and operate from premises on fully green/renewable energy tariffs whilst improving recycling across our organisation.

Goals:

- Implement a recycling plan across our offices.
- Ensure we only operate from premises on fully Green/Renewable energy.

How:

- Launch a monthly environmental Newsletter which includes topics such as energy saving tips.
- Appointing Environmental Champions at each of our 10 largest locations.

Green Careers

As the world's leading HR advisory and solutions partner, we are in a unique position to pinpoint skills gaps and provide an accurate picture to government and businesses on the skills transitions needed to support the rapid growth of the green economy. We will work to provide London Borough of Havering with data and insights, helping to plan for what skills are needed both now and in the future and offer solutions on how to engage this talent.

Goals:

- Increase the awareness and understanding of the transition to net zero for both colleagues and our supply chain partners, and longer term looking to offer this to our candidates and associates.
- Inspire young people around the career choices they make with consideration to the environment.

How:

- Develop sustainability and environmental training with IEMA.
- Host industry round tables with clients to understand their green skills gaps and future needs.
- Deliver community workshops with young people and educational establishments around green skills.

Working with our Supply Chain

Adecco only wants to work with organisations that share our purpose led approach and core values. Therefore, we are currently developing a Third Party Risk Management (TPRM) tool, which will monitor and measure our suppliers in risk areas including ESG and carbon output. Risks and issues identified through the TPRM and ongoing monitoring may trigger contract suspension or termination.

Whilst the TPRM is in development, we will actively influence London Borough of Havering and supply chain stakeholders to support environmental protection and improvement through our services, with initiatives including:

- Promoting sustainable practises and processes, such as outlining how candidates can travel to work utilising public transport or car sharing, done via quarterly associate newsletter.
- Collaborating on sustainability with common platforms such as EcoVadis, a universal scorecard which benchmarks and provides performance improvement tools.
- Engage key MSTAR suppliers about how sustainability risk can be best managed, and opportunities optimised.

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[Document title]

[Document subtitle]

Abstract

[Draw your reader in with an engaging abstract. It is typically a short summary of the document.
When you're ready to add your content, just click here and start typing.]

Windows User
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CABINET	22 January 2025
Subject Heading:	Approval to commence procurement for Frozen Food and Grocery
Cabinet Member:	Councillor Oscar Ford, Cabinet Member for Children and Young People
ELT Lead:	Barbara Nicholls, Strategic Director of People
Report Author and contact details:	Sarah Hales, Commercial & Contracts Manager 01708 434915 Sarah.Hales@havering.gov.uk
Policy context:	Supports the 'People' theme of the Havering Vision: 'Our children, young people thrive and are inspired to reach their full potential
Financial summary:	The current PAL framework expires on 31st August 2025. The Council's current call-off contract expires on the same date. The indicative value of the new call-off contract across PAL members is c. £6.71m in year 1. The total framework value over the 4-year term of the contract (3 years + 1-year extension) is £28.91m across all PAL members. This includes an estimated 5% annual inflationary increase. Havering's estimated annual contract value in Year 1 is £2.23m (£9.63m total contract value). The Year 1 estimated cost is based on 23/24 expenditure plus inflation, however as this is a call off arrangement, there is no minimum financial commitment. The actual cost will vary depending on demand, and can be controlled. This will be funded by the Havering Catering Service. As Catering is a Traded Service, there is no base budget provision, but expenditure is offset against income that is generated from catering contracts with schools.
Is this a Key Decision?	Yes - Expenditure or saving (including anticipated income) of £500,000 or more

When should this matter be reviewed? 22nd January 2025

Reviewing OSC: People OSSC

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

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

SUMMARY

The current Frozen Food and Grocery Single-supplier framework expires on 31 August 2025. The Council's current call-off contract expires on the same date.

HES Catering Service has reviewed the requirements and seeks to establish a new three year (plus 12-month extension) multi-supplier framework for this provision as soon as possible. The framework will be owned and managed by HES Catering Services and can be accessed by the members of the Procurement Across London (PAL) group. Each participating member is responsible for their respective call-off agreements and will enter into separate call-off contracts.

The Councils who form the PAL group are:

- London Borough of Havering,
- London Borough of Tower Hamlets,
- London Borough of Waltham Forest,
- Thurrock Council

RECOMMENDATIONS

This report seeks approval for the commencement of a procurement process to set up a Procurement Across London (PAL) framework for Frozen Food and Grocery for a duration of three years plus 12-month extension (3+1).

The process will be via a Public Contracts Regulations 2015 compliant tender procedure as set out in this report. The indicative value of the new call-off contract across PAL members is c. £6.71m in year 1. The total framework value over the 4-year term of the contract (3 years + 1-year extension) is £28.91m across all PAL members. This includes an estimated 5% annual inflationary increase.

Havering's estimated annual contract value in Year 1 is £2.23m (£9.63m total contract value over the lifetime of the framework duration of four years).

REPORT DETAIL

In line with Public Contracts Regulations 2015, the procurement process will be conducted using an open procedure advertised on the Find a Tender portal. A Prior Information Notice (PIN) will be used to alert the market of the tender opportunity, followed by a Contract Notice to advise that the opportunity has been published. The weighting to be used to evaluate the bids will be 70% price: 30% quality.

Proposal

Each bidder will be fairly scored using the evaluation criteria specified within the Invitation to Tender. The top scoring bidders will be chosen as the successful suppliers, up to a maximum of three suppliers. The call off procedure will be direct award, based on the lowest price for each individual line item required.

The contract will not include any commitment from HES Catering Service or the collaborative PAL group to volume or value of orders. PAL group members will be individually responsible for calling-off the framework via their own internal corporate governance arrangements.

Each bidder will be fairly scored using the evaluation criteria specified within the Invitation to Tender.

REASONS AND OPTIONS

Reasons for the decision:

The current Frozen Food and Grocery Single-supplier framework expires on 31 August 2025. The Council's current call-off contract expires on the same date.

HES Catering Service has reviewed the requirements and seeks to establish a new three year (plus 12-month extension) multi-supplier framework for this provision as soon as possible. The framework will be owned and managed by HES Catering Services and can be accessed by the members of the Procurement Across London (PAL) group. Each participating member is responsible for their respective call-off agreements and will enter into separate call-off contracts.

The Councils who form the PAL group are:

- London Borough of Havering,
- London Borough of Tower Hamlets,
- London Borough of Waltham Forest,
- Thurrock Council

Other options considered:

1. Do not retender, but purchase ad-hoc from the open market.

This option has been discounted as it will not be compliant with the Council's procurement rules and policies due to the cumulative value of spend over time. Also there has been uncertainties and significant spikes in pricing of goods and raw materials experienced across the market over recent years. This would undermine the financial viability of the service. In addition, this option will not allow for the prerequisite due diligence which is an essential part of the full competitive process to be carried out, resulting in reputational risk to the Council.

2. Carrying out an open tender just for HES Catering Services

This option was considered, however it has been rejected as the PAL arrangement delivers greater efficiencies through combined purchasing power and economies of scale. This option would result in an estimated loss of income to HES Catering.

3. Call-off from an existing national framework

Framework owners such as Yorkshire Purchasing Organisation (YPO) charge 1% management fee for any call-off made from their frameworks. This could potentially result in a cost to Havering of £96,000 over the duration of the contract. Established frameworks

generally do not allow for the setting up of a framework-within-a-framework, so each member of PAL would have to have their own call-off, and has therefore been rejected.

4. To split the framework into different lots

This option was considered, however it has been rejected due to the operational complexity of delivering to 220+ sites across PAL members on multi delivery days per week, individual site restrictions, health and safety implications and impact on the environment and climate change implications.

IMPLICATIONS AND RISKS

Financial implications and risks:

The current PAL framework expires on 31st August 2025.

The indicative value of the new call-off contract is c. £6.71m in year 1. The total framework value over a 3-year (plus 1-year extension) is £28.91m across PAL members. This includes an estimated 5% annual inflationary increase. Havering's estimated annual contract value is £2.23m in year 1, which equates to £9.63m total contract value over the lifetime of the framework. The estimated annual spend is shown below.

	Year				Total
	2025/26 (1)	2026/27 (2)	2027/28 (3)	2028/29 (4)	
	£m	£m	£m	£m	£m
Total framework	£6.71	£7.04	£7.40	£7.76	£28.91
Havering	£2.23	£2.35	£2.46	£2.59	£9.63m

The estimated cost is based on current expenditure, however as this is a call off arrangement, there is no minimum financial commitment, and the actual cost will vary depending upon demand. This allows the expenditure to be controlled. The costs related to this procurement will be funded from HES Catering Services revenue budgets. As Catering is a Traded Service, there is no base budget provision, but expenditure is offset against income that is generated from Catering contracts with schools. In 2023/24 the Service generated a budget surplus of £-53,000 due to the introduction of Universal Free School Meals (UFSM). This funding is currently confirmed to July 2025

The estimated value of this contract is based on 23/24 spend levels which could increase as a result of UFSM.

Currently any surplus or deficit is managed through the council's general fund. Traded services are required to cover their costs and make a contribution to the management services provided to them by the Council. If the catering traded service is unable to do that going forward, then it is a financial risk to the Council's General Fund position. This risk would increase significantly if UFSM is not extended beyond July 2025.

The overall trading position is regularly monitored as part of our normal business arrangements. Options for mitigating the risk of making losses or loss of customers would include reducing expenditure on food and other supplies which we would be able to do as this is a call off contract.

The contract will be managed by the HES Catering Service. This will be funded from a 0.75% management fee received from the participating authorities within the PAL Framework. The contributions will vary according to the level of contract spend, but based on the indicative contract values shown above, this would generate income for the Council of around £145,000 over the life of the contract.

Being a wholly traded service, the expectation is for the contract to deliver effective value for money, allowing the service to continue operating as a viable catering provision to its clients.

Legal implications and risks:

The Council has a general power of competence under Section 1 of the Localism Act 2011 to do anything an individual can do, subject to any statutory constraints on the Council's powers. None of the constraints on the Council's Section 1 power are engaged by this decision.

The Education Act 1996 enables the Council to provide school meals for children at school and the proposals in this report support that provision.

The total estimated value of the framework agreement is £28.91m. The aggregate sum of the proposed procurement is above the applicable Public Procurement threshold for contracts for services and supplies of £214,904 stipulated in the Public Contracts Regulations 2015 as amended ("PCR").

Procurement of the framework is therefore caught by the full rigors of the PCR and a Contract Notice must therefore be published on the UK e-notification service 'Find a Tender' as well as on Contracts Finder. Additionally, the procurement must comply with Regulation 33 of the PCR for framework agreements. The call-off contracts will be procured via the rules of the framework.

The Local Government Act 1999, requires the Council to make arrangements to achieve best value in the exercise of its functions. While conducting the procurement and evaluating the bids, officers must satisfy themselves that the procurement process is in accordance with this principle.

The total estimated expenditure for the Council is £9.63m. Therefore, the decision to award the Framework Agreement will need to be made by Cabinet.

Human Resources implications and risks:

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

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

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) The need to foster good relations between those who have protected characteristics and those who do not.

Note: Protected characteristics include 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. Additionally, the Council is dedicated to enhancing the quality of life and wellbeing for all Havering residents with regard to socio-economic and health determinants.

An EHIA (Equality and Health Impact Assessment) has not been completed and is not required for this decision.

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

There are not equalities and social inclusion implications and risks associated with this decision.

Health and Wellbeing implications and Risks

There are no direct health and wellbeing implications associated with the recommended procurement approach for the supply of Frozen Food and Grocery. It is the expectation that selected providers will meet the minimum requirements around food hygiene and safety, produce quality, provenance and sustainability. The proposed social value measures within the tender have the potential to deliver health and wellbeing benefits (e.g. through provision of employment of local residents), and efforts should be made to ensure that provider commitment to deliver against these are realised across the lifetime of the contract.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

HES Catering Service recognises it has a role to play in contributing towards the realization of the council's Social Value strategic objectives which are set out in its new vision for the borough.

To underpin this, the tender has a 10% sub-weighting attributed to Social Value within the overall 30% quality assessment section of the tender evaluation. This is to demonstrate to bidders that the Council wishes to award contracts to suppliers who align with its Social Value objectives, and who provide the necessary quality, provenance and sustainability certifications.

Through the tender process, bidders will be asked to submit evidence of:

- How they will create employment opportunities for local people/ and/or disadvantaged people as part of the contract.

- The approach to reducing the company's carbon emissions and how they are working towards net zero greenhouse gas emissions, including reporting on their CO₂ emissions released in the delivery of this contract.
- Management of other environmental impacts relating the service e.g. reduced water use, reduced packaging, use of low energy equipment etc.
- How they ensure materials and products relevant to the provision of the service are sustainably sourced, produced and deployed
- Percentage of the company's fleet used for the contract that are zero emissions vehicles.
- Their company's measures to identify, mitigate and manage modern slavery risks relating to the contract and supply chain.

Once suppliers are awarded a place on the framework, this area will continue to be reviewed via the contract management process. The service will continue to ask for evidence both qualitative and quantitative of any initiatives undertaken. Ongoing work will take place with suppliers to encourage and support in this area.

BACKGROUND PAPERS

None

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CABINET

Subject Heading:

Council Tax base 2025/26

Cabinet Member:

Councillor Chris Wilkins (Cabinet Member for Finance)

ELT Lead:

Kathy Freeman
Strategic Director of Resources

Report Author and contact details:

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

This report sets out the proposed taxbase for Havering for 2025/26

Financial summary:

This report includes:

- Confirmation of the taxbase for 2025/26
- Confirmation of collection rate for use in setting the Council budget and taxbase

Is this a Key Decision?

Yes

1. EXECUTIVE SUMMARY

1.1. This report is produced to enable the Council to fulfil its statutory role to set a council tax base for 2025/26. The Local Government Finance Act (LGFA) 1992, as amended by the LGFA 2003 & LGFA 2012 requires the Authority to formally calculate the council tax base for 2025/26 and pass this information to precepting authorities by 31 January 2025. The tax base must be set between 1 December 2024 and 31 January 2025. The regulations stipulate that:

- The appropriate figure must be calculated using the Valuation List and Council Tax records as at 30 November 2024 Calculation of the Tax Base
- The calculation of the Council Tax Base is by way of a statutory prescribed formula, which is set out at Appendix A.

2. RECOMMENDATIONS

2.1. Cabinet are asked to agree a taxbase of 90,151 band D equivalents for 2025/26

2.2. Cabinet are asked to note the change in estimated collection rate set out in section 3.3 which is a prudent assumption and reflective of current collection levels.

3. TAXBASE

3.1. The Council has a statutory duty to set a taxbase each year. This is used to estimate the revenue generated from Council Tax for the forthcoming year.

3.2 The Council has a statutory duty as follows:

- To notify the preceptors and levying bodies of the Council Tax Base. by 31 January each year
- The appropriate figure must be calculated using the Valuation List and Council Tax records as at 30 November 2024 Calculation of the Tax Base
- The calculation of the Council Tax Base is by way of a statutory prescribed formula, which is set out at Appendix A.

The estimated collection rate for 2025/26 is 97%, down from 98.7% in 2024/25. This decrease reflects current collection rates and is based on the economic climate and increasing tax amounts. The Council aims to collect 100% of Council Tax, creating a surplus if exceeded, which will support next year's budget. This will be closely monitored throughout the year.

If the forecast collection rate is not achieved, (as would have been likely with the previous percentage), the under collection will be reflected in the Council Tax Collection Fund and

the deficit will be shared with the GLA. This would result in a pressure on the 2026/27 budget.

- 3.4 Havering has a good record in collecting Council Tax in London and is top third in London for its collection rate. It is essential that the Council determines a tax base based on a realistic set of assumptions, whilst also setting a target for debt collection that is both challenging and fair to all residents of Havering, working on the principle that every household that is able to pay council tax must do so. All residents must pay their Council Tax in full as it is a legal requirement to do so. Havering will continue to aim to collect all Council Tax only writing out debt, only when all collection opportunities have been exhausted.

The table below shows the composition of the Taxbase for 2025/26

	2024/25	2025/26
Total Number of chargeable Band D Equivalentents	92,199	92,939
Assumed Collection rate	98.7%	97.0%
Band D Equivalentents for Taxbase	91,000	90,151

- 3.5 Appendix A also provides detail of the split of the taxbase for the purpose of informing the Environment Agency between the Anglia and Thames Water regions in the borough. The split is the unscaled Council Tax base for a part of the authority's area, calculated according to the number of dwellings situated in that part of the authority's area. This will be used to inform the Environment Agency of our taxbase as part of their level setting process.

4. IMPLICATIONS AND RISKS

4.1 Financial Implications and Risks

The taxbase reflects the number of Band D equivalent Council Tax sums the Council expects to collect each year. This is used in budget setting and the Council has a statutory duty to inform the GLA and Levying bodies of this value by 31st January

4.2 Legal Implications and Risks

The main legislation concerning the setting of Council Tax is the Local government Finance Act 1992 (as amended)

The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 are regulations made under that Act and prescribe how the Council Tax Base (one of the elements of the calculations concerned with setting the Council Tax) is calculated.

This report sets out the various factors which have to be taken into account, and provides the calculations to arrive at the Council Tax Base.

4.3 Human Resource Implications and Risks

There are no immediate Human Resource implications or risks arising from the report.

4.4 Equalities and Social Inclusion Implications and Risks

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

1. Calculation of the Tax Base - ‘The Band D Equivalent’

The Council Tax rates covers eight bands of property. Each band has an arithmetic relationship with the other - and all bands are related to Band D for charge purposes as follows:

Band	Proportion of Band D Charge	
A	$\frac{6}{9}$	of Band D
B	$\frac{7}{9}$	of Band D
C	$\frac{8}{9}$	of Band D
D	$\frac{9}{9}$	of Band D
E	$\frac{11}{9}$	times Band D
F	$\frac{13}{9}$	times Band D
G	$\frac{15}{9}$	times Band D
H	$\frac{18}{9}$	times Band D

It is therefore, possible to work out a tax base by multiplying the number of properties in each of the bands by the relevant proportion (see Annexe A). Known single person discount properties and student properties are also taken into account in arriving at this figure.

Certain other factors also have to be taken into account. These are:

- Number of properties that are yet to be listed in the appropriate band for all or part of the coming year.
- Properties Eligible for the Long Term Empty Premium
- A reduction for the number of properties that attract disabled relief, which for Bands B-H receive a charge relating to one band lower than the band allocated to the property. Properties in Band A are also entitled to disabled relief, thereby reducing the charge to 5/9ths of a Band D property charge.
- A reduction for the estimated number of successful appeals against the banding allocated for individual properties.
- A reduction for the estimated number of properties becoming subject to single person discount, and student discount during the year.
- A reduction for the estimated number of properties eligible for Council Tax Support

The net effect of these adjustments is incorporated in a single figure called the Band D equivalent figure. Thereafter, the estimated effect of possible non collection also has to be considered, the effect of which is to reduce the equated number of properties taken into account in setting the Council Tax and this final figure is the “Council Tax base”.

2. Assessed Level of Non Collection

The estimated non collection level for 2024/25 was 1.30%. After a review of the Council Tax arrears and current collection rates, the non collection rate is recommended to change to 3% for 2025/26. This is a realistic assessment of likely collection rates given the current rates of council tax in the borough and tax increases over the last few years

The TP for each levy affected is calculated as follows:

$$TP = M \times \frac{N}{M + O}$$

where

	<u>Thames</u>	<u>Anglian</u>
M is the unscaled Council Tax Base for a part of the authority's area, calculated according to the number of dwellings situated in that part of the authority's area (in total that is the band D equivalent figures for the Council, 92,939)	86,421	6,518
N is the authority's Council Tax Base (92,939) (3.00%)	90,151	90,151
O is the unscaled Council Tax Base for the remaining part of the authority's area	6518	86421

Thus the calculation for each region is:

Thames	86421 x	$\frac{90,151}{6,518 + 86,421}$	=	83,829
Anglian	6518 x	$\frac{90,151}{6,518 + 86,421}$	=	6,322
				90,151

Thus, the total for both regions (90151) equates to the Council's Tax Base.

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CABINET	22 January 2025
Subject Heading:	Approval to award 1 year extension of contract for Windows and Doors
Cabinet Member:	Councillor Paul McGeary, Lead Member for Housing & Property
ELT Lead:	Neil Stubbings, Strategic Director of Place
Report Author and contact details:	Husnain Mazhar Quantity Surveyor Housing Services Husnain.mazhar@havering.gov.uk 07966303701
Policy context:	<p>The statutory requirement to maintain our homes to a decent standard</p> <p>Making sure that our neighbourhoods are a great place to live by investing in them and keeping them clean, green and safe</p> <p>This work supports the Housing Asset Management Strategy 2021-26 and is identified within the HRA Business Plan approved by Cabinet in February 2024</p>
Financial summary:	The proposed one-year extension to the contract will cost up to £7m. The funding is included in the HRA Business Plan, due to go to Cabinet in February 2025 for approval.
Is this a Key Decision?	<i>It is a Key Decision as Expenditure will be £500,000 or more</i>

When should this matter be reviewed?

It is a one-year extension therefore it will be reviewed at the end of the term.

Reviewing OSC:

Place

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

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

X

SUMMARY

As part of the Council's responsibility as a landlord, the Council has a duty to undertake repairs and maintenance works to its HRA housing stock. The Council entered into contract with Equans Regeneration Limited to replace windows and doors. The original contract was for 3 years with 2 one-year optional extensions subject to performance. The Council has been satisfied with the performance and would like to activate an additional one-year extension to the original contract at a value of £7m. Monies have been identified within the HRA 30-year business plan and contract spend will be aligned with business priorities and approved budgets.

RECOMMENDATIONS

For the reasons set out in the report, Cabinet is recommended to;

- a) Agree to extend the contract with Equans Regeneration Limited to deliver windows and doors including fire doors to HRA properties for a period of one year at a maximum value of £7 million.

1. Background

- 1.1. Through the Asset Management System, Housing Services identified a Borough-wide need for window and door refurbishments. Following a competitive procurement process, the Council awarded a contract to Equans Regeneration Limited commencing on 14th June 2022 to carry out these works.
- 1.2. The contract was originally awarded by the council for a three-year period, with an option for two additional one-year extensions. Its primary aim was to replace windows and doors across council-owned properties to meet the Decent Homes Standard, ensuring compliance with safety regulations and improving the security and aesthetics of these buildings.
- 1.3. In addition to meeting the Decent Homes Standard, the contract was designed to support the council's long-term asset management strategy by improving the durability and energy efficiency of council-owned properties. The window and door replacements aimed to reduce maintenance costs over time and enhance energy conservation, contributing to the council's sustainability goals and reducing utility costs for residents.
- 1.4. In response to the Council's urgent needs, the contract also encompassed essential fire safety works, including the replacement of fire entrance doors to individual flats and communal fire doors in residential blocks. The value of the works under the contract was estimated to be up to £20 million.

- 1.5. An approval through an Executive Decision was obtained in October 2020 to procure this contract. Following a successful procurement exercise, a contract award notice was issued in August 2021 to Equans Regeneration Limited to a maximum value of £20 million for a maximum of five years which included two one-year extensions (3+1+1).
- 1.6. The initial contract term is nearing its end, approval is required to activate an additional one-year extension. This report seeks approval to activate the first one-year extension of the contract at a value of £7m. The contractor has been delivering works for the council for nearly three years, and this approval is necessary to cover the proposed works including urgent fire safety upgrades, ensuring continued compliance with safety standards and the effective maintenance of council-owned properties.

2. Rationale for Extension

- 2.1. The contractor demonstrated consistent, satisfactory performance throughout the initial three-year period. Quality assessments and performance reviews confirmed that the work met both regulatory standards and the council's expectations for quality and safety.
- 2.2. Given the contractor's satisfactory performance, activating the first one-year extension aligns with the council's goals for building safety and ongoing maintenance. Extending the contract allows the council to retain the contractor's established expertise and familiarity with the specific properties involved, ensuring continuity in the project.
- 2.3. An extension is required until the council can procure a major works framework, which is currently in the procurement process. This interim arrangement will ensure that there is a contractor in place to continue critical works and maintain momentum during the transition. Extending the existing contract will provide the necessary support and continuity until the new contract is fully operational, allowing the council to effectively address ongoing maintenance and safety needs without interruption.

3. Existing Contract

- 3.1. The contract form is the JCT Measured Term Contract, which is a type of contract designed for use by employers who have a regular flow of maintenance, minor works, and improvement projects that they want to be carried out by a single contractor over a specified period of time.
- 3.2. The proposed extension of the contract offers several benefits tailored to our needs. This contract structure does not guarantee a fixed amount of work, allowing flexibility in the scope of services provided. It enables precise measurement of work completed, ensuring that expenditure remains controlled and aligned with actual requirements.

3.3. It is to be noted that £7m is the maximum estimated cost for the proposed extension, based on the attribute and condition data held in the Keystone asset database. At the start of the year, the contractor will receive a programme of properties, which they will survey and price according to their tendered rates. We will review their quotes, measurements, and prices to ensure that the correct rates have been applied before issuing Works Orders in accordance with the approved budgets.

4. Procurement and Project Risks

4.1. The one-year extension is part of the original contract framework, which included provisions for extensions as needed. By awarding this extension, the council can continue to benefit from the contractor's established performance and expertise, ensuring seamless service delivery. This approach not only maintains continuity but also aligns with the council's strategic objectives for effective management and enhancement of its housing stock.

5. Added Social Value

5.1. The contractor has previously demonstrated a strong commitment to providing social value throughout the duration of this contract, contributing positively to the council and the local community. Their initiatives have included support for local employment, skills development programs, and community engagement projects, all of which have been received satisfactorily. By extending this contract, the council will continue to benefit from these social value contributions, ensuring that the contractor remains invested in fostering community well-being and economic growth. This ongoing partnership not only enhances the overall impact of the project but also aligns with the council's broader objectives of promoting social responsibility and community development.

REASONS AND OPTIONS

6. Reasons for the decision

6.1. The Council has a statutory and contractual obligation as a landlord to provide repairs, maintenance and compliance works to its properties, and therefore must have a provision in place to deliver this.

6.2. The contractor has consistently delivered satisfactory services throughout the contract term, meeting the council's needs effectively. Given the ongoing requirements for maintenance and improvements, the council still requires their expertise and support. Therefore, it is proposed that the first one-year extension of the contract be activated to ensure continuity and uphold the quality of service provided.

7. Other options considered

- 7.1. Do nothing as an option but was rejected due to the obligation to maintain homes at the Decent Homes standard and for the Council to be in line with its statutory duties.
- 7.2. Re-tendering the contract was not considered a viable option due to the additional time and costs that would be incurred in the procurement process. Moreover, the existing contractor possesses valuable knowledge of the council's housing stock and established relationships with residents, which are crucial for maintaining service continuity and ensuring effective communication. Therefore, activating the proposed extension allows the council to retain this familiarity and expertise without the delays associated with re-tendering.
- 7.3. Therefore, the above options were considered and rejected.

IMPLICATIONS AND RISKS

8. Financial implications and risks.

- 8.1. The proposed one-year extension to the contract will cost up to £7m. The funding is included in the HRA Business Plan, due to go to Cabinet in February 2025 for approval.
- 8.2. As a “measured term” contract, works orders are raised for projects or programmes, but the contractor is not guaranteed all or any work under the contract, and has no claim to compensation if orders are not forthcoming

9. Legal implications and risks

- 9.1. The Council has statutory requirements to undertake repairs and maintain its HRA housing stock under the Landlord and Tenant Act 1985, Housing Act 2004 and the Secure Tenants of Local Housing Authorities (Right to Repair) Regulations 1994.
- 9.2. The Council has power to extend the contract under s111 of the Local Government Act 1972 which permits the Council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.
- 9.3. The Council also has a general power of competence under Section 1 of the Localism Act 2011 to do anything an individual can do, subject to any

statutory constraints on the Council's powers. None of the constraints on the Council's s.1 power are engaged by this decision.

9.4. The proposed extension was provided for within the original contract award and is therefore permitted under Regulation 72(1)(a) of the Public Contracts Regulations.

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

10. Human Resources implications and risks

10.1. There are no HR implications and there are no TUPE implications as this is an extension of contract with the incumbent contractor.

11. Equalities implications and risks

11.1. Under Section 149 of the Equality Act 2010, the Council has a duty when exercising its functions. This includes outsourcing services by awarding a contract to an outside body, to have "due regard" to the need to eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act and advance equality of opportunity and foster good relations between persons who share a protected characteristic and persons who do not. This is the public sector equality duty. The protected characteristics are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

11.2. "Due regard" is the regard that is appropriate in all the circumstances. The weight to be attached to each need is a matter for the Council. As long as the Council is properly aware of the effects and has taken them into account, the duty is discharged.

11.3. The extension of this contract will enable the Council to maintain its housing stock to a high standard and improve the quality of the customer services that the tenants receive. Tenants with protected characteristics are over-represented in social housing so this new contract will have a positive impact on their well-being.

12. Health and Wellbeing implications and risks

12.1. Provision of an effective housing repairs service is essential to ensure residents are able to safely and comfortably use their homes, being provided with good quality services which support promote good health and wellbeing.

12.2. Poor quality housing can have a serious negative impacts on individual's health and wellbeing and a significant negative impact on communities.

12.3. The Council is responsible for improving and protecting health and wellbeing of local residents under the Health and Social Care Act 2012.

12.4. This contract supports the aims and delivery of the Housing Asset Management Strategy ensuring that the Council provide the right homes for our resident which are affordable, safe and of high quality, provide good communities in which to live and work, whilst meeting the challenges of zero carbon and building safety across the estates.

13. Environmental and Climate Change implications and risks

13.1. Environmental and Climate Change implications of delivery of the contract has been assessed through contract award as part of the Quality evaluation process; tenderers have been evaluated upon their proposals to reduce the environmental impact and carbon footprint of how the work is delivered, such as local supply chains, electric vehicles, waste reduction and recycling and so on.

13.2. Equans Regeneration Limited have committed to Supporting Havering's 2040 zero carbon commitment/creating 'greener' more sustainable communities.

BACKGROUND PAPERS

No Background Papers

APPENDICES

No Appendices



Notice of Key Cabinet Decision containing exempt information.

This Cabinet Report contains some appendices which comprise exempt information which is not available for public inspection as they contain or relate to exempt information within the meaning of paragraph 3 of Schedule 12A of the local Government Act 1972. They are exempt because they refer to confidential information and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

CABINET	January 2025
Subject Heading:	Temporary Housing for Waterloo and Queen Street site - Meanwhile Use.
Cabinet Member:	Councillor Graham Williamson Cabinet Member for Development & Regeneration.
SLT Lead:	Neil Stubbings – Strategic Director of Place
Report Author and contact details:	Maria Faheem - Regeneration Manager Maria.Faheem@havering.gov.uk 01708 434 379
Policy context:	Housing Asset Management Plan The Havering Wates Joint Venture Business Plan The HRA Business Plan Update and Capital Programme
Financial summary:	
Is this a Key Decision?	This is a key decision

When should this matter be reviewed? February 2025

Reviewing OSC: Places

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 seeks Cabinet approval for the installation of 18 modular homes at the Waterloo and Queen Street site as a meanwhile use to address the acute housing shortage. The modular units will provide temporary accommodation for households at risk of homelessness and help mitigate reliance on unsuitable temporary housing options such as hostels or hotels.

RECOMMENDATIONS

Members of Cabinet are asked to:

- **Approve** the installation of 18 modular homes and related accommodation works on part of the Waterloo and Queen Street site by the Havering/Wates Joint Venture Partnership.
- **Approve** expenditure of £6,500,000 from the allocated budget.
- **Delegate** authority to the Strategic Director of Place to progress and complete all relevant applications, consents, legal agreements and ancillary documentation necessary to deliver the project

REPORT DETAIL

1.0 Background

1.1 London Borough of Havering faces a shortage of homes with a persistent high demand for accommodation from households at risk of homelessness. To help address this issue, the Joint Venture between LBH and Wates has explored the development of temporary modular homes. This could reduce temporary accommodation pressures, particularly for families who may otherwise spend extended periods in hostel and hotel accommodations, which are particularly unsuitable for families.

1.2 The units are proposed to be installed within the area allocated for the final phase of the Waterloo/Queen Street regeneration scheme. The development programme does not envisage permanent development of this part of the site for 5-7 years. The introduction of the 18 modular homes will serve as a meanwhile use until the land is needed for long-term development.

1.3 The modular homes offer a range of benefits to the Council including:

- They are relatively quick to bring on stream and relatively easy to procure, offering an efficient solution to address immediate housing needs
- The homes are offered with a 60-year manufacturer's warranty which is sustained for up to 5 relocations, although the Council's preference is to limit their relocation to one further move within Havering.
- The flexibility of these homes means they can be deployed across various locations in the borough, subject to planning permission.
- The modular units are stackable, allowing for the optimal use of space on constrained sites.
- The units are manufactured in factory-controlled conditions, with low future maintenance requirements
- The units are provided with green technologies and high insulation standards, achieving an Energy Performance Certificate (EPC) rating of B, higher than most housing stock and minimising costs in use.
- With internal standards comparable to traditionally built homes, the modular units will provide residents with modern amenities, including well-equipped kitchens, energy-efficient systems, and high-quality living spaces
- With a long lifespan, they provide a durable and sustainable solution for temporary accommodation needs.

1.4 The proposed modular homes require planning approval and an application for temporary planning permission has been submitted so as not to delay the delivery programme. As indicated above, the dwellings are expected to remain on-site for approximately 5 to 7 years. The ability to relocate them to an alternative site thereafter significantly extends their scope for continued use.

- 1.5 Capital provision of £7.3 million was allocated within the 2024 HRA Business Plan Update and Capital Programme report, approved by Cabinet in February 2024. The project will be further supported by MHCLG grant from their Local Authority Housing Fund (Round 3) reducing the net unit cost to the Council. Further details of costs and funding arrangements are set out within the Financial Implications section of this report and the exempt appendix B.
- 1.6 The Joint Venture will be conducting a competitive tender process for the supply of the modular homes required for the Joint Venture to deliver the completed units. While the use of a framework was considered for the supply and assembly of completed units, it was determined that no existing frameworks are suitable due to the unique nature of the modular units. Gardiner and Theobald, the Council's cost consultant, will review all costs to provide assurance that the project delivers value for money.
- 1.7 An Early Development Agreement will be entered into between the Council and the Joint Venture to progress the works for the modular homes project in substantially the form previously agreed in relation to the early works. The proposed site is shown on the plan at Appendix A.

REASONS AND OPTIONS

Reasons for the decision:

The London Borough of Havering faces a shortage of homes with a persistent high demand for accommodation from households at risk of homelessness. The modular homes proposal offers an opportunity to meet some of this demand as an appropriate meanwhile use pending future development of the subject site.

Other options considered:

Option: *Do Nothing*

Not proceeding with the modular homes would lose the opportunity to mitigate the housing shortage and would leave some families in unsuitable accommodation.

Option: *Providing a higher number of modular units than proposed.*

These units are a meanwhile use pending the re-development of a part of the site and it is not appropriate to provide them at a greater scale given that they will have to be relocated at a future date.

Option: Procure the modular units via an existing framework

The potential use of suitable frameworks has been explored, but the modular option is not yet subject to existing framework arrangements. The modular market has however been canvassed to develop a long list of suppliers, from which it is proposed to conduct a mini-tender amongst a shortlist of suppliers that are considered to best meet the project criteria.

IMPLICATIONS AND RISKS

Financial Implications and Risks

This proposal is to acquire 18 modular homes at the Waterloo and Queen Street site, costing up to £6.5m. A budget of £7.3 million has been approved to support this project. Further details are available in Exempt Appendix B.

Temporary accommodation can fall within scope of the HRA and other local authorities have funded both hostel and modular provision via their Housing Revenue Account to meet statutory housing needs whilst maintaining compliance with subsidy cap regulations.

Legal Implications and Risks

The Council is empowered to provide temporary accommodation under the Housing Act 1996, as amended by the Homelessness Reduction Act 2017.

The Joint Venture has been established to deliver affordable housing as part of its output following the established business case and viability processes – the latter having already been completed by the Joint Venture Partnership. This ensures the proposal aligns with the JV's objectives, including the delivery of low-cost housing and maximising housing outputs, which were central to the original procurement..

A full audit trail of the evaluation process will be maintained for all decisions and approvals.

Human Resources Implications and Risks:

There are no HR (Human Resources) implications or risks arising that impact directly on the Council's workforce.

Equalities Implications and Risks:

The public sector equality duty under section 149 of the Equality Act 2010 (“PSED”) 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; and (ii) the need to advance equality of opportunity between persons who share protected characteristics and those who do not, and to foster good relations between those who have protected characteristics and those who do not. ‘Protected characteristics’ include gender, race and disability, sexual orientation, age, marriage and civil partnerships, religion or belief, pregnancy and maternity and

The EQIA (Equality Impact Assessment) for the 12 Estate programme of 2024 assessed the equalities opportunities and risks from the modular meanwhile use project.

This EqIA recommends a series of further actions the Council should take to further mitigate the potential equality risks of the Programme, including the potential for adverse health effects. These include:

Ongoing Accommodation Reviews:

Commit to bi-annual reviews of temporary accommodation to ensure residents' needs are consistently met.

Enhanced Resident Engagement and Communication:

Improve resident and business engagement, particularly for vulnerable groups, ensuring their concerns and needs are addressed at all stages of the regeneration programme.

Provide clear, timely, and accessible information about construction schedules, processes, and mitigation plans, alongside opportunities for residents to provide feedback.

Environmental and Health Mitigations:

Support for Vulnerable Residents. Enhance tailored support measures for vulnerable residents during the relocation process, ensuring pre-arranged, appropriate alternative accommodations are available where necessary.

Ongoing Equality Impact Monitoring:

Ensure equality impacts are reviewed at key stages of the programme, with individual Equality Impact Assessments (EqIAs) conducted for each site to maintain compliance with the Public Sector Equality Duty.

Maximising Community Benefits:

Approve actions to leverage the regeneration programme to deliver improved housing provision, high-quality public spaces, and enhanced community cohesion through new facilities.

Health & Wellbeing Implications and Risks:

Havering Council is committed to improving the health and wellbeing of its residents. The provision of good quality and affordable housing is an important determinant of health and wellbeing as housing impacts both our physical and mental health and wellbeing.

The proposed modular homes will be warm, well insulated and energy efficient and will provide much better accommodation for families compared to hostels and hotels. This will impact positively on individuals and families with housing needs including those on low income by increasing access to the number of affordable, quality homes which will, in turn, reduce risk of ill health and improve their quality of life.

A health impact assessment will be undertaken for all the Joint Venture schemes.

The Joint Venture has continued to work with local social enterprises providing local people with jobs, apprenticeships, and work placements which will have a positive impact on the health and well-being of residents.

Environmental and Climate Change Implications and Risks.

Modular homes are typically built in controlled factory environments, which reduces waste compared to traditional on-site construction. Additionally, fewer site deliveries and shorter construction times reduce carbon emissions associated with transportation and site work. The modular homes are designed with energy-efficient materials and systems such as high-performance insulation, and low-energy heating systems (e.g., air-source heat pumps). These features reduce energy consumption and lower greenhouse gas emissions over the building's lifespan.

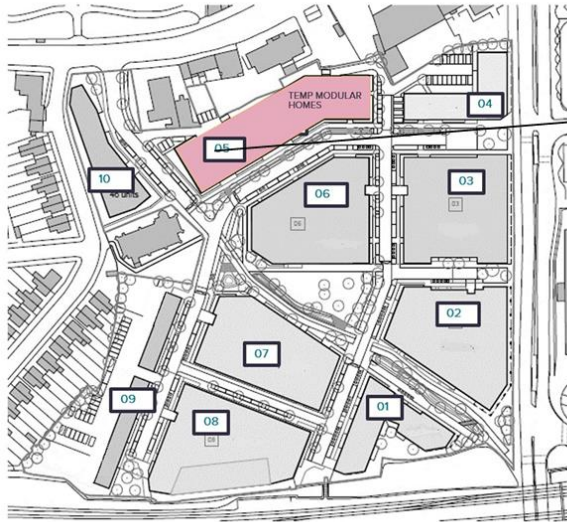
BACKGROUND PAPERS

Report to Places Overview and Scrutiny Sub-Committee on temporary modular homes at Waterloo and Queen Street.

APPENDICES

- Appendix A - Site plan
- Appendix B (Exempt) - Financial and Legal Implications
- Appendix C - Illustrations of the proposed scheme

Site Plan of the proposed modular homes on the Waterloo and Queen Street Site



Red line boundary indicating the designated area for modular homes on the site.



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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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Appendix C – Illustrations of Proposed Scheme



Scheme layout

Two-storey – exterior



Indicative internal layout

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