



Public Document Pack

Havering
LONDON BOROUGH

CABINET

7.00 pm	Wednesday 9 April 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 (Vice-Chair)	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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**Please note that this meeting will be webcast.
Members of the public who do not wish to appear
in the webcast will be able to sit in the balcony,
which is not in camera range.**

Cabinet, 9 April 2025

Please would all Members and officers attending ensure they sit in their allocated seats as this will enable correct identification of participants on the meeting webcast.

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

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

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

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

Reporting means:-

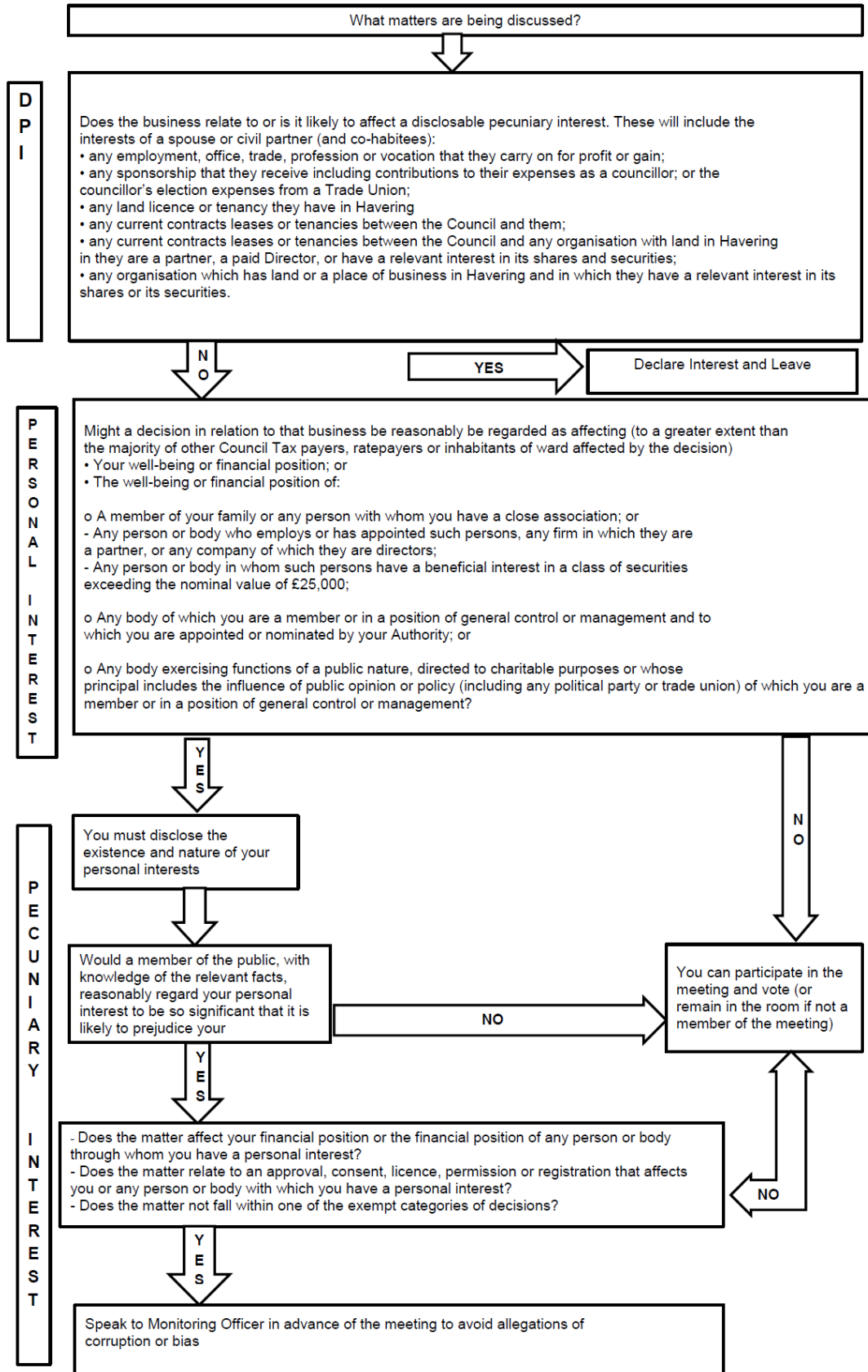
- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing,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

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

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

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

DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF



Principles of conduct in public office

In accordance with the provisions of the Localism Act 2011, when acting in the capacity of a Member, they are committed to behaving in a manner that is consistent with the following principles to achieve best value for the Borough's residents and to maintain public confidence in the Council.

SELFLESSNESS: Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

INTEGRITY: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

OBJECTIVITY: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

ACCOUNTABILITY: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

OPENNESS: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

HONESTY: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

LEADERSHIP: Holders of public office should promote and support these principles by leadership and example.

AGENDA

1 ANNOUNCEMENTS

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

2 APOLOGIES FOR ABSENCE

(if any) - receive

3 DISCLOSURES OF INTEREST

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

4 MINUTES (Pages 9 - 18)

To approve as a correct record, the minutes of the meeting held on **12th March 2025** and to authorise the Chairman to sign them.

5 VIOLENCE AGAINST WOMEN AND GIRLS (VAWG) STRATEGY & ACTION PLAN 2025 - 2029 (Pages 19 - 76)

Report attached.

6 AWARD A CONTRACT FOR PROJECT DELIVERY (STATEMENT OF WORKS) MANAGED CONSULTANCY SERVICE (Pages 77 - 144)

The Report attached is part exempt and Appendices A and B 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

7 LEISURE FINANCE (Pages 145 - 178)

This Report is part exempt and the Appendices 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

8 BUILDING / FIRE SAFETY WORKS (Pages 179 - 192)

Report attached.

9 HIGHFIELD TOWERS PHASE 1 - RENEWAL OF CLADDING (Pages 193 - 208)

Appendix 1 of this report is exempt by virtue of paragraph 3 of the Access to Information Procedure Rules set out in the Constitution pursuant to Schedule 12A Local Government Act 1972, as amended in that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption outweighs the public interest in disclosing the information.

10 PROPOSED SUBMISSION EAST LONDON JOINT WASTE PLAN FOR CONSULTATION (REGULATION 19) (Pages 209 - 220)

Report attached.

11 CORPORATE PLAN REVIEW (Pages 221 - 238)

Report attached.

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MINUTES OF A CABINET MEETING
Council Chamber - Town Hall
Wednesday, 12 March 2025
(7.00 - 8.15 pm)

Present:

Councillor Ray Morgon (Leader of the Council), Chairman

Councillor Gillian Ford

Councillor Oscar Ford

Councillor Paul McGeary

Councillor Paul Middleton

Councillor Barry Mugglestone

Councillor Natasha Summers

Cabinet Member responsibility:

Lead Member for Adults & Wellbeing

Lead Member for Children & Young People

Lead Member for Housing & Property

Lead Member for Digital, Transformation & Customer Services

Lead Member for Environment

Lead Member for Housing Need & Climate Change

In attendance: Councillor Michael White (CON), Councillor Keith Darvill (LAB), Councillor Martin Goode (EHRG)

59 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.

The Chair also requested that all mobile devices are muted during the meeting.

60 APOLOGIES FOR ABSENCE

Apologies for absence, received from Councillor Christopher Wilkins.

61 DECLARATIONS OF INTEREST

There were no declarations of interest.

62 **MINUTES**

The minutes of the meetings held on **5th February 2025**, were agreed as a correct record and the Chair signed them.

63 **PERMISSION TO PROCURE A FRAMEWORK FOR ADULT SOCIAL CARE- CARE HOME, HOMECARE & SUPPORTED LIVING PLACEMENTS**

Report Title: Permission to procure a framework for Adult Social Care Residential & Nursing Care Home, Homecare and Supported Living Placements.

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

Summary:

At a local level, this contract supports Havering Council to meet its priorities in its Corporate Plan 2024/25. This plan sets out how the Council intends to invest and transform the borough with an emphasis on improving the lives of vulnerable children, adults and families. In summary, this framework ensures the Council fulfils its aim of ensuring that the needs of the most vulnerable are met and that people are supported to be healthy and active.

The budget for this procurement will come from Adult Social Care budgets. Placements will be called off as required using the brokerage system, from the framework which will have no minimum or maximum value, nor will any commitment to expenditure by the Council be stipulated within the framework contracts. Expenditure will only be incurred when individual packages of care are purchased.

The annual expected spend for the framework system will be approx. £90 million. This is based on 2023/24 spend on ASC placements. Therefore, the expected spend for the 4-year framework will be £360 million.

This decision paper is seeking permission to procure a framework for Adult Social Care Residential & Nursing Care Home, Homecare and Supported Living Placements to replace the current Complex Dynamic Purchasing System (DPS).

The procurement of a comprehensive framework for Adult Social Care encompassing Residential & Nursing Care Homes, Homecare, and Supported Living Placements is an indispensable step towards enhancing the quality of care and support for adults in need.

This document outlines the fundamental reasons why such a framework is essential and highlights the multitude of benefits and improvements it brings to the realm of adult social care.

Cabinet:

Approved the procurement of a framework for Adult Social Care Residential & Nursing Care Home, Homecare and Supported Living Placements.

64 **PERMISSION TO ENTER INTO A S75 AGREEMENT WITH THE HAVERING PLACE-BASED PARTNERSHIP TO DELIVER THE BETTER CARE FUND 2025-2027**

Report Title: Approval to enter into a s75 Agreement with the Havering Place-Based Partnership to govern the delivery of the Better Care Fund 2025-2026

Presented by: Cllr Gillian Ford, Cabinet Member for Adults and Health

Summary:

The Better Care Fund (BCF) programme supports local systems to successfully deliver the integration of health and social care in a way that supports person-centred care, sustainability and better outcomes for people and carers.

This report seeks approval to enter into a s75 Agreement with the Havering Place-Based Partnership to govern the delivery of the Better Care Fund 2025-2026.

The oversight for this in Havering will be the Health and Wellbeing Board, with delegated authority to the Cabinet Member for Adults and Health and the Strategic Director of People, to undertake monitoring and scrutiny of the operation of the arrangements.

Cabinet

Recommendation 1, amended as follows and agreed by Cabinet:

1. **Agreed** to enter into a section 75 agreement with North East London Integrated Care Board, on the terms and conditions outlined in this report, to govern the delivery of the approved Better Care Fund Plan for Havering for the period 2025/2026.
2. **Delegated** authority to approve the final terms of the proposed section 75 agreement to the Cabinet Member for Adults and Health, after consultation with the Leader of the Council and the Strategic Director of People.
3. **Delegated** the function of monitoring the implementation and operation of the Better Care Fund and s75 Agreement to the Cabinet Member for Adults and Health.

4. **Delegated** authority for all necessary decisions with respect to the implementation and operation of all matters relating to the Better Care Fund and section 75 agreement to the Strategic Director of People.

65 **HAVERING ALL-AGE SUICIDE PREVENTION STRATEGY 2025-30**

Report Title: Havering All-Age Suicide Prevention Strategy 2025-30

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

Summary:

Making suicide prevention everyone's business is a process in which every organisation working in, and for, Havering must do to play their part in keeping people safe from suicide. The strategy sets out how to achieve this; organisation's strategies, policies and services will be suicide-informed, knowledge and awareness amongst Havering residents and Council employees will be increased

Councillor Ford thanked staff and stakeholders for their contribution to the strategy.

This five-year strategy titled Havering All-age Suicide Prevention Strategy 2025-2030: *Working Together to Save Lives* sets out why death by suicide is a priority for concern, the suicide risk factors and inequalities associated with death by suicide, and what work can be done to help reduce suicidality going forward within Havering. Suicide is often the end of a complex history of risk factors and distressing events, and can result in a profound and long-lasting impact on families and friends, neighbours, workplaces, and schools, and bereavement by suicide is in itself a risk factor for death by suicide.

Every death by suicide is preventable, so the strategy aims to set out suicide prevention activities within Havering; leading to a reduction in the number of deaths by suicide over the next five years. This aim will be met through objectives focused on:

- **identifying** those at increased risk and applying the most effective evidence-based interventions for our local population and setting
- **prevention** activities across the system including increasing knowledge and reducing stigma
- **support** at both individual and population levels, including those at risk of suicide and the bereaved

These objectives will be achieved through the delivery of a detailed action plan, and monitored by a Havering Suicide Prevention Steering Group with a membership drawn from representatives of the Council and NHS, Safeguarding leads, mental health charities, and people with lived experience.

The suicide prevention strategy went to public consultation and now seeks approval for the strategy to be adopted. The public consultation received

views and comments of residents, stakeholders, the voluntary and community sector and workforces of statutory agencies. Responses to the consultation were then analysed. Please see consultation report in the papers attached.

Cabinet:

Agreed the Havering All-age Suicide Prevention Strategy.

66. CABINET APPROVAL TO ADOPT ROMFORD MASTERPLAN SPD AS PLANNING POLICY.

Report Title: Cabinet approval to adopt Romford Masterplan SPD as planning policy

Presented by: Councillor Graham Williamson, Cabinet Member for Regeneration

Summary:

This report seeks approval to adopt the Romford Town Centre Masterplan Supplementary Planning Document (SPD) as planning policy, in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012.

Cabinet:

Agreed the adoption and publication of the Romford Town Centre Masterplan Supplementary Planning Document (SPD) as planning policy and to publish the associated documents as set out below under the Town and Country Planning (Local Planning) (England) Regulations 2012.

The following documents will be published:

- Appendix 1: Romford Town Centre Masterplan (SPD)
- Appendix 2: Romford Masterplan Baseline Report, including Heritage Audit
- Appendix 3: Romford Masterplan Consultation Statement
- Appendix 4: Romford Masterplan Health Impact Assessment
- Appendix 5: Romford Masterplan: Findings of No Significant Effect Report

Response to Comments of Place Overview & Scrutiny Sub-Committee

Cabinet were asked to consider and respond to the following recommendations made by the Place Overview and Scrutiny Sub-Committee:

Members provided the following comments & suggestions to support the delivery of the Master Plan Supplementary Report:

The Sub-Committee welcomed the Master Plan and commended the report to Cabinet for its approval.

Response: Support noted and welcomed

The Sub-Committee (S/C) support the need for an Inward Investment in Romford Strategy, related launch events and would like to see further details when available.

Response: Noted, this will be actioned by the Council's Economic Development and Inward Investment Teams

The S/C asked for all the referred to associated documents such as the IDP & Local Plan to be updated accordingly and advised when that has happened and to have sight of them.

Response: Noted, the Local Development Scheme (LDS) is being updated now and is soon to be published. The Infrastructure Delivery Plan (IDP) will be updated as part of the evidence base for the local plan.

Link to the current IDP: Havering Infrastructure Delivery Plan 2018

Link to Infrastructure Funding Statements:

<https://www.havering.gov.uk/downloads/download/890/infrastructure-funding-statement>

The S/C are interested in the growth of small retail businesses in Romford and are keen to encourage this.

Response: Noted, the conditions for the growth of small retail businesses in Romford will be encouraged and promoted with the publication of the RMP. In addition, as we move forward with the review of the Local Plan and the Inclusive Growth Strategy this will support and build on and the proposals in the Romford Masterplan.

The S/C are interested in what the plan will encourage and deliver in regards to economic growth, and how the requisite skills and employment will be achieved.

Response: Noted, the proposed Inward Investment Strategy will build on the proposals in the Romford Masterplan. The Council's education and skills plan is to be reviewed over the coming months. With greater links to the schools, career and employment work, we will endeavour to ensure that local people develop and achieve the skills needed to take advantage of employment opportunities in Romford and across the borough.

The S/C hope that the new jobs will increase residents' employability and household incomes.

Response: Noted

The S/C are interested in how the Master Plan will be funded and also the provision of more schools / school places in support of the Plan.

Response: There will be private funding (CIL and S106) through development and inward investment. In line with the ongoing discussions with the education service, site guidance details potential school locations and ensures that the growth in housing and residential population is matched by additional necessary school places, with the new schools being developed within the Masterplan area.

The S/C are interested in Romford developing as a place of learning taking the Queens Hospital University as a key driver for this.

Response: Noted

The S/C are interested in the future demand on health facilities, in particular the adequacy of the development of additional medical hubs to support the Queens Hospital. Re-iterate approach to health in the Masterplan. Refer to updated IDP.

Response: Noted. The Council identifies all infrastructure requirements to support growth in the Infrastructure Delivery Plan, a formal document that sits below the Local Plan. In addition, with regards to the delivery of health infrastructure, there is

an Infrastructure Delivery Board that sits as part of the Integrated Care Partnership for Havering. All health partners sit on this board along with the Council.

The S/C asked if the plan or related plans could consider attracting wider further education facilities, e.g. a university, college or skills academy.
Response: The proposed Inward Investment Strategy will consider this.

67. Q3 CORPORATE PERFORMANCE REPORT

Report Title: Corporate Plan Q3 Performance Report (2024/25)

Presented by: Councillor Ray Morgon, Leader of Havering Council

Summary:

The report sets out Quarter 3 performance for each of the three strategic priorities (People, Place and Resources)

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 2 2024/25)
- Long-term performance – with the same time the previous year (Quarter 3 2023/24, where available)

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

Cabinet:

Members **considered** 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.

The Labour Group Leader suggested that the report should be reviewed by the Overview & Scrutiny Board.

68. **PERIOD 9 REVENUE & CAPITAL MONITORING REPORT**

Report Title: Revenue and Capital Budget Monitoring report – Period 9

Presented by: Councillor Ray Morgon on behalf of Councillor Chris Wilkins, Cabinet Member for Finance

Summary:

This report sets out the monitoring position for the Council for 2024/25 based on figures to period nine (31st December 2024). This 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 £20.14m overspend on its General Fund revenue budget at period 9, this excludes the funding directive of £14m that was required to balance the budget. Overall, the Council has a General Fund pressure of £34.14m. The Council continues to enforce strict spending controls and focus on driving down spend. 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. Most savings are forecast to be delivered, however at present C£8.9m have been delivered to date. This creates considerable risk that the position could worsen because of savings not being delivered. There are several savings which are either delayed or will not be delivered and the resultant pressure is fully included in the projected variances presented in this report. The overspend reported within the services are predominantly driven by delivery of core services, which have either increased in cost for delivery, demand or both. The pressures are not being driven by one off events. Savings are therefore becoming

more difficult to identify. Departments are, however, reviewing all areas to identify underspends and efficiencies to mitigate written out savings and reduce the cost base.

Cabinet:

Noted the revenue financial position at Period 9 as set out in section 4 and Appendix A of the report.

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

Noted the Quarter 3 Capital Programmed update as set out in Appendix B of the report.

Chairman

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CABINET

9th April 2025

Subject Heading:

Violence Against Women and Girls (VAWG) Strategy

Cabinet Member:

Cllr Barry Mugglestone

ELT Lead:

Helen Oakerbee

Report Author and contact details:

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Policy context:

The Havering Community Safety partnership plan 2022-2025 was approved by Full Council on 6 October 2022

Addressing Violence Against Women and Girls was identified as a key priority within the plan

Financial summary:

There are no financial implications associated with recommending the Strategy for approval. It is envisaged the strategy will be implemented within existing budgets/grant funding available. Any issues arising will be raised through the appropriate channels as needs arise.

Is this a Key Decision?

Significant effect on two or more Wards

When should this matter be reviewed? September 2026

Reviewing OSC: *People Overview and Scrutiny Sub
Committee*

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

People - Things that matter for residents X

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

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

SUMMARY

1. The Havering Violence against Women & Girls Strategy 2025 – 2029 (*Appendix 1*) aims to address and reduce violence against women and girls (VAWG) in Havering. This strategy is aligned with the Mayor's "Building a Safer London: Police and Crime Plan 2022-25" and the "Tackling Violence Against Women and Girls (VAWG) Strategy 2022-25". The strategy focuses on four key priorities: reducing and preventing violence, increasing trust and confidence, better supporting victims, and protecting people from exploitation and harm.
2. VAWG accounts for the greatest socio-economic cost to community safety partnership services in Havering. Domestic violence constitutes a third of all physical violence reported to agencies.
3. Havering delivers various initiatives and services to address VAWG using four strands – Prevention, Provision, Protection, and Partnership. These include events, campaigns, support services, and enforcement actions.
4. The vision is to prevent and eliminate all forms of violence against women and girls through the development of policies, preventative work, high-quality service provision, and robust enforcement actions against perpetrators.
5. The strategy aims to prevent and reduce VAWG, support all victims and survivors, hold perpetrators accountable, and build trust and confidence.
6. The strategy will be implemented and monitored by the VAWG Strategic Group, which reports directly to the Havering Community Safety Partnership. The action plan will be refreshed annually to adapt to emerging trends and developments.

RECOMMENDATIONS

That the Cabinet approve the Violence Against Women and Girls Strategy 2025 - 2029.

REPORT DETAIL

1. In "[Building a Safer London: Police and Crime Plan 2022-25](#)," the Mayor set out his priorities for policing and crime reduction for his term in office. The four key priorities all encompass tackling violence against women and girls (VAWG):
 - I. Reducing and preventing violence
 - II. Increasing trust and confidence
 - III. Better supporting victims
 - IV. Protecting people from exploitation and harm
2. The Mayor subsequently published the "[Tackling Violence Against Women and Girls \(VAWG\) Strategy 2022-25](#)," setting out actions to tackle issues and improve services. The Havering Community Safety Partnership (HCSP) serious violence needs assessment 2023 recommended that VAWG be retained as a key strategic priority locally.
3. VAWG accounts for the greatest socio-economic cost to community safety partnership services in Havering. Domestic violence also accounts for a third of all physical violence reported to agencies, with the Crime Survey for England and Wales 2023 finding that nationally 33% of violent offences were flagged by police as domestic abuse. Despite high levels of underreporting, the most recent estimate provided in the Crime Survey for England and Wales 2023 estimated that around four in five victims (81%) of partner abuse did not report the abuse to the police.
4. In 2023, the rate of calls to police regarding incidents or crimes in Havering marked as domestic-related equates to one call every 176 minutes. The Crime Survey for England and Wales 2023 estimated that 20% of people aged 16 to 59 (9.8 million victims) had experienced some form of domestic abuse since the age of 16, which means there are potentially around 40,000 survivors of domestic abuse currently residing in Havering.
5. Currently, Havering delivers a number of initiatives and services to address VAWG using four strands – Prevention, Provision, Protection, and Partnership. The strategic vision is to prevent and eliminate all forms of violence against women and girls through the development of policies and procedures to address violence, develop programmes of preventative work, provide high-quality services which respond to local needs, and ensure that robust enforcement action is taken against perpetrators.
6. The VAWG consultation survey results (*Appendix 3*) presents the findings from a comprehensive survey conducted to gather insights and opinions on violence against women and girls (VAWG) within the London Borough of Havering. The survey ran from 25 November 2024 to 17 January 2025 and received a total of 157 responses. The primary aim of this consultation was to understand the community's experiences, perceptions, and suggestions regarding VAWG.

7. Havering has aligned its objectives with those set out in the Mayoral Violence Against Women and Girls Strategy for London, and we have set the following aims:
 - I. Preventing and reducing VAWG
 - II. Supporting all victims and survivors
 - III. Holding perpetrators to account
 - IV. Building trust and confidence

8. The Violence Against Women and Girls Strategy (*Appendix 1*) is to be delivered over a four-year period. The action plan will be refreshed annually to take into account emerging trends or developments in legislation or working practices. This strategy will be implemented and monitored by the VAWG Strategic Group, which reports directly to the Havering Community Safety Partnership. The strategic group will also have oversight of the Multi-Agency Risk Assessment Conference (MARAC).

REASONS AND OPTIONS

Reasons for the decision:

The Council and other statutory partners have a responsibility collectively create a robust legal framework that supports the need for a comprehensive VAWG strategy. Highlighting the importance of protecting women and girls from violence, providing support to victims, and holding perpetrators accountable.

Several pieces of legislation support the need for a Violence Against Women and Girls (VAWG) strategy in the UK:

- I. **The Domestic Abuse Act 2021:** This act provides a comprehensive legal framework to protect victims of domestic abuse. It includes measures such as the creation of Domestic Abuse Protection Notices and Orders, and the establishment of a Domestic Abuse Commissioner to oversee the response to domestic abuse.
- II. **The Equality Act 2010:** This act requires public bodies to have due regard to the need to eliminate discrimination, harassment, and victimisation, and to advance equality of opportunity. Addressing VAWG is a crucial part of fulfilling these duties.
- III. **The Serious Crime Act 2015:** This act includes provisions to tackle coercive and controlling behaviour in intimate or family relationships, which is a significant aspect of VAWG.
- IV. **The Modern Slavery Act 2015:** This act addresses human trafficking and exploitation, which disproportionately affect women and girls. It provides measures to protect victims and prosecute offenders.

- V. **The Children Act 1989 and 2004:** These acts emphasise the importance of safeguarding and promoting the welfare of children, which includes protecting girls from violence and abuse.
- VI. **The Female Genital Mutilation Act 2003:** This act specifically addresses the practice of female genital mutilation (FGM), making it illegal and providing protection for those at risk.
- VII. **The Sexual Offences Act 2003:** This act modernises the laws on sexual offences, providing clearer definitions and stronger protections for victims of sexual violence.

Other options considered:

Not to complete a strategy. This was considered but rejected given the legal requirements outlined above, as well the increasing risks and public interest in Violence Against Women and Girls.

IMPLICATIONS AND RISKS

Financial implications and risks:

1. There are no financial implications arising from recommending the strategy for approval and/or from its approval. Whilst implementation of the strategy will have financial implications the expectation is that this will be met from within existing resources. Any issues arising would be addressed through the Councils usual budget monitoring processes.
2. Funding for Violence Against Women and Girls in Havering comes from the Mayor's Office for Policing and Crime (MOPAC) through the London Crime Prevention Fund (LCPF).
3. Any funding received will be governed and coordinated by the Community Safety Partnership via the Violence Against Women & Girls Strategic Group. Current funding arrangements are detailed in the following table.

Source of fund	Description of activity	Funding breakdown (if possible)	2025 - 2029
MOPAC LCPF	DA perpetrator programme	30,000	March 2029
MOPAC LCPF	IDVA SERVICE	135,000	March 2029

MOPAC LCPF	DA advocacy	30,000	March 2029
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Legal implications and risks:

Not having a Violence Against Women and Girls (VAWG) strategy can have several legal implications and risks for a local authority:

- I. **Non-Compliance with Legal Duties:** Local authorities have legal obligations under various acts, such as the Domestic Abuse Act 2021 and the Equality Act 2010. Failing to have a VAWG strategy could result in non-compliance with these duties, potentially leading to legal challenges and sanctions.
- II. **Increased Liability:** Without a VAWG strategy, a local authority may be more vulnerable to legal claims from victims of violence who feel that the authority failed to protect them or provide adequate support. This could result in costly legal battles and compensation claims.
- III. **Failure to Safeguard:** Local authorities have a duty to safeguard vulnerable individuals, including women and girls at risk of violence. Not having a strategy in place could be seen as a failure to fulfil this duty, leading to scrutiny from regulatory bodies and potential legal consequences.
- IV. **Human Rights Violations:** Violence against women and girls is a violation of human rights. Without a strategy to address and prevent such violence, a local authority could be seen as failing to uphold these rights, which could result in legal action from human rights organisations or affected individuals.
- V. **Reputational Damage:** Legal implications aside, the absence of a VAWG strategy can lead to significant reputational damage. This can erode public trust and confidence in the local authority, making it more difficult to effectively govern and serve the community.
- VI. **Missed Funding Opportunities:** Many funding bodies and grants require local authorities to have a VAWG strategy in place. Without one, the authority may miss out on crucial funding opportunities that could support services and initiatives to combat violence against women and girls.
- VII. **Ineffective Response to Violence:** Without a coordinated strategy, the response to incidents of violence may be fragmented and ineffective. This can lead to higher rates of violence and repeat victimisation, which can have long-term legal and social consequences.
- VIII. Having a VAWG strategy helps mitigate these risks by ensuring that the local authority is proactive in addressing violence against women and girls, complying with legal obligations, and providing effective support to victims.

Human Resources implications and risks:

There are no HR implications in this decision.

Equalities implications and risks:

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.

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.
3. The associated EqHIA is attached to this report - Appendix 2

Health and Wellbeing implications and Risks

1. VAWG Strategy is a much-needed strategy for Havering as the demography of is changing, the economic burden is rising, and the proportion of domestic abuse-related crime has been substantial in recent years. Experiencing domestic abuse can have a profound detrimental impact on both the physical and mental wellbeing of both direct victims and those who witnessed the abuse repeatedly. For example, adverse childhood experiences could result in long-term mental health conditions and substance misuse, or the child growing up to become a perpetrator themselves.
2. The strategy recognises the importance of prevention, including secondary prevention after the first report or incident. Actions in the strategy specifically seek to support families to prevent re-offending through the introduction of DV caseworkers and IDVA, the interventions to the perpetrator and thus likely to have a positive impact on the health and wellbeing.
3. A further breakdown on health implications and socioeconomic can be found within the Equality and Health Impact Assessment – **Appendix 2**

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

There is no real impact expected from the Violence Against Women and Girls Strategy on the environment or climate.

To help minimise carbon emissions, workers/ staff will be encouraged to use public transport where possible.

BACKGROUND PAPERS

None

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Havering Violence against Women & Girls Strategy

2025 - 2029

DRAFT

Document Control

Document details

Name	<i>Havering Violence against Women & Girls Strategy</i>
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Supersedes	
Target audience	<i>All staff and partner agencies</i>
Related to	<i>See Appendix 3 for full list of related documentation</i>

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Date	Completed by	Review date

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Foreword

Thank you for reading the Violence Against Women and Girls Strategy 2024-2029 for the London Borough of Havering.

This strategy has been produced on behalf of the Havering Community Safety Partnership (HCSP) and sets out the plans and actions that the partnership aspires to achieve as a result of the Serious Violence Needs Assessment 2023, the Havering VAWG Needs Assessment 2024, and the MOPAC VAWG Strategy 2022-2025. These documents form an analysis of the risk, prevalence, and harm of violence against women and girls in Havering.

The Partnership's local intelligence shows that this is a significant issue for Havering, with growing volumes of victims coming to our attention. This strategy is the result of focused analysis, which sets out actions and recommendations for various partnership groups in respect of prevention, provision, and protection.

This strategy is aligned with our vision for Havering and supports our aim to achieve a clean, safe environment for all; to help our residents make positive lifestyle choices; and to ensure a good start for every child to reach their full potential. We will support families and communities to look after themselves and each other, with a particular emphasis on our most vulnerable residents.

The Community Safety Partnership welcomes the support from the Havering VAWG Strategic Group and the Mayor's Office for Policing and Crime (MOPAC), which sees tackling violence against women and girls as a key priority within the Police and Crime Plan 2022-25. We look forward to working in conjunction with the Mayor's Office for Policing and Crime to ensure this strategy is achieved.

Andrew Blake Herbert
Chief Executive
London Borough of Havering
Chair of the HCSP

Stuart Bell
Borough Commander
East Area BCU
Vice Chair of the HCSP

Executive Summary

In "[Building a Safer London: Police and Crime Plan 2022-25](#)," the Mayor set out his priorities for policing and crime reduction for his term in office. The four key priorities all encompass tackling violence against women and girls (VAWG):

1. Reducing and preventing violence
2. Increasing trust and confidence
3. Better supporting victims
4. Protecting people from exploitation and harm

The Mayor subsequently published the "[Tackling Violence Against Women and Girls \(VAWG\) Strategy 2022-25](#)," setting out actions to tackle issues and improve services. The Havering Community Safety Partnership (HCSP) serious violence needs assessment 2023 recommended that VAWG be retained as a key strategic priority locally.

VAWG accounts for the greatest socio-economic cost to community safety partnership services in Havering. Domestic violence also accounts for a third of all physical violence reported to agencies, with the Crime Survey for England and Wales 2023 finding that nationally 33% of violent offences were flagged by police as domestic abuse. Despite high levels of underreporting, the most recent estimate provided in the Crime Survey for England and Wales 2023 estimated that around four in five victims (81%) of partner abuse did not report the abuse to the police.

In 2023, the rate of calls to police regarding incidents or crimes in Havering marked as domestic-related equates to one call every 176 minutes. The Crime Survey for England and Wales 2023 estimated that 20% of people aged 16 to 59 (9.8 million victims) had experienced some form of domestic abuse since the age of 16, which means there are potentially around 40,000 survivors of domestic abuse currently residing in Havering.

Currently, Havering delivers a number of initiatives and services to address VAWG using four strands – Prevention, Provision, Protection, and Partnership. The strategic vision is to prevent and eliminate all forms of violence against women and girls through the development of policies and procedures to address violence, develop programmes of preventative work, provide high-quality services which respond to local needs, and ensure that robust enforcement action is taken against perpetrators.

Havering has aligned its objectives with those set out in the Mayoral Violence Against Women and Girls Strategy for London, and we have set the following aims:

- Preventing and reducing VAWG
- Supporting all victims and survivors
- Holding perpetrators to account
- Building trust and confidence

The Violence Against Women and Girls Strategy is to be delivered over a three-year period. The action plan will be refreshed annually to take into account emerging trends or developments in legislation or working practices. This strategy will be implemented and monitored by the VAWG Strategic Group, which reports directly to the Havering Community Safety Partnership. The strategic group will also have oversight of the Multi-Agency Risk Assessment Conference (MARAC).

Introduction

In his Police and Crime Plan 2012-2025, the Mayor of London set out priorities for policing and crime reduction for his term in office. Tackling violence against women and girls (VAWG) is one of three overarching priorities within that plan. This led to the development of the Met Police VAWG action plan and the ten commitments to VAWG. The Havering Community Safety Partnership (HCSP) serious violence strategic assessment 2023 recommended that VAWG be retained as a key strategic priority locally under the protecting vulnerable individuals/victims strand of work.

VAWG can include different types of abuse, including psychological, verbal, physical, economic, sexual, and emotional; and can take a number of forms, including domestic abuse, female genital mutilation, forced marriage, sexual exploitation, sexual harassment, prostitution, trafficking, and honour-based abuse (please refer to Appendix 3 – What do we mean by violence against women and girls?).

VAWG accounts for the greatest socio-economic cost to community safety partnership services in Havering. Domestic violence accounts for a third of all physical violence reported to agencies, even despite high levels of underreporting. Calls to police alone occur at a rate of one every 176 minutes in Havering. The Crime Survey for England and Wales 2023 found that 27% of all women aged 16-59 (and 14% of all men) had experienced domestic abuse since the age of sixteen. These estimates suggest that there could be around 40,000 survivors of domestic abuse currently residing in Havering, with 28,620 females and 13,440 males suffering from abuse since the age of 16.

Currently, Havering delivers a number of initiatives and services to address VAWG using four strands – Prevention, Provision, Protection, and Partnership.

Events, campaigns, and communications messages are used to prevent violence by challenging attitudes and behaviours and providing information on where to seek support sooner rather than later.

Provision of support for those experiencing violence is delivered through a number of agencies, including Victim Support London, Havering Women's Aid, East London Rape Crisis Centre, and London Violence Against Women and Girls (VAWG) Consortium.

Actions taken to reduce the risk to women includes the provision of refuge accommodation, independent domestic violence advocacy, and the multi-agency risk assessment conference (MARAC).

Key stakeholders are involved in a local strategic group to monitor the work being done and identify and address problems or trends.

The Violence Against Women and Girls Needs Assessment 2023 (see Appendix 2) identified key areas for development in Havering to continue to address VAWG, and these are reflected in a comprehensive action plan.

In 2023, Havering police recorded 2,987 offences of domestic abuse (DA), compared to 2,907 in the previous year. By comparison, the level of DA offences for the whole of London has increased by 1% between 2022 and 2023; less than the 2.8% increase locally.

Havering has also experienced an 8.6% increase in DA violence with injury (VWI) locally, from 699 to 759, when comparing 2022 and 2023; compared to a 5.6% increase in the level for the whole of London.

Through this strategy, we will work within the VAWG Strategic Group to ensure we deliver an effective coordinated multi-agency response to tackle violence against women and girls, which will be evidence-based and measurable in its success.

Vision

The strategic vision is to prevent and eliminate all forms of violence against women and girls through the development of policies and procedures to address violence, develop programmes of preventative work, provide high-quality service provision which responds to local needs, and ensure that robust enforcement action is taken against perpetrators.

This strategy is aligned with our vision for Havering and supports our aim to be the Havering you want to be a part of; supporting residents to feel safe and well, be a great place to live, work, and enjoy, and enabling a resident-focused and resilient council.

Aims, Objectives and Outcome

Havering has aligned its objectives with those set out in the Mayoral Violence Against Women and Girls Strategy for London and has set the following aims:

- Preventing and reducing VAWG
- Supporting all victims and survivors
- Holding perpetrators to account
- Building trust and confidence

Performance measures will be agreed annually by the Havering Community Safety Partnership.

Timescales

The Violence against Women and Girls Strategy is to be delivered over a three-year period. The action plan will be refreshed annually to take into account emerging trends, or developments in legislation or working practices.

Related Documents

Please refer to **Appendix 5** for key documents and strategies related to this document.

Consultation

Development of this strategy has involved consultation with all member agencies of the Havering Community Safety Partnership. Representatives from all these areas are present within the VAWG strategic group.

Authorisation and Communication

The strategy will be authorised by the Havering Community Safety Partnership.

The stakeholders of this strategy are as follows:

- Barking, Havering Redbridge University Trust
- Havering Council
- Havering Local Safeguarding Partnerships Board
- Havering Women's Aid
- London Fire Brigade
- East Area BCU
- North East London Integrated Care Board (ICB)
- Department of Work and Pensions
- National Probation Service
- North East London Foundation Trust
- Registered Social Landlords
- Voluntary Sector
- Victim Support

Roles and Responsibilities of Stakeholders

- **Barking, Havering Redbridge University Trust:** Responsible for providing healthcare services and support to victims of VAWG, including medical examinations, treatment, and referrals to specialist services.
- **Havering Council:** Leads the coordination and implementation of the VAWG strategy, ensuring that all relevant departments and services are engaged and working collaboratively to address VAWG.
- **Havering Local Safeguarding Partnerships Board:** Ensures that safeguarding practices are in place to protect vulnerable individuals, including victims of VAWG, and oversees the implementation of safeguarding policies and procedures.
- **Havering Women's Aid:** Provides specialist support services to women and girls affected by VAWG, including refuge accommodation, counselling, and advocacy.
- **London Fire Brigade:** Supports the VAWG strategy by providing safety advice and interventions to victims of VAWG, particularly in cases where there is a risk of arson or other fire-related incidents.
- **East Area BCU:** The local police unit responsible for responding to incidents of VAWG, investigating crimes, and working with partners to protect victims and hold perpetrators accountable.
- **NEL ICB:** integrates health services to ensure that victims of VAWG receive appropriate medical care and support and collaborates with partners to address the health impacts of VAWG. NEL ICB is engaged in local structures and partnerships, including borough-based VAWG partnership boards and safeguarding partnership boards. The ICB will continue to work with partner organisations to ensure best practice across the system
- **Department of Work and Pensions:** Provides financial support and advice to victims of VAWG, helping them to access benefits and other financial assistance to support their recovery and independence.
- **National Probation Service:** Manages offenders who have committed VAWG-related crimes, providing rehabilitation and support to reduce reoffending and protect victims.
- **North East London Foundation Trust:** Provides mental health services and support to victims of VAWG, addressing the psychological impacts of abuse and trauma.

- **Registered Social Landlords:** Ensures that victims of VAWG have access to safe and secure housing and works with partners to provide support and interventions to prevent homelessness.
- **Voluntary Sector:** Delivers a range of support services to victims of VAWG, including helplines, counselling, and advocacy, and works with partners to raise awareness and promote prevention.
- **Victim Support:** Provides emotional and practical support to victims of VAWG, helping them to navigate the criminal justice system and access the services they need to recover and rebuild their lives.

Implementation and Monitoring

This strategy will be implemented and monitored by the VAWG Strategic Group which reports directly to the Havering Community Safety Partnership. The strategic group will also have oversight of the Multi-Agency Risk Assessment Conference.

Action Plan and Performance Measures

An Action Plan and performance measures are included at the end of this strategy document. The Action Plan will be delivered through the Violence Against Women & Girls Strategic Group which meets quarterly.

Evaluation and Review

The VAWG strategic group will produce quarterly reports to the HCSP against progress and performance. The action plan will be refreshed annually. The strategy will be reviewed in January 2028.

Achievements and Successes 2022 – 2024

- **Strengthening of the Independent Domestic Violence Advocacy Service for Havering:**

The Community Safety Team has funded 1 senior IDVA and 3 full-time IDVAs in post. During 2023-24, 502 new referrals were received, and 449 cases accessed support by the IDVA service.

- **Relaunch of the Domestic Abuse Champions Scheme:**

The Domestic Abuse Champions scheme was refreshed in 2022. Delegates must attend both Domestic Abuse awareness training and RIC training within a year to be a champion for three years. There is an increased number of school champions. There are currently a total of 125 Domestic abuse champions across the Borough.

- **Provision of Domestic Abuse Awareness Training:**

Both Domestic Abuse awareness and risk assessment training are delivered by the community safety team via the Council's Safeguarding Training programme.

The table below shows how many individuals have received training in 2023 - 2024:

Topic	Attendees
Coercive & Controlling Behaviours	52
DASH RIC - Domestic Abuse, Stalking and HBV Risk Identification Checklist	78
Domestic Abuse	76
Domestic Abuse in the Deaf Community	10
Harmful Practices	18
Modern Slavery	26

- **Roll out of The DRIVE Programme in Havering:**

The Drive programme provides specialist interventions by working with those causing harm in their relationships to prevent abusive behaviour and protect victim-survivors. Service users have been assessed as posing a high-risk, high-harm level of domestic abuse to the people that they are in an intimate or family relationship with. They also often have multiple needs and are resistant to change. Drive has an intensive case management approach that challenges service users to change and works with partner agencies – like the police and social services to disrupt abuse. The referral pathway for Drive cases is via the MARAC. There are 30 spaces on DRIVE across the BCU. However, due to the Havering uptake and need, it has been agreed that Havering can have up to 13 cases presently. Total of cases to date: 20. Current open cases: 13.

- **Roll out of the IRISi Project for Havering:**

IRISi is a specialist domestic violence and abuse (DVA) training, support, and referral programme for General Practices that has been positively evaluated in a randomised controlled trial. Funding was secured from MOPAC to deliver the IRISi project in Havering. GPs are receiving training and support to better manage DA cases. Twenty-five (25) surgeries are undergoing training or have registered for training. 94 health professionals, including GPs, nurses, pharmacists, and other staff associated with these surgeries, have completed training. Furthermore, training sessions have been conducted for 32 administrative and reception team members from 5 surgeries. 38 patients have subsequently been referred to the service and are receiving support.

- **Continued roll out the Restart Programme in Havering:**

Restart is an innovative pilot project providing earlier intervention for families at risk of experiencing domestic abuse. It brings together children’s social care, housing, and domestic abuse services to identify and respond to patterns of harmful behaviour at an earlier stage. Restart is currently being delivered in five London Boroughs. 70 Havering families have been referred to Restart. 39 Perpetrators have engaged. 53 Victims/Survivors have engaged.

- **Continued Roll out of a Domestic Abuse Perpetrator Programme for Havering:**

The Men & Masculinities programme provides a safe space for people who have engaged in abusive, harmful, and damaging behaviour within their relationships. The programme explores what it means to display appropriate behaviour within relationships and highlights how conflict, aggression, and anger can deeply impact the lives of others. The 24-week programme focuses on behaviour, how we act, how this reinforces how we think and feel, and most importantly, how to act differently and make changes to our behaviour and the environments we create. It is also designed to support any other treatment you may be involved with.

- **Perpetrators:**

- Havering April 22 - March 23: 30 starting intervention and 22 completions
- Havering April 23 - March 24: 41 starting intervention and 23 completions
- Havering 2024-2025 Q1: 10 starting intervention and 3 completed
- Currently supporting 16 Service Users
-

- **Victims/Survivors:**

- Havering April 22 - March 23: V/S engaging with intervention 28
- Havering April 23 - March 24: V/S engaging with intervention 34
- Havering 2024-2025 Q1: V/S engaging with intervention 10

- **Review of the Weekly Domestic Abuse Multi-Agency Risk Assessment Conference (DVMARAC) to Ensure High-Risk Victims of Domestic Abuse are Identified and Supported:**

A multi-agency audit has been completed, and an improvement plan has been developed. The delivery of the plan will be overseen by the MARAC members through the newly launched MARAC steering group. Work has been completed on the production of a new risk assessment tool to ensure case referrals will be based on current risk. A revised MARAC protocol has been delivered and implemented across the partnership. A Weekly DV MARAC is held every Wednesday. 627 cases were referred to MARAC in 2023-24, an increase of 27.4% from the previous year. There was a repeat rate of 27%, which is within the Safe Lives benchmark of between 24 and 40% of MARAC cases.

Further information

Please contact Community Safety at CommunitySafety@haverling.gov.uk

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Appendix 1: Equality Impact Assessment

Full EQIA will be completed as part of the consultation process

Appendix 2: Violence against Women and Girls Strategic Problem Profile

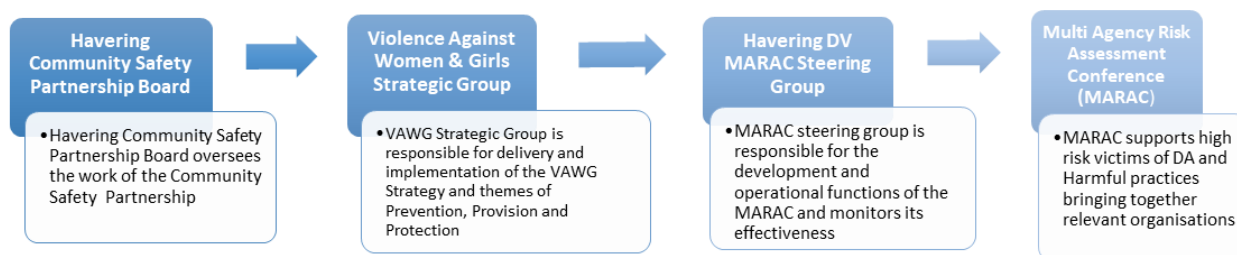
Appendix 3: What do we mean by violence against women and girls?



VAWG Definitions
and Glossary.pdf

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Appendix 4: Governance



Appendix 5: Related documents and strategies

Locally:

- Havering Joint Strategic Needs Assessment
- London Borough of Havering Corporate Plan 2017-18
- London Borough of Havering Community Safety Partnership Plan 2017-20
- London Borough of Havering Health & Wellbeing Strategy
- London Borough of Havering Combating Substance Misuse Strategy 2023-28
- London Borough of Havering Suicide Prevention Strategy 2025-30
- Havering Place based Partnership Poverty Reduction Strategy 2024
- London Borough of Havering Service Plans
 - Learning & Achievement
 - Children's Services
 - Homes & Housing

Regionally:

- London Child Protection Procedures 2013
- London Crime Reduction Board Anti-Gangs Strategy
- A Safer London for Women & Girls: Mayoral VAWG Strategy 2018-21
- Metropolitan Police Policy on Domestic Violence
- Metropolitan Police Child Sexual Exploitation Policy

Nationally:

- Borders, Citizenship and Immigration Act 2009
- Child Abduction and Custody Act 1985
- Children Act 2004
- Children & Young Persons Act 2008
- Children, Schools, Families Act 2010
- Civil Partnership Act 2004
- Crime and Disorder Act 1998
- Domestic Violence, Crime and Victims Act 2004
- Domestic Violence Disclosure Scheme Guidance 2016
- Domestic Abuse Bill 2018
- Education Act 2011
- Equality Act 2010

- Every Child Matters 2003
- Family Law Act 1996
- Female Genital Mutilation Act 2003
- Forced Marriage (civil protection) Act 2007
- Health & Social Care Act 2012
- Homelessness Reduction Act 2017
- Housing Act 2004
- Modern Slavery Act 2015
- National Action Plan to Tackle Child Abuse Linked to Faith or Belief 2012
- Policing & Crime Act 2009
- Protection from Harassment Act 1997
- Protection of Freedoms Act 2012
- Safeguarding Vulnerable Groups Act 2006
- Serious Crime Act 2007
- Serious Organised Crime and Police Act 2005
- Sexual Offences Act 2003

Globally:

- Human Rights Act 1998
- United Nations Convention on the Rights of the Child
- United Nations Trafficking Protocol

Appendix 6: VAWG Action plan 2025-29

[VAWG Action Plan 2025-29](#)

Theme	Action No and Theme	Actions	Outcomes	Organisation Responsible	Timescales	RAG Rate	Comments
Preventing and Reducing VAWG	1 - Education and Awareness	a) Safe and Together - continue the role out of the safe and together training to ensure all social workers are equipped to achieve best possible outcomes for survivors and their children whilst focusing on the perpetrators behaviour.	These actions will collectively aim to create a safer, more informed, and supportive environment for all individuals affected by VAWG.	LBH Social Care - Childrens / Adults Restart	Business As Usual March 2029		
		b) Domestic Homicide Review - ensure the action plan and learning from DHR's are embedded to improve existing practice and response to victims/survivors.		Community Safety Team Havering Community Safety Partnership	Business As Usual March 2029		
		c) Young Person's Healthy Relationship - Help young people to identify the warning signs of VAWG within their own home, their own developing relationships and within the community.		LBH Education Community Safety Team Neighbourhood Police Officers	Business As Usual March 2029		
		d) In-House Training - bespoke training tailored to services, in order to upskill front line officers on how to manage VAWG cases, support victims/survivors and their families. E.g. training programme for all CYPs social workers.		LBH Social Care - Childrens / Adults Safeguarding Partnerships Board MET Police Havering Community Safety Partnership MARAC SPOCs	Business As Usual March 2029		
		e) Bystander Training - increase to number of bystanders across the partnership and also the number of bystanders in the community, by including bystander training with workshops/engagements across the borough.		Community Safety Team Safeguarding Partnerships Board	Business As Usual March 2029		
		f) HCSP training offer - HCSP commit to the delivery of a robust and varied VAWG training packaging.		Community Safety Team Safeguarding Partnerships Board	Business As Usual March 2029		
	2 - Policy and Framework	a) DAPO (Domestic Abuse Protection Notices/Orders) - ensure that the partnership are equipped to support the delivery of the DAPO when rolled out across London. This will include education and applications being made by front line officers.	These actions aim to enhance the protection and support for victims of domestic abuse and stalking, improve public and professional awareness, and ensure the safety and well-being of staff members.	MET Police Community Safety Team	TBC		Pilot commences in 5 LAs across the UK October 2024
		b) SPO (Stalking Protection Order) - ensure partners are able to identify patterns of stalking behaviour to ensure that more opportunities are explored to obtain SPO's.		MET Police Community Safety Team	Business As Usual March 2029		
		c) Claire's Law/Sarah's Law - awareness raising of both law's so that members of the public understand their rights to ask for disclosure. Ensuring professionals are utilising the 'right to know' pathway of Clare's law to support the risk management of victims/survivors.		MET Police Community Safety Team	Business As Usual March 2029		
		d) Stalking Policy - the introduction of a new stalking guidance/policy in order to protect Havering staff members from the impact of stalking. This will include the review of existing policies such as the Employee Assault policy, to cover the psychological impact of staff.		Community Safety Team LBH HR Action for Stalking Havering Community Safety Partnership	Apr-25		
	3 - Support and Resources	a) Safe Accommodation - ensure that the LA continue to provide refuge accommodation and other forms of safe accommodation to ensure victims with priority need are offered safe accommodation.	These actions aim to ensure the safety and support of victims through continued safe accommodation and targeted, female-centered programs that address VAWG	LBH Housing Havering Womens Aid Community Safety Team	Sep-27		Contract for HWA provision ends Sept 2027 - with a 2 year extension clause Sept 2029
		b) My Ends Programme - project providers e.g. youth unity, look to deliver female centred programmes that incorporate education, support and risk management of VAWG.		Community Safety Team My Endz Partnership	Mar-26		
	4 - Community Engagement	a) Partnership - maintain and develop the VAWG specific partnerships to ensure all services support the community and VAWG engagement opportunities.	These actions aim to foster stronger partnerships, raise community awareness, and enhance the capacity of teams to respond to domestic abuse, ultimately creating a safer and more supportive environment	Havering Community Safety Partnership VAWG Strategic Partnership Community Safety Team	Business As Usual March 2029		
		b) Community Events and Communications - the continuation of community events to raise VAWG awareness in public places, schools/colleges and night time economy. This is to include a weekly drop in in Heaton ward highlighted as a hot spot area for DA.		Community Safety Team LBH Communications Team LBH Education Services MET Police Havering Women's Aid LBH Children's services	Business As Usual March 2029		
		c) DA Champions Network - to increase the number of champions across the partnership, to ensure teams are equipped with the correct knowledge to respond to domestic abuse and assess risk.		Community Safety Team Safeguarding Partnerships Board	Business As Usual March 2029		
	5 - Safety Initiatives	a) Tent and Hub - to utilise both recourses to ensure that there is a safe location to support victims/survivors of VAWG in the night time economy.	These actions aim to provide safe spaces, continuous support, and sustained early intervention for victims and survivors of VAWG, particularly in the night-time economy.	MET Police Community Safety Team	Mar-25		
		b) Night time economy initiative - continue to roll out of Ask Angela, WAVE training, night marshals and medics, in order to support victims/survivors of VAWG in the night time economy.		Romford BID Safe & Sound LBH Enforcement Team	Business As Usual March 2029		
		c) Restart - Explore funding opportunities to continue the Restart DA early intervention pilot when MOPAC funding comes to an end in March 2025.		LBH Childrens / Adults Services Restart	Mar-25		
		a) My Ends - Programme of engagement and activities for young people focusing on Sports based, Creative (music, arts) and Mentoring. Utilising local grassroots organisations to build on existing promising practice and develop hyperlocal interventions, which will be designed with and for young people who live in or access Romford Town Centre/ St. Edwards Ward on a daily basis.	These actions aim to engage and support young people, raise	Community Safety Team My Endz Partnership	Mar-26		
		b) Safe Adventures Library Project - the role out of the library project to include VAWG matters/books and introducing concepts of safe relationships to early years children		Community Safety Team LBH Public Health	Business As Usual March 2029		

	6 - Programs/Initiatives	c) Safe Havens - Romford Town Centre provide support for individuals in need of help by providing a safe, comfortable environment where people can receive immediate help and get signposted to connect to other long-term, support services	support young people, raise awareness about VAWG, provide immediate assistance to those in need, and educate the community on healthy relationships	Community Safety Team Enforcement Team Voluntary Sector	Business As Usual March 2029		
		d) Junior Citizens - explore opportunities for a healthy relationships slot at JC, to support VAWG education.		Community Safety Team Enforcement Team MET Police Public Health LBH Education Services	Business As Usual March 2029		
		e) Project development - ongoing projects regarding VAWG to help educate and raise awareness e.g. 16 days of action.		Community Safety Team VAWG Strategic Partnership MET Police Havering Community Safety Partnership	Business As Usual March 2029		
Supporting all victims and survivors	1 - Support Services	a) HWA - explore funding the provision provided by HWA including, floating support, group support, counselling and MENDAS.	These actions aim to maintain and enhance support services for victims (including children), ensure adequate provision of IDVA support, secure funding for specialist services, and promote behaviour change in perpetrators to reduce repeat victimisation.	Havering Womens Aid Community Safety Team Havering Community Safety Partnership Safer Neighbourhood Board	Annually March 2029		
		b) IDVA - strengthen/increase the IDVA provision within Havering, ensuring we are providing the correct amount of IDVA support for the number of cases coming into the LA.		Community Safety Team	Mar-25		
		c) Specialist IDVA's - support and explore funding opportunities for specialist IDVA services in the LA, particularly the YPDA service that could potentially end in May 2025.		LBH Childrens Services LBH Housing LBH Adults Services Havering Womens Aid Havering Community Safety Partnership	May-25		
		d) Perpetrator provision - continue to provide perpetrator interventions to support the behaviour change of perpetrators to prevent repeat episodes of victimisation in current and new relationships.		Community Safety Team Cranstoun Drive	Mar-25		
		e) Provision for young victims - explore funding opportunities for specific support for children/young people who are exposed/are victims of DA.		LBH Childrens Services	Mar-26		
	2 - Community Engagement and Awareness	a) Coffee Mornings - HWA to provide coffee mornings across the borough for victims/survivors to engage in peer support.	These actions aim to provide supportive environments for victims/survivors and increase public awareness and education on VAWG	Havering Womens Aid	Mar-25		
		b) VAWG events/stalls - community safety team to work with partners and plan events across the LA to raise awareness of VAWG. Including opportunities to educate members of the public regarding VAWG. e.g. Bystander training at college events.		Community Safety Team MET Police LBH Enforcement Team LBH Communications Team	Business As Usual March 2029		
	3 - Housing and Safety	a) Housing Processes - Review of existing housing processes to improve outcomes for survivors of VAWG and ensure it limits change for families. E.g. When a family are in overcrowded TA, there DA need and overcrowding need are jointly managed.	These actions aim to improve housing processes and support for survivors, manage risks associated with perpetrators, ensure adequate housing provision, and enhance the overall response to VAWG within the housing sector.	LBH Housing	Mar-27		
		b) Housing Perpetrators - explore pathways to house perpetrators as a way to manage risk the victims, causing less disruption to victims and their families.		LBH Housing	Mar-27		
		c) Refuge/Accommodation - ensure the LA continues to provide adequate housing for victims of DA.		Community Safety Team Havering Womens Aid	Sep-27		
		d) DAHA - ensure that the DAHA processes and accreditation is completed		LBH Housing	Mar-26		
		e) DA housing panel - Strengthen the DA housing panel process ensuring clear governance structures and that there are measurable outcomes for victims, survivors and perpetrators presented at the meeting.		LBH Housing	Mar-25		
		f) Housing department - strengthen the response to VAWG within all departments, including training, risk management, a larger team to respond to DA.		LBH Housing	Mar-26		
	4 - Policy and Compliance	a) DV MARAC (Domestic Violence Multi-Agency Risk Assessment Conference) - ensure the MARAC functions to support the highest risk victims of DA and Harmful practices. Including a review of the protocol and modernisation of thresholds and the RIC.	These actions aim to enhance support for high-risk victims, ensure compliance with the Domestic Abuse Act, provide robust HR policies for staff, and streamline the DHR process for timely and effective responses.	Community Safety Team MARAC Steering Group VAWG Strategic Partnership	Business As Usual March 2029		
		b) DA Act Compliance - continue to support partners to embedded the Domestic Abuse Act 2021 within their own services areas, keeping partners up to date with changes and embedding of new practice, e.g. DAPO's.		Community Safety Team MARAC Steering Group VAWG Strategic Partnership	Business As Usual March 2029		
c) HR policies - creation and review of policies in order to support members of staff that are identified as victims/survivors of VAWG or perpetrators of VAWG.		Community Safety Team LBH HR		Business As Usual March 2029			
d) DHR guidance note - to create and implement a local DHR guidance note for partners, in order to respond to enquiries and complete DHR's as efficiently as possible and within home office timescales.		Community Safety Team		Mar-25			
	a) Training - Ensure the Safeguarding Partnerships Board continues to offer training on these specific areas.		Safeguarding Partnerships Board Havering Community Safety Partnership	Business As Usual March 2029			

	5 - Improved response to identify the wider crimes of VAWG	<p>b) Communications - VAWG communications continue to raise awareness of these particular forms of VAWG.</p> <p>c) Specialist service - Professionals utilise and refer to the specialist services provided by the London VAWG consortium.</p> <p>d) Referral pathways - Review and update, referral pathways for those involved in modern day slavery/prostitution with substance misuse needs.</p>	These actions aim to enhance training, raise awareness, ensure effective use of specialist services, and improve referral processes for those in need	<p>Community Safety Team MET Police Comms LBH Comms</p> <p>Having Community Safety Partnership VAWG Strategic Partnership</p> <p>Community Safety Team MARAC Steering Group VAWG Strategic Partnership</p>	<p>Business As Usual March 2029</p> <p>Business As Usual March 2029</p> <p>Annually March 2029</p>				
holding perpetrators to account	1 - Accountability Mechanisms	<p>a) Perpetrator Panel - explore the possibility of implementing a perpetrators panel for the high risk perpetrators of VAWG.</p> <p>b) MARAC (Multi-Agency Risk Assessment Conference) - ensure there is a SPOC from perpetrator services at MARAC to explore opportunities of behaviour change programmes.</p> <p>c) Integrated Offender Management (IOM) Panel - The panel aims to reduce crime and re-offending by coordinating a multi-agency approach to managing persistent and problematic offenders. The panel works to improve community safety and public confidence in the criminal justice system by addressing the root cause of criminal behaviour and ensuring offenders face appropriate consequences.</p> <p>d) Joint Enforcement Tasking Meeting - aims to coordinate efforts between various enforcement agencies to address local issues such as crime, anti-social behaviour, and environmental concerns. The collaborative approach ensures a more efficient and effective response to community problems, leveraging the strengths and resources of each agency.</p>	These actions aim to enhance the management of high-risk perpetrators, reduce re-offending, improve community safety, and ensure a coordinated response to local issues	<p>Community Safety Team MET Police</p> <p>Community Safety Team MET Police</p> <p>Cranstoun Drive</p> <p>Community Safety Team Enforcement Team</p>	<p>Mar-27</p> <p>Mar-25</p> <p>Mar-25</p> <p>Business As Usual March 2029</p>				
		2 - Programmes and Interventions	<p>a) Cranstoun/Drive/Restart Programmes - to ensure that projects supporting perpetrators remain in the borough and explore funding opportunities.</p> <p>b) Change Lives Grow Programme/Mental Health - ongoing commitment to commission suitable substance misuse provision to support victims and perpetrators.</p> <p>c) Safe and Together - continue to ensure that all SW's receive core training on the model, as this focuses on holding perpetrators to account.</p>	These actions aim to maintain and enhance support for perpetrators, provide comprehensive substance misuse services, and ensure social workers are well-trained to address domestic abuse effectively	<p>Cranstoun Drive Restart Community Safety Team</p> <p>Having Public Health NELFT Change Lives Grow</p> <p>LBH Social Care - Childrens / Adults Restart</p>	<p>Mar-25</p> <p>Business As Usual March 2029</p> <p>Mar-25</p>			
			3 - Policy and Compliance	<p>a) Review of Council Policies - review all policies that could support victims of VAWG and identify perpetrators of VAWG. This will include the creation of a stalking guidance document.</p> <p>b) Understanding Probation Changes - ensure there is an increased understanding of the new changes to probation so that partners can work together to support victims of VAWG as early as possible when prisoners are released early.</p> <p>c) DAPO Orders - ensure that partners are aware of the new DAPO and how this will impact on perpetrator management whilst offering protection to victims.</p> <p>d) SPO - ensure that victims of stalking are identified quickly and there is case oversight to explore the possibility of an SPO to help manage the risk of the perpetrator.</p>	These actions aim to provide comprehensive policy support, improve collaboration and understanding of probation changes, ensure partners are informed about new protective orders, and enhance the identification and management of stalking cases	<p>Community Safety Team Having HR</p> <p>Probation Service</p> <p>Community Safety Team MARAC Steering Group VAWG Strategic Partnership MET Police</p> <p>Community Safety Team MARAC Steering Group VAWG Strategic Partnership MET Police</p>	<p>Business As Usual March 2029</p> <p>Mar-25</p> <p>TBC</p> <p>Business As Usual March 2029</p>		Pilot commences in 5 LAs across the UK October 2024
				4 - Data and Technology Utilisation	<p>a) CRM - Explore the need of a case management recording system to ensure a joint up approach across ASB, offender management, enforcement and VAWG.</p> <p>b) Continue to utilise Tech (e.g., Op Alas, facial recognition technology, CCTV) in order to support the apprehension of VAWG offenders.</p> <p>c) Improved CCTV - new CCTV systems to help support and apprehend perpetrators of VAWG</p>	These actions aim to improve case management, leverage technology for offender apprehension, and enhance surveillance to support the safety and protection of victims	<p>Safeguarding Partnerships Board Community Safety Team</p> <p>MET Police Safe & Sound</p> <p>CCTV</p>	<p>Mar-26</p> <p>Business As Usual March 2029</p> <p>Business As Usual March 2029</p>	
	1 - Cultural Change and Awareness	<p>a) Challenging Misogyny - a partnership agreement to challenging misogyny in the workplace and in the community. utilising recourses such as Bystander to increase education in this area.</p> <p>b) Clare's Law - continue to educate professionals and encourage the use of the 'right to know' pathway as an additional way to share information about possible domestic abusers.</p> <p>c) Survey (to gather feedback and insights) - yearly VAWG survey to be shared among residents to monitor VAWG concerns and also look for positive reported changes.</p>			These actions aim to challenge and reduce misogyny, enhance professional use of Clare's Law, and gather valuable community insights to improve VAWG initiatives.	<p>Community Safety Team Having Community Safety Partnership Safeguarding Partnerships Board MARAC Steering Group VAWG Strategic Partnership</p> <p>MET Police Community Safety Team</p> <p>Community Safety Team</p>	<p>Business As Usual March 2029</p> <p>Business As Usual March 2029</p> <p>Business As Usual March 2029</p>		
		<p>a) Coffee Mornings - continue the role out of the VAWG coffee mornings across the borough, giving victim and survivors an opportunity to engage with others facing similar issues.</p>			These actions aim to provide	<p>Having Womens Aid Community Safety Team Safer Neighbourhood Board</p>	<p>Mar-25</p>		

Building Trust and Confidence	2 - Community Engagement and Support	b) Walk & Talk Programme - continue to roll out of the programme, including some joint working opportunities to raise a partnership awareness of VAWG.	continuous support and engagement for victims and survivors, raise awareness, and maintain ongoing communication and visibility on VAWG issues	MET Police Community Safety Team	Business As Usual March 2029		
		c) Communications and Engagement/Visibility Engagement - ongoing communications through the year to offer advice and guidance on VAWG. completed through newsletters, social media, face 2 face interactions.		Community Safety Team LBH Comms MET Police	Business As Usual March 2029		
	3 - Training	a) Training Police Officers (Response and CSU) - training to be offered to increase their knowledge of DA, how best to engage victims of DA and the MARAC process.	These actions aim to enhance the knowledge and skills of police officers, expand training opportunities, and increase public awareness and education on VAWG	MET Police Community Safety Team	Mar-26		
		b) Training package - HSPB continue to offer and roll out VAWG training, whilst exploring opportunities of other free VAWG related training, including Bystander training.		Safeguarding Partnerships Board Community Safety Team	Business As Usual March 2029		
		c) VAWG engagement opportunities - explore what VAWG engagement opportunities are suitable to use an educational opportunity to raise VAWG awareness with members of the public.		LBH Education Community Safety Team Neighbourhood Police Officers	Business As Usual March 2029		
	4 - Data and Accountability Sharing	a) Audits and Best Practice - Audits and best practice exercises to be conducted to help support safety planning, MARAC pathway and improved outcomes for victims of VAWG.	This action aims to enhance the effectiveness of safety planning and the MARAC process, ultimately improving support and protection for victims.	Safeguarding Partnerships Board Community Safety Team MARAC Steering Group	Business As Usual March 2029		
	5 - Policy and Governance	a) Improve Court Response/CPS/CJS (Criminal Justice System) - explore to opportunities of training and education for the courts to support better outcomes for victims.	These actions aim to enhance the response of the Criminal Justice System to VAWG cases and ensure effective governance and coordination of VAWG initiatives	Having Community Safety Partnership VAWG Strategic Partnership	Business As Usual March 2029		
		b) Governance - the VAWG strategic partnership to oversee VAWG governance e.g. MARAC steering group, changes to policy etc.		Having Community Safety Partnership VAWG Strategic Partnership MARAC Steering Group	Business As Usual March 2029		

Equality & Health Impact Assessment (EqHIA)

Document control

Title of activity:	<i>Violence against women and girls strategy (VAWG)</i>
Lead officer:	<i>Kerry Wright, Senior Community Safety Officer</i>
Approved by:	<i>Diane Egan, Community Safety and Intelligence Manager</i>
Version Number	V0.1
Date and Key Changes Made	<i>11/11/24</i>
Scheduled date for next review:	<i>March 2029</i>

Did you seek advice from the Corporate Policy & Diversity team? Please note that the Corporate Policy & Diversity and Public Health teams require at least 5 working days to provide advice on EqHIAs.	Yes
Did you seek advice from the Public Health team?	Yes
Does the EqHIA contain any confidential or exempt information that would prevent you publishing it on the Council's website? See Publishing Checklist.	No

Please note that EqHIAs 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 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	Violence against women and girls strategy
2	Type of activity	Strategy
3	Scope of activity	<p>Havering Council Community Safety Team co-ordinates and leads on the development of policies, on behalf of the Havering Community Safety Partnership, that aim to improve the quality of life for all people in Havering. This is achieved by creating a safer environment, free from crime and with increased public confidence, contributing to a clean, safe and green borough. We aim to deliver efficient, high quality services that represent excellent value for money.</p> <p>Organisation and Staffing – We work closely with key partners, including the Metropolitan Police, to tackle crime and disorder within Havering. Each of these organisations have equality and diversity policies in place and are part of the Havering Community Safety Partnership governance. Priority areas of work are identified through rigorous needs analyses which are agreed annually and discussed with partners and the wider community of Havering.</p> <p>Services to the Community – The Havering Community Safety Partnership is comprised of five responsible authorities who, by law, are required to work together to tackle crime, disorder, substance misuse and reoffending. As stated under Section 17 of the Crime and Disorder Act 1998 ‘without prejudice to any other obligation imposed upon it – exercise its function with due regard to the need to do all it reasonably can to prevent crime and disorder in its area’. The act reinforces that tackling crime should be a partnership matter and organisations should achieve a shared strategy, with the local authority required to establish the Community Safety Partnership.</p> <p>The Community Safety Partnership must prepare a joint strategic assessment which analyses levels and patterns of crime, disorder and substance misuse; changes in levels and patterns of crime; and why these have occurred. This is a requirement of The Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007, amended in 2011. Section 115 of</p>

		<p>the Crime and Disorder Act 1998 ensures partners have the power to share information relevant to the completion of a strategic assessment – power to share information for the purpose of reducing crime and disorder, strengthened by Schedule 9(5) of the Police and Justice Act which introducing a duty on the aforementioned agencies. This duty (section 17A) requires the sharing of depersonalised data.</p> <p>Furthermore, there is also a statutory requirement that the Havering Community Safety Partnership produce and implement a strategy for the reduction of crime and disorder in the area (including anti-social and other behaviour adversely affecting the local environment); and a strategy for combating the misuse of drugs, alcohol and other substances in the area as required by the Police and Justice Act 2006. The annual strategic assessment guides the partnership as to the priorities, based on analysis and information available, and highlights areas where there are gaps in information or service provision which may impact adversely on specific locations or communities. The strategic assessment is the background document which helps in the formulation of the strategy (partnership plan).</p> <p>The strategic assessment and partnership plan are then used by Havering Community Safety Partnership to prioritise and allocate resources in respect of preventing crime and disorder. Violence against women and girls has been identified as a priority for the HCSP . A target of the Mayor’s Office for Policing and Crime (MOPAC) is to reduce repeat victimisation for domestic violence</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’, please continue to question 5.</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	<p>Please use the Screening tool before you answer this question.</p>	<p>If you answer ‘YES’, please continue to question 5.</p>
5	If you answered YES:	<p>Please complete the EqHIA in Section 2 of this document. Please see Appendix 1 for Guidance.</p>		

6	If you answered NO:	<p><i>Please provide an explanation on why your activity does not require an EqHIA. This is essential, in case the activity is challenged under the Equality Act 2010.</i></p> <p><i>Please keep this checklist for your audit trail.</i></p>
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Completed by:	<i>Kerry Wright, Senior Community Safety Officer</i>
Date:	<i>11/11/2024</i>

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

Background/context:
<p>According to the 2021 Census</p> <ul style="list-style-type: none"> • The total estimated unrounded population count in Havering is 262,052, compared to 237,232 in 2011 (a 10.5% increase) • The number of children aged 0-17 (under 18 population) in Havering is 58,550, compared to 50,827 in 2011 (a 15.2% increase, compared to increases of 4.8% in London and 3.9% in England) • Havering now has the lowest proportion of working-age adults in London • The estimated number of households in Havering is 101,277, an increase of 4% from 2011 (97,199) • Compared to the London (51.9%) and England (51.6%) average, Havering has a marginally higher proportion of households living in deprivation (52.7%). • The number of households with dependent children (i.e. families) in Havering has increased in the last decade by 28% • The number of people in Havering born outside the UK has increased and now stands at almost 1 in 5 <p>According to the 2024 Annual Strategic assessment of crime and disorder</p> <ul style="list-style-type: none"> • Violence Against the Person made up the highest percentage of crime in 2023 at 31% of all TNO crime reported in Havering with an increase of 3 was seen compared to the previous year • The largest proportion of the 6 366 offences recorded occurred in St Edward's 838 offences) and Heaton 718 offences) wards, experiencing 13 and 11 of all violent offences in the borough respectively <p style="text-align: right; font-size: small;"><i>*Expand box as required</i></p>

Who will be affected by the activity?
<p>All residents of Havering could potentially be impacted</p>
<i>*Expand box as required</i>

Protected Characteristic - Age: Consider the full range of age groups		
<i>Please tick (✓) the relevant box:</i>	Overall impact: Neutral	
Positive	<p>The 2024 VAWG Needs Assessment & Strategy Development report evidenced that, in 2023, the most vulnerable age for victims of domestic violence is in the 40+ age category, followed by between 30-39 year olds.</p> <p>Referrals to the domestic violence multi agency risk assessment conference (DVMARAC) identified 4 (out of 401) victims aged 16-17 years, which equates to 1% of total high risk referrals.</p> <p>Services provided by MARAC or DV commissioned services are available for all victims from the age of 16 years and upwards in line with the Home office VAWG definition.</p>	
Neutral		✓
Negative		
<i>*Expand box as required</i>		
<p>Evidence:</p> <ul style="list-style-type: none"> - VAWG Needs Assessment & Strategy Development 2024 - Metropolitan Police Crime Recording Information System (CRIS) - Havering MARAC data 		
<i>*Expand box as required</i>		
<p>Sources used:</p> <ul style="list-style-type: none"> - VAWG Needs Assessment & Strategy Development 2024 - Havering Data Intelligence Hub - Metropolitan Police Crime Recording Information System (CRIS) - Havering MARAC data 		
<i>*Expand box as required</i>		

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	<p>Overall impact: Neutral</p> <p>A Violence Against Women and Girls Strategic Group is in place in Havering which monitors and reviews performance, prevention and provision of services locally.</p> <p>The DV MARAC receives referrals to support high risk victims of domestic violence.</p> <p>The table below shows that 3.8% of referrals in 2022 and 1.9% of referrals in 2023 were for individuals who identified themselves as having a disability.</p> <table border="1"> <thead> <tr> <th></th> <th>Calendar year of 2022</th> <th>Calendar year of 2023</th> </tr> </thead> <tbody> <tr> <td>Number of Cases</td> <td>500</td> <td>566</td> </tr> <tr> <td>Referrals to support disabled victims</td> <td>19</td> <td>11</td> </tr> </tbody> </table> <p>Safety planning is tailored to meet the individual needs of the victim. Independent domestic violence advocacy is available to support individuals to access support services and support victims through the criminal justice process.</p> <p style="text-align: right;"><i>*Expand box as required</i></p>		Calendar year of 2022	Calendar year of 2023	Number of Cases	500	566	Referrals to support disabled victims	19	11
	Calendar year of 2022	Calendar year of 2023								
Number of Cases	500	566								
Referrals to support disabled victims	19	11								
<p>Evidence:</p> <p>- DV MARAC data</p> <p style="text-align: right;"><i>*Expand box as required</i></p>										
<p>Sources used:</p> <p>- DV MARAC data</p> <p style="text-align: right;"><i>*Expand box as required</i></p>										

Protected Characteristic – Sex / gender: Consider both men and women	
Please tick (✓) the relevant box:	
Positive	
Neutral	✓
Negative	<p>Overall impact:</p> <p>Recent data for 2023 indicates that gender-based violence and sexual violence remain significant issues in Havering. According to the latest reports, around 30,000 women in Havering (22%) are estimated to be survivors of domestic abuse. Additionally, 20% of women have been victims of sexual abuse since the age of 16. This does not include the number of children living in affected households.</p> <p>A Violence Against Women and Girls Strategic Group is in place in Havering which monitors and reviews performance, prevention and provision of services locally.</p>

It is anticipated that by continuing to train staff, including DV Champions across multi-agency services and across departments, awareness of VAWG will be raised which may lead to more victims and cases being identified. The strategic group will look to improve access to services generally, and work with specific groups who are more likely to underreport and access available services.

Data from the 2024 VAWG Needs Assessment & Strategy Development report identified from police data that 26% of victims of domestic abuse are male and 73% of victims of domestic abuse are female.

Data for perpetrators found that, where a female victim of domestic abuse was identified, 80% of perpetrators were male and 8% of perpetrators were female.

Support services from IDVAs and outreach are available to all victims regardless of gender.

A dedicated male only reporting line, MENDAS was established in 2016 as it was identified that men are unlikely to report to the national reporting helpline.

Through the associated Multi-Agency Risk Assessment Conference (MARAC) the work will aim to protect high risk victims from repeat victimisation and serious harm

The table below shows data from the DV MARAC.

	Calendar year of 2022	Calendar year of 2023
Number of Cases	500	566
Referrals to support female victims	471	542
Referrals to support male victims	29	24

Our data shows a clear disparity in the number of high risk male victims when compared to high risk female victims. However there is a wide range of research available which explores the reasons behind this.

Mankind.org.uk offer statistics from ONS (Office of National Statistics) stating that, in the UK –

- 1 in 3 victims of domestic abuse are male equating to 751,000 men (3.2%) and 1.38 million women (5.7%). From this, 483,000 men and 964,000 women are victims of partner abuse. (ONS 2022/23).
- 1 in 7 men (13.9%) and 1 in 4 women (27%) will be a victim of domestic abuse in their lifetime (ONS figures 2022/23).
- Of domestic abuse crimes recorded by the police, 25% were committed against men (ManKind Initiative).
- Only 4.8% of victims of domestic abuse being supported by local domestic services are men according to SafeLives data. This highlights how few men are being supported for local domestic abuse services (ONS 2022/23).
- 58.9% of the men who call the ManKind Initiative helpline have never spoken to anyone before about the abuse they are suffering and 64% would not have called if the helpline was not anonymous (ManKind Initiative).

		<ul style="list-style-type: none"> • 21% of male victims (2022/23) fail to tell anyone they are a victim of partner abuse – which is big improvement as previously it was 49% in 2017/18. The figures for female victims are 18.2% (2022/23) and 19% (2017/18). (ONS 2022/23). • 6.5% of male victims (2.8% women) have considered taking their life due to partner abuse in 2022/23. The charity has seen an increase in calls regarding suicide ideation over the pandemic period and beyond. (ONS 2022/23). • In 2022/23, 13 men died at the hands of their partner or ex-partner compared to 56 women. (ONS 2022/23). <p>Services have been made available to support male and female victims. This strategy will seek to address the lack of services for perpetrators by exploring the potential to commission specialist services.</p>
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**Expand box as required*

<p>Evidence:</p> <p>Violence against Women and Girls strategic group and Multi-Agency Risk Assessment Conference is established in Havering to identify, support and protect women and girls (also men) at-risk of domestic violence (with high importance around those groups at high risk, i.e. in pregnancy), sexual violence, female genital mutilation, honour based violence, sexual exploitation and prostitution.</p> <p>- VAWG Needs Assessment & Strategy Development 2024</p>	
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**Expand box as required*

<p>Sources used:</p> <p>- VAWG Needs Assessment & Strategy Development 2024 - Mankind.org.uk - ONS</p>	
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**Expand box as required*

<p>Protected Characteristic – Ethnicity / race / nationalities: Consider the impact on different minority ethnic groups and nationalities</p>	
<p>Please tick (✓) the relevant box:</p>	<p>Overall impact:</p>
<p>Positive</p>	<p>In 2023, communities which were overrepresented as victims of VAWG based crime in Havering included Black (12% of victims of VAWG identified as Black, compared to 8% of the population). Within, Asian communities, where a female was a victim of a VAWG based crime, figures show consistent representation (10% of victims of VAWG identified as Asian, compared to 10% of the population). Compared to 2022, 2023 saw both Black and Asian communities experiencing an increase in female victims of VAWG crime, of 44% and 27% respectively.</p>
<p>Neutral</p>	
<p>Negative</p>	

The table below shows data from the DV MARAC.		
	Calendar year of 2022	Calendar year of 2023
Number of Cases	500	566
Number of cases from black and minority ethnic community	115 23% of referrals	180 31.8% of referrals
<p>We do not commission BME specific services. however there is access to BME specific services through the VAWG consortium, with Ashiana as a key strategic partner.</p>		
<i>*Expand box as required</i>		

Evidence:

- VAWG Needs Assessment & Strategy Development 2024
- Office for National Statistics (ONS)

**Expand box as required*

Sources used:

- VAWG Needs Assessment & Strategy Development 2024
- Office for National Statistics (ONS)

**Expand box as required*

Protected Characteristic – Religion / faith: Consider people from different religions or beliefs, including those with no religion or belief	
<i>Please tick (✓) the relevant box:</i>	Overall impact:
Positive	<p>Information that could be useful for strategic analysis and service provision is currently undeveloped and underreported in Havering. Qualitative research shows that individuals with particular religious beliefs are more likely to be victims of hate incidents and hate crime. Available data also shows that perceptions of crime are higher amongst certain religious groups such as Muslim.</p> <p>The changing dimension of faith which may result from a growing BME community in Havering may require in the future specialist services should it be mirrored by a growth in the volume and prevalence of hate crime. There are clear gaps in data and reporting that need to be addressed and the partnership will be taking steps to engage with people from all religious groups and those with no religious belief to address those gaps.</p>
Neutral	
Negative	

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**Expand box as required*

Evidence:

- An overview of Hate Crime in England and Wales (Home Office, ONS and Ministry of Justice)
- Intelligence gaps which would allow better impact assessment (see Action Plan)
- Havering Data Intelligence Hub
- Office for National Statistics (ONS)

**Expand box as required*

Sources used:

- An overview of Hate Crime in England and Wales (Home Office, ONS and Ministry of Justice)
- Havering Data Intelligence Hub
- Office for National Statistics (ONS)

**Expand box as required*

Protected Characteristic - Sexual orientation: Consider people who are heterosexual, lesbian, gay or bisexual											
<i>Please tick (✓) the relevant box:</i>		Overall impact:									
Positive	<input type="checkbox"/>	Minimal data is available on the sexual orientation of victims or perpetrators of Domestic abuse.									
Neutral	<input checked="" type="checkbox"/>										
Negative	<input type="checkbox"/>										
		DV MARAC data is available as shown in the table below									
		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">Calendar year of 2022</th> <th style="text-align: center;">Calendar year of 2023</th> </tr> </thead> <tbody> <tr> <td>Number of Cases</td> <td style="text-align: center;">500</td> <td style="text-align: center;">566</td> </tr> <tr> <td>Referrals to support LGBT victims</td> <td style="text-align: center;">6</td> <td style="text-align: center;">11</td> </tr> </tbody> </table>		Calendar year of 2022	Calendar year of 2023	Number of Cases	500	566	Referrals to support LGBT victims	6	11
	Calendar year of 2022	Calendar year of 2023									
Number of Cases	500	566									
Referrals to support LGBT victims	6	11									
		Whilst no dedicated services are available locally for LGBT victims of domestic abuse, current IDVA and support services are available regardless of sexual orientation. Service advice was provided at Havering Pride and through hate crime roadshows at LGBT venues across the night time economy.									

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**Expand box as required*

Evidence:

- Havering MARAC data

**Expand box as required*

Sources used:

- An overview of Hate Crime in England and Wales (Home Office, ONS and Ministry of Justice)
- Metropolitan Police Crime Recording Information System (CRIS)

**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

Please tick (✓) the relevant box:

Overall impact:

No data currently available

Positive

Neutral

Negative

**Expand box as required*

Evidence:

**Expand box as required*

Sources used:

**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		The service provided by the Havering Community Safety Partnership remains the same regardless of marital status. It is known that individuals, particularly women, living in couples (married or co-habiting) or who have decided to separate from their partners are more likely to be a victim of domestic violence or abuse. Please refer to the above section on Gender.
Neutral	✓	
Negative		
<i>*Expand box as required</i>		
Evidence:		
Please refer to the above section on Gender.		
<i>*Expand box as required</i>		
Sources used:		
please refer to the above section on gender.		
- VAWG Needs Assessment & Strategy Development 2024		
<i>*Expand box as required</i>		

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	✓	This group is at higher-risk of becoming a victim of domestic violence.
Neutral		Research shows that 30% of domestic violence victims begin to suffer abuse during pregnancy; therefore, there is a significant need for capacity within maternity and pre-natal services to identify risks and refer appropriately to relevant support services.
Negative		An Independent domestic violence advocate is based in maternity services to support victims of domestic abuse during pregnancy
<i>*Expand box as required</i>		
Evidence:		
Please refer to the above section on Gender.		

**Expand box as required*

Sources used:

Please refer to the above section on Gender.

**Expand box as required*

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

Please tick (✓) the relevant box:

Positive

Overall impact:

Some categories may be more likely to affect different socio-economic groups. For example:

Neutral

✓

- Households with higher disposable incomes and expensive electronic devices are more likely to be burgled and subsequently improve their home security, however, households in lower income areas are more likely to be victims on multiple occasions due to inability to pay for more sophisticated home security (Crime Survey for England & Wales)

- All households can be affected by domestic violence, however, a higher proportion of low-income households experience domestic violence (Crime Survey for England & Wales).

- Robbery victims are more likely to be from middle and higher income backgrounds, whereas robbery offenders are likely to be from lower income backgrounds and specifically target those who they perceive to be better off (Youth Justice Board)

Negative

The impact of crime on those from low-income households may be greater due to the inability to protect themselves (i.e. being unable to afford home insurance; investing in security; covering the loss of stolen items and repairs to doors/windows; and the subsequent burden this may place on already stretched incomes).

**Expand box as required*

<p>Evidence:</p> <ul style="list-style-type: none"> - Crime Survey for England & Wales - Youth Justice Board: Young People and Street Crime 	<i>*Expand box as required</i>
<p>Sources used:</p> <ul style="list-style-type: none"> - Crime Survey for England & Wales - Youth Justice Board: Young People and Street Crime 	<i>*Expand box as required</i>

Health & Wellbeing Impact: Please use the Health and Wellbeing Impact Tool on the next page to help you answer this question.

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>		Overall impact:
Positive	✓	Experiencing domestic abuse can have serious detrimental impact on both physical and mental wellbeing.
Neutral	✓	The strategy recognises that of those who do report crimes to police this does not necessarily end their suffering, and in Havering 29% experience at least one further incident in the twelve months following their first report. Actions in the strategy specifically seek to support families to prevent re-offending through introduction of DV caseworker and IDVA, and thus likely to have a positive impact.
Negative		<p>The strategy seeks to engage with health practitioners to identify those who may be impacted by domestic abuse and VAWG, and choose not to disclose. An IDVA has been made available in maternity and A&E services to support health professionals and victims.</p> <p>The strategy seeks to further engage with primary health care professionals and mental health services.</p> <p>From a physical health impact perspective, particularly where drug and alcohol misuse is associated with domestic violence, the strategy puts in place specific actions for a positive health outcome – Action C5. seeks to 'Provide access to alcohol and drug intervention programmes for victims and perpetrators'</p>
		<i>*Expand box as required</i>
		<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>

Evidence:

- An overview of Hate Crime in England and Wales (Home Office, ONS and Ministry of Justice)
- Intelligence gaps which would allow better impact assessment (see Action Plan)
 - Havering Data Intelligence Hub
 - Office for National Statistics (ONS)

**Expand box as required*

Sources used:

- An overview of Hate Crime in England and Wales (Home Office, ONS and Ministry of Justice)
- Intelligence gaps which would allow better impact assessment (see Action Plan)
- Havering Data Intelligence Hub
- Office for National Statistics (ONS)

**Expand box as required*

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 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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4. Outcome of the Assessment

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

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

	<p>1. The initial screening exercise showed a strong indication that there will be no impacts on people and need to carry out an EqHIA.</p> <p>2. The EqHIA identified <u>no significant concerns</u> OR the identified <u>negative concerns</u> have already been <u>addressed</u></p>		<p>Proceed with implementation of your activity</p>
	<p>3. The EqHIA 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 EqHIA</p>
	<p>4. The EqHIA identified some <u>major concerns</u> and showed that it is <u>impossible to diminish negative impacts</u> from the activity to an acceptable or even lawful level</p>		<p>Stop and remove the activity or revise the activity thoroughly. Complete an EqHIA on the revised proposal.</p>

5. Action Plan

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

Protected characteristic / health & wellbeing impact	Identified Negative or Positive impact	Recommended actions to mitigate Negative impact* or further promote Positive impact	Outcomes and monitoring**	Timescale	Lead officer
Gender	Further information is needed to assess impact	<p>Further work is required to ascertain the prevalence and extent of child sexual exploitation within Havering, which predominantly affects girls.</p> <p>A Multi-Agency Sexual Exploitation (MASE) group has been set up in Havering to identify those at-risk and agree on safeguarding procedures. The Multi-Agency Safeguarding Hub researcher has developed an intelligence profile containing all available information on local cases identified or believed at-risk.</p>	Monitored monthly at the MASE meeting	ongoing	
Ethnicity / Race	There is currently no specific service which covers this protected group, however there is a Havering BME forum	Hate incidents can be referred to the Anti-Social Behaviour Panel and Community MARAC in order to protect victims and impose partnership sanctions against identified perpetrators.	Monitored at the Safer Neighbourhood Board, and cases where relevant reviewed via the Anti-Social Behaviour Panel and Community MARAC.	ongoing	

	<p>which is represented at the Safer Neighbourhood Board.</p> <p>The growing BME community in Havering may require in the future specialist services should it be mirrored by a growth in the volume and prevalence of hate crime.</p>	<p>The Safer Neighbourhood Board has representation from the Havering BME forum and police are held to account at this forum for all areas of their activity, include response to hate crime and complaints regarding service.</p>			
Religion / Faith	<p>Further information is needed to assess impact</p>	<p>Whilst there were few reports of faith hate crime reported to and recorded by police in Havering, it does not mean that it does not occur. Local faith groups may be aware of and deal with incidents for example. There is a need to establish the prevalence locally, and if occurring why are services not being accessed?</p> <p>Hate incidents can be referred to the Anti-Social Behaviour Panel and Community MARAC in order to protect victims and impose partnership sanctions against identified perpetrators.</p>	<p>Monitored at the Safer Neighbourhood Board, and cases where relevant reviewed via the Anti-Social Behaviour Panel and Community MARAC.</p>	ongoing	
Sexual Orientation	<p>Further information is needed to assess impact</p>	<p>Whilst there were few reports of homophobic hate crime reported to and recorded by police in Havering, it does not mean that it does not occur. Local LGBT groups may be aware of and deal with incidents for example. There is a need to establish the prevalence locally, and if occurring why are services not being accessed?</p>	<p>Monitored at the Safer Neighbourhood Board, and cases where relevant reviewed via the Anti-Social Behaviour Panel and Community MARAC.</p>	ongoing	

		Hate incidents can be referred to the Anti-Social Behaviour Panel and Community MARAC in order to protect victims and impose partnership sanctions against identified perpetrators.			
Gender re-assignment	Further information is needed to assess impact	<p>Whilst there were no reports of transphobic hate crime reported to and recorded by police in Havering, it does not mean that it does not occur. Local LGBT groups may be aware of and deal with incidents for example. There is a need to establish the prevalence locally, and if occurring why are services not being accessed?</p> <p>Hate incidents can be referred to the Anti-Social Behaviour Panel and Community MARAC in order to protect victims and impose partnership sanctions against identified perpetrators.</p>	Monitored at the Safer Neighbourhood Board, and cases where relevant reviewed via the Anti-Social Behaviour Panel and Community MARAC.	Ongoing	
Pregnancy and maternity	This group is at higher-risk of becoming a victim of domestic violence.	Domestic violence champions and domestic abuse advocates are in place at pre-natal/maternity locations to identify and advise/refer those who may be at-risk of domestic abuse.	Monitored via the Violence Against Women and Girls Strategic Group, Multi-Agency Risk Assessment Conference and Domestic Violence forums.	ongoing	

Add further rows as necessary

* You should include details of any future consultations and any actions to be undertaken to mitigate negative impacts.

** Monitoring: You should state how the impact (positive or negative) will be monitored; what outcome measures will be used; the known (or likely) data source for outcome measurements; how regularly it will be monitored; and who will be monitoring it (if this is different from the lead officer).

6. Review

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

Review: Annually

Scheduled date of review: March 2026

Lead Officer conducting the review: Community Safety Officer (VAWG)

**Expand box as required*

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

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Havering Violence Against Womens and Girls (VAWG) Strategy consultation Results 2025.

Introduction:

The VAWG consultation survey results report presents the findings from a comprehensive survey conducted to gather insights and opinions on violence against women and girls (VAWG) within the London Borough of Havering. The survey ran from 25 November 2024 to 17 January 2025 and received a total of 157 responses.

The primary aim of this consultation was to understand the community's experiences, perceptions, and suggestions regarding VAWG. The survey covered various aspects, including the respondents' connection to Havering, their gender identity, sexual orientation, faith, and whether they have a disability or health condition. It also explored their involvement in VAWG, experiences of VAWG, and the locations where VAWG is most likely to occur.

The report highlights key findings, such as the effectiveness of current VAWG services, critical issues that the VAWG strategy should address, and the most needed services and support to tackle VAWG in Havering.

Additionally, it provides recommended actions based on the survey results to enhance community outreach, improve access to services, and address the critical issues identified.

Survey Findings:

The survey results indicate that many respondents, 63.06%, live in the London Borough of Havering, while 32.48% are educated there, and 24.84% work in the area. A smaller proportion, 1.91%, visit Havering, and only 0.64% have other connections. Notably, no respondents left this part of the question unanswered. These findings highlight the diverse connections and strong ties that respondents have with the community, providing valuable insights into the local context of VAWG issues.

The survey's findings indicate that many respondents, 89.17%, identify as female, while 7.64% identify as male. A smaller proportion identifies as non-binary (0.64%), describes their gender in another way (0.64%), or prefers not to disclose their gender (0.64%). Notably, 1.27% did not answer this part of the question. These findings highlight the diverse gender identities of the respondents, providing valuable insights into the local

context of VAWG issues. Additionally, regarding sexual orientation, 78.98% of respondents identify as straight or heterosexual, 9.55% as bisexual, 3.18% as gay or lesbian, 1.27% describe their sexual orientation another way, 5.10% prefer not to say, and 1.91% did not answer this question.

The survey results reveal diverse demographics among respondents, with 89.17% identifying as female, 7.64% as male, 0.64% as non-binary, 0.64% describing their gender in another way, and 0.64% preferring not to disclose their gender. In terms of sexual orientation, 78.98% of respondents identify as straight or heterosexual, 9.55% as bisexual, 3.18% as gay or lesbian, 5.10% prefer not to say, and 1.91% did not answer.

The survey also found that 48.41% of respondents identify as Christian, 33.12% as having no religion, 8.28% as Muslim, 2.55% as Hindu, 0.64% as Jewish, and small percentages adhering to other religions or preferring not to say. The survey results indicated that 24.84% of respondents reported having a disability, impairment, or health condition, while 68.79% did not, 5.73% preferred not to say, and 0.64% did not answer.

Among the types of impairments reported, 5.10% identified as having sensory impairments such as mild deafness or partial sight, 2.55% had physical impairments like wheelchair use, 8.92% had mental illnesses including bipolar disorder, schizophrenia, or depression, 6.37% had developmental or educational conditions such as autism spectrum disorders, dyslexia, or dyspraxia, 0.64% had learning disabilities like Down's syndrome or cerebral palsy, 7.01% had long-term illnesses or health conditions like cancer, HIV, diabetes, chronic heart disease, or stroke, and 1.91% reported other types of impairments. Additionally, 75.16% of respondents did not answer this question on impairments.

The survey findings revealed that most respondents fell into the age brackets of 16-17 (36.31%), 55-64 (17.83%), and 45-54 (11.46%). The survey had a total of 157 responses. Other age groups included 18-24 (10.19%), 35-44 (8.92%), 25-34 (7.64%), and 65-74 (5.73%). Smaller percentages were seen in under 16 (0.64%) and those preferring not to disclose their age (1.27%). No responses were recorded for the age brackets of 75-84 and 85+. These results align with the ever-changing age demographic of Havering. It also shines a light on the efforts to ensure that younger voices are heard as a part of the VAWG consultation, given this is a key area of enquiry.

152 responded to the question relating to the locations where VAWG was most likely to take place. The majority indicated that home was the most common setting (37.58%), followed by public transport (26.11%), town centers (7.64%), open spaces (7.01%), pubs,

bars or restaurants (5.73%), and work (2.55%). Education and leisure facilities had minimal responses (0.64% and 0.00%, respectively), while "other" and "not answered" accounted for 9.55% and 3.18%.

In the last 12 months, 154 people responded about engaging in VAWG services, with 19 (12.10%) indicating they had used such services. Of these, 8 accessed Havering Women's Aid, 1 used MENDAS, 4 engaged with Victim Support, 3 with the Havering IDVA team, and 2 with Cranstoun. Eight respondents mentioned 'other' services, while 139 (88.54%) did not answer. Effectiveness ratings showed 6 (3.82%) found the services very effective, 9 (5.73%) somewhat effective, 4 (2.55%) neutral, and no respondents found the services ineffective. Notably, 138 (87.90%) did not provide a rating.

The survey provided a comprehensive list of options for respondents to select the critical issues they believed the VAWG Strategy should address. These options included sexual abuse, domestic abuse, stalking and harassment, female genital mutilation and forced marriage, so-called "honour-based" abuse, exploitation and trafficking, online abuse, sexual harassment and intimidation at work, in education settings and public places, and street harassment. Respondents also had the opportunity to select "other" and provide additional comments.

The findings illustrated a broad spectrum of concerns among the public, with the top three issues being sexual abuse, domestic abuse, and stalking and harassment. These issues highlight significant areas of concern for the participants of the survey. These are already key areas of focus within the draft strategy and action plan.

The survey findings revealed that 149 respondents identified several key needs to address VAWG in Havering. The top three areas of focus included the provision of counseling and mental health services, which 68.15% of respondents deemed necessary; education and prevention programs, supported by 64.33%; and emergency shelters or refuges, highlighted by 62.42%. These responses underscore the critical importance of mental health support, preventative measures, and immediate safety provisions in tackling violence against women and girls.

The key themes in the responses to the VAWG survey :

1. **Awareness and Education:** Many respondents emphasised the need for increased awareness and education about violence against women and girls (VAWG). This includes educating the community, professionals, and young people about the issues, triggers, prevention measures, and available support.

2. **Support for Victims:** There is a strong call for better support for victims of VAWG. Respondents highlighted the importance of providing comprehensive support services, including counseling, legal help, and practical assistance.
3. **Cultural and Societal Change:** Several responses pointed out the need for cultural and societal changes to address VAWG. This includes challenging harmful cultural norms, improving the legal system's response to VAWG, and promoting gender equality.
4. **Training for Professionals:** Respondents mentioned the need for better training for professionals, such as police, judges, and healthcare workers, to handle VAWG cases more effectively and sensitively.
5. **Prevention and Early Intervention:** There is a focus on the importance of prevention and early intervention to stop VAWG before it occurs. This includes educating young people about healthy relationships and respect, as well as identifying and addressing risk factors early on.
6. **Reporting and Accountability:** Some responses highlighted the need for better reporting mechanisms and accountability for perpetrators of VAWG. This includes anonymous reporting options and holding perpetrators accountable for their actions.
7. **Community Involvement:** The importance of involving the community in addressing VAWG was also mentioned. This includes community education programs, support networks, and collaboration between different sectors.

These themes reflect the diverse perspectives and experiences of the respondents, highlighting the multifaceted nature of addressing violence against women and girls.

Actions to Address VAWG in Havering based on the consultation results:

1. **Enhance Community Outreach and Awareness:**
 - a. Increase efforts to educate the community about VAWG and available support services.
 - b. Implement targeted campaigns to raise awareness in high-risk areas such as public transport and town centres¹.
2. **Improve Access to Counselling and Mental Health Services:**
 - a. Expand the availability of counselling and mental health services for victims and survivors of VAWG.
 - b. Ensure that these services are easily accessible and well-publicised within the community.
3. **Strengthen Emergency Shelters and Refuges:**

- a. Increase the number of emergency shelters and refuges available for victims of VAWG.
 - b. Provide adequate funding and resources to ensure these facilities can meet the demand.
- 4. Implement Education and Prevention Programs:**
- a. Develop and deliver education programs in schools and community spaces to prevent VAWG.
 - b. Focus on teaching young people about healthy relationships and consent.
- 5. Enhance Legal Assistance and Understanding of Rights:**
- a. Educate the community about their legal rights and the laws related to VAWG.
- 6. Support Perpetrator Change Programs:**
- a. Implement programs aimed at changing the behaviour of perpetrators of VAWG.
 - b. Focus on rehabilitation and preventing reoffending.
- 7. Address Critical Issues Identified in the Survey:**
- a. Prioritise addressing sexual abuse, domestic abuse, and stalking and harassment as the most critical issues
 - b. Develop specific strategies and interventions to tackle these issues effectively.
- 8. Improve Engagement with VAWG Services:**
- a. Increase efforts to engage the community with VAWG services.
 - b. Ensure that services are well-publicised and accessible to those in need.
- 9. Monitor and Evaluate the Effectiveness of VAWG Services:**
- a. Regularly assess the effectiveness of VAWG services and support in Havering.
 - b. Use feedback from the community to make improvements and adjustments as needed.
- 10. Collaborate with Various Stakeholders:**
- a. Work closely with local authorities, healthcare providers, law enforcement, and community organisations to address VAWG comprehensively.
 - b. Foster a collaborative approach to ensure all aspects of VAWG are addressed effectively.

In Conclusion:

The findings, key areas of enquiry and recommendations highlighted consultation survey and improve the overall response to VAWG in Havering. All of the above recommendations are contained within the draft VAWG Strategy and Action Plan prior to the consultation. This would allude that the strategy and action plan align with the desires of the residents of Havering. The VAWG strategic partnership will take ownership of the action plan and support its delivery. Whilst we would like to commit to growing services/provision, this can only commence with adequate funding. Given the current financial position of the local authority, additional funding to services is unlikely. Therefore, provision will be largely reliant of MOPAC funding and other funding streams.

Additional documentation:

The attached document will allow the reader to view the above written results in a graphic and numerical format.



digital result of
VAWG consultation su



This Report is part exempt and Appendices A and B 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:

Award of a contract for Project Delivery (Statement of Works) Managed Consultancy Service

Cabinet Member:

Cllr Ray Morgon
Leader of the Council

ELT Lead:

Kathy Freeman
Strategic Director Resources

Report Author and contact details:

Euan Beales
euan.beales@havering.gov.uk

Policy context:

This is a key procurement to better manage consultancy spend across the Council, which also delivers a cost reduction against the current arrangements.

Financial summary:

Annual spend c £6m
Contract Spend £36m

Is this a Key Decision?

Yes, due to financial value

When should this matter be reviewed? April 2025

Reviewing OSC: Overview and Scrutiny Board

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

People - 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 Project Delivery (Statement of Works) Managed Consultancy Service to Constellia Public Ltd via the Eastern Shires Purchasing Organisation MSTAR4 Lot 4 London Collaboration call-off.

These recommendations are made to Cabinet following and extensive exercise to evaluate the different options available to the Council for Project Delivery (Statement of Works) Managed Consultancy Services. Of all the options considered, a contract award to Constellia Public Ltd via the London Collaboration call-off from the further competition conducted under MSTAR4 framework delivers the greatest financial benefit to the Council, as set out in **Appendix A**.

RECOMMENDATIONS

For the reasons set out in this report, it is recommended that Cabinet agree:

1. To approve a contract award for the Project Delivery (Statement of Works) Managed Consultancy Service to Constellia Public Ltd (Registered Company No. 08664789) via the Eastern Shires Purchasing Organisation MSTAR4 Lot 4 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 consultants and building a stable, highly-skilled permanent workforce. Nevertheless, there will always be circumstances where the use of consultants continues to be necessary or appropriate – for example, where the council needs a specific skills set to deliver a specialist project for a defined outcome, at pace and maintaining the quality of the delivery
- 1.2 The Project Delivery (Statement of Works) Managed Consultancy Service solution is currently delivered by Matrix SCM as a contractual add on via the Councils Managed Services for Temporary Agency Resources Contract.
- 1.3 This contract is due to expire on the 26th July 2025 and in preparation for this the Council has explored various options set out in this report for renewal of the Project Delivery (Statement of Works) Managed Consultancy Service contract.

2 Procurement process and contract award

- 2.1 Officers have undertaken an extensive exercise to evaluate the different options available to the Council for managing the Consultancy spend. 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 The the following options were considered as part of the exercise:
- Awarding a Contract through Yorkshire Purchasing Organisation's Consultancy + Sole Supplier Framework to Reed Talent Solutions
 - Awarding a Contract through North East Purchasing Organisation's Sole Supplier Framework to Bloom
 - Awarding a Direct Award Call Off Contract through Lot 4 of Eastern Shires Purchasing Organisation's MSTAR4 multi supplier framework
 - Running a Further Competition under Lot 4 of Eastern Shires Purchasing Organisation's MSTAR4 multi supplier framework
 - Awarding a contract though the London Collaboration call-off from the further competition conducted under the MSTAR4 framework – this option is explained further below
 - Running an Open Tender
- 2.3 The recommendation resulting from this work is awarding a contract though the London Collaboration call-off from the further competition conducted under the MSTAR4 framework. The London Collaboration is a group of London local authorities, led by the London Borough of Havering, who ran a further competition under the Lot 4 of the MSTAR4 framework in 2023. By leveraging

their collective buying power, the authorities were able to secure a reduction to the core MSTAR4 pricing structure and a range of service improvements detailed in the bespoke London Collaboration Specification.

- 2.1 This is the first Collaborative procurement for a Contract for Project Delivery (Statement of Works) Managed Consultancy Service for London.
- 2.2 Of all the options considered, a contract award to Constellia Public Ltd via the London Collaboration call-off from the further competition conducted under the MSTAR4 framework delivers the greatest financial benefit to the Council, it also meets all the critical operations and audit 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.
- 2.3 The Procurement Process undertaken by the London Collaboration, led by the London Borough of Havering, is included in **Appendix B**, which is an exempt document on the grounds of commercial sensitivity.

3 Implementation

- 3.1 Transitioning to a new supplier and delivery model requires careful planning and change management. Although all existing projects will continue to be delivered by our incumbent supplier (Matrix SCM), the implementation will require an implementation programme that will include the introduction of a new IT system, ensuring the new system is built to work within the Councils standing orders and procurement rules, training for category managers and other officers with responsibility for buying services, the potential TUPE to existing staff employed by Matrix and the development of a detailed SLA and operational protocols with Constellia Public Ltd.
- 3.2 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 to BAU state is achieved with minimum disruption.
- 3.3 All engagements via this contract will be subject to the Executive decision process and all will follow the Council's Contract Procedure Rules.
- 3.4 During implementation the Council will define its own mandatory requirements such as evaluation criteria, and enforce Social Value into each project subject to a spend threshold being agreed. This may flex on an individual project basis and will be reviewed prior to moving away from the standard approach.
- 3.5 In addition, rules will be set within the system that any engagement will be subject to a mini-competition, unless signed off by the Head of Procurement and Contract Management. This is anticipated to drive further cost avoidance of 4.49% as set out in **Appendix A**. If a direct award is required the decision will

have to be fully justified, sanctioned by the Head of Procurement and needs to comply with the Council's waiver process.

3.6 Prior to engagement the Council will set parameters to mitigate risk of delinquency or company insolvency impacting the project and / or delivery, insurance levels required based on the risk profile - this in addition to the company compliance checks carried out by Constellia Public on all suppliers.

4 Contract Management

4.1 It recommended that the responsibility for Contract management for the Project Delivery (Statement of Works) Managed Consultancy Services is provided as part of the Strategic Procurement Unit, and the post will report to the Head of Procurement and Contract Management.

4.2 The post holder will have responsibility for not only managing the contract, but to also support the wider Contract Management of the London Collaboration Contract, of which the Council are the lead borough.

REASONS AND OPTIONS

5 Reasons for the decision:

5.1 A contract award to Constellia Public Ltd via the London Collaboration call-off from the further competition conducted under MSTAR4 framework delivers the greatest financial benefit to the Council. It also meets all the critical operational and audit requirements identified by stakeholders.

6 Other options considered:

6.1 Officers have undertaken an extensive exercise to evaluate the different options available to the Council for Project Delivery (Statement of Works) Managed Consultancy Services , as detailed in paragraphs 2.2 - 2.2 above.

6.2 There are a number of options available to the council which are summarised below:

- **Option 1** Awarding a Contract through Yorkshire Purchasing Organisation's Consultancy + Sole Supplier Framework to Reed Talent Solutions.

As this is a sole supplier framework, the Council cannot secure best value and consider the wider supplier base in the market – **Not Recommended**

- **Option 2** Awarding a Contract through North East Purchasing Organisation's Sole Supplier Framework to Bloom

As this is a sole supplier framework, the Council cannot secure best value and consider the wider supplier base in the market – **Not Recommended**

- **Option 3** Awarding a Direct Award Call Off Contract through Lot 4 of Eastern Shires Purchasing Organisation's MSTAR4 multi supplier framework

Although a multi supplier Framework, a Direct Award at framework pricing would not secure best value for the council – **Not Recommended**

- **Option 4** - Awarding a contract though the London Collaboration call-off from the further competition conducted under Eastern Shires Purchasing Organisation's MSTAR4 framework

This option allows the Council to utilise a further competition completed under Lot 4 of the MSTAR4 framework that has secured best value (as detailed in **Appendix A**) by aggregating the spend of the London Collaboration - **Recommended**

- **Option 5** - Running a Further Competition under Lot 4 of Eastern Shires Purchasing Organisation's MSTAR4 multi supplier framework

Whilst this gives the Council the opportunity to secure best value by running of further competition under Lot 4 of the MSTAR4 framework, the Council would not have the financial level of the aggregated spend of the Collaboration to secure best value – **Not Recommended**

- **Option 6** - Running an Open Tender

This approach whilst allowing the Council to assess the whole market, would be highly resource intensive and would not deliver the best value that the aggregated spend of the London Collaboration has achieved – **Not Recommended**

IMPLICATIONS AND RISKS

7 Financial implications and risks:

7.1 This report is seeking approval to award a contract for the Project Delivery (Statement of Works) Managed Consultancy Service to Constellia Public Ltd via the Eastern Shires Purchasing Organisation's MSTAR4 Lot 4 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 and to support the wider London Collaboration through effective contract management.

7.2 Additional financial information is contained in **Appendix A tab 2**

Further points to note:

7.3 Although this report uses figures of £5-£6m per year as a basis for the calculations/assumptions regarding supplier rates and rebates, this report is not explicitly seeking approval for spend up to that value. Each Statement of works would be subject to its own governance processes which would include consideration as to sources and availability of funding.

7.4 Constellia Public Ltd has access to a wide range of suppliers and operates a comprehensive on-boarding process for the supply chain. The Council are able to request suppliers to be registered with Constellia Public Ltd, who will carry out the required company checks and on-board should they pass.

8 Legal implications and risks:

8.1 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.

8.2 This report asks Cabinet to approve a contract award for the provision of Project Delivery (Statement of Works) Managed Consultancy Services via the London Collaboration call-off from the further competition conducted under MSTAR4 framework and the recommendations in this report are compatible with the exercise of the Council's general power of competence.

8.3 The London Collaboration is a group of London local authorities, led by the London Borough of Havering, who are permitted by Eastern Shires Purchasing Organisation 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 paragraph 2 of this report), it will have conducted a fully compliant procedure.

8.4 Although there may be TUPE implications between the incumbent supplier (Matrix) and the proposed new supplier (Constellia), there are no TUPE implications to the Council as the Council is not the incumbent employer or the new employer.

8.5 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.

8.6 The Council shall have the option but no obligation to appoint consultants under this contract. Therefore, there is no guaranteed value or volume of work under this contract and as set out in the body of this report, each appointment (or Statement of Works) will be subject to separate governance in accordance with the Council's scheme of delegation.

9 Human Resources implications and risks:

9.1 These are addressed throughout the body of the report in particular paragraphs 3 and 4.

10 Equalities implications and risks:

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

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

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

10.2 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.

10.3 An EqHIA (Equality and Health Impact Assessment) is usually carried out and on this occasion this is attached

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

10.5 There are not equalities and social inclusion implications and risks associated with this decision

11 Health and Wellbeing implications and Risks

11.1 There are no significant implications or risks to consider.

<p style="text-align: center;">ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS</p> <p>Please see Appendix D for the Constellia Carbon Reduction Plan.</p>
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<p>BACKGROUND PAPERS</p>

12 Background Papers

- 12.1 Appendix A – Financial Modelling**
- 12.2 Appendix B – Procurement and Evaluation Report**
- 12.3 Appendix C – EQHIA**
- 12.4 Appendix D – Constellia Carbon Reduction Plan 2024**

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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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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
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@haverling.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>		Overall impact: 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. 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.
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 ongoing 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	
<p>Please tick (✓) the relevant box:</p>	
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><i>Source : GLA Census reporting</i></p> <p>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><i>Source : London Councils –</i></p> <p>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

Please tick (✓) the relevant box:

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

Protected Characteristic - 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.
Negative	<input type="checkbox"/>	
		<i>*Expand box as required</i>
Evidence:		
		<i>*Expand box as required</i>
Sources used:		
		<i>*Expand box as required</i>

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

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. <i>*Expand box as required</i>
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.		
<i>*Expand box as required</i>		
Sources used:		
Not applicable.		
<i>*Expand box as required</i>		

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

Carbon Reduction Plan

Supplier name: Constellia Public Ltd

Publication date: 29/11/2024

Commitment to achieving Net Zero

Constellia Public Ltd is committed to achieving Net Zero emissions by 2050

Carbon Emissions Footprint

Carbon emissions are a record of the greenhouse gases that have been produced in the past year. These yearly emissions are the reference point against which emissions reduction can be measured.

Year: 2024

Additional Details relating to the Emissions calculations.

This is the second time we have reported our carbon footprint so this calculation demonstrates our progress. It is based on the financial accounting year of April 2023 to March 2024.

Our calculation includes:

- Scope 2: Indirect Emissions.
- Scope 3 Categories: 3: Fuel and energy related activities: 5: Waste generated in operations: 6: Business travel/Hotel stays: 7: Employee commuting/Teleworking:

Our emissions deviate from the requirements under PPN 06/21 as follows:

- Scope 1: Direct Emissions is not included as Heating provided by electricity, No fuels of biological origin, No processes or equipment that directly release greenhouse gases, There were no company vehicles.
- Scope 2: Indirect greenhouse gas emissions arising from purchased electricity outside a company's control
- Scope 3: Category 9: Downstream transportation & distribution: is not included as no transportation paid for by customers.

Carbon Reduction Plan

Current Emissions Reporting

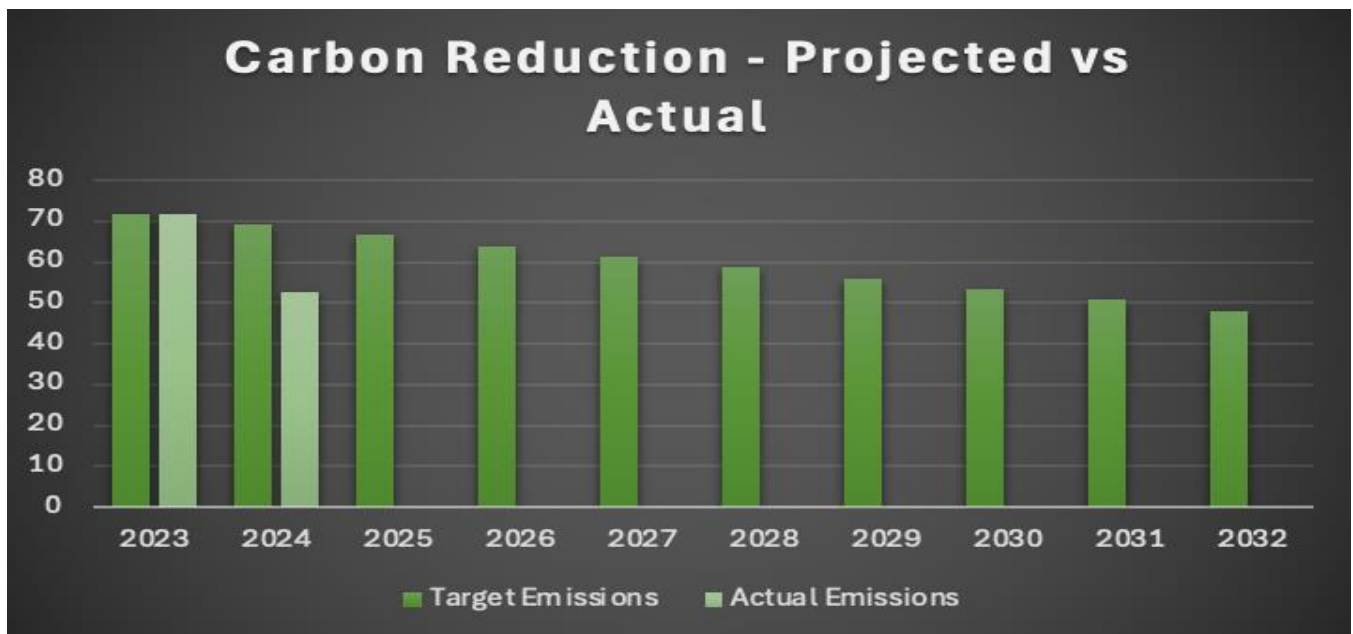
Reporting Year: April 2023 to March 2024	
EMISSIONS	TOTAL (tCO ₂ e)
Scope 1	0 tCO ₂ e
Scope 2	1.52 tCO ₂ e
Scope 3 <small>(included sources as detailed above)</small>	51.18 tCO ₂ e
Total Emissions	52.7 tCO ₂ e

Emissions Reduction Targets

Our baseline emissions footprint was 71.9 tCO₂e. In order to continue our progress to achieving Net Zero, we adopted the following carbon reduction targets.

We projected that carbon emissions will decrease over the next five years to 58.6 tCO₂e by 2028. This is a reduction of 18.5 %.

Progress against these targets can be seen in the chart below:



Carbon Reduction Plan

Carbon Reduction Projects

Completed Carbon Reduction Initiatives

The following environmental management measures and projects have been completed or implemented since the baseline and the measures will be in effect when performing the contract.

- Paperless office
- Hybrid working
- Recycling waste
- Bike to work scheme

Future Carbon Reduction Initiatives

In the future we hope to implement further measures such as:

- Reduce travel to customer locations by increasing online meetings
- Encourage staff to use public transport, implement subsidised tram scheme

Declaration and Sign Off

This Carbon Reduction Plan has been completed in accordance with PPN 06/21 and associated guidance and reporting standard for Carbon Reduction Plans. Emissions have been reported and recorded in accordance with the published reporting standard for Carbon Reduction Plans and the GHG Reporting Protocol corporate standard and uses the appropriate Government emission conversion factors for greenhouse gas company reporting.

Scope 1 and Scope 2 emissions have been reported in accordance with SECR requirements, and the required subset of Scope 3 emissions have been reported in accordance with the published reporting standard for Carbon Reduction Plans and the Corporate Value Chain (Scope 3) Standard.

This Carbon Reduction Plan has been reviewed and signed off by the Executive Board of Directors.

Signed on behalf of the Supplier:

Rob Levene

Date: ...29/11/2024.....

Print name: Rob Levene

Position: Chief Executive

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This Executive Decision Report is part exempt under the Access to Information Procedure Rules set out in the Constitution pursuant to Schedule 12A Local Government Act 1972, as amended. The exemption sought is by virtue of:

Paragraph 3 - Information relating to the financial or business affairs of any particular person including the authority holding that information; and

It is in the public interest to withhold the information as the public interest in maintaining the exemption outweighs the public interest in disclosing the information as disclosing the information could prejudice the Council's position and this is not in the public interest.

CABINET

Subject Heading:

Leisure Finance

Cabinet Member:

Councillor Gillian Ford

ELT Lead:

Kathy Freeman

Report Author and contact details:

Guy Selfe, Head of Culture, Leisure, Heritage and Libraries

Policy context:

People – things that matter to residents

Financial summary:

The financial summary is included within the exempt section of this report

Is this a Key Decision?

Indicate grounds for decision being Key:
(a) Expenditure or saving (including anticipated income) of £500,000 or more

When should this matter be reviewed?

February 2026

Reviewing OSC:

Place 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 X

Resources - Enabling a resident-focused and resilient Council X

SUMMARY

The Council's leisure centres are managed and operated by Sport and Leisure Management Limited (SLM) under a leisure management contract.

The contract provides for index-linked price uplifts. The parties have been negotiating to agree the sums resulting from the indexation. The parties recently undertook mediation to reach a settlement.

The mediation agreed a mechanism by which the dispute might be resolved.

This report seeks Cabinet's agreement to continue these discussions on the agreed basis as set out in this report.

RECOMMENDATIONS

Cabinet is recommended to:

1. Note the basis on which SLM and the Council have agreed to continue discussions regarding negotiation on contractual uplifts to the leisure management contract as set out in the exempt part of this report.
2. Agree in principle to conclude the negotiation on the above basis.
3. Delegate the further negotiation referred to at 1 above and agreement on final terms to the Strategic Director of Resources in consultation with the Leader and Deputy Leader of the Council and Cabinet Member for Adults and Wellbeing.
4. Note the Council is taking further specialist advice regarding the detail of the negotiation and if the parties are unable to agree terms (which may include as a result of such advice), a further report will be brought to Cabinet.
5. Subject to 3 and 4 above, authorise the Director of Resources to finalise and enter into all documentation to give effect to the agreed terms.

REPORT DETAIL

Background

1. The Council's leisure centres are managed and operated by Sport and Leisure Management Limited (SLM) under a leisure management contract. The contract commenced on 1 October 2016 and runs until 30 September

2036. This is a concession style contract where over the life of the contract SLM pay the Council to manage and operate the leisure centres.

2. The Council and Sports and Leisure Management Ltd (SLM) have been negotiating on contractual uplifts to the leisure management contract.
3. The detail of the negotiation, that is commercially sensitive, is included within the exempt section of this report.

REASONS AND OPTIONS

The reasons and options are contained within the exempt section of this report.

IMPLICATIONS AND RISKS

Financial implications and risks:

The financial implications and risks are included within the exempt section of this report due to commercial sensitivity.

Legal implications and risks:

The legal implications and risks are included within the exempt section of this report.

Human Resources implications and risks:

There are no human resource implications or risks associated with the recommendations of this report.

Equalities implications and risks:

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

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

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

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

In all situations, urgent or not, the Council will seek to ensure equality, inclusion, and dignity for all.

Health and Wellbeing implications and Risks

There are no health and wellbeing implications and risks associated with the recommendations of this report.

However, should the negotiation on contractual uplifts to the leisure management Contract fail, this could have an impact on the services provided by the leisure centres that might have an adverse impact on health and wellbeing.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

There are no environment and climate change implications and risks associated with the recommendations of this report.

BACKGROUND PAPERS

None

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

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of the Local Government Act 1972.

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CABINET	9th April 2025
Subject Heading:	Building Safety Works – Residential High-Rise Buildings
Cabinet Member:	Councillor Paul McGeary - Lead Member for Housing & Property
ELT Lead:	Neil Stubbings, Strategic Director of Place
Report Author and contact details:	James Wallis Project Manager Housing Services James.wallis2@havering.gov.uk 07714648301
Policy context:	This report presents recommendations to undertake essential fire safety works to a number of the Council’s high rise buildings to ensure their continued safety and the safety of our residents.
Financial summary:	This report seeks authority to commence a two-stage tender process for the fire safety improvement works to Havering Council’s high-rise buildings. The indicative project budget is £13.4m.
Is this a Key Decision?	Yes, as expenditure or saving (including anticipated income) of £500,000 or more
When should this matter be reviewed?	N/A
Reviewing OSC:	Places

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	X
Resources - Enabling a resident-focused and resilient Council	

SUMMARY

1. Following the implementation of the Building Safety Act 2022 in October 2023 and the introduction of the new Building Safety Regulator, the Council has registered each of its high-rise (18m+) residential buildings. These buildings are classified by the Building Safety Regulator as High Risk Buildings and for each of them, a Building Safety Case File has been prepared, as required by the Act.
2. The Council needs to undertake some building safety works to all ten of its older high-rise blocks, as detailed in each building's Building Safety Case File. The Blocks included are;
 1. Blk 1-53 Elizabeth House
 2. Blk 1-53 Mountbatten House
 3. Blk 1-53 Victoria House
 4. Blk 1-53 Edinburgh House
 5. Blk 1-48 Uphaving House
 6. Blk 3-52 Parkview House
 7. Blk 1-48 Overstrand House
 8. Blk 1-57 Kipling Towers
 9. Blk 1-57 Dryden Towers
 10. Blk 1-76 Highfield Towers.
3. The works are varied and complex and in some cases, may be disruptive to residents. They will therefore be difficult to design and manage and a significant amount of effort will need to be focussed on resident communications and liaison.
4. In order to help manage the complexity and associated risk, it is proposed to procure the works on the basis of a two-stage tender process. This will enable the contractor to be engaged early (Stage 1) and be involved in the development of designs, specifications, resident consultation and programming of the works before actually undertaking the works (Stage 2). The procurement team have advised tendering the works through a suitable public sector framework (the Fusion21 framework), to ensure only suitably experienced, pre-vetted contractors are invited to tender in a legally compliant manner. It is proposed to use Fusion21's tender portal for speed and efficiency.
5. The Pre-Construction Services (Stage 1) and the works (Stage 2) have a combined indicative value of £13.4 million.
6. It is essential that the Council deliver these works within the proposed timescales in order to act as a responsible landlord and demonstrate compliance, as failure to do so could result in fines and charges being brought against the Council for non-compliance.

RECOMMENDATIONS

For the reasons set out in the report, Cabinet is recommended to:

1. Approve the procurement of a two-stage tender process via Lot 1 of the Fusion 21 Refurbishment, Construction, New Build and Modular Buildings Framework for building safety remedial/improvement works to the Council's high-risk buildings, comprising Pre-Construction Services (Stage 1) and Works (Stage 2), with a total indicative value of £13.4 million.
2. Approve a waiver of the Council's default evaluation criteria of 70% Price: 30% Quality and instead award the contracts on the MEAT basis of a 60% Quality, 30% Price, and 10% Social Value weighting for the reasons set out in Section 4 of this report, Procurement Proposals.
3. Delegate the approval of the award of the Pre-Construction Services Agreement (Stage 1) and the works contract (Stage 2) to the Strategic Director of Place, acting in consultation with the Strategic Director of Resources and the Deputy Director of Legal & Governance.
4. Delegate the change of procurement route from a framework to a Dynamic Procurement system (DPS), if required, to the Strategic Director of Place.

REPORT DETAIL

1. BACKGROUND

- 1.1 The Building Safety Act 2022 introduced new roles and legal duties for people and organisations who are responsible for managing building safety risks in high-rise (18m+) residential buildings in England. These buildings are classified in the Building Safety Act as High Risk Buildings.
- 1.2 Each High Risk Building in England must have one clearly identifiable person, known as the principal accountable person (PAP), in this case Havering Council are the PAP for these buildings.
- 1.3 The PAP must: -
 - a. Register existing High Risk Buildings with the Building Safety Regulator, and
 - b. Prepare a Building Safety Case in anticipation of being asked to apply for a Building Assessment Certificate. The Building Safety Case must include various reports, some of which are likely to identify a need for works.

Officers can confirm that the above actions have been undertaken.

2. REASONS FOR THE WORKS

- 2.1 The works that have been identified need to be undertaken to improve the fire safety of each building to a more desirable level. These works are detailed in an action plan that is managed by the Council's Housing Compliance Team.
- 2.2 In order to deliver the works, the Council appointed Calfordseaden LLP, a multi-disciplinary construction consultancy firm. They have surveyed all ten of the Council's older HRBs and are currently developing outline designs and employer's requirements for the works.
- 2.3 It is proposed to deliver the following works through this contract:
- Replacement of non-compliant spandrel / window infill panels
 - New installations of automatic opening vents (AOVs) to fire escape stairwells and lobby landing areas
 - Removal of vertical ventilation shunt ducts where they breach fire compartmentation
 - Installation of new ventilation systems to replace removed systems
 - Fire stopping between flats
 - Installation of new LD1 fire/smoke alarms to flats
 - Installation of new sprinkler systems with secondary backup power supplies to all HRBs

3. FURTHER REASONS FOR THE WORKS

- 3.1 To align with an aspirational fire strategy for each building
- 3.2 The Building Safety Case for each building includes a description of the existing fire safety features that are present. This is akin to what is known as a fire strategy, which is typically produced when a new building is being designed and which forms part of the design information. It describes how the features inter-relate with each other to ensure the desired level of fire safety (a level usually set by the building regulations).
- 3.3 The Building Safety Case action plans for all of Havering Council's HRBs include recommendations for works that can broadly be categorised as follows:
- (a) Repairs (e.g. damaged fire safety related elements)
 - (b) Replacement of components (e.g. where there is no clear evidence of compliance with appropriate standards)
 - (c) Required improvements (e.g. fire safety related elements that need replacement)
 - (d) Recommended improvements (e.g. installation of sprinklers and LD1 alarms)
- 3.4 The requirement for works as outlined above has led to aspirational fire strategies for each of Havering Council's High Risk Buildings being commissioned. An aspirational fire strategy is a document that describes the existing and additional measures required to deliver an improved level of fire safety from that which is described in the building's current fire strategy. When the proposed works have been completed, the aspirational fire strategy will become the current fire strategy and should be retained for use by those who manage and maintain the building to help ensure the building's

fire safety features are properly understood. These improved fire strategies will be saved on file and used to manage the building safety and compliance for the life of the building.

- 3.5 Whilst the current building regulations do not apply retrospectively to existing buildings, these works will ensure that fire safety standards in the Council's High Risk Buildings are as close to current building regulations standards as one might reasonably expect. Undertaking these works will also ensure the Council is complying with the Building Safety Act.

4 PROCUREMENT PROPOSAL

- 4.1 There are some specific considerations that are relevant to the procurement of a suitable contractor to undertake these works. These are:

- Specialist nature of the work
- Ability to demonstrate competency in this type of work
- High standards of quality management
- Experience of similar works in occupied buildings
- Ability to meet the programme
- Design capability
- Experience of applying to the Building Safety Regulator for approval for works to HRBs

- 4.2 The Council's internal Procurement Team have been involved in the project and have advised on the best route to market.

- 4.3 The Procurement Team proposed to conduct a tendering exercise through a framework or a Dynamic Purchasing System (DPS). In the words of the Crown Commercial Service, "Frameworks help public and third sector buyers to procure goods and services from a list of pre-approved suppliers, with agreed terms and conditions and legal protections." DPSs are similar to frameworks, but allow suppliers to join and add new services at any point. Contractors appointed to these frameworks have already undergone vigorous checks on their experience and quality control processes. If an open tender process is used, there will be far more work required by the Council to thoroughly de-risk the contractor selection process, and it will be much more expensive and time-consuming as a result.

- 4.4 The Procurement Team identified three suitable framework providers for fire safety work. Each framework provider charges a fee which is calculated as a percentage of the works' costs. The frameworks are:

1. CHIC
2. Fusion21
3. LHC

- 4.5 Expressions of interest (EOI) were requested from contractors on each framework to ascertain which contractors were interested and could accommodate the proposed timescales, and thus which framework would produce the most competitive tender process.

- 4.6 All three frameworks provided good market testing results, however Fusion 21 stood out as being more attractive due to the low 2% fee, compared to 3% and 4% from LHC and CHIC. Ten of the contractors on the Fusion 21 framework confirmed their interest. All are large and well established contractors with relevant experience. There were a number of smaller contractors on the CHIC and LHC frameworks that were felt to be less likely to have good experience of all the aspects of the works.
- 4.7 All of the suppliers appointed to the Fusion21 Framework have gone through a rigorous evaluation process. The framework approval criteria is aligned with PAS 91 (Publicly Available Specification 91), supported by Construction line. All suppliers must pass the Selection Questionnaire to be appointed to the Framework. The Quality assessment amounted to 60% of the total score and covered a range of topics such as Health and Safety, Quality Assurance, Risk Control, Financial, Sustainability and Case Studies.
- 4.8 It is proposed to use the Fusion 21 framework secure online portal for the tender exercise for speed and efficiency.
- 4.9 It is not proposed to re-charge leaseholders for all elements of these works. The reasons for this are:
- a) These works are required principally to upgrade the fire safety of the building
 - b) On 28 June 2022, the leaseholder protections on building safety costs in England came into effect. For properties worth less than £175,000 (£325,000 in London), there is a re-charge cap set at zero for the majority of fire safety remedial works.
 - c) Leaseholders will be consulted in accordance with the Section 20 process and this will enable the Council to recover leasehold contributions for the new fire safety improvements. They include; fire alarm installations and a new sprinkler system in accordance with the terms of the leases.
 - d) In the event a leaseholder wishes to nominate a contractor to tender for the works then, if the nominated contractor is suitable, the procurement process may need to transfer to a DPS route to allow for this formal process.
- 4.10 The specialist nature of the works and the project-specific buildability issues favour two-stage tendering rather than single stage tendering. With the latter method, the client commissions a design from suitable specialist consultants and then invites contractors to submit a tender to deliver the works. However, there is more expertise on the contractor side, rather than with consultants, in both the design and execution of these types of works. It therefore makes sense for the contractor to be involved in the design stages under the management of the consultant, otherwise there is an increased risk that what the contractor is asked to build will not be feasible. Two-stage tendering allows this to happen, as the contractor is appointed under a Pre-Construction Services Agreement at Stage 1, to assist with completing the design and specification. When the design is complete, the contractor prices the works on an open book basis, applying the rates for overheads and profit they submitted with their tender to build up an overall price for the entirety of the works. The contractor is then appointed to undertake the works at Stage 2, once a contract sum has been agreed and the appointment has been approved.

- 4.11 The proposed contract for Stage 1 is a JCT Pre-Construction Services Agreement (PCSA). This will cover the professional services to undertake planning and design works.
- 4.12 Stage 2 will use the 2024 version of the JCT Design and Build Contract which includes amendments by JCT to cover the new BSA and the requirement for applications to the Building Safety Regulator. A schedule of amendments will be incorporated into the contracts to align with the Council's specific requirements.
- 4.13 The contractor will be required to take on the roles of Building Regulations Principal Designer and Building Regulations Principal Contractor, in addition to the roles of CDM Regulations Principal Contractor and Principal Designer. Ideally, they will have experience of making an application to the Building Safety Regulator for building regulations approval.
- 4.14 The Building Safety Regulator will also need evidence from the Council that all designers and contractors engaged on the works are competent. The selected contractor must be able to satisfy the requirement to produce evidence of competence.
- 4.15 The procurement proposal was approved at the Council's Gateway Review Group (GRG) on 23rd January 2025.
- 4.16 The tender documents for this procurement will be prepared by Calfordseaden specialist construction consultants.
- 4.17 Bids will be evaluated on price and quality on the basis of a 60% Quality, 30% Price, and 10% Social Value weighting in accordance with the Fusion21 framework rules and for the following reasons;
- I. Ensure they possess the necessary qualifications, competencies and experience to deliver the Project
 - II. To Minimize BSR Application delays and construction errors
 - III. To minimize safety risk
 - IV. To ensure project success
 - V. Improve productivity and reduce costs.
- 4.18 The tender evaluation will be carried out by two project managers from the Major Projects team and Calfordseaden, with the moderation by a member of the Council's Procurement team. The winning tender will be that which scores highest as the most economically advantageous tender (the MEAT score).
- 4.19 An Experian credit ratings check on the proposed contractor will be made prior to awarding the contract.

5 PROJECT DELIVERY & RISKS

- 5.1 The proposed project timetable is as follows:

Task	Timeline with S.20
Section 20 stage 1 notices issued (expire after 30 days)	17 March 2025
Complete Employer's Requirements and tender documents	17 th April 2025
Invite tenders via Framework	24 th April 2025

Complete tender evaluation	5 th June 2025
Executive Decision for award of contract approved by Strategic Director	3 rd July 2025
Notify bidders of outcome of tender	4 th July 2025
Section 20 stage 2 notices issued (expire after 30 days)	11 July 2025
Appoint contractor for Stage 1 under a PCSA	4 th July 2025
Appointed contractor to undertake surveys and investigations, and to develop designs in collaboration with consultant to: a) Obtain planning consent b) Submit Gateway 2 application for Building Regulations consent c) Ensure there is enough detail for the works to be priced and planned out.	7 th July to 12 th November 2025
Negotiate contract sum with contractor	2 nd December 2025
Obtain Building Regulations consent by:	6 February 2026
Draft Executive Decision for award of Stage 2 building contract	15 December 2025
Executive Decision for award of building contract signed by Strategic Director	29 January 2026
Appoint contractor for Stage 2 under a JCT D&B contract	12 th February 2026
Mobilisation	13 th February to 2 nd April 2026
Start of works on site	3 rd April 2026
Completion of works on site	4 th May 2027

5.2 This is a tight timetable and relies on a number of matters being dealt with smoothly. Obtaining building regulations consent within the time allowed will be of particular concern and will be mitigated by meticulous preparation of the proposals and the application pack.

6. QUALITY

6.1 To ensure the highest standards of quality and performance within the supply chain, the Council will establish minimum standards for sub-contractors and include detailed quality-related questions as part of the tender process. These standards will be explicitly highlighted in the invitation documents, setting clear expectations for service delivery and quality. The Council will closely monitor compliance with these standards throughout the contract term, employing regular reviews and performance assessments to ensure that all requirements are consistently met and that the quality of the work remains high. This approach aims to achieve positive project outcomes while maintaining a robust and reliable supply chain.

6.2 The performance of the contract will be actively managed and monitored throughout the project by Calfordseaden, the in-house Project Manager and Clerk of Works. The Project Manager will oversee the overall progress and ensure that the project stays on track with its objectives, while the Clerk of Works will focus on quality control, verifying that the work meets the required standards and specifications. Together, they will ensure that any issues are promptly addressed, and that the project is delivered on time, within budget, and to the expected quality.

7. SOCIAL VALUE

- 7.1 The contractor's proposals for delivering Social Value within the London Borough of Havering will constitute 10% of the overall tender evaluation. This evaluation criterion will assess how the contractor's approach contributes to the community, including initiatives such as local employment opportunities, skills development, and other community benefits.
- 7.2 The Council will evaluate proposals based on the Social Value themes outlined in the Government's 2020 Social Value Model. This framework emphasises key areas, such as supporting local economic growth, enhancing social and community well-being, and promoting environmental sustainability.

8. RESIDENT LIAISON

- 8.1 Resident liaison will be led by the Council's own Resident Liaison Team. Residents will be involved in the steering of the project before, during and after works are undertaken.
- 8.2 The Employer's Requirements document will state that the contractor must provide a specified number of resident liaison officers to work on the contract, and their involvement will be overseen by the Council's Senior Resident Liaison Officer.

REASONS AND OPTIONS

9. REASONS FOR THE DECISION

1. The Council has a statutory and contractual obligation as a landlord to provide repairs, maintenance and compliance works to its properties. It is essential that Havering comply with the new BSA and therefore, there must be a provision in place to deliver these fire safety improvements.

Other options considered

1. The option of doing nothing was rejected on the grounds that the Council has a legal duty to undertake the fire safety work identified to each HRB within reasonable timescales.
2. Tendering via an open tender was rejected due to the complexity of the works and the need to find contractors who can demonstrate experience and knowledge in fire safety works and be commercially aware of the requirements under the BSA.

IMPLICATIONS AND RISKS

10. Financial implications and risks:

- 10.1 This report is seeking approval to commence the procurement process. The Pre-Construction Services (Stage 1) and Works (Stage 2) have an indicative budget of £13.4m for works to be carried out across 10 High Rise Blocks outlined within this report.
- 10.2 This Cabinet Report proposes to use the Fusion 21 Framework. It should be noted that whilst the fee for this Framework is the lowest, it is the contractor who would pay this and any transference of this cost will be within the successful bidder's price. The paper also includes a decision to potentially switch to a DPS from the Framework option should this become preferred.
- 10.3 The HRA Capital Programme was approved by Full Council in March 2025 for which this project is included within. Due to the timing of the decisions, design and procurement there may be a requirement to re-profile the allocations at either a future Cabinet or the next budget planning cycle.
- 10.4 In addition, and for information, the associated capital costs of the project are outlined below along with the estimated profile of the £13.4m this decision relates to:

Building Safety Works	25/26	26/27	27/28	Total
	£'000	£'000	£'000	£'000
Design & Build procurement	600	7,000	5,800	13,400
Consultancy	120	120	60	300
Project Team (internal)	197	197	197	591
Project Overview	917	7,317	6,057	14,291

- 10.5 As with schemes of this nature, there is a risk of cost increase, for which the project has set aside an appropriate contingency. The consultant and project team will also need to mitigate any risk associated with having a contractor design their own build. The financing of the project is expected to be a mixture of HRA Major Repairs Reserve, HRA Borrowing and Leaseholder contributions (within regulatory remit).
- 10.6 There are 128 Leaseholders within the 10 blocks accounting for 24% of the flats. It is therefore important that the funding of the block is fairly attributed between the landlord and leaseholders. Leaseholders are expected to contribute to the project funding with exception to the points made in this report. It will therefore be important that the project clearly separates these components to aid the S20 process and settlement of the final accounts. As an estimate, the cost of the alarm systems and sprinkler systems on average per leaseholder is £15,000. Furthermore, with multiple schemes in train, leaseholders will want to understand their liabilities as a whole rather than on a project by project basis.
- 10.7 The project's impact on the HRA revenue budget is likely to require increased compliance budget due to the rise in new components (e.g. Fire Alarms needing to be tested and sprinkler systems). It is anticipated that remedial works will be minimal

initially before slowly rising year on year after completion. Budgetary changes will be reflected in the relevant future budget setting cycle.

11. LEGAL IMPLICATIONS AND RISKS

11.1 The Council has the power to procure 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.

11.2 The Council also 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 recommendation sought within this report is in accordance with this power.

11.3 The total estimated value of the contract is £13.4 million, which is above the threshold for works under the Public Contracts Regulations 2015 (PCR). The contract is therefore subject to the full PCR regime.

11.4 The Fusion21 framework is a PCR compliant framework. As a local authority, the Council is entitled to call-off from this framework. The procurement process complies with the requirements of the PCR.

11.5 Officers must ensure they follow the framework process for selecting a contractor.

11.6 For the reasons set out above, the Council may procure the contract.

12. HUMAN RESOURCES IMPLICATIONS AND RISKS

12.1 The recommendations outlined in this report do not present any identifiable HR risks or implications that would impact the Council or its workforce. The proposed actions are designed to be implemented within existing frameworks and do not foresee any adverse effects on human resources or operational practices.

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 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.

- 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. 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.
- 13.3 An EqHIA (Equality and Health Impact Assessment) has not been completed and is not required for this decision, but will be completed for the Award
- 13.4 The Council seeks to ensure equality, inclusion, and dignity for all.
- 13.5 There are no equalities and social inclusion implications and risks associated with this decision.

14. HEALTH AND WELLBEING IMPLICATIONS AND RISKS

- 14.1 The proposed building safety works are essential to ensure residents are able to live safely and comfortably in their homes which supports / promotes good health and wellbeing.
- 14.2 Poor quality housing can have a serious negative impact on an individual's health and wellbeing and a significant negative impact on communities.
- 14.3 The Council is responsible for improving and protecting health and wellbeing of local residents under the Health and Social Care Act 2012.
- 14.4 This contract will support the aims and delivery of the Housing Asset Management Strategy by ensuring that the Council provides the right homes for our residents, 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.

14.5 ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS

- 14.1 Environmental and Climate Change implications of delivery of the contract will be assessed through the contract award as part of the quality evaluation process; tenderers will be 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.
- 14.2 Sustainability of materials will be built into the specifications by ensuring the manufacturers comply with BES 6001 "Responsible Sourcing of Construction Products", to prove that their products have been made with constituent materials that have been responsibly sourced.

BACKGROUND PAPERS

None

APPENDICES

None

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Appendix 1 of this report is exempt by virtue of paragraph 3 of the Access to Information Procedure Rules set out in the Constitution pursuant to Schedule 12A Local Government Act 1972, as amended in that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption outweighs the public interest in disclosing the information.

CABINET

Subject Heading:

Highfield Towers Phase 1 - Renewal of Cladding

Cabinet Member:

Councillor Paul McGeary - Lead Member for Housing & Property

ELT Lead:

Neil Stubbings, Strategic Director of Place

Report Author and contact details:

James Johnson, Senior Project Manager, Housing Services Email: james.johnson@havering.gov.uk

Policy context:

This report supports:

The HRA Business Plan and Capital Programme and the Housing Asset Management Plan. In addition, the statutory requirement to maintain the Council's homes to a decent standard and our requirements under the Building Safety Act, As well as the need to improve the thermal performance of Council housing to reduce energy bills for residents and contribute towards carbon reduction targets.

Financial summary:

This report seeks authorisation to tender on a two-stage basis, for the renewal of the rainscreen cladding at Highfield Towers.

The indicative project budget is £7.5m. Provision has been made within the HRA capital programme. The report includes an exempt appendix containing Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Is this a Key Decision?

Yes. Expenditure of £500,000 or more.

When should this matter be reviewed?

N/A

Reviewing OSC:

Places Overview & 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	X
Resources - Enabling a resident-focused and resilient Council	

SUMMARY

1. The Building Safety Act 2022 required the Council to register its tower blocks, defined as Higher Risk Building or HRBs, with the Building Safety Regulator (BSR) and to compile a Building Safety Case for each building. The Building Safety Cases include various surveys and reports, some of which recommend works to address maintenance issues or improve the building. The Council needs to undertake works to the cladding at Highfield Towers as stated in its Building Safety Case.
2. Whilst the cladding works are being undertaken we will also include window, Automatic Opening Vent (AOV) and roofing replacement as together these form the external building envelope and have an interface with the cladding. This will also ensure economies of scale in terms of scaffolding/external access. They are also life-expired and combining the works will make economic use of expensive scaffolding.
3. In addition, the works will include the installation of sprinklers and LD1 fire alarms (the alarm standard for maximum life protection for a domestic property) to deliver a new, aspirational, fire strategy for the building. On completion of the works Highfield Towers will have an improved level of fire safety.
4. The works to the building's external envelope will improve the building's thermal properties, thus helping reduce heating bills and CO2 emissions.
5. The works are complex and multi-faceted, so it is proposed to procure them on the basis of a two-stage tender process. This will enable the contractor to be engaged early (Stage 1) and be involved in the development of designs, specifications, resident consultation and programming of the works before actually undertaking the works (Stage 2). The procurement team have advised tendering the works through a suitable public sector framework (the LHC framework) to ensure only suitably experienced, pre-vetted contractors are invited to tender in a legally compliant manner. It is proposed to use the LHC's tender portal for speed and efficiency.
6. Tenders for the works will be assessed on a 30/70 price/quality basis as the work includes specialist professional advice on the cladding and other fire safety works at design stage (Stage 1) and, in addition, the works themselves (Stage 2) are highly specialist in nature. Selecting the right contractor is therefore of the utmost importance. This is a deviation away from the 70/30 price/quality split stated in rule 18.4 of the Council's Contract Procedure Rules (CPRs) and therefore approval of the proposals contained in this report will constitute a waiver under rule 14.1 of the CPRs.
7. There will be a contractual obligation to deliver the works to specific quality standards. The contractor will also be required to deliver specific social value requirements that align with Havering's social value priorities. The Resident Engagement Team and Resident Liaison Team will be heavily involved in this aspect of the project and the Home Ownership team will deal with leaseholder consultation.
8. The Pre-Construction Services (Stage 1) and the works (Stage 2) have a combined indicative value of £7.5M. In addition to these costs there will be associated costs relating to specialist consultancy.

9. The works will need building regulations approval from the Building Safety Regulator prior to commencement and the selected contractor will need to be able to act as Building Regulations Principal Designer and Building Regulations Principal Contractor.

RECOMMENDATIONS

For the reasons detailed in this report and its appendices Cabinet is recommended to:

- a. Approve in principle the procurement of a two stage tender to replace the rainscreen cladding, AOVs, windows and roofing and install sprinklers and LD1 fire alarms at Highfield Towers comprising Pre-Construction Services (Stage 1) and Works (Stage 2) utilising the LHC – Fire Safety (FS2) Lot 7A framework with a combined indicative value of £7.5Million.
- b. Approve a waiver of the Council’s default evaluation criteria of 70% Price: 30% Quality and instead award the contracts on the MEAT basis of a 60% Quality, 30% Price, and 10% Social Value weighting for the reasons set out in Section 7 of this report, Procurement Route.
- c. Delegate the approval of the award of the Pre-Construction Services Agreement (Stage 1) and the works contract (Stage 2) to the Strategic Director of Place, acting in consultation with the Strategic Director of Resources and the Deputy Director of Legal & Governance.
- d. Delegate the change of procurement route from a framework to a Dynamic Procurement system (DPS), if required, to the Strategic Director of Place.

REPORT DETAIL

1. BACKGROUND

- 1.1 Highfield Towers is a 16-storey, 76-unit tower block located in Hillrise Road, Collier Row. 13 of the units are subject of a long lease. It was built in the late 1960s from reinforced concrete which used a lightweight aggregate. The block was over-clad in the late 1990s using an insulated rainscreen cladding system to improve thermal performance and, possibly, arrest the rate of wear and tear.
- 1.2 The Building Safety Act 2022 introduced new roles and legal duties for people and organisations who are responsible for managing building safety risks in high-rise (18m+) residential buildings in England. These buildings are classified in the act as High Risk Buildings (HRBs).
- 1.3 Each HRB in England must have one clearly identifiable person, known as the principal accountable person (PAP) and Havering Council are the PAP for Highfield Towers.

1.4 The PAP must:

- a. Register existing HRBs with the Building Safety Regulator, and
- b. Prepare a Building Safety Case in anticipation of being asked to apply for a Building Assessment Certificate. The Building Safety Case must include various reports, some of which are likely to identify a need for works.

1.5 The UK is aiming to achieve a 68% reduction in greenhouse gas emissions by 2030 as part of its contribution to the Paris Agreement and, subsequently, to reduce greenhouse gas emissions 100% by 2050 compared to 1990 levels. The recladding and improvement works to Highfield Tower will assist in the Council achieving these targets.

2. REASONS FOR THE WORKS

2.1 The works comprise, externally, replacement of the rainscreen cladding and the associated replacement of AOV's, windows and roof coverings and internally, the installation of sprinklers and LD1 fire alarms.

2.2 There are two principal reasons to replace the rainscreen cladding:

1. Firstly, to improve the fire safety of the building in accordance with the action plan included in the Building Safety Case.

The standards that cladding designs and materials are required to achieve have changed for tall buildings since the Grenfell Tower fire. Following the introduction of the Building Safety Act 2022 it has become standard practice to undertake a Fire Risk Appraisal of External Walls (FRAEW) in accordance with the PAS9980 methodology on HRBs. PAS9980 sets out a process to identify and assess risks in the external wall construction and make recommendations as to what action may be required to reduce any risks present to a more tolerable level. The most recent FRAEW that was undertaken at Highfield Towers in late 2024 concluded that the cladding should be replaced. In addition to this, it was identified that there are a number of smaller areas of cladding which will need to be replaced ahead of the main works. The removal of that cladding will be addressed under a separate governance report and contract.

2. Secondly, to further improve the insulation of the building's external envelope and by doing so reduce the heating requirement thus lowering bills, reducing CO2 output and facilitating a future switch to non-gas low-carbon heating throughout the building. The works will contribute to the Council's target for all housing units to achieve at least EPC C by 2030 and net zero by 2040.

2.3 It will also be necessary to replace the AOV's, windows and main roof covering as part of the works as they form part of the building's external envelope and have an interface with the cladding. This will also make economic use of expensive scaffolding.

2.4 Internally it is proposed to install sprinklers and LD1 fire alarms to deliver a high standard of fire safety in the building as proposed in the building's aspirational fire strategy.

3. FIRE STRATEGY

- 3.1 The Building Safety Case included a description of the existing fire safety features of the building. This is akin to what is known as a fire strategy, which is typically produced when a new building is being designed and which forms part of the design information. It describes the features present and how they inter-relate with each other to ensure the desired level of fire safety (a level usually set by the building regulations).
- 3.2 The Building Safety Case action plans for all of Havering Council's HRBs included recommendations for works that can broadly be categorised as follows:
- A. Repair (e.g. damaged fire safety related components)
 - B. Replacement of components (e.g. where there is no clear evidence of compliance with appropriate standards)
 - C. Required improvements (e.g. items identified within the Building Safety Case file)
 - D. Recommended improvements (e.g. installation of sprinklers and LD1 alarms)
- 3.3 The replacement of the rainscreen cladding at Highfield Towers falls into Category C as outlined above. These works are required due to changes in legislation since the installation of this element. However, it should be noted that the building has been maintained over many years and has been the subject of periodic Fire Risk Assessment, with any issues identified being addressed.
- 3.4 The requirement for works as outlined in Categories C and D above has led to aspirational fire strategies for each of Havering Council's HRBs being commissioned. An aspirational fire strategy is a document that describes the existing and additional measures required to deliver an improved level of fire safety from that which is present and/or is described in the building's current fire strategy. When the proposed works have been completed the aspirational fire strategy will become the current fire strategy and should be retained for use by those who manage and maintain the building to help ensure the building's fire safety features are properly understood. These improved fire strategies will also form part of the golden thread of information for each building.

4. Heat Pump System and De-Gassing the Building

- 4.1 At present the flats within Highfield Towers are heated (both space heating and hot water) using individual gas boilers in each flat. However, gas heating is not compatible with future targets for net zero carbon emissions and having gas in a tower block carries obvious risk (carbon monoxide, explosion). Blocks of flats, by their nature, lend themselves to having communal heating systems. Part of the solution to help achieve net zero could be to replace the individual gas boilers with a communal heating system fed by heat pumps. Heat pumps only produce low-grade heat so, where they are fitted, the building requires a higher level of insulation. In addition, a communal heat pump system would need to have distribution pipework installed up and down the building. This pipework would need to be insulated and concealed within vertical ducts. These ducts could be formed in the space behind new, insulated cladding. De-gassing the building and moving to a low-carbon form of heating would therefore be facilitated by the cladding replacement.
- 4.2 The justifications for the works that are subject of this report stand on their own. But, in addition, once they have been delivered a second phase of works to install low-carbon communal heating to Highfield Towers can be proposed and delivered.

5. LIFE-CYCLE REPLACEMENT

- 5.1 The rainscreen cladding was installed in the 1990s. Its expected lifespan is not known, however it is showing signs of wear and is likely to be a considerable way through its expected life.
- 5.2 The Automatic Opening Vents (AOVs), which allow smoke to be released if a fire occurs, are old, partially defective and in poor condition. They therefore need to be replaced.
- 5.3 The windows will need to be replaced in connection with the cladding works as they have an interface with the cladding. The existing windows are 25 years old, suffer from wear and tear issues and do not perform to current standards. The asset database records show that they will be at end of life in 2030. Replacing them at the same time as the cladding is a sensible and economic use of scaffolding and minimises resident inconvenience.
- 5.4 The main roof covering, which also needs to be replaced, has a lifecycle of 20 years, and the asset database records that it has 1 year of remaining life. Replacing it whilst the scaffolding is in place will make economic use of it and help deliver good value for the Council and its residents including leaseholders.

6. BUILDING REGULATIONS APPROVAL

- 6.1 The works will require building regulations approval and, as the building is a regulated building under the Building Safety Act, the application will need to be submitted to the BSR.
- 6.2 The selected contractor will need to act in the statutory roles of Building Regulations Principal Designer (BR-PD) and Principal Contractor (BR-PC).

7. PROCUREMENT ROUTE

- 7.1 The specialist nature of the works and the project-specific buildability issues favour two-stage tendering rather than single stage tendering. With the latter method the client commissions a design from suitable specialist consultants and then invites contractors to submit a tender to deliver the works. However, there is more expertise on the contractor side, rather than with consultants in both the design and execution of this type of works. It therefore makes sense for the contractor to be involved in the design stages under the management of the consultant, otherwise there is an increased risk that what the contractor is asked to build will not be feasible.
- 7.2 Two-stage tendering allows this to happen as the contractor is appointed under a Pre-Construction Services Agreement at Stage 1, to assist with completing the design and specification. When the design is complete the contractor prices the works on an open book basis, applying the rates for overheads and profit they submitted with their tender to build up an overall price for the whole works. The contractor is appointed to undertake the works at Stage 2 once a contract sum has been agreed and the appointment is approved.
- 7.3 The type of contractor required for these works will have experience of working on tall buildings, cladding replacement in particular, and will have design capability.

- 7.4 They also need to have sufficient capacity to take on the work and the ability to meet the project programme set by the Council. They will be required to take on the roles of BR-PD and BR-PC in addition to the roles of CDM Regulations Principal Contractor and Principal Designer. Ideally they will have experience of making an application to the BSR for building regulations approval.
- 7.5 The BSR will also need evidence from the Council that all designers and contractors engaged on the works are competent. The selected contractor must be able to satisfy the requirement to produce evidence of competence. The Council will seek appropriate warranties from the relevant contractors for the works.
- 7.6 The Council's procurement specialists have been involved in this project to help ensure the procurement of a suitable contractor in a legally compliant manner. This is a high risk project thus it is of particular importance that a suitable contractor is selected to undertake the works. The Council's procurement team proposed to conduct a tendering exercise through either a framework or a Dynamic Purchasing System (DPS). In the words of the Crown Commercial Service, "Frameworks help public and third sector buyers to procure goods and services from a list of pre-approved suppliers, with agreed terms and conditions and legal protections." DPSs are similar to frameworks, but allow suppliers to join and add new services at any point. If an open tender process is used there will be far more work required by the Council to thoroughly de-risk the contractor selection process and it will be much more expensive and time-consuming as a result.
- 7.7 The procurement team identified three framework providers who had a framework for fire safety and/or cladding replacement work. Each framework charges a fee which is calculated as a percentage of the works costs.
- 7.8 Expressions of interest (EOI) were invited from contractors on each framework to ascertain which contractors were interested and which framework would produce the most competitive tender process. The returns are listed in the exempt appendix.
- 7.9 It is proposed the LHC framework be selected by the Council for the following reasons:
- a) They will pay the Council a community benefit rebate and if this is taken into consideration they are cheaper than the others.
 - b) There is a good range of experienced, competent contractors of a suitable size on the framework. All are listed on Constructionline.
 - c) All contractors listed on the framework underwent a vigorous technical selection criteria based on the following areas of assessment:
 - o Technical capability
 - Qualifications & accreditations
 - Safe working on site
 - CDM Compliance
 - Complaints procedure
 - Fire risk Appraisal of External Walls
 - o General technical competence
 - Communication and collaboration
 - Customer service
 - Project management

- Social value – improving the environment
 - Regional Response for London and SE England
 - Delivery of social value
 - Regional delivery approach
 - Evidence of regional experience
 - d) They can help advise on social value.
 - e) They can undertake the tender process through their portal which will be efficient and save time.
- 7.10 It is not proposed to re-charge leaseholders for the cladding works. The reasons for this are:
- a) The Building Safety Act affords protections for leaseholders by not permitting leasehold recovery for the cost of cladding safety works.
 - b) Havering Council are applying to the government's Cladding Safety Scheme to recover leaseholder contributions for the cladding part of the works.
- 7.11 Leaseholders will be consulted in accordance with the Section 20 process and this will enable the Council to recover leasehold contributions for all of the other works in accordance with the terms of the leases.
- 7.12 In the event a leaseholder wishes to nominate a contractor to tender for the works then, if the nominated contractor is suitable, the procurement process may need to transfer to a DPS route.
- 7.13 The procurement proposal was put before GRG on 23 January 2025 and was approved.
- 7.14 The tender documents for this procurement will be prepared by Calford Seaden specialist construction consultants. Tenders for the works will be assessed on a 30/70 price/quality basis as the work includes specialist professional advice on the cladding and other fire safety works at design stage (Stage 1) and, in addition, the works themselves (Stage 2) are highly specialist in nature. Selecting the right contractor is therefore of the utmost importance. This is a deviation away from the 70/30 price/quality split stated in rule 18.4 of the Council's Contract Procedure Rules (CPRs) and therefore approval of the proposals contained in this report will constitute a waiver under rule 14.1 of the CPRs. 10% of the quality score will be reserved for social value.
- 7.15 A financial analysis of the tenders will be undertaken by the consultant and their findings reported to the Council and the Council's finance team. The quality scoring will be carried out by the Council's major projects staff and Calford Seaden, with the moderation by a member of the Council's procurement team. The winning tender will be that which scores highest as the Most Economically Advantageous Tender (the MEAT score).
- 7.16 An Experian credit ratings check on the proposed contractor will be made prior to awarding the contract.

8. PROJECT DELIVERY & RISK

8.1 The proposed project timetable is as follows: (assumes cabinet approval on 9 April 2025)

Task	Timeline with S.20
Section 20 stage 1 notices issued (expire after 30 days)	17 March 2025
Complete outline Employer’s Requirements and tender documents	17 April 2025
Invite tenders Via Framework	24 April 2025
Complete tender evaluation	5 June 2025
ED for award of contract approved by Strategic Director following GRG approval	4 July 2025
Notify bidders of outcome of tender	11 July 2025
Section 20 stage 2 notices issued (expire after 30 days)	11 July 2025
Appoint contractor for Stage 1 under a PCSA (followed by standstill of 10 days)	18 August 2025
Appointed contractor to undertake surveys and investigations and to develop designs in collaboration with consultant in order to: a) Obtain planning consent b) Submit Gateway 2 application for Building Regulations consent c) Ensure there is enough detail for the works to be priced and planned out.	28 August to 12 December 2025
Confirm contract sum with contractor	2 January 2026
Obtain Building Regulations consent	6 February 2026
Draft ED for award of Stage 2 building contract	15 January 2026
ED for award of building contract signed by Strategic Director	29 January 2026
Appoint contractor for Stage 2 under a JCT D&B contract (followed by standstill of 10 days)	12 February 2026
Mobilisation	23 February to 12 April 2026
Start of works on site	13 April 2026
Completion of works on site	14 March 2027

8.2 This is a tight timetable and relies on a number of matters being dealt with smoothly. Obtaining building regulations consent within the time allowed will be of particular importance and will be mitigated by meticulous preparation of the proposals and the application pack.

9. QUALITY

9.1 Quality will be monitored throughout the project by the consultant. The works will be expected to be completed in accordance with the designs and specifications, the contract terms and any specific quality monitoring commitments that were made by the contractor as part of their tender.

9.2 Quality of work will also be monitored by the Council’s own Clerk of Works team as it progresses to ensure compliance with the contract standards.

10. SOCIAL VALUE

- 10.1 The Community Engagement Team and Resident Liaison Team will be asked for input into the social value deliverables.
- 10.2 A social value delivery plan will be developed and monitored throughout the contract to ensure it has been delivered.
- 10.3 The contractor will be contractually required to deliver the specific social value commitments that were made in their tender. This will be monitored by the Council's Resident Liaison Team.

11. RESIDENT LIAISON

- 11.1 Resident liaison will be led by the Council's own Resident Liaison Team. Residents will be involved in the steering of the project before, during and after works are undertaken.
- 11.2 The Employer's Requirements document will state the contractor must provide a specified number of resident liaison officers to work on the contract and their involvement will be overseen by the Council's Senior Resident Liaison Officer.

REASONS AND OPTIONS

12. REASONS FOR THE DECISION

- 12.1 The Council has a statutory and contractual obligation as a landlord to provide repairs, maintenance and compliance works to its properties. It is also essential that the Council complies with the new Building Safety Act.

13. OTHER OPTIONS CONSIDERED

- 13.1 The option of doing nothing was rejected on the grounds that these works are required to bring the building in line with the legislative framework.
- 13.2 Tendering via an open tender was rejected due to the complexity of the works and the need to seek contractors who can properly demonstrate they have the qualifications, knowledge and experience in cladding and fire safety works to HRBs. To undertake a thorough open tendering exercise, bearing in mind the risks associated with poor contractor selection, would require specialist consultant expertise, be very time consuming and therefore expensive.

IMPLICATIONS AND RISKS

14. FINANCIAL IMPLICATIONS AND RISKS

14.1 Since February 2025, the authority has installed a waking watch, due to an updated external wall appraisal received from consultants. A separate non-key decision is likely to have been approved by the time of this report to procure a contractor by direct award to remedy the most significant and urgent matter concerning the exterior of the block. This has been estimated at £400,000 and the authority will seek to claim funding from the Government via the Cladding Safety Scheme (CSS).

14.2 This Cabinet Report proposes to use the LHC Framework at an estimated cost of £300,000 based on the indicative procurement envelope of £7.5m. This cost would be picked up by the successful contractor and assumed included within the contract. The framework includes a Social Value rebate of approximately £50,000 which can aid the social value delivery plan. The paper also includes a decision to potentially switch to a DPS from the Framework option should this become preferred.

14.3 The HRA Capital Programme was approved by Full Council in March 2025 for which this project is included within. Due to the timing of the decisions, design and procurement there may be a requirement to re-profile the allocations at either a future Cabinet or the next budget planning cycle.

14.4 In addition, and for information, the associated capital costs of the project are outlined below along with the estimated profile of the £7.5m this decision relates to:

Highfield Towers	24/25	25/26	26/27	27/28	Total
	£'000	£'000	£'000	£'000	£'000
Urgent works procurement*	400	0	0	0	400
Design & Build procurement**	0	1,000	4,000	2,500	7,500
Consultancy	0	100	175	50	325
Project Team (internal)	0	191	191	191	572
Project Overview	400	1,291	4,366	2,741	8,797

*Non-Key decision **this decision.

14.4 As with schemes of this nature, there is a risk of cost increase, for which the project has set aside an appropriate contingency. The consultant and project team will also need to mitigate any risk associated with having a contractor design their own build. The financing of the project is expected to be a mixture of HRA Major Repairs Reserve, HRA Borrowing, Leaseholder contributions (within regulatory remit) and the CSS.

14.5 As set out within this report, Leaseholders are expected to contribute to the project funding with exception to the cladding works element. It will therefore be important that the project clearly separates these elements. There are currently 13 leaseholders within Highfield Towers representing 17% of the units in the block. It is therefore important that the funding of the block is fairly attributed between the landlord and leaseholders of Highfield Towers. Although the installation of new windows and a roof will likely be an improvement on the existing components, those components have reached or about to reach the end of their expected life and need replacement.

- 14.6 The project's impact on the HRA revenue budget should be positive on the whole. This is because there should be less remedial repairs and maintenance required than current. This is expected to slowly rise year on year after completion.
- 14.7 Although energy improvements have been mentioned in this report they are not within the scope of the procurement. It is purely making the block future proof in respect of energy works and in doing this now offers value for money from this perspective as no material rework will be expected and the works will facilitate further energy saving works.

15. LEGAL IMPLICATIONS AND RISKS

- 15.1 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. No limitations apply.
- 15.2 The Council has a legal responsibility to deliver its duties as the PAP for Highfield Towers under the Building Safety Act (2022) in preparing a Building Safety Case and ensuring the ongoing management of fire and structural safety risks in the building.
- 15.3 The Council has a legal responsibility as a landlord under section 20 of the Landlord and Tenant Act 1985 to consult leaseholders before carrying out major works that will be charged back to the leaseholders as a service charge. As set in the body of this report, officers will carry out the necessary consultations to meet this duty, including having due regard to the statutory guidance issued by the Ministry of Housing, Communities and Local Government and Department for Levelling Up, Housing and Communities.
- 15.4 The Council has the power to procure contracts for these works through section s111 Local Government Act 1972, which allows the Council to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions
- 15.5 Officers seek authorisation to procure works through Lot 7A of the LHC – Fire Safety (FS2) (Lot 7A) framework, procured under Regulation 33 of the Public Contracts Regulations 2015 (PCR). A call-off from an active, fit-for-purpose framework under Regulation 33 is a permissible route to procurement.
- 15.6 As part of the contract agreement, the contractor will be responsible for securing all necessary guarantees and warranties before the commencement of the works contract.
- 15.7 The recommendations in this report are in line with the Council's powers and the Council can procure the contracts.

16. HUMAN RESOURCES IMPLICATIONS AND RISKS

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

17. EQUALITIES IMPLICATIONS AND RISKS

17.1 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.

17.2 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.

17.3 An EqHIA (Equality and Health Impact Assessment) is usually carried out and on this occasion this isn’t required.

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

17.5 There are not equalities and social inclusion implications and risks associated with this decision.

18. HEALTH AND WELLBEING IMPLICATIONS AND RISKS

18.1 There are no specific implications although the proposals as outlined in this report will significantly contribute to the overall safety of Highfield Tower.

19. ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

19.1 The reasons for the works include facilitating the future de-gassing of the building which will result in a reduced carbon footprint and improving the insulation to help get the building net zero ready.

19.2 Environmental and climate change implications in the delivery of the contract will be assessed at tender stage as part of the quality evaluation process. Tenderers will be evaluated on their proposals to reduce the environmental impact and carbon footprint of how the work is delivered, by doing things such as using local supply chains, electric vehicles, developing waste reduction plans, recycling and so on.

19.3 Sustainability of materials will be built into the specifications by ensuring the manufacturers comply with BES 6001 “Responsible Sourcing of Construction Products”, to prove that their products have been made with constituent materials that have been responsibly sourced.

BACKGROUND PAPERS

None.

EXEMPT APPENDIX

APPENDIX 1 - Responses to LHC FS2 Lot 7A invitation for expressions of interest.

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

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CABINET

Subject Heading:	Proposed Submission East London Joint Waste Plan for Consultation (Regulation 19)
Cabinet Member:	Councillor Williamson, Cabinet Member for Regeneration
ELT Lead:	Helen Oakerbee
Report Author and contact details:	Cara Collier, cara.collier@havering.gov.uk , 01708434083
Policy context:	Havering Local Plan 2016-2031 Joint Waste Plan 2012 Draft East London Joint Waste Plan (Regulation 18, 2024)
Financial summary:	The limited costs associated with this decision will be met within the existing Local Plan Budget
Is this a Key Decision?	Yes - (c) Significant effect on two or more Wards
When should this matter be reviewed?	March 2027
Reviewing OSC:	Places

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	X
Resources - Enabling a resident-focused and resilient Council	X

SUMMARY

In July 2024 Cabinet gave approval to consult on the East London Joint Waste Plan which, once adopted, will form part of the borough's development plan. The Joint Waste Plan is being prepared with the other East London Waste Authorities (the London Boroughs of Barking and Dagenham, Newham and Redbridge). This report provides an update on the consultation that took place in 2024 and how the Joint Waste Plan has progressed.

Member approval is now being sought to publish the Proposed Submission East London Joint Waste Plan for consultation.

The opportunity has been taken to review and update the Local Development Scheme (LDS). This sets out the programme for further work on planning policy documents, including the Joint Waste Plan. Member approval is therefore sought to publish the updated LDS.

RECOMMENDATIONS

Cabinet is recommended to:

1. Agree the publication of the Proposed Submission East London Joint Waste Plan and supporting documents (attached as Appendix 1-16) for at least a 6 week period of statutory public consultation under Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012, with an anticipated start date in late May 2025.
2. Approve the new Local Development Scheme for publication (Appendix 17)
3. Delegate authority to the Assistant Director of Planning, following consultation with the Cabinet Member for Regeneration to:
 - i. Make non material amendments to the Proposed Submission version ahead of publication under Regulation 19
 - ii. Approve future iterations of the Local Development Scheme as required

REPORT DETAIL

Background and progress to date

- 2.1 It is a requirement for local authorities to produce a Waste Plan, setting out policies on future waste management and safeguarding waste sites for future waste management needs. Waste Plans in London also have to

account for the waste apportionment targets set out in the London Plan (2021). Havering produced a Joint Waste Plan in 2012 alongside Redbridge, Newham, and Barking and Dagenham. Since 2012, a new London Plan has been adopted, national waste policy has been updated, waste management technologies have evolved, and pressures to release existing safeguarded waste sites has increased as development pressures rise. Therefore, a new East London Joint Waste Plan (ELJWP) is needed.

- 2.2 Waste Plans follows the same path as a Local Plan. It forms part of the Development Plan and will be used when determining planning applications, alongside Havering's Local Plan. As with Local Plans, Waste Plans go through various statutory consultation stages, before being submitted to the Secretary of State for examination. A 'Regulation 18' consultation took place in summer 2024 on the first draft ELJWP. Comments from this consultation have now been assessed and considered and an updated ELJWP has been prepared. This is called the 'Proposed Submission' version, as it is the Plan in the form we are intending to submit to the Secretary of State for examination. The Proposed Submission ELJWP is now ready for consultation.
- 2.3 Consultation on the draft ELJWP took place 29th July – 16th September 2024. This was a joint consultation with the other East London Boroughs. Since the consultation, the Plan and its supporting documents have been updated. All but three of the supporting documents listed in para 2.23 were previously consulted on. A Consultation Statement (appendix 5) has been produced, setting out the details of the summer 2024 consultation, as well as a Duty to Cooperate Statement of Compliance (appendix 7), which sets out the ongoing discussions we have had with stakeholders throughout the production of the Plan. A Strategic Flood Risk Assessment (SFRA) position statement (appendix 16) has also been produced. All supporting documents are to be included in the Regulation 19 consultation alongside the ELJWP.

Content of the ELJWP

- 2.4 The Proposed Submission ELJWP plans for waste management up to 2041. It focuses on ensuring East London has sufficient land and facilities for future waste management. It does not deal with, or impact, local waste collections.
- 2.5 The Proposed Submission ELJWP includes a Vision and eight Strategic Objectives. Seven policies are included for use in determining the suitability of development proposals submitted to the Boroughs for planning permission. Implementation of the policies will ensure waste management facilities are well located and do not result in significant adverse impacts on local communities and the natural environment. They will also ensure that the right types of waste management capacity are developed to facilitate the achievement of targets such as those related to increasing recycling and diverting waste away from landfill.

2.6 The Proposed Submission ELJWP analyses the capacity East London has for different types of waste. The types of waste covered are; 'HIC waste' (Household, Industrial, Commercial Waste, the type of waste collected by Local Authorities), 'C, D and E waste' (Construction, Demolition, and Excavation Waste), and Hazardous waste. The capacity assessment shows us how much waste capacity the East London boroughs have minus the waste we produce, and are expected to produce in 2041.

2.7 The outcome of the capacity assessment is as follows;

2.8 **HIC waste** = capacity surplus of approximately 1,122,508 tonnage per annum (tpa) in 2041, as shown in Table 1 below.

Table 1: combined apportionment for the East London Boroughs compared to estimated capacity for HIC waste in East London

	2021	2041
Apportionment Forecast (apportionment target set by the London Plan)	1,409,000	1,497,000
Capacity	2,619,508	2,619,508
Difference	+1,210,508	+1,122,508

2.9 **C, D and E waste** = based on forecasted waste arisings of 2,203,591 tpa for C, D & E in 2041, and an estimated C, D & E waste management capacity of 3,185,500tpa, there is a capacity surplus of 980,000 tpa. The apportionment target set in the London Plan does not cover C, D, and E waste, which is why a forecasted waste arising is used to calculate capacity.

2.10 **Hazardous** = A forecast for hazardous waste arisings to 2041 suggests that 72,400tpa will be produced by 2041. This compares to existing hazardous waste management capacity of 54,000tpa which indicates there is a capacity deficit of approximately c.18,400tpa. However, it should be noted that there is no policy expectation that individual Plan areas should be net self-sufficient for the management of hazardous waste produced in the area.

2.11 Therefore, the Proposed Submission ELJWP confirms that the four East London boroughs meet the London Plan apportionment targets. This surplus confirms that **East London does not need to develop additional waste capacity by developing new waste sites.**

2.12 The Plan shows a significant capacity across the East London boroughs, and therefore 2 of the 4 boroughs have decided to release some waste sites from their safeguarded designations. Even with these releases, there would still be significant additional waste capacity in East London, as laid out in

table 1. Havering has not proposed release for any waste sites in the borough.

Integrated Impact Assessment (IIA)

2.13 An IIA incorporates; Sustainability Appraisal (SA), Strategic Environmental Assessment (SEA), Health Impact Assessment (HIA), Equalities Impact Assessment (EqIA), and Habitats Regulations Assessment (HRA). The term IIA is used as an umbrella term for these various documents. An IIA is an iterative process and has informed the preparation of the ELJWP. The IIA was consulted on in the previous consultation and now has been updated and will be consulted on during the Regulation 19 consultation.

2.14 Authorities are required to have regard to the provisions of the Equality Act, namely the Public Sector Duty which requires public authorities to have due regard for equalities considerations when exercising their functions. The EqIA of the ELJWP has been carried out as part of the SA by ensuring that the SA objectives against which the Plan is appraised address relevant Equalities issues.

What changes were made after the Regulation 18 consultation?

2.15 A total of 52 responses were received to the consultation held in summer 2024 from a range of stakeholders, including East London residents, London Boroughs, Waste Planning Authorities outside of London, the waste management industry, statutory consultation bodies and utilities companies. As the ELJWP is a very technical document, focused on one specific issue, this level of engagement is considered typical. Further detail of the responses received, and how the Proposed Submission ELJWP has responded to them, is included in the 'Consultation Statement' (appendix 5).

2.16 Key changes made from the comments received were;

- A new policy on wastewater has been added on the back of comments from Thames Water. Policy JWP2A has been included to address wastewater and sewage sludge management development. Specific consultation distances for development proposed proximate to waste water treatment works have been added.
- Policy JWP4 has been strengthened to ensure applications consider the safety of road users. Text clarifying the need for, and content of, Travel Plans and Transport Assessments to be submitted with applications has been added.
- The list of safeguarded waste sites has been updated to reflect waste sites with planning permission or a certificate of lawfulness.
- Minor updates made to the ELJWP and evidence base documents to reflect updated data, new government policies, and the updated NPPF.

Duty to Cooperate (DtC)

2.17 The 'Duty to Cooperate' was introduced through the Localism Act 2011. It places a legal duty on all local planning authorities in England and a number of other public bodies to: engage constructively, actively and on an ongoing basis in the process of the preparation of development plan documents so far as they relate to a strategic matter.

2.18 Appendix 7 'Duty to Cooperate Statement of Compliance' lays out full details of DtC activities that have taken place over the development of the ELJWP. This includes ongoing conversations with London Boroughs, neighbouring authorities, and statutory consultees like the GLA. DtC is an ongoing process which will continue throughout the plan-making process.

Regulation 19 Consultation

2.19 'Regulation 19' consultation is a statutory consultation stage that has specific requirements on what comments are submitted (also called 'representations'), as set out in the Town and Country Planning (Local Development) (England) Regulations 2012. The purpose of a regulation 19 consultation is to seek views on whether the Waste Plan is 'sound' and legally compliant.

2.20 To be 'sound' the Proposed Submission ELJWP must be:

- Positively prepared: for example that it positively seeks to meet the requirements of the London Plan.
- Justified: that the policies in the plan are supported by evidence and are reasonably justified.
- Effective: that the policies in the plan can be delivered and have been formulated on the basis of effective joint working with partners.
- Consistent with national policy: that it has been prepared in accordance with the National Planning Policy Framework (NPPF).

2.21 The Proposed Submission ELJWP is considered the Council's final version of the ELJWP. The Council must therefore be confident the Plan is 'sound' and that there will be minimal further change. Comments through the consultation are required to be on grounds of 'soundness' and legal compliance only. The public and stakeholders had the opportunity to comment on wider aspects of the ELJWP at the Regulation 18 consultation.

2.22 The GLA will be formally notified of the consultation under Regulation 21 of the Town and Country Planning (Local Planning) (England) Regulations 2012, seeking their opinion on the ELJWP's conformity with the London Plan.

Consultation activities

2.23 The consultation will be carried out in accordance with all of the Borough's Statement of Community Involvement (SCI's). As an overview, the proposed consultation will;

- Ask participants (residents and stakeholders) for their input on whether the ELJWP is sound and legally compliant
- Run for at least 6 weeks
- Follow the consultation protocol commitments (see appendix 6), including publicising the consultation on social media, in the 'Living in Havering' newsletter, and on a dedicated citizen space page. The citizen space page will also include a pre-recorded presentation explaining the consultation and the contents of the Plan
- Notice in the Romford Recorder
- Press release
- Registered consultees and stakeholders will also be contacted via email, including those who made comments previously
- Publish a 'Statement of representations procedure', as required by the regulations

2.24 Documents included in the appendix are those that will be published for the consultation:

- Appendix 1 – Proposed Submission ELJWP
- Appendix 1a – Proposed Submission ELJWP Appendix 3, Maps of safeguarded sites
- Appendix 2 – Proposed Submission ELJWP Integrated Impact Assessment
- Appendix 3 – Habitats Regulation Assessment of the Proposed Submission ELJWP
- Appendix 4 – ELJWP IIA Scoping Report (Feb 2024)
- Appendix 5 – Consultation Statement
- Appendix 6 – Updated Consultation Protocol (reg19)
- Appendix 7 – Duty to Cooperate Statement of Compliance
- Appendix 8 - Note on sites identified for release
- Appendix 9 - Circular Economy Topic Paper
- Appendix 10 - Climate Change Topic Paper
- Appendix 11 - Waste Management Topic Paper
- Appendix 12 - Waste Management Capacity in East London Report
- Appendix 13 - Hazardous Waste Baseline and Arisings Report
- Appendix 14 - CDEW Baseline and Arisings Report
- Appendix 15 – Strategically Significant Cross Boundary Waste Movements
- Appendix 16 - SFRA Position Statement

Local Development Scheme

2.25 Local planning authorities are required to prepare and maintain a Local Development Scheme (LDS) under Section 15 of the Planning and Compulsory Purchase Act 2004, as amended by the Localism Act 2011 and the Housing and Planning Act 2016. The Government requires local planning authorities to produce an updated LDS by 6 March 2025. The planning policy documents in the LDS includes the East London Joint Waste Plan, the Local Plan, and supporting documents.

2.26 The LDS 2025-2027 (appendix 17) meets these requirements and supersedes the previous LDS (2023-2025). The LDS sets out:

- The planning policy documents that Havering have already adopted;

- The planning policy documents that Havering intend to produce;
- The subject matter and geographical area of each of the proposed documents;
- The timetable for the preparation of the documents over the next three years; and
- The opportunities for the local community and stakeholders to be involved in preparing planning policies by setting out an indicative timetable for the preparation of each document.

2.27 Local Planning Authorities are required by regulation 10A of The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended) to review Local Plan every 5 years from their adoption date. The new Local Plan will need to be submitted no later than December 2026 in order to be examined under the existing 2004 Act system.

Next steps

2.28 Barking and Dagenham, Newham and Redbridge will undertake their own governance approval of the Proposed Submission ELJWP. Havering is the first borough to go through the formal approval process, which is why delegated authority has been sought for amendments that come out of these sign offs (recommendation 3i). Following approval by all boroughs, the formal statutory consultation is anticipated to start in late May and run for a period of 6 weeks.

2.29 Once the consultation has finished, officers will review and respond to the comments received. An assessment will be made as to whether, in light of the comments received, the Plan is considered to be sound and should be progressed to examination.

REASONS AND OPTIONS

Reasons for the decision: Consultation is the only option available to be able to move forward with the production of the ELJWP.

Other options considered:

1. **Do not consult.** This option was rejected as it is a statutory requirement to consult on development plan documents under the Town and Country Planning (local Planning) (England) Regulations 2012. Adoption of an up to date Waste Plan is dependent on progressing through the statutory consultation process.
2. **Do not continue with production of the ELJWP.** This option was rejected as it is a statutory requirement to have an up to date Waste Plan and the Inter-Authority Agreement signed in 2023 binds us to joint working and production of a new joint waste plan. A regulation 18 consultation has

already been held, and therefore the next step to progress the Plan is a regulation 19 consultation.

IMPLICATIONS AND RISKS

Financial implications and risks:

There are no material financial implications for the consultation of the ELJWP.

Legal implications and risks:

The Joint Waste Plan is a Development Plan Document (DPD). It is a statutory requirement for a local planning authority (LPA) to identify the strategic priorities for the development and use of land in the authority's area, and the policies to address these priorities must be set out in the LPAs development plan documents (DPDs), save where policies to address those priorities are set out in the spatial development strategy (the London Plan). Failure to progress the publication of this document and undertake this process will mean that planning policy will remain out of date, which could lead to judicial challenges to decisions made by the planning department. By continually updating planning policy, including through progressing this document, such challenges are minimised.

The preparation, consultation upon, examination and adoption of a DPD is controlled by the Planning and Compulsory Purchase Act 2004 ("the PCPA 2004") and the Town and Country Planning (Local Development) (England) Regulations 2012 ("the 2012 Regs"). Under these regulations two stages of statutory consultation are required and approval is currently being sought for the second stage.

Pursuant to Section 19 of the PCPA 2004 as part of the Council's development plan, the DPD must be prepared in accordance with the Council's Local Development Scheme; and taken as a whole include policies designed to secure that the development and use of land in the Council's area contribute to the mitigation of, and adaption to, climate change.

Section 19 of the PCPA 2004 and Regulations 8, 9 and 10 of the 2012 Regs set out the requirements for local development documents and matters to which the Local Planning Authority must have regard in preparing the plan, as follows:

- have regard to national policies and advice contained in guidance issued by the Secretary of State and the Spatial Development Strategy for London (i.e. the London Plan);
- comply with the Council's Statement of Community Involvement;
- carry out an appraisal of the sustainability of the proposals in the document and prepare a report of the findings of the appraisal; and

- comply with the duty to co-operate with other local planning authorities and prescribed bodies and persons in respect of strategic matters.

The report outlines officers' assessment that these legal requirements have been met.

Regulation 19 of the 2012 Regs sets out who the Council must notify and invite to make representations in the preparation of the DPD. The Draft Submission East London Joint Waste Plan Regulation 19 Consultation Protocol (Appendix 2) has set out how the Council will comply with the consultation requirements (as well as the duty to co-operate), in line with the Council's adopted Statement of Community Involvement.

In carrying out the function of preparing a DPD, the Council must have due regard to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who don't. The report indicates that an equalities impact assessment has been carried out as part of the Integrated Impact Assessments for the DPD. The Integrated Impact Assessment also ensures that the Council complies with its duties under the Conservation of Habitats and Species Regulations 2010 and the Environmental Assessment of Plans and Programmes Regulations 2004.

The proposed delegation to the Assistant Director of Planning will ensure that changes which are not material to the substance of the DPDs can be made in order to improve clarity, provide further context, correct typos or make other textual/formatting improvements without the need for another Cabinet decision.

Human Resources implications and risks:

The recommendations made in this report do not appear to 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 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.

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

An EqIA of the ELJWP has been carried out as part of the SA by ensuring that the SA objectives against which the Plan is appraised address relevant Equalities issues (see appendix 2). There are not equalities and social inclusion implications and risks associated with this decision.

Health and Wellbeing implications and Risks:

There are no Health and Wellbeing implications from this decision. A Health impact assessment was completed as part of the Integrated Impact Assessment, which sits alongside the East London Joint Waste Plan (see appendix 2).

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

An Integrated Impact Assessment was carried out as part of the production of the ELJWP proposed submission version (see appendix 2). Climate change was considered as part of this.

The recommendations made in this report do not appear to conflict with the Council's policy on Environmental and Climate implications.

BACKGROUND PAPERS

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CABINET	9th April 2025
Subject Heading:	<i>Vision and Corporate Plan</i>
Cabinet Member:	<i>Councillor Ray Morgon</i>
SLT Lead:	<i>Mark Ansell Director of Public Health</i>
Report Author and contact details:	<i>Jodie Gutteridge Corporate Policy and Performance Lead</i>
Policy context:	<i>The Corporate Plan sets out the Council's vision and strategic priorities that will be delivered during 2025-2026</i>
Financial summary:	<i>There are no specific financial issues arising from the approval of the plan. It is expected that the Corporate Plan will be delivered within the approved budgets. Financial implications of specific proposals will be assessed on an individual basis as part of the relevant decision making process</i>
Is this a Key Decision?	<i>Yes</i>
When should this matter be reviewed?	<i>Progress of delivery against the action plan is reviewed quarterly through the Corporate Plan Performance Report.</i>
Reviewing OSC:	<i>Overview and Scrutiny Board</i>
The subject matter of this report deals with the following Council Objectives	
People - Things that matter for residents	X
Place - A great place to live, work and enjoy	X
Resources - A well run Council that delivers for People and Place	X

SUMMARY

This report presents a light touch affordable update to the corporate plan for the 2025/2026 period, which has been aligned to the current vision and three corporate priority themes; People, Place and Resources.

It sets out the updated key deliverables and metrics required to monitor progress against each deliverable.

RECOMMENDATIONS

Cabinet is asked to approve the updated Corporate Plan and proposed Performance Indicators and metrics.

REPORT DETAIL

Our overall Vision "The Havering you want to be a part of" has not changed, nor has the three critical objectives sitting underneath, that we remain committed to delivering. These are:

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

The Corporate Plan has been designed to be a high level strategic document with three key outcomes per critical objective. Each outcome then has a number of deliverables that together will help achieve the vision "The Havering you want to be a part of".

The light touch review took a look back at what we were due to deliver in 2024/25, identifying those metrics which had been / would be delivered by the end of the financial year (2024/25). Discussions then took place around retaining, updating or adding indicators to make the plan more meaningful or removing / replacing metrics if they were no longer required. The review has resulted in fewer key performance indicators which will be monitored corporately, as well as a reduction of those narrative only indicators, ensuring we set ourselves more SMART targets.

The progress against each deliverable will continue to be monitored against the Key Performance Indicators / metrics which will be reported to Cabinet on a quarterly basis, through the corporate plan performance report. More details on the outcomes from 2024/25 will be provided through an annual report summarising the year's performance and overall progress against the Vision, which will be presented to Cabinet in the summer 2025.

The draft Corporate Plan is attached as Appendix 1

REASONS AND OPTIONS

Reasons for the decision:

Our current Corporate Plan outlines what we, as a council, will deliver over the financial period 2024/25 and whilst there is no statutory requirement to have a Vision and Corporate Plan, having an up to date and affordable one provides clarity for staff, partners and residents, which is why option three was agreed, as this was considered to provide the best route for the council.

Other options considered:

Option one: Do not update the current Corporate Plan

The Corporate Plan identifies what the Borough's challenges and changes are, and what the priorities are for People, Place and Resources. This is particularly important given our cumulative underfunding that we are clear will not be solved without government correcting that. Despite this the Council remains committed to delivering the best it can within its existing resources. The current plan expires in 2027, we could leave the plan as is until then and monitor the projects outlined within the plan until completion. However, some of the plans metrics have already been completed and by not updating the plan to identify other key metrics to monitor progress, wouldn't show our commitment to our vision.

Option two: Not having a corporate plan.

This was rejected on the basis of the loss of transparency, clarity and prioritisation arising from the consequence of not having one. This option would require an alternative approach to ensure the priorities were communicated, which would defeat the objective.

Option three: Revise the current plan to ensure we stay within budget and outline how we will measure our objectives

The current plan is streamlined and focuses on the strategic oversight on what matters to us as an organisation and what we know matters to our residents. In order to monitor the delivery of the corporate plan a number of projects and strategies were highlighted to be completed over the time of the plan. Some of these have been completed already and new projects and strategies have been identified. The new projects and strategies have now be added to the plan in order to achieve our objectives so we, as an organisation, stay focussed and committed to the plan and our vision.

IMPLICATIONS AND RISKS

Financial implications and risks:

This report is seeking approval from Cabinet for the updated affordable Corporate Plan and proposed Performance Indicators and metrics.

There are no immediate financial implications arising from approving the revised Corporate Plan. It has been updated to remove completed projects and strategies and add new projects and strategies to ensure that strategic oversight remains aligned to the priorities of the organisation and of residents. The revenue budget required to deliver the items contained within the plan will have been considered as part of the Council's budget setting process, therefore it is expected that objectives will be delivered within approved budgets. Should any pressures arise, these will be raised through normal monthly budget monitoring processes. The financial implications of specific proposals will also be assessed on an individual basis as part of the relevant decision making processes required to enact them.

Legal implications and risks:

There are no direct legal implications or risks arising from the recommendation in this report. The council has a duty under the Local Government Act 1999 (as amended) to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency, and effectiveness." This is the best value duty. Revising the Corporate Plan in line with the Council's evolving financial position will promote efficiency and contribute to the way in which the best value duty can be fulfilled

Human Resources implications and risks:

There are no major direct HR implications or risks from this report. Any HR issues which occur as part of any change processes will be managed in accordance with both statutory requirements and the Council's Managing Organisational Change & Redundancy Policy and associated guidance.

It is also critical that people policies and processes support the vision and that in particular that we create a golden thread from our vision to our corporate plan and into individual performance objectives, skills building and development through our performance management process.

Equalities implications and risks:

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

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

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

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

Equality, Diversity and Inclusion is a key priority reflected across the corporate plan.

Health and Wellbeing implications and Risks

As detailed in the Corporate Plan, the health and wellbeing of our residents and staff are reflected. As decision papers regarding each priority are developed via the normal planning and delivery process, they will be subject to a thorough health impact assessment which will identify opportunities to maximise health benefits, minimise potential harms and minimise health inequalities between communities and population groups.

There are no health and well-being implications and risks arising from approving the revised Corporate Plan.

ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

Climate Change is a key priority reflected across the corporate plan, and individual decisions will be subject to a thorough climate impact assessment.

The table below, outlines the carbon footprint of activities associated with the publication of the corporate plan:

Activity	Carbon footprint
Production of 1kg paper	1kg CO ₂
Production of 1 A4 sheet paper	5g CO ₂
Laser printing	10 pages per minute = 10.27g CO ₂
One internet search	0.2g CO ₂
Average website page view	1.8g CO ₂

Printing one plan (12 pages) would have a carbon footprint of approximately 72.324g CO₂. However publishing the corporate performance indicator on the council website would have a lower carbon footprint of approximately 2g CO₂.

No significant detrimental climate change implications or risks are expected as a direct outcome of this report, however it is recommended that printing is kept to a minimum to reduce organisational CO₂ emissions.

BACKGROUND PAPERS

The draft Corporate Plan 2025

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Photo Credited to Deborah Brophy

The Havering you want to be part of

OUR CORPORATE PLAN
FOR 2024-2027

2025 Update

Introduction from the Leader

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

In July 2023 we also delivered our first annual report, setting out some of the things we have achieved alongside our on-going priorities. It then became clear that we needed to refine our original Corporate Plan as we set ourselves some unrealistic targets set against our worsening financial position.

It has been well documented that over the last couple of years that the pressures from social care and homelessness have put a strain on our finances. The money we have to deliver these and other services is not enough due to year on year reduction of Government funding. This meant that last year we faced a budget gap that we couldn't meet so in order to produce a legally balanced budget, we were forced to apply for a Capitalisation Directive, or loan, from the government.

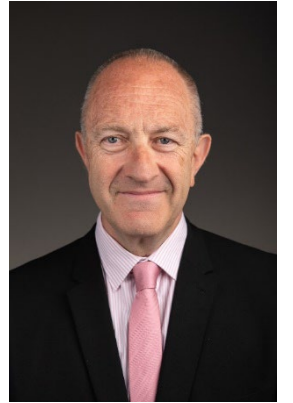
Unfortunately our gap for this financial year has continued to grow and we have now had to apply for a second loan. We know this is a temporary fix until the Government agree a long term solution while we continue meeting our statutory obligations, against a backdrop of a rapidly growing population and increasing need in our borough.

Recognising this, we produced a new Corporate Plan for 2024 onwards, which set out a clear and practical focus on what we could do within our budget. This included putting in place a more rigorous reporting and financial assurance and the production of improvement and transformation plans. The new plan also reflected our joined up approach to improving the health and wellbeing of Havering residents through our Place based Partnership.

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

In our overall vision *"The Havering you want to be part of"*, *the three clear objectives and the nine key objectives* have not changed (set out on the next page), as these are our on-going priorities, but we have reviewed and updated our Corporate Plan to reflect how we will measure our progress in delivering them.

We will do all we can to make sure our residents are not impacted but it is inevitable that the continued strain on our finances have made us make some difficult decisions. However, one thing I continue to focus on is remaining committed to delivering the best quality and value for money within our means, to create for our residents, and for our workforce, *'The Havering you want to be part of.'*



The Havering you want to be part of



Supporting our residents to stay safe and well

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



A great place to live, work and enjoy

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



Enabling a resident-focused and resilient Council

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



Supporting our residents to stay safe and well

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



Page 230

We will...	In 2025/26 we will report back on:
Deliver and embed our integrated Starting Well Plan: Happy, Healthy Lives	<ul style="list-style-type: none"> • Delivery of the Starting Well Plan and associated action plan, including the voice of young people which should be incorporated into decision making for all service provisions across the integrated care system • The percentage of children receiving a 2-2.5-year development check • The percentage of applicants who receive an offer of one of their top 3 preferred schools in Havering • Undertake preparatory work ahead of the award of the new 0-19 healthy child programme contract to support the delivery of outcomes and 'Happy Healthy Lives' plan
maximise the health benefits of leisure and culture for our whole community, and work with partners to improve support for residents with complex needs	<ul style="list-style-type: none"> • Our progress in delivering the Year of Culture • The percentage of adults with learning disabilities in paid employment
work with vulnerable adults and their families to connect with their wider communities, so they can continue to do as much as possible for themselves	<ul style="list-style-type: none"> • The percentage of households prevented from becoming homeless (of all applicants) • The rate of carers receiving needs assessment or review (per 100,000 of the adult population)



Supporting our residents to stay safe and well

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

Page 231

We will...	In 2025/26 we will report back on:
<p>work with schools and partners to deliver a consistent approach to inclusion and behaviour management, through targeted interventions</p>	<ul style="list-style-type: none"> • Approval and delivery of our Early Help Strategy • The percentage of Education, Health and Care Plans (EHCPs) issued within 20 weeks, including exceptions • The percentage of children permanently excluded from school • The percentage of schools causing concern (requiring either special measures or significant improvement) • The percentage of children with Special Educational Needs and Disabilities (SEND) who are educated in LA maintained schools
<p>use our data to better identify the most vulnerable residents living in our borough, targeting services to better meet their needs and reduce unfair differences in health outcomes</p>	<ul style="list-style-type: none"> • Approval and delivery of the Health and Wellbeing Strategy for 2024-27 • Delivery of the Poverty Reduction Strategy • Delivery of the joint Dementia Strategy
<p>use feedback from those receiving support from Social Care and Housing services to inform ongoing service improvement</p>	<ul style="list-style-type: none"> • How we are responding to themes captured through our monthly '5 Voices' approach • The use of statutory (Social Care and Housing) complaints, and compliments, to address emerging themes





Supporting our residents to stay safe and well

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

Page 232

We will...	In 2025/26 we will report back on:
offer inclusive services that raise aspiration and meet the needs of our growing population of children, families, and young adults, including those in our care	<ul style="list-style-type: none"> • Percentage of Children in care placed locally • The average Attainment 8 score (GCSE Attainment) for Havering pupils • The percentage of NEET (not in education, employment or training) and Not Known 16 and 17 year olds • The percentage of primary school children who are eligible for Free School Meals (FSM6) who are persistent absentees (10 or more sessions missed)
work with homeless individuals and families to improve their housing outcomes	<ul style="list-style-type: none"> • Our review and delivery of a new Housing Allocation Scheme • The number of properties acquired through Property Purchasing Schemes • The number of children in emergency accommodation
implement 'Population Health Management,' better targeting support to improve health and minimise admissions to hospital and care homes	<ul style="list-style-type: none"> • The proportion of people who, having undergone reablement, return to Adult Social Care 91 days after completing reablement and require an ongoing service • The rate of permanent admissions of older adults (aged 65+) to residential and nursing care homes (per 100,000 of the older people population) • Continue to deliver the Healthy Weight Strategy (whole systems approach)





A great place to live, work and enjoy

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

We will...	In 2025/26 we will report back on:
continue to deliver a green borough	<ul style="list-style-type: none"> • The percentage of household waste recycled • The number of parks retaining Green Flag status • The delivery of 2 Village Greens
Page 233 improve infrastructure in the borough and lobby for the investment needed to deliver it	<ul style="list-style-type: none"> • Improvements in alternative transport links in the borough • Continue to develop installation of publicly accessible electric vehicles (EV) charging points (subject to funding)
continue to improve the safety of our borough	<ul style="list-style-type: none"> • The number of hours deployed, and interventions made by Council funded Section 92 Police Officers • The number and outcomes of under-age sales operations • Our progress in delivering 'Vision Zero' (London wide strategy to eliminate traffic fatalities and severe injuries by 2041) • Upgrade of existing CCTV cameras with digital replacements (completion of Phase 2 of CCTV Upgrade Project)





A great place to live, work and enjoy

Aim: To deliver safe and affordable housing and community assets

We will...	In 2025/26 we will report back on:
provide new homes, including affordable homes, for local people	<ul style="list-style-type: none"> • Present Bridge Close Compulsory Purchase Order report for Cabinet approval by December 2025. • Achieve practical completion of the Family Welcome Centre – (Harold Hill) • Progress the design of block 9 and 10 and submit the planning application for the new first phase by September 2025 • Completion of Modular housing at Waterloo and Queen Street (Subject to planning approval) • The percentage of care leavers in unsuitable accommodation
ensure Council housing and community assets meet all regulatory standards	<ul style="list-style-type: none"> • Compliance with Housing Standards set by the Regulator of Social Housing • Our compliance with building safety standards for public (non-residential) buildings
promote good private sector housing for local people	<ul style="list-style-type: none"> • The number of enforcement actions taken in relation to poor-quality HMOs (Homes of Multiple Occupation) • The number of mid and high rise buildings inspected to determine whether unsafe cladding is present.

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A great place to live, work and enjoy

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

We will...	In 2025/26 we will report back on:
work with the private sector and partners in London and the sub-region to attract investment into the borough	<ul style="list-style-type: none">• Progress in advancing the East Havering Opportunity (Subject to Planning)• The exploitation of inward investment opportunities including the Thames Free Port, The Thames Gateway, The Liberty, and The Brewery
maximise the value of regeneration in the borough for the benefit of residents and business	<ul style="list-style-type: none">• The total value of developers financial contributions secured through the planning process• The percentage of developers financial contributions secured through the planning process which has been allocated to projects• Progress in securing 3rd Party grant funding. Monitor the amount achieved.
maximise investment whilst protecting the character of the borough	<ul style="list-style-type: none">• The review of the Local Plan and associated public consultation

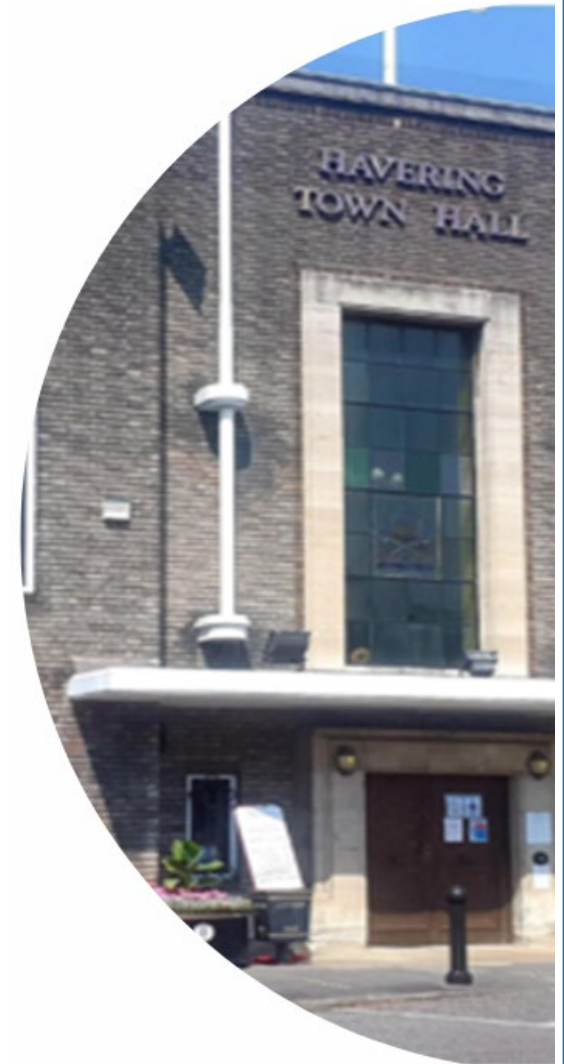




Enabling a resident-focussed and resilient Council

Aim: To manage our resources well

We will...	In 2025/26 we will report back on:
manage our money well to set a balanced budget and get maximum value from all our activity	<ul style="list-style-type: none"> • Approval and delivery of our Medium-Term Financial Strategy (MTFS) • Lobbying activity (Cumulative value of our underfunding) undertaken to affect the outcomes for 2026/27 local government fair funding • Approval and delivery of an Integrated Commissioning Strategy • How we are fully embedding our Social Value and 'Health in all policies' approaches
manage our systems and data well and be a data driven organisation	<ul style="list-style-type: none"> • Complete 'triggers of care' project using integrated of health and care data to identify opportunities to prevent or delay the need for social care packages • Define our Data Strategy, outlining our approach to data governance, security and ethics by March 2026.
manage the Council's response to climate change and the challenges it presents, taking action to become carbon neutral by 2040	<ul style="list-style-type: none"> • At least one Emergency Planning and Business Continuity exercise carried out and fully debriefed, to test the Council's preparedness for response • Adoption of the Air Quality Action Plan • Progress on delivering the Climate Change Action Plan, including reducing CO₂ emissions from Council activity





Enabling a resident-focussed and resilient Council

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

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We will...	In 2025/26 we will report back on:
attract and retain a workforce that is more representative of the community we serve	<ul style="list-style-type: none"> • Delivery of our Workforce Strategy • The Council's Gender and Ethnicity Pay Gap • Delivery of our workforce EDI plan
Identify and focus on the resources and skills needed for the future, including by "growing our own"	<ul style="list-style-type: none"> • The number of Apprenticeships supported and associated Levy spent (£) • Delivery of a Learning and Development Strategy for elected members
Recognise and reward staff who provide excellent customer service (external or internal) and drive a continuous improvement culture	<ul style="list-style-type: none"> • Develop a process for collecting and analysing feedback through simple contact resolution surveys that are ready to start in October 2025 and reporting monthly thereafter. • Celebrate individual and team contributions through reward and recognition events. • 100% completion of Personal Development Reviews (PDRs) and the percentage of staff achieving 'Performing well' or better in their annual PDR's.





Enabling a resident-focussed and resilient Council

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

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We will...	In 2025/26 we will report back on:
improve customer satisfaction levels by modernising the way we work	<ul style="list-style-type: none"> • The percentage of residents satisfied with the council and its services • The number of complaints responded to on time, escalated to Ombudsman enquiries and learning from complaints received by the council • The percentage of enquiries and information requests closed within target • The average call waiting time and call abandoned rate for our Customer Contact Centre
engage transparently with our community, including under-represented groups, and promote community trust and belonging	<ul style="list-style-type: none"> • Build on work started on better engagement and consultations with residents. To include forming focus groups, Cabinet forums, better engagement and listening with young people, a new giving fund to support the voluntary sector and groups and better working with voluntary and resident groups to improve service capacity and build pride in the borough. • Continue to improve the reach of consultations by using different ways of encouraging our communities to take part, including working with our different forums, our voluntary sector, our council tenants and other defined groups in a way that better engages them. Also improve the feedback loop through 'you said and we did' more widely to show the active listening of the council • Levels of satisfaction and trust in the Council • How we are responding to feedback from our health and wellbeing forum and our new community platform in Harold Hill
expand and enhance our online capability	<ul style="list-style-type: none"> • Create a digital strategy • Number of services with a digital presence

