Public Document Pack

Havering
LONDON BOROUGH

# CABINET

| 7.00 pm | Wednesday<br>12 November 2025 | Council Chamber -<br>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:**
**Bernadette Lynch**
**e-mail: bernadette.lynch@havering.gov.uk**

Webcast

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

**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:-

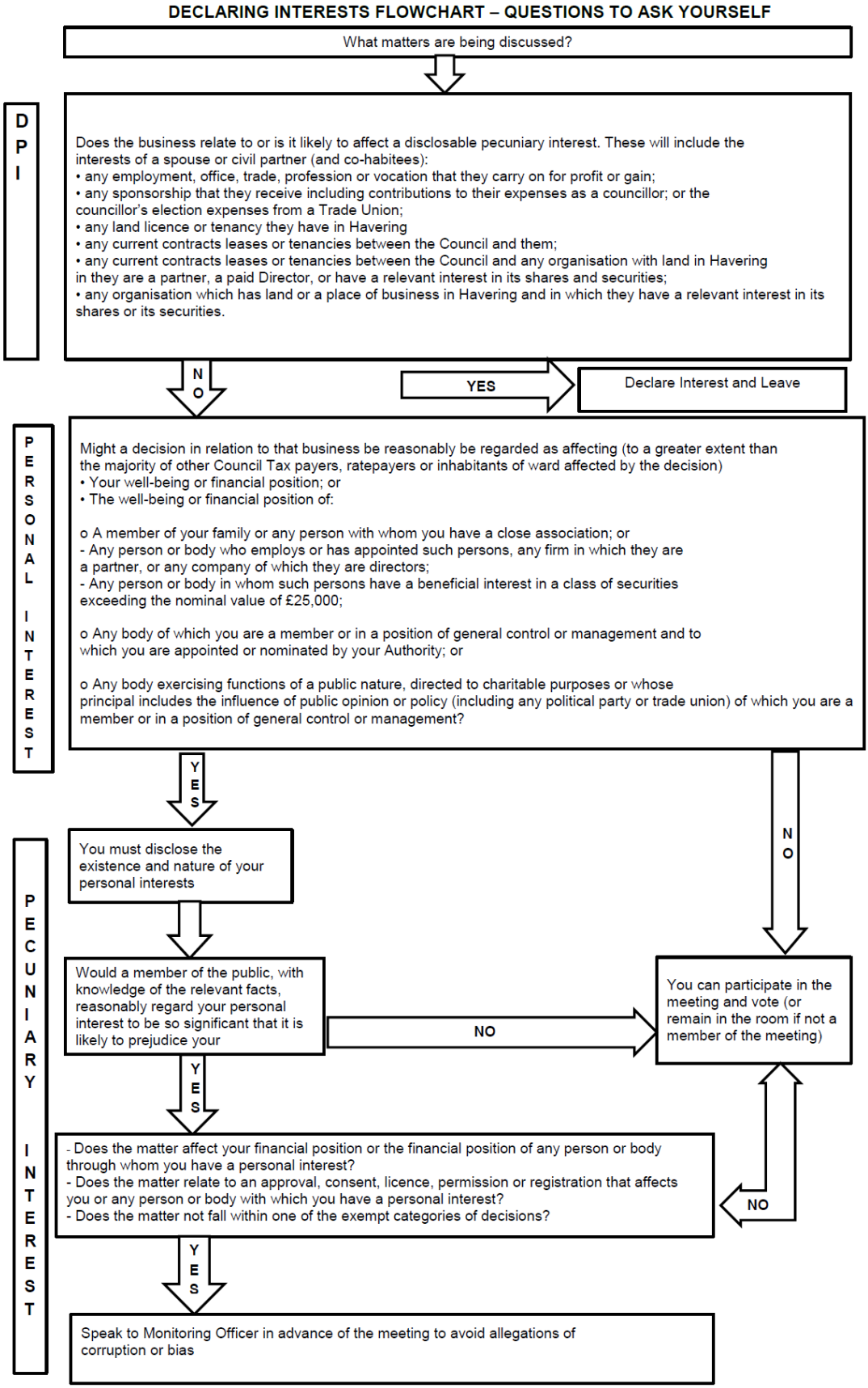
- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing,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

**Cabinet, 12 November 2025**



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

## 2 APOLOGIES FOR ABSENCE

If any receive;-

## 3 DISCLOSURES OF INTEREST

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

## 4 MINUTES (Pages 9 - 12)

To approve as a correct record the minutes of the meeting held on **15th October 2025,** and to authorise the Chair to sign them.

## 5 DECANT POLICY (Pages 13 - 50)

Report attached.

## 6 VULNERABLE PERSON POLICY (Pages 51 - 68)

Report attached.

## 7 REVIEW OF FOSTER CARER ALLOWANCES (Pages 69 - 110)

Report attached.

## 8 EAST LONDON JOINT WASTE PLAN SUBMISSION (Pages 111 - 124)

Report attached.

Link to all appendices at end of report.

## 9 CHIPPENHAM ROAD - PROPOSED MAKING OF THE PLANNING COMPULSORY PURCHASE ORDER (Pages 125 - 262)

Report attached.

**This Report is part-exempt and Appendix F is not available for public inspection as it contain or relate to exempt information within the meaning of paragraph 3 of Schedule 12A to the Local Government Act 1972. It is exempt because it refers 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.**

**10 CORPORATE PARENTING STRATEGY** (Pages 263 - 294)

Report attached.

**11 LEARNING DISABILITY EMPLOYMENT CHARTER** (Pages 295 - 326)

Report attached.

**12 ZANE'S LAW** (Pages 327 - 340)

Report attached.

**13 2026-2029 MEDIUM TERM FINANCIAL STRATEGY UPDATE** (Pages 341 - 406)

Report attached.

**14 SECOND QUARTER OF FINANCIAL YEAR 2025/26 REVENUE AND CAPITAL MONITORING REPORT** (Pages 407 - 444)

Report attached.

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**MINUTES OF A CABINET MEETING**
**Council Chamber - Town Hall**
**Wednesday, 15 October 2025**
**(Times Not Specified)**

**Present:**
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 Natasha Summers | Lead Member for Housing Need & Climate Change |
| Councillor Christopher Wilkins | Lead Member for Finance |
| Councillor Graham Williamson | Lead Member for Regeneration |

In attendance: Councillor Viddy Persaud (CON), Councillor Keith Darvill (LAB), Councillor Martin Goode (EHRG)

27 **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.

28 **APOLOGIES FOR ABSENCE**

Apologies received from Councillor Paul Middleton and Councillor Barry Mugglestone.

29 **DISCLOSURES OF INTEREST**

There were no declarations of interest.

30 **MINUTES**

The minutes of the meetings held on **17th September 2025,** were agreed as a correct record and the Chair signed them.

31 **ADULTS JOINT COMMISSIONING STRATEGY**

Report Title: **Interim Adults Commissioning Strategy**

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

**Summary:**

This report provides an overview of the Interim Adults Commissioning Strategy 2025-26 which sets out the London Borough of Havering's approach to planning and commissioning adult services over the next 12 months.

The focus is on responding to identified local needs, with an emphasis on prevention and enabling individuals to live healthy, independent lives for as long as possible.

The strategy covers

- Commissioning principles
- Overarching priorities
- Key commissioning intentions for 2025/2026

**Cabinet**:

**Noted** the contents of the report and the accompanying strategy

**Approved** the interim adults commissioning strategy

32 **OUTDOOR PLAY AREAS CONTRACT TENDER**

Report Title: **Outdoor Play Areas Contract Award**

Presented by: **Councillor Ray Morgon (Leader of the Council) on behalf of Councillor Barry Mugglestone, Cabinet Member - Environment**

**Summary:**

A decision is required to award a 5-year play contract (by way of a framework) to a single supplier for all improvements in parks and open spaces across the Borough. This will be a call-off contract with a minimum spend of £0 and maximum of £3 million over the term.

**Cabinet:**

1. **Approved** the procurement for a 5-year call-off contract via the Eastern Shires Purchasing Organisation (ESPO) Framework, which will cover all improvement works in parks play areas when required for up to a total value of up to £3 million. The procurement will be by way of mini-competition.

2. **Agreed** to waive the Council's standard 70:30 (price: quality) evaluation scoring in favour of 40:60 (price: quality) for the reasons set out in this report.

3. **Agreed** to award the contract to the bidder as selected by way of the framework with an estimated commencement date in January 2026

4. **Agreed** to authorise the Director of Environment to complete all necessary documentation required to give effect to recommendations 1-3.

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**Chairman**

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Havering
LONDON BOROUGH

# CABINET

| | |
|---|---|
| **Subject Heading:** | **Decant Policy** |
| **Cabinet Member:** | Councillor Natasha Summers, Cabinet Member for Housing Need and Climate Change |
| **ELT Lead:** | Patrick Odling-Smee, Director, Living Well |
| **Report Author and contact details:** | Kwabena Obiri, Housing Choice & Applications Manager, Kwabena.obiri@havering.gov.uk |
| **Policy context:** | This is a comprehensive policy on the Council's approach to enabling temporary and permanent moves for Council tenants and leaseholders. |
| **Financial summary:** | It is anticipated that the implementation of this scheme may involve minor financial implications. |
| **Is this a Key Decision?** | Indicate grounds for decision being Key: Yes<br>(c) Significant effect on two or more wards |
| **When should this matter be reviewed?** | One year from implementation. |
| **Reviewing OSC:** | People Overview and Scrutiny Committee |

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

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

## SUMMARY

1. This report seeks the approval of the Decant Policy which sets out the offer to council tenants and leaseholders who need to temporarily or permanently move out of their home in order for repairs to be undertaken or the property redeveloped. The policy also sets out the roles and responsibilities for officers who support these moves.

   The policy is applicable to all secure tenants (including those on introductory or fixed-term tenancies) and leaseholders who need to move from their current home for repairs to be undertaken.

## RECOMMENDATIONS

2. It is requested the Cabinet:
   i. Approve the proposed Decant Policy in Appendix 1
   ii. Delegate any minor amendments to the Policy to the Director of Living Well in consultation with the Lead Cabinet Member for Housing Need and Climate Change

## REPORT DETAIL

3. The Decant Policy outlines Havering Council's approach to relocating residents temporarily or permanently when properties are uninhabitable due to planned works, emergencies, or redevelopment. It ensures compliance with legal requirements, provides financial and practical support for decanting, and prioritises minimal disruption to residents. The policy includes provisions for needs assessments, consultation, suitable alternative accommodation, compensation for costs incurred, and measures to ensure fairness, transparency, and efficient use of resources. It applies to eligible tenants but excludes temporary accommodation residents. Regular reviews will ensure alignment with legislation and resident needs.

## REASONS AND OPTIONS

Reasons for the decision:

4. Where repairs are cannot be carried out safely with a tenant in occupation, the Council has a duty to provide alternative accommodation to secure tenants so that works can be undertaken.

   Temporary moves can be very disruptive to the tenants. This policy therefore seeks to minimise that disruption and sets out the types of accommodation which might be offered as well as the payments which can be made to ensure that the tenant is not financially disadvantaged.

   The policy also seeks to clarify the Council's response for resident leaseholders where the liability for alternative accommodation falls under the Council's responsibility and is not covered by building insurance.

Other options considered:

5. **Council continues not to have a policy**: This option was rejected as the Council does not have clearance guidance on the decant process leaving the Council at risk of breaches of its statutory duties and vulnerable to legal challenge.

   **Amend policy to the Council's Allocations Scheme:** This was rejected as a temporary move under a licence agreement is not an allocation of housing and so pursuant to s159 Housing Act 1996. The upcoming revised scheme has been reviewed and will be updated to reflect this.

## IMPLICATIONS AND RISKS

**Financial implications and risks:**

Every decision which generates a decant action must be costed and consideration given to where decants will be funded from. Where it is an emergency response there may be a budget pressure depending on the scale.

**Legal implications and risks:**

The Council has statutory responsibilities to keep its properties maintained and under reasonable repair. The Council has repairing obligations under legislation such as Section 11 of the Landlord and Tenant Act 1985. Repairing obligations may also arise from tenancy agreements and leases.

Where the Council fails to comply with its statutory or contractual repairing obligations, the tenant or lessee may have a right to take legal action for the disrepair to be remedied and possibly to claim compensation.

To meet its repairing obligations, the Council needs access to its properties and sometimes the necessary works cannot be undertaken with the tenant or leaseholder in occupation. This may require the occupiers to be decanted with on a temporary or permanent basis.

Tenancy Agreements usually include an obligation on the tenant to provide access for certain works and repairs.

A temporary move under a licence agreement is not Allocation of Housing pursuant to s159 Housing Act 1996.

**Home loss Payments and Disturbance Allowances**

The Land Compensation 1973 (as amended) sets out the provisions for statutory Home Loss Payments that are to be made to compensate tenants for having to permanently move out of their home, subject to certain eligibility criteria. This legislation also sets out guidance relating to the payment of Disturbance Allowances aimed at compensating tenants for the actual cost of moving from their home.

The Secretary of State has also issued Regulations relating to homeless payment. The current regulation- the **Home Loss Payments (Prescribed Amounts) (England) Regulations 2023** applies where the date of displacement is on or after 1st October 2023.

A person is entitled to a home loss payment when they are displaced from a dwelling on any land in consequence of the compulsory acquisition of an interest in that dwelling or in the other circumstances specified in section 29 of the Act, subject to the terms of that section. Section 30 of the Act specifies the amount of home loss payment in each case**.**

Section 29 (2) of the Land Compensation Act 1973 provides that:
A person shall not be entitled to a home loss payment unless the following conditions have been satisfied throughout the period of one year ending with the date of displacement—

(a)he has been in occupation of the dwelling, or a substantial part of it, as his only or main residence; and

(b)he has been in such occupation by virtue of an interest or right to which this section applies

**Court proceedings for possession**
In certain circumstances, the council (as the Landlord) may apply to the court for possession of a property for the purposes of undertaking work or redevelopment.

Where possession is being sought under either Ground 10 or Ground 10 A of Schedule 2 of the Housing Act 1985, the court may grant a possession order if suitable alternative accommodation is available.

**Discretionary Payments**
If an occupier has lived in the property for less than one year but has a legal interest and occupies the property as their only or main residence at the date of displacement, they may be entitled to a discretionary payment, not exceeding the amount of the mandatory payment.

**Disturbance Payment**

Disturbance payments can be paid to someone who is in lawful possession of the land. Lawful possession does not include lodgers or those with merely a licence to occupy.
Even if there is no entitlement, local authorities have discretion to make a payment by way of compensation for disturbance

**The Housing Ombudsman has issued guidance outlining Landlord and Residents expectations, when a Decant is identified as necessary. It is recommended that these expectations are incorporated into the Decant Policy.**

**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:**

Please find enclosed EHIA assessment in Appendix 2

**Health and Wellbeing implications and Risks**

The decanting policy will address the housing needs of residents when providing temporary or permanent accommodation in

- Planned major repairs or improvement works to be undertaken.
- Remodelling of the housing stock
- Redevelopment as part of the regeneration of a neighbourhood

There is a minimal impact on the Health and Wellbeing of the residents but mitigation measures are put in place. The policy will require the council to identify, at initial decant referral stage, medical issues and other vulnerability that may require adaptable or specialised accommodation, and further suitability assessments to be conducted on identified properties to ensure suitability of offer. Other supports are also available for all residents implicated such as support with

moving, removal expenses, travel distance to work and school and an option to store items in a closed room when feasible.

**ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS**

*Guidance on completing this section can be found on this link:*

https://onesourceict.sharepoint.com/sites/SustIntranet/SitePages/Committee-Guidance.aspx

**BACKGROUND PAPERS**

***Appendix 1 – Decant Policy 2025 v4***
***Appendix 2 – EHIA – Decant Policy 2025***

Housing Services

# Decant Policy (2025)

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# Document Control

## Document details

| | |
|---|---|
| **Name** | Decant Policy (2025) |
| **Version number** | V04 |
| **Status** | Draft |
| **Authors** | Kwabena Obiri - Housing Choice and Applications Manager, Amanda Sharp - Resident Services Manager, Mark Howard - Major Works and Direct Delivery manager, Melissa Dowe – Home Ownership Manager, Joe Agius - Policy and Strategy Officer |
| **Lead Officer** | Kwabena Obiri - Housing Choice and Applications Manager |
| **Approved by** | Patrick Odling-Smee, Director, Living Well |
| **Last reviewed** | 21/08/25 |

## Approval history

| Version | Change | Date | Approving body |
|---|---|---|---|
| **V0.1** | Initial review, and various necessary updates | 11/06/24 | - |
| **V0.2** | Updated draft | 25/04/25 | Housing Liaison Forum |
| **V0.3** | Updated draft – reviewed with amendment as per Legal | 10/07/25 | |
| **V0.4** | Updated draft – reviewed with amendment as per legal, hr, public health and finance | 21/08/25 | Business Partners, Director, Living Well |

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# 1. Introduction

## 1.1 Purpose

1.2 The purpose of this policy is to explain what Havering Council's Housing Services will do when it becomes necessary to re-house or 'decant' a tenant to allow:

- Planned major repairs or improvement works to be undertaken
- Remodelling of the housing stock
- Redevelopment as part of the regeneration of a neighbourhood
- Emergency repairs due to an unexpected event or health and safety reasons which cause a council tenant's home to become inhabitable. In this instance, Housing Services has a duty to re-house any person homeless because their property is uninhabitable.

1.3 Housing Services recognises that moving can be difficult. We are committed to making any relocation as easy as possible and will keep tenants informed at every stage of the process. Housing Services will support tenants throughout the relocation process to ensure that disruption is kept to a minimum. Where it is applicable, any disturbance and/or home loss payments will be paid promptly to tenants.

1.4 Where possible, Housing Services will carry out improvement works and major repairs while the tenant remains in their home. There will, however, be certain situations such as when the health and safety of the tenant would be at risk if the tenant remained. Where this is the situation, we will arrange to move the tenant: either on a temporary or permanent basis.

1.5 In the event of a regeneration or redevelopment programme, details of our offer for residents of all tenure types will be published in a Regeneration Local Lettings Plan relevant to each tenure type. This policy therefore does not pertain to regeneration and should be viewed as a general guide only.

1.6 Tenants affected by any regeneration scheme who are living in short life temporary accommodation provided by the Council due to homelessness will not be covered in any such local lettings plan (unless specified).

1.7 Affected homeless tenants will be supported through the Council's Housing Advice and Homelessness service to ensure that their needs are reassessed and if eligible, alternative accommodation will be provided.

## 1.8 Policy summary

1.9 This policy recognises the huge impact that moving home under these circumstances can have on people's lives, especially where the move is not through choice. The policy therefore aims to provide a thorough understanding of the decant process; what types of compensation might be offered, and the practical help that Housing Services may be able to provide for affected residents.

## 1.10 Scope

1.11 This policy applies to council tenants who may lose their home temporarily or permanently due to demolition, redevelopment, re-designation, or major works that make staying in the property unreasonable. The Council will rehouse any displaced council tenant, except those with a court possession order for tenancy breaches like

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rent arrears or anti-social behaviour. Any such household **will not** be rehoused under this policy.

1.12 The Council **will not** rehouse unauthorised occupants including friends, sub-tenants, lodgers, licensees, squatters and other non-secure occupant. This also includes ineligible persons within the criteria of s160ZA of the Localism Act (2011) and those deemed ineligible by the Secretary of State.

1.13 The Council will not rehouse leaseholders or freeholders because of demolition, redevelopment, re-designation of or major works to, a property. The duty to re-house leaseholders or freeholders only applies where "*suitable alternative residential accommodation on reasonable terms*" is not available to the residential occupier (as detailed in Section 39 of the Land Compensation Act 1973). In most circumstances it is anticipated this will be achieved on the open market, through the purchasing of a new property.

### 1.14 Timescales

This policy will be applicable for three years but may be reviewed sooner, depending on any legislative or locally driven changes that may affect or impact on the operation of this Decant policy.

### 1.15 Aims, objectives and outcomes

This policy explains the Council's approach when it becomes necessary to rehouse tenants where we need to carry out major repairs or redevelopment that cannot reasonably be completed while the property is occupied. It also applies where a property is to be demolished or disposed of.

1.16 This policy aims to establish:

- when we may decant residents
- consultation (in non-emergency situations)
- options and choices for residents
- compensation and expenses offered
- support and assistance available

# 2. Policy

### 2.1 Introduction

2.2 Decanting is a legal definition used to explain the process where tenants are required to move from their homes because either their landlord or an authority with compulsory purchase powers intends to demolish or reconstruct the property or carry out major repairs or improvements to the property, either temporarily or permanently for the works to be completed.

2.3 Decanting may also happen where the Council has decided that a transfer to alternative accommodation offers the best way of ensuring that development, modernisation, conversion or essential repair works go ahead without causing huge disruption or hardship to the tenants.

2.4 Where reasonably possible, the Council will carry out improvement works and major repairs while the tenant remains in their home, but decants are likely to be necessary if:

- The property cannot be secured overnight because of work being carried out

- There are technical or health and safety reasons why the tenant cannot be in the property while work is being carried out
- The property is without power and electricity and cannot be remedied with 24 hours
- The property is being demolished or sold, in which case permanent re-housing will be required
- The property is due for major refurbishment work that cannot be carried out while the tenant remains living there

2.5 There will be occasions where tenants must move out of their property because of an unplanned emergency. This could include:

- a fire at the property or in a block of flats
- a flood affecting the property or the area where the property is located
- an inspection reveals a home to be in poor condition or uninhabitable

This list is not exhaustive.

2.6 In such instances the Council will conduct a thorough health and safety risk assessment to ensure tenant safety and wellbeing.

2.7 There may also be occasions where it is necessary for the Council to declare a property or a block no longer financially feasible to maintain. In such cases decanting measures will be put in place.

2.6 The stock may be demolished, sold or turned into another type of accommodation. In such instances, a strategic review will have taken place prior to making this decision. To take such steps, the Council will consult with affected residents to ensure transparency and views on the decision-making process.

### 2.7 Planning to decant council tenants in the event of repair

The Council surveyor's report, including work timelines, primarily guides the decision to decant tenants. If the cost of the works is deemed excessive, or the completion of the works are considered unviable, by the Director of Housing (or designated authority), the decant will be on a permanent basis.

### 2.8 Permanent Decanting of Council Tenants

When reaching a decision on whether or not a council tenant should be offered another property, the Council will consider the likely impact of the planned repairs and improvements and whether they will be so disruptive that it would be unreasonable to expect the tenant to remain in the property while the works are carried out.

2.9 It will also be considered as to whether, for technical or safety reasons, it is feasible for the tenant to remain in their home while the works are carried out around them.

2.10 For the tenant to be assessed as requiring a permanent decant, the Council will need to be satisfied that:

- The work is so disruptive that it cannot be completed with the tenant and household remaining in occupation
- The health and safety of the tenant and household member/s is compromised should they remain
- The timescale for completion exceeds three months.

2.11 Once this has been confirmed and agreed, the tenant will be notified in writing of the permanent decant decision with clear information on reasons for the decant and expected timescale to make a formal offer. This will be provided to the tenant via tenant's housing officer.

2.12 An offer of permanent alternative accommodation will be on a like for like basis and does not seek to address any ongoing issues pertaining to the decanting tenants housing need. The offer letter will detail:

- Address of the property offered
- Rental charges for the property
- Contact details of the officer/team conducting the viewing and sign-up process
- Terms of the offer

2.13 When a tenant is permanently decanted because a property has been decommissioned, redeveloped or where there has been a change of use or excessive works exceeding three months, the tenant will be awarded priority for a transfer to suitable like for like accommodation.

2.14 When tenants are moved permanently to alternative accommodation they will take on a new tenancy, with their original tenancy status, depending on the original terms of their tenancy.

**2.15 Temporary Decant (Major works to existing Social Housing properties)**

If the work is estimated to take less than three months but cannot be completed with the tenants in occupation, the tenant will be asked to move into temporary accommodation and to return to their permanent home after the work has been completed.

2.16 Upon confirmation and agreement of decant, the tenant will be notified of the temporary decant decision in writing with clear information on:

- reason for the decant
- expected duration of works
- when they can return to their permanent home

2.17 This will be supplied via tenant's housing officer.

2.18 The offer of temporary accommodation will be on a like for like basis except where the tenant has been under-occupying a property. One direct offer of accommodation will usually be made by the Council's housing services department in consultation with the tenant.

2.18 If there is no available accommodation within Council stock, tenants will be offered placement in temporary accommodation for the duration of the works. Whilst individual circumstances will be noted in any offer (including distance from work, family or schools) it must be noted that availability of hotels within Havering may be limited. This may require placement into a hotel outside the borough.

2.19 On some occasions a tenant may decide to make alternative housing arrangements instead of taking up temporary accommodation. In such cases, the Council will register details of the tenant's alternative housing placement, conducting bi-weekly check-ins and support. Including sourcing alternative temporary housing for the tenant should circumstances change.

2.20 Secure tenants who are decanted into temporary council accommodation will need to sign a licence agreement for their temporary home. Additionally, they must sign an undertaking agreeing to return to their original home once the work is completed. If they fail to do so, legal action may be taken to repossess either the temporary accommodation or their permanent home.

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2.21 Tenants requiring assistance with transportation to their temporary residence will be supported with the Council arranging a taxi service to the destination. Tenants will be expected to make their own arrangements when returning to their permanent home.

2.22 Housing Services will not cover costs for food or sustenance during the temporary decant period. Tenants experiencing hardship during this period can apply for assistance via the Council's Emergency Assistance Scheme. Further information is available on the Havering Council website.

2.23 If the work exceeds three months, the tenant may receive permanent decant priority that will enable an alternative like for like offer of accommodation.

2.24 When a tenant relocates temporarily, they will return to their original residence upon the completion of the necessary works. They will retain their tenancy, continue paying the same rent, and be issued a Tenancy Licence for the property to which they are temporarily relocated. To note, a temporary move under a licence agreement is not an Allocation of Housing pursuant to s159 Housing Act 1996.

2.25 While decanted, tenants will be charged rent on their original home. Service charges will typically reflect the property being occupied.

2.26 In all cases of decant, the Council will conduct a needs assessment with the tenant and household members identifying any vulnerabilities and take reasonable steps to meet their needs with an appropriate offer. This will include:

- Household composition
- Contact details (including emergency contacts)
- Medical needs
- Vulnerabilities
- Areas of preference

2.27 The needs assessment will detail the agreed steps whereby the tenant will be provided with a copy. The tenant will be updated on their case through bi-weekly check-ins to be carried out by their housing officer.

**2.28 Security of tenure for decanted tenants in temporary accommodation**

While the tenant stays in temporary accommodation awaiting home repairs or reconstruction, they retain their tenancy and will either charge rent on their original home or the use of occupation charge of the temporary accommodation – whichever is lower. If returning to their original home is not possible, the Council will offer a suitable permanent home with the same security of tenure.

**2.29 Court Proceedings for Possession**

In circumstances where tenants unreasonably refuse to provide possession to the Council when reasonably required, the Council may apply to Court for an Order for Possession or an Injunction Order requiring the tenant to vacate the property.

2.30 If a tenant unreasonably refuses an offer of temporary accommodation, then the Council may not provide alternative accommodation to the tenant who will have to make their own arrangements for accommodation during the works.
The Council may ask the Court to order that the tenant pays its costs of any court proceedings.

**2.31 Decant Moves (for regeneration or other relevant council schemes)**

Council tenants who need to be decanted from their homes on a permanent basis because of redevelopment or regeneration will be moved in a planned way. This may be a phased move, and decanting may be staggered within an area or estate specific

to a scheme. **Full details of our offer to Council Tenants will be set out in the Local Lettings plan (or other relevant council policies) specific to that programme**. Each regeneration scheme will be subject its own consultation, equalities impact assessment and approval by Cabinet.

2.32 Detailed procedures will be developed and published for any regeneration programmes including a Local Lettings Plan and a supplementary regeneration Decant Policy and Possession Procedure.

2.33 When tenants are moved permanently to alternative accommodation they will take on a new tenancy, while retaining their original tenancy status, either secure lifetime or secure fixed term flexible tenancy depending on the original terms of their tenancy.

**2.34 Compensation for permanently decanted Council Tenants**

Compensation and moving costs are covered through two separate payments known as statutory Home Loss and Disturbance.

2.35 There will be one payment, as applicable, of either a home loss payment or a disturbance allowance (or both), per household – this includes split households. Payments will only be made to the tenant(s) who have signed the tenancy agreement. Please note that the tenure type of the resident will determine if they receive either or both forms of compensation.

**2.36 Home Loss Payment for Council Tenants**

This is a statutory fixed sum paid in recognition of the personal upset and distress caused by displacement. *Havering Council makes no commitment to provide payments for displacement beyond the statutory requirement.* **This is only paid for permanent moves**. A person cannot be regarded as permanently displaced if there is an intention to return to their original home on completion of the works

2.37 Housing Services make payments in accordance with the Planning and Compensation Act (1991), the Land Compensation Act (1973) and the Home Loss Payments (Prescribed Amounts) (England) Regulations (2023). *These regulations are updated annually and will be checked before any payment is agreed. For this reason, the level of statutory payments is not set out within this document as it is likely that these amounts will change during the lifespan of this policy. The Local Lettings plan for any redevelopment or regeneration scheme will outline the statutory amount payable.*

2.38 Aside from only being payable where a move is permanent, home loss payments can only be made provided that:

- The tenant must be living in the property, as their sole or main residence, for at least one year before they must be decanted. N.B. *If an occupier has lived in the property for less than one year but has a legal interest and occupies the property as their only or main residence at the date of displacement, they may be entitled to a discretionary payment, not exceeding the amount of the mandatory payment.*
- The move must be permanent because of demolition and/or redevelopment work
- Home loss payments are made per property. Where there are joint tenants, one home loss payment is to be shared between them.
- Squatters and trespassers will not be paid a home loss payment or a disturbance allowance payment.
- Tenants who are evicted prior to being decanted will not receive a home loss payment

**2.39 The Council reserves the right to debit part or all the Home Loss Payment to settle outstanding debts owed by council tenants** i.e. rent arrears by way of equitable set-off.

2.40 Home loss payment will be paid following deductions of:

- Any rent arrears against the property (including former tenant arrears)
- Any court costs regarding the tenancy
- Any garage rent arrears owed by the tenant
- Any Council Tax arrears in respect of the property
- Any re-charges in relation to property damage, caused either deliberately or through neglect.

2.41 For tenants who receive Housing Benefit and/or Council Tax Support, any Home Loss payments that they receive **will be** counted as capital for the purpose of these benefits. It is the legal responsibility of tenants to advise Havering's Council Tax and Benefits Team as soon as they receive any Home Loss payment. Similarly, any Home Loss Payment may affect entitlement to Universal Credit, and the onus rests with Council Tenants to inform the Department of Work and Pensions/Local Jobcentre Plus that they have received this payment.

2.42 Home Loss payments will not be paid twice, for example, where a tenant is decanted in the event of regeneration on a temporary basis, with the intention to return to their original estate on completion of the regeneration programme, this will count once.

**2.43 Disturbance Allowance for Council Tenants**

This is intended to compensate tenants for 'reasonable expenses' associated with moving.

2.44 Disturbance payments can be paid to someone who is in lawful possession of the land. Lawful possession does not include lodgers or those with merely a licence to occupy. Even if there is no entitlement, local authorities have discretion to make a payment by way of compensation for disturbance

2.45 This is paid to council tenants who are moved permanently, and it is paid in addition to home loss payments. The effect of the payment should be that the tenant is in no worse or better position than they would have been if they had not needed to move.

2.46 This is a lump sum payment intended to cover:

- Removal costs
- Disconnection and reconnection costs of broadband, telephone and domestic appliances
- Mail redirection. In the case of a permanent decant, for each authorised surname living at the address
- Alterations to furnishings e.g. uplifting, refitting and alteration of carpets and curtains
- The cost of carpet and curtains for a living room and bedrooms where existing items cannot be reinstated

2.47 Reasonable costs **do not** include:

- Replacement goods or belongings
- Weekly rent payments (although if the move is temporary and the tenant is required to pay a higher rent which will result in them being worse off, Housing Services will credit the difference to the temporary accommodation's rent account).
- Any other loss that should be covered by the tenant's own insurance policy

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*(This is not an exhaustive list. In the event of a Regeneration programme, Housing Officers will be able to advise whether an expense will be considered reasonable).*

2.48 Where a tenant is considered vulnerable, we will make all rehousing arrangements for tenant. The disturbance allowance payment will not apply to these tenants.

2.48 For Council tenants who move twice (to an initial home and back to the redeveloped home), the Disturbance Allowance payment can be made twice.

2.49 Non-secure tenants in Council short life temporary accommodation are not entitled to Home Loss or Disturbance Allowance Payments.

2.50 Payments of disturbance allowance **will not be offset** against rent arrears. However, unless a tenant is vulnerable and decanted for health and safety reasons, or where a prolonged delay might result in a deterioration to the condition of the property, tenants will be expected to clear any rent arrears on their rent account prior to being decanted.

2.51 Where there are rent arrears and we cannot delay a decant for health and safety reasons, an arrangement will be made for the repayment of arrears as part of the temporary accommodation rent. If there is already a repayment arrangement in place, this will continue at the temporary accommodation.

2.52 Disturbance Payments are **not** counted as capital or income for Housing Benefit and Council Tax Support but may impact on other state benefits. Residents are advised to contact the Department of Work and Pensions or their Local Job Centre Plus for more information.

### 2.53 Summary of the circumstances for disturbance allowance and home loss payments for Council Tenants

| | |
|---|---|
| A tenant's home becomes unfit to live in (no habitable rooms or bedrooms), due to fire, flood or major impact damage.<br><br>Temporary moves<br><br>Permanent moves due to major repair works | Disturbance Allowance for reasonable costs. |
| Permanent move due to redevelopment, improvement or sale | Disturbance payment for reasonable costs and statutory home loss payment |

2.54 If a tenant has been notified that they will have to move for the Council to undertake major repairs/improvements to their home and is evicted in advance of the work commencing, no disturbance allowance and/or statutory home loss payment will be paid.

## 3.0 Tenant Responsibilities

When a tenant is relocated, they are generally responsible for packing their own belongings. However, if the tenant is vulnerable or has mobility or medical needs that leaves them unable to manage, a packing service will be provided in place of a disturbance allowance payment.

3.1 Tenants must ensure that they have taken steps to ensure that their fridges and freezers are cleaned, emptied and defrosted, before the removal company is due to arrive.

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3.2 If transferred to new accommodation, tenants must legally clear their belongings from the property without fly-tipping. They must vacate the property entirely. They must also take responsibility for their own fixtures and fittings or DIY improvements, unless the property is to be demolished, in which case they must sign a disclaimer stating that they do not require any compensation for the loss of these items. There will be a pre-void visit where such items will be identified, and the tenant informed about the work that is required before they move out. Failure to undertake such work could result in the tenant being recharged, in accordance with the appropriate policy.

3.3 Any items left behind will be disposed of with no opportunity for retrieval or compensation. The cost of clearance and disposal of any items will be recharged to the tenant or deducted from their Home Loss Payment. The tenant is required to ensure that the property is in a clean and lettable condition when the property is handed back to the Council.

3.4 The Council may grant permission for temporary decant tenants to leave items behind subject to them being placed in a locked room during the temporary decant period. At the tenant's written request, the Council will install a temporary lock installation for the designated room. The tenant must sign a disclaimer confirming their agreement for the Council to work on the property without the Council being liable for any items left in the property.

3.5 The tenant is expected to make other members of their household aware of the decant arrangements and to move on the agreed date. In addition, they must make appropriate arrangements for any pets and ensure they are not abandoned in the property after they have moved out.

3.6 If the household has home contents or other insurance, the tenant is advised to notify their insurance company about the change of address.

3.7 Tenants are expected to take appropriate steps to clear any areas where work is to be undertaken.

## 4.0 Landlord Responsibilities

Upon commencement of works at the property, the Council shall take steps to change the locks whilst works are in progress. No access will be given to the tenant or other household members unless specific written permission is granted.

4.1 Before a tenant is allowed to return to their principal home, a through safety check of the property will be conducted with relevant checks carried out to ensure the property is safe and habitable in line with the Council's Lettable Standard. These checks include:

- Post inspection by designated council surveyor
- Gas Safety Check
- Electrical Check

4.2 Snagging issues will be raised at post-inspection stage with information communicated to the tenant confirming what additional works are required and timescales for completion.

## 4.3 Vulnerable tenants

If a tenant cannot remove and store curtains and carpets due to vulnerability, Housing Services will appoint a contractor to handle it. The contractor will lift and store carpets if there's a risk of damage during works and re-lay them afterward. *The contractor is liable for any carpet damage.* Similarly, the contractor will remove and store curtains that may be affected. *Their insurers are responsible for any storage damage.*

4.4 Tenants who can manage this process independently will be required to do so. We will not provide removal, storage, or re-fitting services unless the tenant is identified as vulnerable.

### 4.5 Gardens

Tenants decanted to temporary council accommodation will be responsible for the maintenance and upkeep of the garden/s under the licence terms and conditions.

### 4.6 Downsizing

Tenants moving to a smaller, suitable property will receive £1000 for the first room and £500 for each additional room returned to the Council. **This excludes tenants temporarily decanted.**

### 4.7 Making the payments

Home loss and disturbance allowance payments will usually made by BACS.

4.8 There will only be one payment (home loss and disturbance allowance) per household, including split households. Payments will only be paid to the tenant/s who has signed the tenancy agreement. Disturbance allowance payments will **not** be offset against any rent arrears.

### 5.0 Leaseholders

The duty to re-house leaseholders or freeholders only applies where "*suitable alternative residential accommodation on reasonable terms*" is not available to the residential occupier (as detailed in Section 39 of the Land Compensation Act 1973).

5.1 For planned works we will consult leaseholders on any major works prior to any discussion regarding decants. The Council will seek legal advice if we are prevented from fulfilling our repair and maintenance obligations because of a leaseholder's refusal to consider a decant.

5.2 Where the Council has a statutory duty, leaseholders will be compensated for the loss of their home, otherwise they will be expected to recover their costs through their own insurance cover. The conditions to receive Home Loss and Disturbance Payments are the same as for tenants i.e. the decant must be permanent due to redevelopment or improvement works and the owner or their sub tenant must have been living in the property for 12 months at the date of displacement.

5.3 Whilst the Council may not have the same duty to provide alternative accommodation to leaseholders as it may for its tenants in respect to temporary decants, the Council will provide suitable alternative accommodation where:

- There is an obligation under the terms of the lease.
- The decant is required because of the Council's action's, failure to act or negligence.
- It may help facilitate the progress of essential works

5.4 Where there is no obligation to provide alternative accommodation, we may charge the Leaseholder rent under a temporary licence agreement.

# 6. Related documents

Department for Communities and Local Government.
Right to Buy: summary booklet - GOV.UK

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The legislation and policies listed below will be taken into consideration:

- Housing Act 1985, section 11 repairs
- Housing Act 1985, Schedule 2 Grounds 8 and 10
- Land Compensation Act 1973
- Planning & Compensation Act 1991
- Home Loss Payments (Prescribed Amounts) (England) Regulations 2023
- Human Rights Act 1998
- Data Protection Act 1998
- Equality Act 2010
- Landlord & Tenant Act 1985 section 11
- Havering Housing Allocations Scheme 2024

## 7. Dissemination and communication

Housing Services will consult with tenants, relevant partners and all appropriate stakeholders to review this policy prior to publication. The policy will be available to view to the public on the internet and to Council Officers on the intranet.

## 8. Implementation

The Decant Policy does not have a mandatory training requirement, but the following non-mandatory training is recommended: -

Briefing to ELT/Team managers to be disseminated to all staff at team meetings

## 9. Monitoring and review

Havering Council will monitor and review its performance and track the impact of our approach to ensure continuous improvement. This policy will be reviewed in three years from the date it has been published and will be reviewed by the lead officer sponsoring this policy.

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# Decant Policy

## Equality and Health Impact Assessment (EHIA)

### Document control

| | |
|---|---|
| **Title of activity:** | Decant Policy |
| **Lead officer:** | Kwabena Obiri, Housing Choice & Applications Manager, Housing Demand |
| **Approved by:** | Patrick Odling-Smee, Director, Living Well |
| **Authors:** | Kwabena Obiri, Housing Choice & Applications Manager |
| **Date completed:** | 28/07/25 |
| **Scheduled date for review:** | July 2026 |

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

# 1. Equality & Health Impact Assessment checklist

## About your activity

| | | | | |
|---|---|---|---|---|
| **1** | **Title of activity** | Decant Policy | | |
| **2** | **Type of activity** | Policy | | |
| **3** | **Scope of activity** | This policy applies to council tenants who may lose their home temporarily or permanently due to demolition, redevelopment, re-designation, or major works that make staying in the property unreasonable. The Council will rehouse any displaced council tenant, except those with a court possession order for tenancy breaches like rent arrears or anti-social behaviour. Any such household will not be rehoused under this policy.<br><br>The Council will not rehouse unauthorised occupants including friends, sub-tenants, lodgers, licensees, squatters and other non-secure occupant. This also includes ineligible persons within the criteria of s160ZA of the Localism Act (2011) and those deemed ineligible by the Secretary of State.<br><br>The Council will not rehouse leaseholders or freeholders because of demolition, redevelopment, re-designation of or major works to, a property.<br><br>The duty to re-house leaseholders or freeholders only applies where “suitable alternative residential accommodation on reasonable terms" is not available to the residential occupier (as detailed in Section 39 of the Land Compensation Act 1973). In most circumstances it is anticipated this will be achieved on the open market, through the purchasing of a new property. | | |
| **4a** | **Are you changing, introducing a new, or removing a service, policy, strategy or function?** | Yes | If the answer to <u>any</u> of these questions is ‘YES’, please continue to **question 5**. | If the answer to <u>all</u> of the questions (4a, 4b & 4c) is ‘NO’, please go to **question 6**. |
| **4b** | **Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?** | Yes | | |

| | | | | |
|---|---|---|---|---|
| **4c** | **Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?** | Yes | | |

| | |
|---|---|
| **Completed by:** | Kwabena Obiri, Choice and Applications Manager |
| **Date:** | 15/01/24 |
| | |

# How this policy will impact on people?

**Background**

x

**Purpose of this policy**

The purpose of this policy is to explain what Havering Council's Housing Services will do when it becomes necessary to re-house or 'decant' a tenant to allow:

- Planned major repairs or improvement works to be undertaken.
- Remodelling of the housing stock
- Redevelopment as part of the regeneration of a neighbourhood

Emergency repairs due to an unexpected event or health and safety reasons which cause a council tenant's home to become inhabitable. In this instance, Housing Services has a duty to re-house any person homeless because their property is uninhabitable.

Housing Services recognises that moving can be difficult. We are committed to making any relocation as easy as possible and will keep tenants informed at every stage of the process. Housing Services will support tenants throughout the relocation process to ensure that disruption is kept to a minimum. Where it is applicable, any disturbance and/or home loss payments will be paid promptly to tenants.

Where possible, Housing Services will carry out improvement works and major repairs while the tenant remains in their home. There will, however, be certain situations such as when the health and safety of the tenant would be at risk if the tenant remained. Where this is the situation, we will arrange to move the tenant: either on a temporary or permanent basis.

In the event of a regeneration or redevelopment programme, details of our offering for residents of all tenure types will be published in a Regeneration Local Lettings Plan relevant to each tenure type. This policy therefore does not pertain to regeneration and should be viewed as a general guide only.

Tenants affected by any regeneration scheme who are living in short life temporary accommodation provided by the Council due to homelessness will not be covered in any such local lettings plan (unless specified).

Affected homeless tenants will be supported through the Council's Housing Advice and Homelessness service to ensure that their needs are reassessed and if eligible, alternative accommodation will be provided.

**Policy summary**

This policy recognises the huge impact that moving home under these circumstances can have on people's lives, especially where the move is not through choice. The policy therefore aims to provide a thorough understanding of the decant process; what types of compensation might be offered, and the practical help that Housing Services may be able to provide for affected residents.

**Scope**

This policy applies to council tenants who may lose their home temporarily or permanently due to demolition, redevelopment, re-designation, or major works that make staying in the property unreasonable. The Council will rehouse any displaced council tenant, except those with a court possession order for tenancy breaches like rent arrears or anti-social behaviour. Any such household will not be rehoused under this policy.

The Council will not rehouse unauthorised occupants including friends, sub-tenants, lodgers, licensees, squatters and other non-secure occupant. This also includes ineligible persons within the criteria of s160ZA of the Localism Act (2011) and those deemed ineligible by the Secretary of State.

The Council will not rehouse leaseholders or freeholders because of demolition, redevelopment, re-designation of or major works to, a property.

The duty to re-house leaseholders or freeholders only applies where "suitable alternative residential accommodation on reasonable terms" is not available to the residential occupier (as detailed in Section 39 of the Land Compensation Act 1973). In most circumstances it is anticipated this will be achieved on the open market, through the purchasing of a new property.

**Aims, objectives and outcomes**

This policy explains the Council's approach when it becomes necessary to rehouse tenants where we need to carry out major repairs or redevelopment that cannot reasonably be completed while the property is occupied. It also applies where a property is to be demolished or disposed of.

This policy aims to establish:

- when we may decant residents
- consultation (in non-emergency situations)
- options and choices for residents
- compensation and expenses offered
- support and assistance available

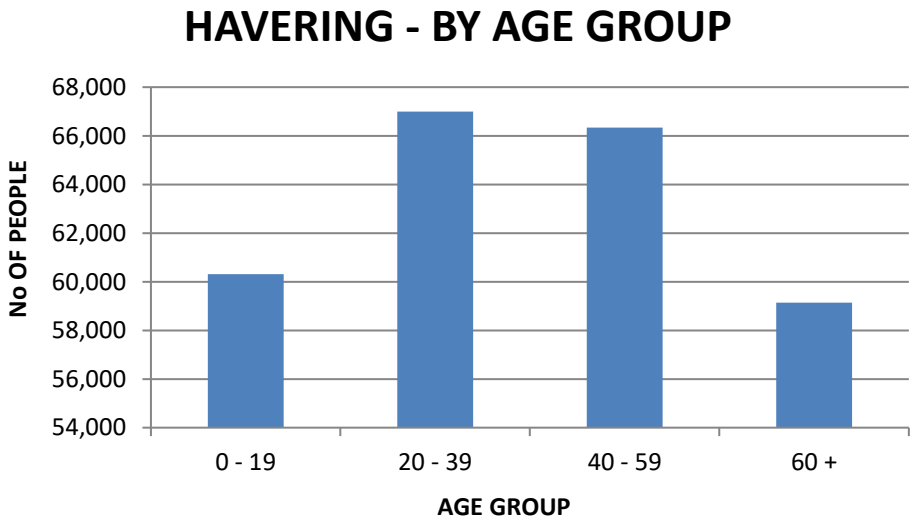
| Who will be affected by the activity? |
|---|
| Tenants and Leaseholders of Havering Council who require temporary or permanent move for remedial works. |

| Protected Characteristic - Age | | |
|---|---|---|
| *Please tick (✓) the relevant box:* | | **Overall impact: Neutral**<br><br>Age implications from the policy are neutral as the policy details the Council's obligations to social housing tenants and leaseholders who require temporary or permanent moves.<br>. |
| **Positive** | | |
| **Neutral** | ✔ | |
| **Negative** | | |

**Evidence:**
Declining mortality rates mean higher life expectancies.

A newborn male baby in the UK today can expect to live for 79.2 years and a girl to 82.9 years, with 22.6% of newborn boys and 28.3% of newborn girls projected to live to 100 years old[1].

- Havering has the oldest population in London with a median age of 40 years, as recorded in the 2011 census.
- The life expectancy at age 65 years in Havering is 19 years for males and 21.7 years for females. The life expectancy at birth for people living in Havering is 80.2 years for males and 83.9 years for females.
- From 2011 to 2016, Havering experienced the largest net inflow of children across all London boroughs. 4,580 children settled in the borough from another part of the United Kingdom during that five-year period.
- It is projected that the largest increases in population up to 2033 will occur in the following age brackets; children (0-17 years), and older people age groups (65 years and above).




[1] Article: 'Living longer; how our population is changing and why it matters' (Office for National Statistics, August 2018)

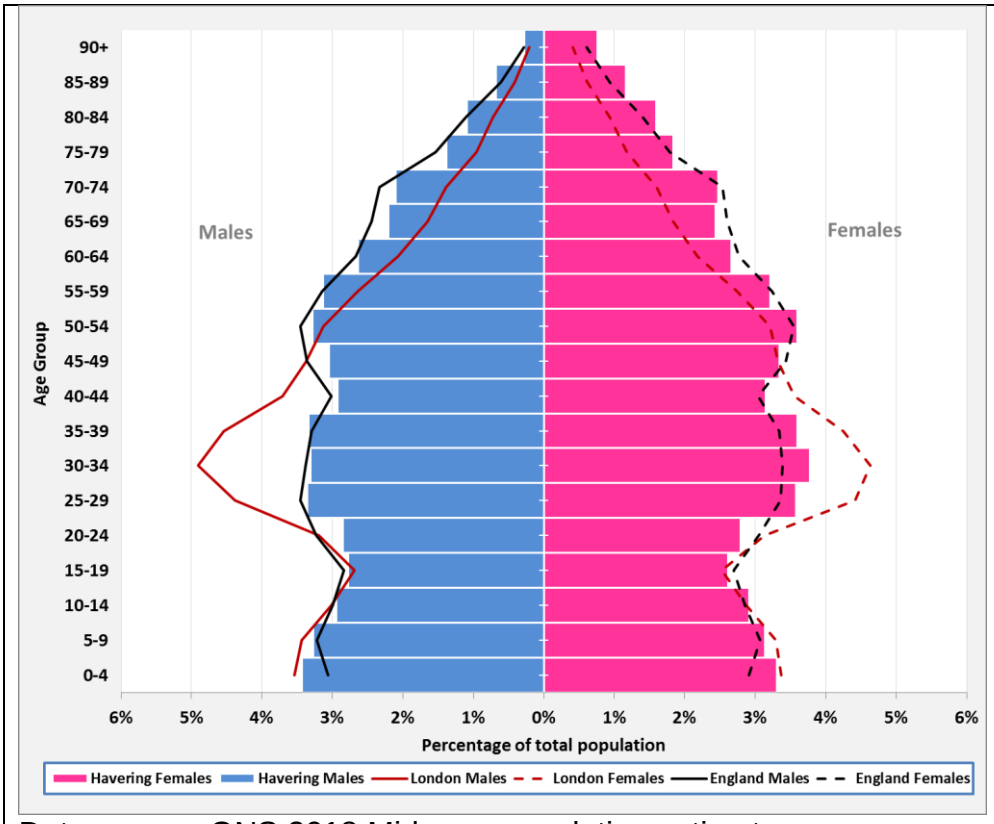
The Havering population is estimated to be 257,810 (ONS, 2018). The table below gives a breakdown by five year age bands and gender.

| Age Band (Years) | Male | Female | Persons |
|---|---|---|---|
| 00-04 | 8,850 | 8,520 | 17,370 |
| 05-09 | 8,429 | 8,081 | 16,510 |
| 10-14 | 7,595 | 7,503 | 15,098 |
| 15-19 | 7,166 | 6,743 | 13,909 |
| 20-24 | 7,351 | 7,198 | 14,549 |
| 25-29 | 8,642 | 9,220 | 17,862 |
| 30-34 | 8,526 | 9,742 | 18,268 |
| 35-39 | 8,614 | 9,268 | 17,882 |
| 40-44 | 7,542 | 8,125 | 15,667 |
| 45-49 | 7,868 | 8,624 | 16,492 |
| 50-54 | 8,460 | 9,279 | 17,739 |
| 55-59 | 8,072 | 8,290 | 16,362 |
| 60-64 | 6,806 | 6,860 | 13,666 |
| 65-69 | 5,696 | 6,272 | 11,968 |
| 70-74 | 5,417 | 6,379 | 11,796 |
| 75-79 | 3,561 | 4,741 | 8,302 |
| 80-84 | 2,817 | 4,121 | 6,938 |
| 85-89 | 1,747 | 3,000 | 4,747 |
| 90+ | 719 | 1,966 | 2,685 |
| **All Ages** | **123,878** | **133,932** | **257,810** |

Havering has the oldest population in London with a median age of 39 years. There are approximately 60,102 persons aged 65 and over in Havering. This is more than a fifth of the whole population (23.3%).

Figure 1 below shows a much older age structure for the population of Havering compared to London but similar to England.

Figure 1 : Havering, England and London Mid-2018 Population Pyramid




Data source: ONS 2018 Mid-year population estimates.

The increased age of residents within Havering could see mean that there is an increased pressure for smaller or sheltered type properties.

Sources used:

- This is Havering 2019/20 version 4.4, Public Health Intelligence
- ONS 2018 Mid-year Population Estimates

**Protected Characteristic - Disability**

| *Please tick (✓) the relevant box:* | | **Overall impact: Negative** |
|---|---|---|
| **Positive** | | This policy decides on applicants cases based on a number of criteria, including an applicant's health and consequent housing need priority. The policy states: |
| **Neutral** | | |
| **Negative** | ✓ | The policy is neutral in that it provides sufficient guidance into the Council's response to required temporary or permanent moves to resolve urgent or emergency remedial repairs.<br><br>However, there is an element of risk in adequately addressing housing needs of residents with medical issues that may require adaptable or specialised accommodation.<br><br>Of the 8675 residents in Council managed or leasehold stock, 1232 adults (14.2%) identify as having a serious medical disability that may impact the type of housing provision required to meet their needs. This |

| | | |
|---|---|---|
| | | risk is managed through identification of individual household needs and matching them to suitable accommodation either through alternative housing stock or temporary solutions such as bed and breakfast and nightly let accommodation. |

**Evidence:**

- In 2017, 3,506 adults (aged 18-64 years) were estimated to be living with serious physical disabilities in Havering.
- The estimated rate of serious physical disabilities in Havering (2,323 per 100,000 population aged 18-64 years) is similar to England but significantly higher than London average. It is one of the highest rates within London local authorities (see Figure 22). One of the key reasons for this is likely to be due to the relatively older population in Havering compared to other London boroughs.
- In 2025, 14% of adults living in Council managed or leasehold stock identify as having a serious medical disability.

Please note: Rate per 100,000 calculation uses mid 2016 population.

The following shows the prevalence of various disabilities in Havering:

Table 1: Number of people aged 18-64 with disabilities in Havering by age band, 2020

| Age band | Number with learning disability | Number with Impaired mobility | Number with serious visual impairment | Number with moderate or severe, or profound hearing impairment |
|---|---|---|---|---|
| 18-24 | 519 | 192 | 12 | 347 |
| 25-34 | 911 | 366 | 24 | 791 |
| 35-44 | 882 | 1,790 | 23 | 1,652 |
| 45-54 | 792 | 1,685 | 22 | 4,271 |
| 55-64 | 721 | 4,438 | 21 | 8,143 |
| 18-64 | 3,824 | 8,471 | 102 | 15,204 |

Table 2: Number of people aged 18-64 with mental health problems in Havering, 2020

| Mental health problem | Number |
|---|---|
| Common mental disorder | 29,906 |
| Borderline personality disorder | 3,796 |
| Antisocial personality disorder | 5,184 |

| | |
|---|---|
| Psychotic disorder | 1,100 |
| Two or more psychiatric disorders | 11,327 |

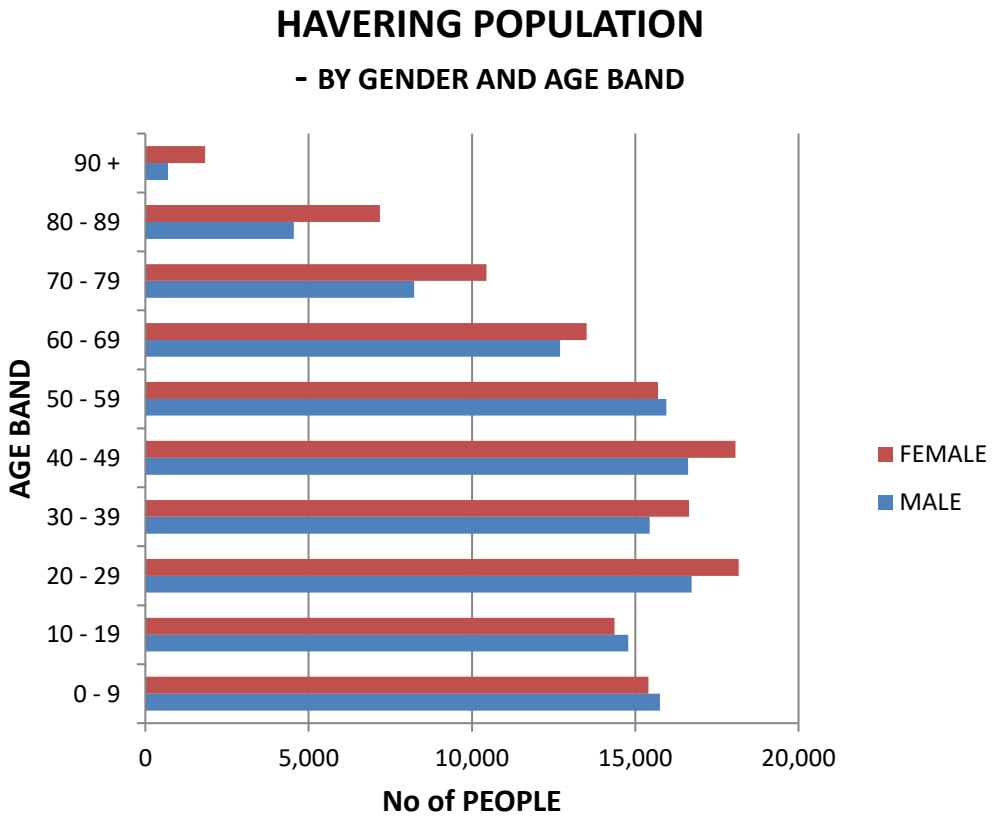
Table 3: Number of people aged 65 & over unable to manage at least one mobility activity on their own in Havering, 2020

| Age band | Number |
|---|---|
| 65-69 | 1,023 |
| 70-74 | 1,642 |
| 75-79 | 1,506 |
| 80-84 | 1,740 |
| 85 and over | 3,410 |
| 65 and over | 9,321 |

**Sources used:**
This is Havering (2018)
Projecting Older People Population Information: https://www.poppi.org.uk/index.php
Projecting Adults Needs and Services Information: https://www.pansi.org.uk/

| Protected Characteristic - Sex/gender | | |
|---|---|---|
| *Please tick (✓) the relevant box:* | | **Overall impact: Neutral**<br><br>This policy will have a largely neutral impact on households based on sex/gender<br><br>The majority of households in Council stock are from women headed households, mainly due to the higher levels of poverty in such households.<br><br>There is a possible negative impact of housing women headed households into temporary bed and breakfast or nightly let accommodation with heightened risk of placements in unfamiliar surroundings, security and access to local support. To mitigate such risks the Council conducts risk assessments as part of the decant process to ascertain the safest possible placements for households. |
| **Positive** | | |
| **Neutral** | ✓ | |
| **Negative** | | |

**Evidence:**




| Gender | Total | % of Register |
|---|---|---|
| Male | 589 | 22 |
| Female | 1990 | 78 |
| Total | 2579 | 100 |

**Sources used:**
https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates

| Protected Characteristic - Ethnicity/race | | |
|---|---|---|
| *Please tick (✓) the relevant box:* | | **Overall impact: Neutral**<br><br>This policy offers an ethnicity neutral approach to making decision on the decanting of households.<br><br>There are no proposed changes from the policy which may impact in terms of this protected characteristic. |
| **Positive** | | |
| **Neutral** | ✔ | |
| **Negative** | | |

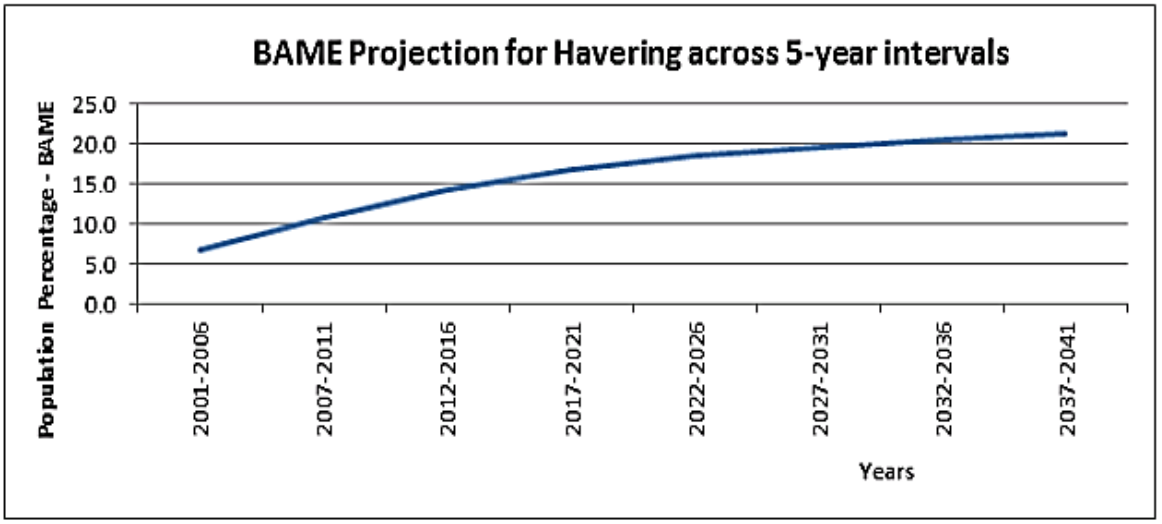
**Evidence:**

• Havering is one of the most ethnically homogenous boroughs in London, with 83% of its residents recorded as 'White British' in the 2011 census; higher than both London and England.

• However, the ethnically homogenous characteristic of Havering is gradually changing due to its growing cultural diversity.

• The Borough's white population is projected to decrease from the current 84% to 78% in 2032.

• The BAME population, notably those from Black African heritage (though many of whom are likely to be British born) is projected to increase from 4.1% in 2017 to 5.3% of the Havering population in 2032



According to the GLA ethnic projections (2020) There are approximately 40,500 (18%) people from BAME groups living in Havering, the majority being black Africans (11,700, 4.5%).

Table 1: The GLA ethnic population projections 2020

| Ethnic Group | Male | Female | Persons |
|---|---|---|---|
| White British | 94,850 | 101,950 | 196,810 |
| White Irish | 1,320 | 1,620 | 2,940 |
| Other White | 7,280 | 7,330 | 14,610 |
| White & Black Caribbean | 1,900 | 1,840 | 3,740 |
| White & Black African | 710 | 780 | 1,490 |
| White & Asian | 890 | 860 | 1,750 |
| Other Mixed | 900 | 920 | 1,820 |
| Indian | 4,050 | 4,530 | 8,590 |
| Pakistani | 1,290 | 1,510 | 2,810 |
| Bangladeshi | 1,190 | 1,140 | 2,340 |
| Chinese | 610 | 1,010 | 1,620 |
| Other Asian | 1,980 | 2,120 | 4,110 |
| Black African | 5,270 | 6,430 | 11,700 |
| Black Caribbean | 2,090 | 1,940 | 4,030 |
| Other Black | 790 | 970 | 1,760 |
| Arab | 290 | 220 | 510 |
| Other Ethnic Group | 660 | 570 | 1,220 |
| **Total** | **126,070** | **135,740** | **261,850** |

| **Protected Characteristic - Religion/faith** | | |
|---|---|---|
| *Please tick (✓) the relevant box:* | | **Overall impact: Neutral** |
| **Positive** | | This policy offers a religion/faith neutral approach to making decision on the temporary or permanent rehousing of households. The Policy will be carried out with an emphasis on equality of treatment. |
| **Neutral** | ✔ | |

| | | |
|---|---|---|
| **Negative** | | |

**Evidence:**

Most recent available data (Census 2011) shows the majority of Havering residents are Christians.

Table 7: Religion and Belief 2011 Census, Havering

| Faith | Number | % |
|---|---|---|
| Christian | 155,597 | 65.6% |
| Buddhist | 760 | 0.3% |
| Hindu | 2,963 | 1.2% |
| Jewish | 1,159 | 0.5% |
| Muslim | 4,829 | 2.0% |
| Sikh | 1,928 | 0.8% |
| Other Religion | 648 | 0.3% |
| No Religion | 53,549 | 22.6% |
| No Response | 15,799 | 6.7% |
| **Totals** | **237,232** | **100%** |

**Sources used:**
Census 2011

| **Protected Characteristic - Sexual orientation** | | |
|---|---|---|
| *Please tick (✓) the relevant box:* | | **Overall impact: Neutral** |
| **Positive** | | This policy offers a sexual orientation neutral approach to making decision on the decanting of households.<br>. The Policy will be carried out with an emphasis on equality of treatment.<br><br>It is not necessary for residents to disclose their sexual orientation therefore a neutral impact is expected. |
| **Neutral** | ✔ | |
| **Negative** | | |

**Sources used:**

There is insufficient evidential information at this time as to whether the impact on this protected characteristic will be positive or negative. It is currently envisaged that there will be neutral impact at the least.

| **Protected Characteristic - Gender reassignment** | | |
|---|---|---|
| *Please tick (✓) the relevant box:* | | **Overall impact: Neutral** |
| **Positive** | | This policy offers a gender reassignment neutral approach to making |

| | | |
|---|---|---|
| **Neutral** | ✔ | decision on the decanting of households.<br>The Policy will be carried out with an emphasis on equality of treatment. |
| **Negative** | | |

**Evidence:**

The Equality Act 2010 says employees must not be discriminated against in employment for being married or in a civil partnership.

In the Equality Act marriage and civil partnership means someone who is legally married or in a civil partnership. Marriage can either be between a man and a woman, or between partners of the same sex. Civil partnership is between partners of the same sex.

Marriages and registration of civil partnerships in the UK are currently suspended due to the COVID-19 pandemic.

**Sources used:**
https://www.equalityhumanrights.com/en/advice-and-guidance/marriage-and-civil-partnership-discrimination

**Protected Characteristic - Marriage/civil partnership**

| *Please tick (✓) the relevant box:* | | **Overall impact: Neutral**<br><br>This policy offers a marriage/civil partnership neutral approach to making decision on the decanting of households. The Policy will be carried out with an emphasis on equality of treatment. The policy will support households regardless of their marital status |
|---|---|---|
| **Positive** | | |
| **Neutral** | ✔ | |
| **Negative** | | |

**Evidence:** There is insufficient evidential information at this time as to whether the impact on this protected characteristic will be positive or negative. It is currently envisaged that there will be neutral impact at the least.

**Protected Characteristic - Pregnancy, maternity and paternity**

| *Please tick (✓) the relevant box:* | | **Overall impact: Neutral**<br><br>This policy offers a pregnancy, maternity and paternity neutral approach to making decision on the decanting of households. The Policy will be carried out with an emphasis on equality of treatment.<br><br>There is a possible negative impact of housing women headed households into temporary bed and breakfast or nightly let accommodation with heightened risk of placements in unfamiliar surroundings, security and access to localised medical support. To mitigate such risks the Council conducts risk assessments as part of the decant process to ascertain the safest possible placements for households. |
|---|---|---|
| **Positive** | | |
| **Neutral** | ✔ | |
| **Negative** | | |

| |
|---|
| **Evidence:** There is insufficient evidential information at this time as to whether the impact on this protected characteristic will be positive or negative. It is currently envisaged that there will be neutral impact at the least. The changes proposed in the new policy will not impact this group. |

| **Health & Wellbeing** | | |
|---|---|---|
| *Please tick (✓) all the relevant boxes that apply:* | | **Overall impact: Neutral**<br><br>**Do you consider that a more in-depth HIA is required as a result of this brief assessment? No** ✓<br><br>The process of reviewing this policy will assist the Council in ensuring a proactive responsive service to rehousing requests to facilitate remedial or planned major works. Housing plays a key role in the health and well-being of residents. Disrepair of accommodation can lead to health issues and safety issues.<br><br>Where resources permit, the Council will look to rehousing tenants into alternative Council accommodation that meets the household needs When this is not possible, alternative measures will be sought including alternative temporary accommodation. |
| **Positive** | | |
| **Neutral** | ✔ | |
| **Negative** | | |

# Review

This EqHIA will be reviewed annually, or as and when new legislation or relevant influential data that may impact on the EqHIA arrives.

**Scheduled date of review:** July 2026

**Lead Officer conducting the review:** Kwabena Obiri, Housing Choicer and Applications Manager.

## 1. 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/optimise 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 |
|---|---|---|---|---|---|
| Sex/Gender | Security/Vulnerability being placed into alternative temporary accommodation such as bed and breakfast | Mitigations to be carried out through risk and suitability assessment | The impact of the policy on these groups will be monitored. | Annually | Kwabena Obiri |
| Pregnancy, maternity and paternity | Security/Vulnerability being placed into alternative temporary accommodation such as bed and breakfast. Lack of access to localized maternal | Mitigations to be carried out through risk and suitability assessment | The impact of the policy on these groups will be monitored. | Annually | Kwabena Obiri |

| | | | | | |
|---|---|---|---|---|---|
| | provision/services. | | | | |
| Disability | Element of risk in adequately addressing housing needs of residents with medical issues that may require adaptable or specialised accommodation | Identified needs of households at initial decant referral stage. Further suitability assessments conducted on identified properties to ensure suitability of offer. | The impact of the policy on these groups will be monitored. | Annually | Kwabena Obiri |

**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).



## Review

**Scheduled date of review:** July 2026

**Lead Officer conducting the review:** Kwabena Obiri

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

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Havering
LONDON BOROUGH

# CABINET

| | |
|---|---|
| **Subject Heading:** | **Vulnerable Person Policy for Council Tenants (2025)** |
| **Cabinet Member:** | Councillor Paul McGeary, Cabinet Member for Housing and Property |
| **ELT Lead:** | Paul Walker, Director of Housing & Property.<br>Patrick Odling-Smee, Director of Living Well. |
| **Report Author and contact details:** | James Delaney, james.delaney@havering.gov.uk |
| **Policy context:** | This policy sets out Havering Housing Services' commitment to assisting our vulnerable tenants to access our services and to sustain their tenancy. |
| **Financial summary:** | No direct financial implications. |
| **Is this a Key Decision?** | Yes. Significant effect on two or more Wards. |
| **When should this matter be reviewed?** | Annually, to ensure that it continues to comply with legislative or regulatory requirements. |
| **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 | |

## SUMMARY

This policy sets out Havering Housing Services' commitment to assisting our vulnerable tenants to access our services and sustain their tenancy. It describes how a resident's vulnerabilities will be identified and recorded, and how we can adjust the way we deliver services to ensure the resident is not disadvantaged by their vulnerability.

## RECOMMENDATIONS

Cabinet are recommended to approve the Vulnerable Person Policy for Council Tenants.

## REPORT DETAIL

This new policy explains:

1. The staffing arrangements to be put in place to support this policy.
2. How vulnerabilities will be identified and recorded.
3. Safeguarding arrangements for vulnerable tenants.
4. How we will support vulnerable residents who lack the capacity to make decisions.
5. How services may be adjusted for vulnerable residents.
6. How tenancy management and enforcement will take vulnerabilities into account.
7. How this policy will be monitored.

## REASONS AND OPTIONS

**Reasons for the decision:**
This policy is required because the Regulator of Social Housing requires registered providers to publish clear and accessible policies which outline their approach to tenancy management, including "their policy on taking into account the needs of those households who are vulnerable by reason of age, disability or illness...including through the provision of tenancies which provide a reasonable degree of stability."

The Regulator's Consumer Standards Code of Practice states that registered providers should "be able to demonstrate how they have taken into account the needs of vulnerable households in their approach to tenancy management."

Vulnerable residents would benefit from a policy which makes clear how the delivery of services can be adjusted to ensure they have the same access to services as other residents.

**Other options considered:**

| **Other option** | **Reasons for not doing this** |
|---|---|
| Relying on information contained within other policies, including the Tenancy Policy, Aids and Adaptations Policy, and Reasonable Adjustments Policy. | The Tenancy Policy is brief on this topic and does not include specific actions or details on how vulnerabilities will be recorded and how any necessary service adjustments will be delivered.<br><br>The Reasonable Adjustment Policy addresses the needs of disabled residents but not those with other types of vulnerabilities.<br><br>The Aids and Adaptations Policy is concerned with physical adaptations, not service adjustments. |
| Make minor amendments to other policies instead of creating this new policy | To clearly and demonstrably meet the Regulator's requirements, the amendments would need to be more than minor.<br><br>Having a Vulnerable Person Policy will make compliance with the Regulator's requirements more obvious. Doing so will also make the information easier for residents to locate. |
| Do nothing | • Will not meet Regulator's requirements.<br>• Residents will not know how we can adjust services in light of their vulnerabilities. |

## IMPLICATIONS AND RISKS

**Financial implications and risks:**

The Housing Regulator requires providers to have a robust policy and procedures in place to identify and support vulnerable clients, ensuring they receive appropriate services and are treated with fairness and respect. This includes making reasonable adjustments to accommodate individual needs, particularly for those with disabilities or other support requirements, and complying with relevant legislation, for example Equalities Legislation. The Housing Regulator has not stipulated a specific way in which the needs of vulnerable tenants are to be taken into account, including in relation to tenancy management. But there is a clear requirement for Councils to have a policy, to have published the policy and to be working to that Policy in dealing with Vulnerable Clients.

This report is requesting the approval of the Havering Vulnerability Policy for residents. It outlines clearly the steps that Havering Council is taking to address the Housing Regulator requirement. It also identifies other policies upon which the Vulnerability Policy relies and relates. This Policy does not intend to increase the services in place and on offer to residents. However, there is a risk that the publication of the Policy could increase demand and this should be monitored, as this will be a demand led service. The increase may not be a direct cost in terms of money but could be indirect in staff time. Training mentioned within the policy, and any other demands relating directly to this policy for example requirements such as the need to ensure information is accessible and understood by vulnerable clients, will be met from existing budgets. This is a demand led service and as such if a client is entitled to the service it cannot be withdrawn on the basis of insufficient budget without risk of challenge which could ultimately end in judicial review if other avenues of the complaints procedure are exhausted first. As stated above additional training is to be provided, this is to be provided by current in house teams and no additional cost to the Council.

The publication of this policy, as with any, creates an obligation to meet the requirements within it. Failure to comply with the terms of the Vulnerability Policy once implemented could expose the council to risk of successful litigation, which is its most extreme could be a judicial review claim, or discrimination claim. This should be recorded on the risk register with clear mitigations to manage the risk. It should be noted that there are several stages before this risk would be reached, and the complaints procedure is referred to in the policy itself to clearly identify the stages a client could take if unhappy with the application of the policy or the Councils actions in meeting the policy commitments. Failure to publish the policy would be detrimental to the Council when reviewed and assessed by the Housing Regulator.

**Legal implications and risks:**

The Council is required to ensure that when supporting vulnerable tenants that it complies to the relevant legislation and regulations, which includes: the Human Rights Act 1998, the Equality Act 2010 and the Regulator for Social Housing Standards. Failing to comply with these puts the Council at risk of breaking the law.

The Regulator of Social Housing's new enhanced regulatory powers were introduced into law via the Social Housing (Regulation) Act 2023, which now make it possible for failing landlords to be fined and / or 'named and shamed' through published reports and findings. Where a Council fail to comply with its legal and regulatory duties towards its tenants, it is at the risk of being identified by the Regulator as non-compliant, which could result in both financial and reputational damage.

The Regulator's Consumer Standards Code of Practice provides that registered providers should be able to demonstrate how they have taken into account the needs of vulnerable households in their approach to tenancy management.

The Regulator for Social Housing has issued Consumer Standard Code of Guidance in April 2024. This Code is issued by the Regulator of Social Housing, under section 195(1) of the Housing and Regeneration Act 2008 (as amended)

Section 195(2) of the HRA provides that the regulator may have regard to the Code when considering whether the standards have been met.

**Human Resources implications and risks:**

Training on how to recognise vulnerabilities will be delivered by the Havering Safeguarding Adults' Board (HSAB).

Training on how to record vulnerabilities will be delivered in-house by the Service Improvement team.

The two posts referred to under "Staffing" are already existing and occupied.

**Equalities implications and risks:**

An EHIA (Equality and Health Impact Assessment) has not been completed and is not required for this decision. The Council seeks to ensure equality, inclusion, and dignity for all. There are no equalities and social inclusion implications and risks associated with this decision.

**Health and Wellbeing implications and Risks**

This policy will help to improve the health and wellbeing of Havering residents by identifying and better supporting vulnerable council tenants.

**Environmental and Climate Change Implications**

None.

## BACKGROUND PAPERS

None.

Property and Housing Services

# Vulnerable Person Policy for Council Tenants (2025)

# Contents


Purpose ..... 3
Scope ..... 3
Definition of vulnerability ..... 3
Policy Objectives ..... 3
How we will set ourselves up for success ..... 4
Staffing ..... 4
Training for staff ..... 4
How vulnerabilities will be identified ..... 4
New tenants ..... 5
Records ..... 5
How we will respond to vulnerabilities ..... 5
Safeguarding ..... 5
Who do adult safeguarding duties apply to? ..... 5
Safeguarding actions ..... 6
Residents Lacking Capacity ..... 6
Service adjustments ..... 7
Tenancy management and enforcement ..... 8
Other actions ..... 8
How this policy will be monitored ..... 9
Legal context ..... 9
Legal duties and regulatory requirements ..... 9
Other policies to consult in conjunction with this one ..... 10
Delegated authority to make minor changes to this policy ..... 10
Appendix A: Factors in Defining Vulnerability ..... 11

## Purpose

Havering Housing Services recognises that for various reasons, tenants can face additional difficulties and circumstances that can result in them being more vulnerable and unable to cope and manage their tenancy.

This policy sets out Havering Housing Services' commitment to assisting our vulnerable tenants to access our services and sustain their tenancy.

## Scope

The policy applies to vulnerable people who are named tenants of the London Borough of Havering, as well as to other vulnerable people who reside in the named tenant's household.

All Housing Officers and external partners working with Housing Services must comply with this policy.

### Definition of vulnerability

Havering Housing Services defines 'vulnerable' in relation to the provision of its services as:

*Residents who have a particular characteristic and/or experience a specific life event, that means they are currently unable to act independently and/or are unable to cope with managing their tenancy without additional support.*

These factors can include, but are not limited to, mental health, domestic violence, age, disability, bereavement and poverty.

We will also consider vulnerabilities that may arise due to those identified in Appendix A.

## Policy Objectives

The main goals of this policy are to provide fair and supportive treatment for vulnerable residents in Havering. Our Housing Services will quickly identify and record any vulnerabilities a tenant has, before deciding the service adjustments that are required to better support that resident.

## How we will set ourselves up for success

### Staffing

- We will ensure that we have a dedicated Intensive Housing Needs Officer, who will work as the central link across housing, adult social care (liaising with social workers where necessary), children's services, benefits, local area coordinators, the voluntary care sector and the Multi Agency Safeguarding Hub, providing enhanced support to our most vulnerable residents.
- We will employ a dedicated Hoarding Officer in Housing Services. The Hoarding Officer and the Intensive Housing Needs Officer will team up to address the cases of hoarding which have stood in the way of carrying out repairs and tenancy audits.

### Training for staff

- We will ensure that staff have ongoing training, to ensure they can identify and respond appropriately to our vulnerable residents' needs. This will include safeguarding training.
- All staff will be aware of the possibility that a resident may be vulnerable e.g., from information they receive or from their own observations during routine work such as home visits or ASB (antisocial behaviour) interviews. Staff will be aware of the different approaches required for someone bereaved by suicide or sudden violent death.
- All staff will be trained so that they are able to recognise:
  - potential signs of vulnerability
  - safeguarding issues, and make appropriate referrals
  - hoarding, self-neglect or other behaviour which results in the person's home and/or garden becoming damaged, neglected or otherwise unfit for occupation.
  - vulnerabilities of residents who are subject to antisocial behaviour, harassment or domestic violence including cuckooing
  - issues including: failure to answer the door when visited; failure to allow access for works such a gas safety boiler check; erratic rent payments and falling into arrears when the tenant previously had a good payment history.
- All staff will be trained in how to record vulnerabilities on our systems, and how to decide the service adjustments that are required.
- The above training will be mandatory and refreshed annually.

### How vulnerabilities will be identified

A resident's vulnerability may be identified by:

- Residents when they apply for housing or contact us, or self-refer. Residents can self-refer in the following ways:
  - during the settling-in visit.
  - By contacting the Housing Officer or Intensive Housing Needs Officer.
- By any Havering Council staff member who may have contact with a resident in person, on the phone or through any other channel of communication. This

will include a council-approved contractor or partner agencies.
- A referral from an external agency or organisation.

### New tenants

- At the tenancy sign up, new tenants will be given the opportunity to tell us about the needs of any vulnerable household member and any existing care and support services received. Where appropriate, a referral can be made to an external support agency, or further advice and support sought from our resident services team.
- At the settling in visit, the Housing Officer can also be notified of a vulnerability and will work with the resident to develop an appropriate housing support plan.

### Records

- The responsibility for recording information about vulnerabilities will rest with whichever Housing Officer receives the information from the resident. A pathway will also exist for contractors to pass relevant information to officers.
- We will record on the tenant's housing record any known vulnerability, or any communication or access needs. We will record any known representatives who act as a 'delegated authority' or with power of attorney to act on the resident's behalf. This will ensure our staff have advance knowledge of any additional factors to consider when delivering services.
- We will ensure that all vulnerable residents have a clearly defined housing support plan, which we will aim to review every two years. The Housing Officer and the resident will agree upon the frequency of visits and/or contact that is appropriate for the resident.
- When a resident contacts us to request a repair, the contact centre call handler will confirm if there are any disabilities or support needs which should be taken into account. This will be recorded on the resident's record so that the service can be delivered appropriately.

## How we will respond to vulnerabilities

### Safeguarding

#### Who do adult safeguarding duties apply to?

- In the context of the legislation, specific adult safeguarding duties apply to any adult who has care and support needs and is experiencing or at risk of abuse or neglect and is unable to protect themselves from either the risk of, or the experience of abuse or neglect, because of those needs.
- Within the scope of this definition are:

- All adults who meet the above criteria regardless of their mental capacity to make decisions about their own safety or other decisions relating to the safeguarding process and activities
- Adults whose needs for care and support have not been assessed as eligible

or which have been assessed as below the level of eligibility for support.
- Adults who fund their own care and support

## Safeguarding actions

- We will safeguard adults in a way that supports them in making choices and having control about how they want to live. This will include taking part in multi-disciplinary professionals' meetings, forums and groups to share information and make plans for individuals. The groups involved may include the Multi Agency Risk Assessment Conference and the Safeguarding Vulnerable People Partnership. We will work closely with the Council's Adult and Children Services where necessary, for example by attending Child in Need meetings.
- We will make safeguarding referrals whenever needed, and in a timely way. Housing staff and officers who believe that an adult or child is at risk, or is in need of support services and is suffering, likely to suffer or has suffered significant harm must bring the matter to the attention of the safeguarding team.
- We will follow a preventative approach to safeguarding, to prevent harm occurring. This will involve:
    - Discussing prevention at every stage of safeguarding, especially at the closure stage.
    - raising public awareness
    - providing information, advice and advocacy to people at risk of harm
    - inter-agency cooperation between internal partners
    - working with external partners in the community
- In all adult safeguarding work, staff working with the person at risk will establish whether there are children in the family and whether checks should be made on children and young people who are part of the same household, irrespective of whether they are dependent on care either from the adult at risk or the person alleged to have caused harm. Children and young people may be at greater risk of harm or need additional help in families where adults have mental health problems, misuse of alcohol and substances, are in a violent relationship, have complex needs or have learning difficulties.
- Abuse within families calls for a multi-disciplinary approach to protect all those at risk. Where appropriate, housing staff will be assisted by using Domestic Abuse Risk Management tools as well as safeguarding risk management tools.

## Residents Lacking Capacity

- Any prospective tenant must be able to understand:
    - Their obligation to pay rent as a tenant, and to occupy and maintain the interior of the property
    - The landlord's obligations, e.g. to maintain the property
    - That failure to keep to the terms of the tenancy agreement may mean they could be evicted.
- Where the adult may lack capacity to make decisions about tenancy management and enforcement, communication preferences, or managing any

abusive situation, then their capacity must always be assessed and any decision made in their best interests.

- Assessments of capacity, and decision-making for tenants found to lack capacity, will adhere to London Borough of Havering's *Mental Capacity Act 2005 Procedure* (2024).

- In line with the Mental Capacity Act 2005, we will liaise with those who have legal authority to act on behalf of our residents who lack capacity. This person must be a representative who has or is:
  - Lasting Power of Attorney (LPA)
  - Deputyship Order from the Court of Protection
  - litigation friend appointed in Court proceedings if the resident lacks capacity to litigate
  - appointee appointed by the DWP to manage a person's benefits if they lack capacity
  - Independent Mental Capacity Advocate (IMCA) commissioned by the local authority, where a person aged 16 or over lacks ability to decide for themselves where to live and has no-one, such as a friend, relative, attorney or deputy to advise or support them.

## Service adjustments

- We will consider any additional needs that result from a vulnerability, and where appropriate, adjust how we deliver services to ensure vulnerable residents still receive the same level of service.
- When we say "adjustment", we only refer to a change made to a housing-related service. Tenants who require physical adaptations or alterations to their property because of a disability should refer to our Aids and Adaptations and Reasonable Adjustments policies. Housing Officers who become aware of a need for physical adaptations or alterations to a property will make a referral to the relevant team.
- Where a vulnerability is identified that means the tenant or a member of the household needs additional support, each service area will consider what additional support or variation in usual service provision is appropriate.
  - In deciding what adjustment is appropriate, we will consider: how effective the adjustment will be in assisting a vulnerable tenant; the practicality of the adjustment; the cost of the adjustment; any disruption to the service that making the adjustment may cause.
  - We will endeavour to make adjustments to a service when this is requested by a tenant. However, in some cases, we may not be able to approve a request if we deem it to be unreasonable and unjustified.
    - If a customer is dissatisfied with the decision we have made regarding a service adjustment, we will respond in accordance with our Complaints Policy. If necessary when reviewing our decision, we will seek advice from specific expert groups.
  - Within 10 working days of a vulnerability being identified, a Housing Services Officer will decide which service adjustment, if any, is required.
- Within 10 working days of a vulnerability being identified, any service adjustment decided upon will be in place.

- This may vary from service to service but some examples are: allowing longer for customers to answer their door when we call for an appointment; visits in person where we would normally provide a phone service; explain a letter over the phone in addition to sending it; consider providing or referring for additional support for an ASB perpetrator with mental health issues before contemplating enforcement action; consider applying for an injunction instead of possession action when the resident's vulnerability would make it extremely difficult for them to secure suitable alternative accommodation should we take possession.

- Residents are asked about any communication needs when they attend the tenancy sign up and at other opportunities during their tenancy. Residents can also ask that correspondence is sent to someone who has 'delegated authority' to act on their behalf.

## Tenancy management and enforcement

- We will take into account known vulnerability factors in decisions around tenancy management and enforcement.
- For example, when allocating our homes, we will review any information we receive on vulnerability to help us ensure any offer of housing is right for the individual and their family, as a commitment to longer-term tenancy sustainment. We will require confirmation from a medical professional or other support agency of the tenant's circumstances before giving any additional priority due to vulnerability in line with our Allocations Policy.
- All tenants must pay their rent on time. However, we will advise and support those who are struggling to make these payments. We recognise that many vulnerable tenants may have other money problems and difficulties with budgeting; we will refer tenants and/or their carers who approach us for help or who fall into arrears to our Financial Inclusion Officers to ensure the tenant is maximising their income, supported in managing their budget, and has a realistic plan to repay their rent and arrears.
- In managing tenancies and leases, we will consider whether our decision would have an unfair or disproportionate impact on the resident compared with another resident who does not have a protected characteristic. In particular, where possession action is being contemplated, we will consider any legally required pre-action protocols for possession. We will also ensure that pre-action consideration is given to:
  - whether the resident's behaviour, actions or lack of action is related to their vulnerability
  - whether the behaviour is putting the health and safety of others at risk (e.g. neighbours)
  - alternatives to possession action and whether they are suitable
  - whether possession action is justifiable and a proportionate means of achieving a legitimate aim
  - whether the effect on the occupier is outweighed by the advantages of our action.

## Other actions

- Where appropriate, officers will seek support from statutory agencies and other external partner support agencies.

## How this policy will be monitored

The Resident Services Manager will monitor the attainment of this policy's objectives every six months, and report back to the Assistant Director of Housing Operations.

The following key performance indicators will be monitored:

- Within 10 working days of a vulnerability being identified, a Housing Services Officer will decide which service adjustment, if any, is required.
- Within 10 working days of a vulnerability being identified, any service adjustment decided upon will be in place.
- Rates of tenancy sustainment for vulnerable tenants will be no lower than those for other tenants.
- Eviction rates for vulnerable tenants will be no higher than those for other tenants.
- The rate of conversion from introductory tenancies to secure fixed term tenancies will be no lower for vulnerable tenants than for other tenants.
- The completion of vulnerability assessments will be monitored.

The policy will be reviewed and reissued after three years.

## Legal context

### Legal duties and regulatory requirements

- Under the Equality Act 2010, Havering may be considered as exercising a public function in the provision of its services and so must "in the exercise of its functions, have due regard to the need to:

  - eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited under this Act.
  - advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;"

- The protected characteristics are: age, disability, gender re-assignment, marriage & civil partnership, race, religion or belief, sex, and sexual orientation. While we do not necessarily define all people with a protected characteristic as 'vulnerable' for the purposes of this policy, we will give due consideration to any protected characteristics in deciding any enforcement action under the terms of a tenancy or lease to avoid any inadvertent discrimination.
- Havering Housing Services recognises that many other residents can be vulnerable for reasons other than the characteristics protected under the equalities legislation.
- The Regulator of Social Housing's (RSH) Tenant Involvement and Empowerment

Standard requires registered social landlords, including local authorities, to provide choices, information and communication that is appropriate to the diverse needs of tenants and to demonstrate that they understand the different needs of tenants, including in relation to equality and to tenants with vulnerabilities.

### Other policies to consult in conjunction with this one

Allocations policy

Tenancy policy

Housing Services Domestic Abuse Policy

Hoarding and Clutter Policy

Repairs policy

Damp and Mould Control Policy

Aids and Adaptations policy

Reasonable Adjustments policy

To learn how the council will respond to anti-social behaviour, please see the *Property and Housing Services Anti-Social Behaviour (ASB) policy 2024*, and in particular section 6, “Vulnerable groups”.

## Delegated authority to make minor changes to this policy

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

Such amendments will require an assessment by Finance to consider potential financial implications. Any other departments who will be required to implement changes will also be consulted.

## Appendix A: Factors in Defining Vulnerability

The categories below do not list every possible factor, as the whole spectrum of who could be regarded as vulnerable at any point in time is wide, but these are the more common factors to take into consideration when considering a resident's state of vulnerability.

**Factor 1**
**Underlying characteristic** (people in these groups may not always require additional support just because of this characteristic)
• Older people (particularly those 75 years or older)
• 16 – 21-year-olds
• Disabled people
• Care leavers
• Lone parents under 21 years old
• Refugees or asylum seekers
• Carers
• Families with disabled children
• Ex service personnel
• Those living with a terminal illness

**Factor 2**
**Ability to act, engage and cope** (people may lack ability because of having one or more of these factors)
• Learning disability
• Mental illness
• Autism Spectrum Disorder
• Permanently impaired mobility or frailness
• Chronic, debilitating health conditions
• Addiction / serious substance or alcohol abuse
• Low level of literacy
• Low or non-English language skills
• Age related conditions that impact on independent living

**Factor 3**
**Exceptional life event** (people may not have factors 1 and 2 but may have recently experienced an exceptional or traumatic event, and so may be vulnerable at this point in time)
• Recent history of street homelessness
• Recently moved from supported accommodation to independent living
• Bereavement following the death of a partner, child, or other close relationship
• Having recently left care as a young person
• Sexual or racist abuse or serious harassment or other hate crime
• Recent experience of domestic violence
• Living in or recently left a refuge or homeless persons hostel
• Recently discharged from hospital or other institutional care
• Periods of sustained physical or mental illness at home
• Multiple debts and unable to meet basic needs e.g. fuel or food poverty
• Pregnant women
• Recently given birth, still born, or miscarried

- Recently released from prison after a custodial sentence
- Families with children excluded from school
- Ex-service personnel returning from area of conflict

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# CABINET

| | |
|---|---|
| **Subject Heading:** | **Review of Foster Carer Allowances** |
| **Cabinet Member:** | **Councillor Oscar Ford** - Cabinet member for Children and Young People |
| **ELT Lead:** | **Tara Geere -** Director of Starting Well |
| **Report Author and contact details:** | **Jannine Layhe** - Head of Service for Corporate Parenting |
| **Policy context:** | This decision reflects our statutory corporate parenting responsibility defined in the Children Act, to ensure our children in care have sufficient access to stable, loving homes in line with Havering's Sufficiency strategy. |
| **Financial summary:** | The full year cost increase of the proposed uplift to the foster carer weekly fee and allowances is around £0.42m to £0.45m. . This would mean a cost of around £0.1m in Q4 2025/26 and a full year cost as above in 2026/27, which is already forecast within the growth request for 2026/2027. However it is expected to contribute to the avoidance of greater costs from using independent fostering agencies. |
| **Is this a Key Decision?** | Yes |
| **When should this matter be reviewed?** | Annually |
| **Reviewing OSC:** | People Overview and Scrutiny Sub-Committee |

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

**X** 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

## SUMMARY

1. As corporate parents, we have a statutory duty to recruit and retain foster carers who can provide a range of homes offering the appropriate support to meet the needs of the children and young people in our care.

1.1 It is a key priority to ensure that (where it is safe to do so) children in care remain within, or close to, their local area so that they can continue attending their school or clubs and maintain appropriate connections with family and friends.

1.2 As of the end of March 2024, there were 57,065 approved mainstream foster carers in England, which is a 4% decrease from the previous year. From 2021 to 2024, there was a 9.6% decrease in the number of registered foster carers nationally. Local authorities nationwide are facing recruitment challenges. The reasons cited for foster carers leaving the profession are lack of support and financial pressures.

1.3 The current Havering financial allowance structure has remained largely static since 2021 when a previous uplift and wider council support package was agreed. However, since this point increases in the cost of living and associated care costs have not been reflected.

1.4 Benchmarking data from other East London authorities and anecdotal feedback from our foster carers, has evidenced that our current fostering rates are not in line with neighbouring authorities.

1.5 Havering are part of the 'Local Community Fostering' (Greater London East) Fostering Hub initiative which was launched in May 2024. The hub hosted by the London Borough of Waltham Forest was established as a regional fostering hub involving Waltham Forest, Barking & Dagenham, Havering, Newham, Redbridge, and Tower Hamlets, with funding from the government's Fostering Recruitment and Retention Programme. This programme provided support to local authorities in finding new ways to recruit foster carers, which included funding for regional hubs like this one and a range of initiatives such as the Mockingbird constellations. Benchmarking at the time put Havering as one of the leading local authorities however this has changed over the last four years as the other local authorities reviewed their allowances.

1.6 Feedback from carers is that our current allowances is limiting interest for new carers to join and causing existing carers to considering fostering for other authorities. The benchmarking has shown that our current rates are also below the national minimum weekly allowance government guidance. We know currently that approximately 20% of Havering residents who apply

to be foster carers go on to do so with another local authority or fostering agency.

1.7 This proposal seeks to increase the weekly fee paid to our in-house foster carers, as well as increasing the weekly allowance for the child (or children) they are caring for to be more competitive within the market.

1.8 In-house foster care is the most cost-effective option for the local authority. The use of independent (agency) carers costs, on average, an additional £32,000 per child per year.

1.9 By improving our financial incentives alongside our marketing and recruitment support, we aim to meet our target of an additional 17 in-house foster carers year on year. The target for foster carer recruitment in 2026-27 is yet to be determined however we will continue to have robust targets for recruitment as part of our strategic plans.

## RECOMMENDATIONS

To support recruitment and retention of our in-house foster carers, it is recommended that Cabinet agree to;

- Increase the weekly foster carers' fee allowance and weekly allowance per child as set out in paragraph 2.5 of the Report to ensure we are offering a fair and competitive rate when compared to neighbouring boroughs and the recommended national minimum allowance.

## REPORT DETAIL

2. Section 22G of the Children Act 1989, the 'sufficiency duty' mandates local authorities to secure as far as reasonably practicable, a sufficient range of suitable accommodation for children in care, including the need for suitable fostering placements to meet the diverse needs of children accommodated, considering factors like education, siblings, and disability. As corporate parents our responsibility is to recruit and retain a diverse range of foster carers who are skilled, trauma informed, and resilient to meet the needs of our children in care cohort. To achieve this, our in-house foster carers are supported by the fostering service to ensure we are providing the best standard of care for our children in care.

2.1 One of our key priorities is to keep children in our care within (or as close to) the borough as possible, which is why it is important to be able to recruit local foster carers.

2.2 Our benchmarking evidence shows that the current allowances provided to in-house foster carers are below the national minimum weekly allowance government guidance and generally fall slightly below the average paid by other East London local authorities. Alongside the national shortage of foster carers, we are experiencing challenges in recruiting new carers. We know that applicants wanting to foster will usually research other fostering providers (including other local authorities) allowances before applying to foster.

2.3 It should be noted that, whilst there is value in undertaking benchmarking against other local authorities, several different pay structures are used alongside a variety of benefits and rewards packages as well. This means that we are not always able to make direct comparisons with other local authorities

2.4 Alongside the benchmarking activity, we have also calculated the amount our rates would increase by using the Bank of England inflation calculator looking at 2021 compared to June 2025.

2.5 The below tables outline the current pay at each level alongside the proposed pay at each level.

| Weekly Allowances Per Child | | |
|---|---|---|
| | Current | Proposed |
| **Age 0-10** | £186 | **£225** |
| **Age 11-15** | £231 | **£257** |
| **Age 16-17** | £281 | **£299** |

| Weekly Allowance / Fee for Foster Carers | Age 0-10 | | Age 11-15 | | Age 16-17 | |
|---|---|---|---|---|---|---|
| | Current | Proposed | Current | Proposed | Current | Proposed |
| **Level 1** | £168 | **£183** | £231 | **£252** | £196 | **£329** |
| **Level 2** | £213 | **£218** | £261 | **£277** | £226 | **£336** |
| **Level 3** | £239 | **£279** | £282 | **£304** | £252 | **£359** |
| **Level 4** | £314 | **£335** | £337 | **£389** | £362 | **£412** |
| **Level 5** | £421 | **£493** | £444 | **£537** | £469 | **£560** |

| Combined Weekly Fostering Fee | Age 0-10 | | Age 11-15 | | Age 16-17 | |
|---|---|---|---|---|---|---|
| | Current | Proposed | Current | Proposed | Current | Proposed |
| **Level 1** | £354 | **£400** | £462 | **£509** | £477 | **£628** |
| **Level 2** | £399 | **£443** | £492 | **£534** | £507 | **£635** |
| **Level 3** | £425 | **£504** | £513 | **£561** | £533 | **£658** |
| **Level 4** | £500 | **£560** | £568 | **£646** | £643 | **£711** |
| **Level 5** | £607 | **£718** | £675 | **£794** | £750 | **£859** |

2.6 The amount we have recommended to increase the rates by is based on a calculation of the median between the average pay scales from five East London local authorities (including Havering) and the rate calculated on inflation increase.

2.7 The proposed changes also recognise the issue with the current pay structure in that the weekly allowance for foster carers currently decreases for carers of 16- and 17-year-olds at levels 1, 2 and 3 compared to carers of 11–15-year-olds.

2.8 The increase in financial allowance for older children reflects the increasing challenges being faced in finding suitable homes and accommodation for this age group. In 2022 the Competition and Markets Authority published its final report on its market study into children's social care provision. The report found that older children often present with more complex behavioural, emotional and mental health needs meaning they require more specialist and therapeutic care.

2.9 Older children are also more likely to enter care in a crisis scenario which typically results in a larger number of placement moves and a greater risk of instability requiring us to ensure we have a resilient cohort of foster carers able to meet these challenges.

2.10 The proposed change in the weekly allowance for the fostered children also brings Havering in line with London National Minimum Allowance (NMA) 2025/26 as outlined by central government. The NMA was introduced in 2007 to provide a consistent, baseline level of financial support for foster carers across the UK.

2.11 For further information regarding the criteria for the foster carer fees levels 1-5, please see the published 2023/24 fostering fees and allowances (appendix 1).

2.12 It is proposed that, going forward, the foster carer fees and allowances are reviewed annually in line with the central government review of the foster carer national minimum allowances. These are usually published in January each year in anticipation of the next financial year.

2.13 By increasing our weekly allowance, we are increasing the likelihood that we will reach our recruitment target for 2025-26. By reaching our target, we will reduce our reliance on agency foster carers which are significantly more expensive than our in-house carers. The average annual costs of an agency placement is £56,000. We currently have a small number of Independent Fostering Agency placements that cost between £75,000 and £120,000 per year. We also place children in Residential Children's Homes which can range between £240,000 and £830,000 per year. By comparison, the most expensive of our in-house placements, based on the proposed changes, would cost £44,668 a year.

2.14 By accommodating children with in-house carers rather than agency foster carers we are potentially avoiding costs to the placement budget which has already got significant savings to be met.

2.15 For 2025-26 our target is to increase the number of in-house foster carers by 17 households. There are currently seven applicants in the assessment stage, which are due to come to panel between September 2025 and January 2026. Should all of these be approved, this would bring our total number of in-house foster carers to 75.

2.16 Based on insights from other local authorities and our own research, we are confident that this proposal will better support our in-house foster carers, encourage an increased number of potential high calibre carers to apply, and lead to improved outcomes for the children we care for. Having more in house foster placements would also provide an opportunity for us to step down children in residential settings back into foster care, which gives us greater scope to support them directly and will provide cost savings for the future.

## REASONS AND OPTIONS

**Reasons for the decision:**

This decision proposes to improve our offer to prospective and existing foster carers, by increasing the weekly fee and allowance for foster carers. The proposal in this report will enable the borough to better compete in the foster carer market and make the borough a destination of choice for local foster carers.

**Other options considered:**

**Option 1**: Do nothing

This option is not recommended as doing nothing will mean fewer in-house carers and higher reliance on the independent market, where costs are dictated by competition. Alongside, outcomes for children in our care would not be as strong and likely to impact at the borough's next Ofsted inspection.

**Option 2**; Increase weekly child allowance but leave the foster carer fee at current rate

This option is not recommended as the current financial allowances have not been reviewed since 2021, meaning it is not a fair reflection of the current cost of living and rate of inflation.

## IMPLICATIONS AND RISKS

**Financial Implications and Risks:**

This report proposes a range of increases to the fostering allowances and fees paid to Havering's own foster carers. The costs of providing homes for children in care is a significant part of the Council's budget for Starting Well which is £21.9m in total in 25/26. Where possible a foster placement with a Havering foster carer or a connected (friends or family) carer is often the most cost effective choice – not only it is usually the lowest cost option but it also provides good quality care and allows children to stay in their local area.

As set out in this report the current direct cost of a placement varies from £354 to £750 a week with an average of around £465. The exact number of children in such placements does vary as children come into and out of Local Authority care but is in the region of 110 to 120 children (including connected carer placements.) We are forecasting to spend around £2.8m in direct placement costs.

In addition the authority also incurs the costs of recruitment, training, supervision and support of its carers. The fostering service budget for 25/26 is £2.2m which

works out to around £385 a week on top of the fees and allowances making the full cost of a fostering placement in the region of £850. In comparison the cost of a placement with an independent fostering agency is £1,135 – with a small number being considerably higher (up to c£2,250 per week.). It should be noted however that the cost of the fostering service is partly fixed/stepped so as new carers are recruited the average cost will reduce.

These figures show that having and using in house carers is highly cost effective for the authority. However as the report sets out it is proving increasingly difficult to recruit and retain carers. The reasons for this are likely to be complex but the level of fees and allowances may be a contributory factor. Authorities and agencies tend to have different pay structures which makes direct comparison difficult but benchmarking data shows that Havering pays slightly better than some of its neighbours but not as well as some. It is also the case that our rates have not been uplifted for a number of years. In particular the allowance component has fallen below the minimum recommended rates for London for all age groups and this should be addressed.

The report recommends lifting the allowance to that London minimum rate. (Because we use the same rate for all children under 11, the rates for pre school children will now be higher than the amounts recommended for the lowest two age bands.) It also recommends a range of uplifts to the fees offered. These uplifts have been set in reference to our neighbours rates and so the overall percentage differs from 9% to 32%. Because benchmarking information has been used the uplifts may be indirectly reflecting the local market but it is hard to be sure. Certainly however the highest uplifts are going to the older teenager age group which is known to be hard to recruit to.

After application of the proposed uplifts the direct fees and allowances will be £408 to £859 per week making the average direct cost £540 a week and the full cost £930 a week. These revised costs are still lower than those charged by IFAs so in house will remain the most cost effective option.

As set out in the report the full year cost of the uplifts will be in the region of £0.42m to £0.45m (varying with the number and needs of children in care at any moment.) The in year cost will therefore be around £0.11m. There is a contingency in the LAC placement budgets for inflationary uplifts which will be sufficient to cover this although it should be noted that the LAC budget as a whole is overspent. A growth bid is being submitted as part of the MTFS process to ensure there will be sufficient funding available next year.

Using average figures of a £600 a week saving on the direct cost then if the service were able to make use of an additional 14 or 15 in house placements as an alternative to IFAs then the consequent saving would completely pay for the cost of the uplift. If the full cost is considered then an additional 28 placements would be

needed. The Starting Well service has a savings target of recruiting a net additional 12 foster carers in each of 25/26 and 26/27.

The evidence about what really works to increase recruitment and retention of foster carers is however quite weak and muddled. Fee rates are certainly part of the picture but it may be the case other initiatives such as access to respite, membership of Mockingbird clusters, more support and training or other incentives may be as or more effective and these have not been clearly considered.

The service may not be able to evidence a clear financial return for these increased costs. The Council may however consider that there are sufficient other grounds to raise the rates. It is strongly recommended that the service monitor carefully the impact of the change and use these findings to influence future decisions about how to improve recruitment and retention.

It is possible that following this decision there may be a knock on impact on other related costs such as Special Guardianship allowances or Staying Put costs. These have not been quantified at this stage.

**Legal Implications and Risks:**

The Local Authority has a duty under section 22G Children Act 1989 to ensure that it is able to provide the children in its care for whom other suitable arrangements cannot be made with accommodation that—

(a)is within the authority's area; and

(b)meets the needs of those children.

In doing so it has to take into consideration the benefit of having—

(a)a number of accommodation providers in their area that is, in their opinion, sufficient to secure that outcome; and

(b)a range of accommodation in their area capable of meeting different needs that is, in their opinion, sufficient to secure that outcome.

The Report makes clear that there are currently insufficient in house foster carers to meet local demand and that there would therefore be a duty to increase the supply of foster carers by making it more financially attractive to take on that role.

Accordingly the proposals within the Report to increase the weekly foster carers' fee allowance should support the Local Authority's s 22G Children Act duty and therefore there are minimal legal risks in approving these proposals.

There is statutory guidance in the Fostering Services: National Minimum Standards which provides that:

*28.1) Each foster carer receives at least the national minimum allowance for the child, plus any necessary agreed expenses for the care, education and reasonable leisure interests of the child, including insurance, holidays, birthdays, school trips,*

*religious festivals etc, which cover the full cost of caring for each child placed with her/him.*

This is not absolutely required but will be judged by Ofsted as a standard to be applied.

This relates to the amount of the weekly allowance for the child, as opposed to the fee, which represents a reward element.

The proposal to increase the weekly allowance for fostered children as set out at paragraph 2.5 is broadly in line with the current National Minimum Allowance as published by the Department of Education and presumably takes account of increased costs of living and appears to be a fair reflection of the real costs of looking after them and therefore there are low legal risks in approving this increase. .

**Human Resources Implications and Risks:**

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

**Equalities Implications and Risks:**

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

(i) The need to eliminate discrimination, harassment, victimisation and any other conduct 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. 59.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.

**Health and Wellbeing implications and Risks;**

Havering Council is committed to improving the health and well-being of all residents including those most vulnerable. Majority of children coming into foster care are vulnerable children who may have suffered loss, neglect, abuse or abandonment which will have negatively impacted on their health and wellbeing, particularly their mental wellbeing.

The proposed improved financial incentives to in house foster carers aimed at better retention of experienced carers, attraction of new carers and avoidance of reliance on more expensive Independent Fostering Agencies (IFAs) is likely to impact positively on health and wellbeing of fostered children by ensuring a bigger pool of foster carers to match successfully with the children and provision of longer term stable environment which is necessary to support the development and progress of fostered children.

**ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS;** N/A

**BACKGROUND PAPERS**

***Appendix 1****;* Havering Fostering Fees and Allowances 2023/24

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2023-2024

# Fostering Fees & Allowances







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# Fostering Fees & Allowances

2023-2024

| Version control | Author | Approval |
|---|---|---|
| Date of Issue February 2023 | Lisa Edmeades | Head of Care Resources – Fostering Service |







Fostering Fees & Allowances 2023-2024

# Contents


1.Introduction 4

2.Allowances 5

General 5
Parent and Child Placements 6
Dates of Payment 6
Pocket Money 7
Savings 7
Supplementary Support Care (SSC) 8
Sudden incapacity to care for children/Foster Carer illness or bereavement 8
Allegations 8
Preparation for Independence 9

3.Fees 10

Fee Level 1 10
Fee Level 2 11
Fee Level 3 12
Fee Level 4 14
Fee Level 5 14
Enhancements for Children with Additional Needs 15
Reviewing Levels 15

4.Additional Payments 17

Religious Festivals and Birthdays 17
Holiday payments for children/young people placed 17
Clothing 18
Equipment 18
Extra-curricular Activities 19
Holiday payments for carers 20
Retainers 20
Additional travelling expenses 20
Emergency Rota 21
Support Fostering 21
Insurance 21
Advice regarding benefits 22
National insurance 23
Children missing from placement 23

Glossary 24

Fostering Allowances 25

Appendix A 27

Appendix B 28

# 1.Introduction

1.1 The nature of fostering children has changed significantly in recent years. As our services, commitment and support to enable families to care for their own children where possible has increased, foster carers are now being asked to care for children with more challenging behaviours.

1.2 Havering has high ambitions and aspirations for our looked after children. We want them to be able to reach their full potential and to achieve their goals and we recognise that skilled foster carers will help them to achieve this.

1.3 We highly value our foster carers and the service they offer to looked after children. We wish to reward our foster carers for their skills and commitment to caring for our looked after children. We have developed levels which recognise the value of a skilled and experienced workforce in improving the outcomes for our looked after children.

1.4 The overall purpose of the levels are to:
a) Ensure that the payment outline as fair and equitable as possible.
b) Ensure that child-care element of the payment is fully understood.
c) Ensure that foster carers are able to meet the needs of the children placed in their care.
d) Ensure that foster carers have adequate reward in relation to their levels of skills and experience.
e) Clarify the difference between the allowance element paid to carers to enable them to provide for the child in their care and the reward element which recognises and rewards the skills and experience of our foster carers.

1.5 The levels allocate part of the payment as an allowance, which will be adequate to meet the needs of a child in placement and part as a ‘reward fee’ for the foster carer.

1.6 Family and Friends foster carers (sometimes referred to as Kinship carers or Connected persons) are valued equally to unrelated carers and as such are eligible for payments on the same terms. Family and Friends foster carers are treated equally throughout this payment outline. This is in line with London Borough of Havering’s policy and legal guidance and the Fostering National Minimum Standards.

1.7 The payments outline is intended to acknowledge that fostering is a unique situation where looked after children are living as part of a family. Fostering does not have the same attributes as other working situations.
a) The Fostering Payment scheme is split into 2 parts:
b) The allowance paid to cover the costs of the child or young person placed
c) The reward element or fee for the foster carer.

1.8 In addition to the two main parts there may additional payments made in certain circumstances when agreed by the Head of Service.

1.9 The level of allowance is based on the recommended rates from the Fostering Network for carers in London.

# 2.Allowances

## General

2.1 All looked after children are likely to have extra needs over and above children who continue to live with their birth parents. Therefore in calculating this rate, Fostering Network have considered the basic costs for raising a child as provided by the Government and added a further enhancement in recognition of the extra needs of any looked after child and costs incurred as a result of this.

2.2 The fostering allowance element for any full time placement should therefore pay for most of the expenses associated with caring for the child or young person.

2.3 This includes:

- Food
- Clothing
- Luggage
- Pocket money
- Additional savings for child/young person
- Fares and local transport costs (up to 60 miles per week), including transport to and from school and contact arrangements and any day trips, visits, holidays and leisure activities.
- Costs associated with attending school
- Heating and other utilities
- Toiletries including hair products
- Hair cuts
- Extra laundry requirements
- UK telephone calls to mobiles and landlines
- Entertainment and activities including attending clubs
- Attendance at mainstream parent and toddler groups, nurseries and holiday play schemes
- Replacement of toys and equipment due to wear and tear
- Costs associated with the increase of appointments both in and out of the foster home
- Household insurance
- Other normal day to day expenses involved in caring for any child.

2.4 The level of allowance is different depending on the child's age. There are three age groups:

- 0-10 years
- 11-15 years
- 16-17 years.

2.5 The allowance paid to carers is to enable them to offer good quality care to a child or young person. It is not intended that the whole amount of the allowance be paid to any child or young person in the care of a foster carer.

# 2.Allowances

## Parent and Child Placements

2.6 Parent and child placements offer foster care placements a home to a baby or young child together with its parent.

2.7 Input from a foster carer can provide the help a young parent needs with reassurance, guidance, and support during a period of considerable change. The foster carer helps the young parent to develop their own parenting skills. The foster carer also ensures the child is in a safe, secure and nurturing environment, taking part in assessments and encouraging young parents without taking over their parental responsibilities.

2.8 Where foster carers are approved for parent and baby placements and the parent is over 18 years, these will be paid at the full payment for parent (16/17 age allowance and carer's fee) and half the payment for the child (age related allowance and carer's fee), in the expectation that the child's parent is providing the majority of the day to day care.

2.9 If the parent is under 18 the full allowance and fee will be paid to the carer for both the parent and the child. There is an expectation that a proportion of the child's allowance will be given to the parent to allow him or her to care for the child. This should be agreed at the placement planning meeting.

2.10 The Placement Plan should clearly outline the expectations of the foster carer and parent in terms of purchasing of food, clothing, caring regime etc. It is generally expected that the parent will purchase food, clothing and other items as necessary for the child out of any benefit entitlements.

## Dates of Payment

2.11 All of the allowances are paid on a fortnightly basis one week in arrears and one week in advance (with the exception of August and December which are four weekly).

2.12 Because of the nature of fostering, there will be times when carers have been overpaid due to a child moving mid payment cycle. In this instance foster carers will be expected to repay the Council within 30 days. Likewise if there are situations where a carer has been underpaid, payment of the shortfall will be arranged directly.

2.13 Where an overpayment has been made, carers can opt to have any repayment deducted from any other continuing payments for other children in placement.

However if there is no other child in placement, the carer will be expected to reimburse the Council in a timely fashion either by agreeing with their supervising social worker a repayment schedule or full repayment within 30 days.

# 2.Allowances

## Pocket Money

2.14 All fostered children and young people aged 5 and above should be given pocket money. This enables them to begin to understand the value of money and to understand what they can afford to buy from an early age.

2.15 Withholding pocket money should not be used as a sanction against a child or young person unless this has been agreed with the child's social worker as payment for damage caused by the young person in placement.

2.16 If there are concerns about how any young person is spending their money (e.g. use of drugs or alcohol or persistent and prolonged absence) this should be discussed with the child's social worker and it may be appropriate to offer to spend the money with the child or to break it up into smaller daily amounts. It may even be appropriate to reduce the weekly amount in these circumstances. This money can be put aside for later or be added to the young person's savings. Where young people have been missing it may be appropriate to delay payment.

2.17 The recommended age range weekly pocket money allowances are as follows:

- 5-10 years £5.00
- 11-16 years £10.00
- 16+ £20.00

(additional amount for young person to purchase all non-essential clothing).

2.18 Foster carers should not take out a mobile phone contract in respect of any looked after child in their care. There is no requirement that all looked after children should have a mobile phone. However many of their peer group are likely to have one (depending on their age) so this needs to be considered. Provision of a mobile phone is at the discretion of the foster carer in consultation with the social worker and child's parents. Carers may provide a looked after child with a "pay as you go" mobile package if they wish- this may be as part of a birthday or Christmas/Religious festival gift.

2.19 Top up payments for mobile phones should be agreed by the foster carer with the young person and the placing social worker at the placement planning meeting and be reviewed on a regular basis. Any such payments should be in addition to the pocket money allowance set in 2.17.

## Savings

2.20 Savings are deducted at source of payment and placed in a child ISA for each child looked after until they are 18 years of age.

2.21 There will be situations where a young person will receive a significant amount of money under the arrangements for savings. Money placed in a savings account for a child or young person will be transferred to the young person at the age of 18. It is expected that the foster carer and social worker will have undertaken work with the young person prior to their 18th birthday so that they understand the most appropriate way of managing this money.

# 2.Allowances

## Supplementary Support Care (SSC)

2.22 Ideally every child should have the opportunity to live as part of the family without disruption to their care giving environment.However, in exceptional circumstances, a break may be part of the care plan or agreed as part of a stability meeting around the needs of the young person.

2.23 Frequency and any payments are to be agreed by Head of Service/Fostering Team Manager prior to arrangements commencing in conjunction with the Social Worker for the young person.

2.24 Foster carers can provide unpaid support for another carer in their network with the agreement of the supervising social worker and the social workers involved, and also inform the Fostering Service as the whereabouts of any young person in our care must be recorded.

2.25 A request for a break must be completed for all situations not identified at placement planning meeting or stability meeting.

## Sudden incapacity to care for children - Foster Carer illness or bereavement

2.26 There are occasions where a foster carer is unable to continue to care for a child placed with her/him due to their own or a significant family member's illness or a family bereavement. In this case the allowance element of the payment will cease to be payable to the foster carer from the date the child/young person moves. The carers fee will be payable for a period of up to 2 weeks. In exceptional circumstances this can be extended at the discretion of the Head of Service for the Fostering service.

## Allegations

2.27 This section deals with payments when an allegation about a foster carer is made. This is not the policy on allegations. For more information see the Allegations and Complaints section in the Foster Carers Handbook and the Allegations Against Foster Carers section of the Havering Child Care Procedure Manual.

2.28 Where an allegation has been made against a foster carer a decision can be reached that the child should be removed for the period of the investigation. The allowance and all other child related payments including holidays and birthday allowances for the child removed will cease to be payable to the foster carer from the date the child moves. The foster carer will continue to receive the fee element for that child for the period of that investigation for up to six months, even if there is another child remaining in placement.

2.29 Where a child has been removed after an allegation and an investigation is continuing, the foster carer will receive their full fostering payment for two weeks from the date the child was removed.This will be followed by the payment of the appropriate fee level until the date of the final strategy meeting or for six months, whichever is earlier.

2.30 At the direction of the Head of Service, the fee level can continue and be reviewed monthly.

# 2.Allowances

2.31 Where a foster carer is suspended, which is likely to be the case if, for example, they are charged with a serious offence either against a child in their care or that would prohibit them from fostering; only the fee element will continue to be paid for the period of any such investigation up to six months. The allowance for the child removed and all other child related payments including holidays and birthday allowances will cease to be payable to the foster carer from the date the child moves.

2.32 If any investigation shows clear evidence that the carer has harmed a child in their care such that they are unlikely to remain approved as a foster carer, all payments may be suspended immediately at the discretion of the Head of Service for the Fostering service. Such decisions will be made on a case by case basis.In such instances paragraphs 2.31 and 2.32 above shall not apply. In the event that when the foster carer's approval is reviewed and they are not removed as a foster carer, then payments that would otherwise have been made under paragraphs 2.31 or 2.32 above will be reinstated and backdated. This is likely to be a rare and extreme instance – in most cases such decisions will need to wait for the outcome of the investigation.

2.33 The outcome of an investigation may lead to recommendations for additional training or other practice issues. It is possible that one of the outcomes of an investigation might be to reconsider the appropriate level of fee for the carer.

2.34 Should an investigation be required outside of CYPS and take longer than six months, the situation will be reviewed and returned to Fostering panel.

## Preparation for Independence

2.35 It is important that young people are given as much experience as possible in managing finances before moving to independence.

2.36 It is equally important to remember that young people will need to manage on a limited income when they live independently. A balance needs to be struck between spending adequately as for any young person in care and not allowing them to build up unrealistic expectations. Children of all ages should be encouraged to develop age appropriate skills in managing money and general saving and budgeting skills.

2.37 If a young person wishes to remain with their foster carers after they reach 18, this is appropriate to their care needs and the foster carers are willing to continue to offer accommodation consideration needs to be given to converting the placement to staying put. This will need to be discussed with the young person's social worker and a request made at least 6 months before the young person's 18th birthday.

**Please see the Staying Put Policy.**

# 3.Fees

3.1 Fees are paid to foster carers depending on their level of skills and experience and the needs of the young person.

3.2 Fees are income for the carer/s and are paid as recognition of skills and experience for the foster carer.

3.3 Fees are payable to one foster carer only in any household but both partners will be required to meet the eligibility criteria to increase or maintain their fee level approval.

3.4 There are five levels of fee. Progression through the levels will be agreed between the foster carer and the local authority on a full set of criteria.

3.5 Training to enable foster carers to progress through the levels will be supported with flexible times where possible and will include opportunities for online learning. Foster carers can use their identified back up supporters to cover childcare for training sessions following discussion with SSW.

3.6 As well as rewarding foster carers, the levels of fees are designed to give incentive to foster carers to increase their level of skills and experience and to improve attendance at training courses provided by the Fostering service

3.7 Support will be given where necessary to any carers who may be disadvantaged in progressing through the fee levels as a result of English being a second language or a level of disability or special need.

3.8 There is no defined limit on the numbers of carers at any level. Any foster carer can progress through the levels as long as the required criteria are met.

## Fee Level 1

3.9 To be eligible for payment at Fee Level 1 Foster carers must:

- Be caring for a child who cannot remain at home due to safeguarding concerns at the request of the London Borough of Havering
- Be a Connected Person in respect of the child under Regulation 24 of the Care Planning, Placement and Case Review Regulations 2010. Children are placed under Regulation 24 because of the existing relationship that they have with the adult(s).
- Be assessed as Temporary Foster Carers (Regulation 24) through the required Havering procedures
- Be approved as Temporary Foster Carers by the Agency Decision Maker

3.10 Or have:

- Attended Skills to Foster training or completed equivalent training where this is not possible due to distance
- Been assessed presented and approved by the Fostering panel with a positive recommendation
- Been approved as a foster carer by the Agency Decision Maker

# 3.Fees

3.11 For children placed as in 3.9 - they can remain placed for a maximum of 16 weeks.

3.12 The temporary approval will be for a specific child and can be extended by a further 8 weeks on the recommendation of the Fostering panel and with the agreement of the Agency Decision Maker.

3.13 As with all foster carers the level of allowance for temporary foster carers is age related.

3.14 Where the placement is likely to extend beyond 16 weeks, the temporary foster carers may not wish to undertake approval as a foster carer. They will have the option of applying for alternative ways of caring for the child, including Special Guardianship Orders. Any financial remuneration through this route will be considered under the Havering Special Guardianship or Child Arrangement Order Procedures and Allowances.

3.15 If the carers make the decision to continue to be foster carers for the child beyond 16 weeks they will be assessed as with all other foster carers. As in paragraph 3.10 they will need to complete Skills To Foster training in the same way as any new applicant. This completed assessment will then be presented to Fostering panel and the agency decision maker for approval.

3.16 Once approved as foster carers they will have exactly the same opportunities to access training, support and to achieve higher fee levels as any other foster carer approved by Havering Council.

3.17 Where there are delays in securing alternative orders beyond the maximum 24 weeks approved temporary foster carers be assessed as with all other foster carers. They will be offered preparation training in the same way as any new applicant. They will be assessed and then be presented to Fostering panel and the agency decision maker for approval

## Fee Level 2

3.18 To be eligible for payment at Fee Level 2, Fee Level 1 foster carers will need to achieve the following:

- To be approved as a foster carer for a minimum of 1 year
- To complete the Training Support and Development Standards (TSDS) Workbook for Foster carers or Friends and Family Carers.
- To have attended at least 4 core training courses and 4 carers support groups during each year- where carers are fostering as a couple, this is an individual requirement. This does not include informal coffee mornings but can include learning and development via videos, reflective logs, small group discussion topics etc.
- To have gained sufficient experience in fostering. The level of experience required will be to have provided foster care for at least one child for at least six months. The 6 months could be caring for the same child for a continuous period, or include caring for several children, not necessarily over a continuous period, so long as the total period of time they have children placed is 6 months or greater. Break or supplementary support care periods where foster carers are not caring for children will not count towards the 6 months required

# 3.Fees

- Attended all professional meetings and adhered to statutory requirements in terms of meeting timescales and providing information as requested
- Had an Annual Foster Carer Review with a positive recommendation for on-going approval
- Completed daily electronic records which are submitted to the SSW at least weekly, regarding the child(ren) in their care.

3.19 The recommendation that the foster carer moves to Fee Level 2 will be made at the foster carer's review meeting. The foster carer has responsibility to submit evidence that they have met the criteria and this must be supported by the supervising social worker.

3.20 The Team Manager of the Fostering Team must endorse the recommendation and the final decision to progress will be made by the Head of Service for the fostering service.

3.21 If this is agreed, payments will be backdated to the date the Head of Service makes the decision.

3.22 To maintain Level 2, the foster carer will be expected to:

- Continue to attend 4 core training courses and 4 carers support groups each year and can include learning and development via videos, reflective logs, small group discussion topics etc. Where carers are fostering as a couple, this is an individual requirement
- Continue to be available for placements as agreed through their approval. Any period of unavailability due to particular circumstances may be agreed with the Supervising Social Worker and will not affect payments.
- Continue to maintain a high standard of care to children placed
- Continue to attend all professional meetings and adhere to statutory requirements in terms of meeting timescales and providing information as requested
- Continue to complete daily electronic records, submitted at least weekly to the SSW regarding the child(ren) in their care.
- Continue to participate in Annual Foster Carer Reviews with a positive recommendation for on-going approval.

3.23 The level will be reviewed annually at the foster carer review.

### Fee Level 3

3.24 To be eligible for payment at Fee Level 3, a foster carer will be required to:

- Complete the TSDS workbook.
- Have been a Level 2 foster carer for at least two years
- To have attended at least 4 core training courses and 4 carers support groups during each year- where carers are fostering as a couple, this is an individual requirement. This does not include informal coffee mornings but can include learning and development via videos, reflective logs, small group discussion topics etc.

# 3.Fees

- Have experience of providing foster care for a child for at least 18 months. This can be 18 months for one child or 18 months made up of caring for several children, not necessarily over a continuous period, so long as the total period of time they have children placed is 18 months or greater. Break or supplementary support care periods where foster carers are not caring for children will not count towards the 18 months required
- Attend all professional meetings and adhere to statutory requirements in terms of meeting timescales and providing information as requested
- Have had 3 Annual Foster Carer Reviews with a positive recommendation for on-going approval
- Complete daily electronic records, submitted at least weekly to te SSW regarding the child(ren) in their care.
- Participate in the recruitment of further foster carers at events and Skills To Foster.
- Assist with recruitment, mentoring and buddying other less experienced foster carers.

3.25 The recommendation that the foster carer moves to Fee Level 3 will be made at a foster carer's review meeting. The foster carer has responsibility to submit evidence that they have met the criteria and this must be supported by the supervising social worker, manager and Reviewing Officer.

3.26 The Team Manager of the Fostering Team must endorse the recommendation and the final decision to progress will be made by the Head of Service. If this is agreed, payments will be backdated to the date of the Head of Service's decision.

3.27 To maintain Fee Level 3 the foster carer will be required to:

- Continue to offer one of the services outlined above
- Be open to consider all proposed placement requests
- Continue to attend 4 core training courses and 4 carers support groups each year- where carers are fostering as a couple, this is an individual requirement This does not include informal coffee mornings but can include learning and development via videos, reflective logs, small group discussion topics etc.
- Continue to be available for placements as agreed through their approval. Any period of unavailability due to particular circumstances may be agreed with the Supervising Social Worker and will not affect payments.
- Continue to maintain a high standard of care to children placed
- Continue to attend all professional meetings and adhere to statutory requirements in terms of meeting timescales and providing information as requested
- Continue to complete electronic daily records, submitted at least weekly to the SSW regarding the child(ren) in their care.
- Continue to participate in an Annual Foster Carer Review with a positive recommendation for on-going approval.

3.28 A Level 3 foster carer may decide to revert to Level 2 at any time.

# 3.Fees

## Fee Level 4

3.29 Foster Carers Levels 4 and 5 are specifically targeted at experienced foster carers looking after young people with multiple complex needs (ie CSE; gangs; substance misuse, missing, risk of placement breakdown, mental health, significant behavioral challenge etc).

3.30 To be eligible for Level 4 and Level 5, a foster carer will be required to:

- Complete the TSDS workbook.
- To have attended at least 4 core training courses and 4 carers support groups during each year- where carers are fostering as a couple, this is an individual requirement. This does not include informal coffee mornings but can include learning and development via videos, reflective logs, small group discussion  topics etc.
- Have experience of providing foster care or gained relevant child care experience in another setting for at least 18 months.
- Attend all professional meetings and adhere to statutory requirements in terms of meeting timescales and providing information as requested
- Complete daily electronic records, submitted at least weekly to the SSW regarding the child(ren) in their care.
- Participate with recruitment, mentoring and buddying other less experienced foster carers.

3.31 In addition to the above Level 4 and Level 5 Foster Carers should also meet the following criteria:

- Be able and willing to go the extra mile for children and young people regardless of the challenges
- Be able and willing to care for children who meet multiple complex needs according to Havering council Children's Matrix indicator.
- Be able to work closely with social work intervention to help facilitate a return home and/or work to move a child on to independence.
- To provides support for at least the first month where a child returns home or moves to independence.
- Willing to learn systemic concepts and implement them during direct work with a young person and work in close partnership with therapists, education and other professionals.
- Carers may revert to a previous level at any time and when the placement does not reach the threshold a Level 4 or Level 5 enhancement.

## Fee level 5

3.32  Same criteria as level 4 but for intended for placements for those young people with enhanced multiple complex support needs, ie constant support or activity requirements or increased supervision/attendance due to health, social, emotional or mobility needs.

# 3.Fees

## Enhancements For Children With Additional Needs

3.33 The majority of children looked after by the local authority will have additional needs compared to the majority of the population. These additional needs are recognised in the setting of the allowance. Some of these children and young people will also be eligible for DLA or for children over 16 the Personal Independence Payment (PIP). For the purposes of the payment scheme this is considered an additional enhancement to be spent on the care of this child. Is it still called DLA/PIP

3.34 However children with disabilities may incur additional expenditure to ensure that their needs are met. For instance, a child who requires greater assistance with their personal care needs may require additional washing to be undertaken in the household, and a more frequent replacement of clothing and personal items than would be the case for another child, increased transport costs due to attendance at medical or professional appointments or other activities. .

3.35 Where a child has a disability, the Local Authority may decide to enhance the allowance for the child. In very exceptional cases this may reflect fee levels 4 and 5.

3.36 Enhancements are decided at a pre-placement planning meeting and authorised by a Head of Service. Enhancements will be reviewed on a regular basis and Head of Service must agree to the continuation of payments.

3.37 The majority of other issues should be covered by the fostering allowance; however, consideration will be given to making additional one-off payments in exceptional circumstances. Such decisions will be made by the Head of Service on a case by case basis following assessment by the supervising social worker and agreement from the Deputy and Fostering Team Manager.

## Reviewing Levels

3.38 Fee levels will be considered at each foster carer review. Foster carers can move up or down levels.

3.39 Where the foster carer has not achieved the requirements set out above, the reasons for this need to be discussed.  Where there are extenuating circumstances, these can be presented to the Fostering Team Manager and/or Head of Service and an Action Plan set out to address any shortfall. Any Action Plan will include a date for review.

3.40 In general where foster carers do not meet fee level requirements they will move down one level.

3.41 A number of long established carers now live some distance from Havering and the Fostering Team Manager can consider alternative learning for some sessions where it would be unreasonable to ask carers to travel.

3.42 Where the recommendation of the foster carer review is that the foster carer has not maintained their Fee Level status and there are no extenuating circumstances, this should be presented to the Head of Service for a decision on the appropriate level of payment.

# 3.Fees

3.43 If the foster carer does not agree with the decision, they should be advised that they have the right of ask for a review to be carried out by the Head of Service.

3.44 The foster carer has 14 days from the date of the review to write or email to the Head of Service giving their reasons for disagreement.

3.45 The Head of Service has 14 days in which to reply.

3.46 If the Head of Service accepts the reasons for disagreement, then an Action Plan as set out in paragraph 3.33 will be developed.

3.47 If the Head of Service endorses the recommendation to reduce the level, then the foster carer will be provided with information regarding the Complaints Procedure.

# 4.Additional Payments

## Religious Festivals and Birthdays

4.1 Foster carers will be expected to provide gifts for birthday and religious festivals as appropriate and to have budgeted for this from the child's allowance. In addition to this two extra allowances- Christmas/religious festival and birthday- will be paid for each child in placement as financial support towards these celebrations. Each allowance will be £100.

4.2 If the child or foster family are members of a different religion and wish to have the additional payment made at a specific time of year, this can be arranged. It is expected that all of these allowances will be spent directly on the child and foster carers should always keep receipts.

4.3 Foster carers should consider providing presents that reflect the child's development including education and social needs. Examples are educational books and games, bicycles, mobile phones and driving lessons.

4.4 Consideration should also be given to saving some of the birthday/religious festival money for the child/young person in order to create a "nest egg" for them when they leave the placement.

4.5 Where parents or relatives give money to a foster carer for a child or young person, the foster carer must give this person a receipt in the form of a note stating date and amount. The foster carer should make a note in their daily records of receiving the money and record how it has been used. Under no circumstances should carers accept money for themselves from the child's family. This would be considered as serious misconduct and could lead to termination of a carer's approval.

## Holiday Payments for children/young people placed

4.6 In order to facilitate holiday expenses, one payment in each financial year will be available for every child who has been in placement for longer than 2 weeks with a full time carer.
The rate depends on age and is paid as follows:

- Children aged 0 to 4 - £215
- Children aged 5 to 10 - £275
- Children aged 11 to 15 - £300
- Young people aged 16 to 18 - £325.

4.7 This money will be paid to individual carers, usually each June/July to enable summer trips/holidays/activities. Foster carers are not permitted at any time to take looked after children on holiday during school time.

# 4.Additional Payments

## Clothing

4.8 Foster carers are expected to budget for clothing from the child's allowance. In exceptional cases, an initial payment for clothing of up to £100 will be paid on placement if the child has no clothing or only very minimal clothing. Spending on initial clothing should be proportional to the amount of time a child may be in placement, especially if a child is placed as an emergency out of hours but this should be authorised by the social work manager/Head of Service at the time of placement.

4.9 A school uniform grant will be paid when a child starts at a new school. The grant will be for up to £100 for a primary school age child and up to £200 for a secondary school age child. Authorisation for uniforms should be sought in advance via the supervising social worker or the childs Social Worker, to the Head of Service for the children's social worker. Foster carers are expected to replace school uniform items from their weekly allowance.

4.10 The expectation for the minimum amount of clothing that each child will have is set out in the Foster Carer's Handbook. It is expected that each child will have at least this amount of good quality clothing, which fits.

4.11 Each child should have sufficient luggage to carry their belongings. Under no circumstances should black plastic sacks be used to transport a child's belongings. Supervising social workers will check that there is sufficient clothing and luggage available.

4.12 Foster carers are expected to use NHS services for dental or optical needs. Any specialist treatment or equipment requiring reimbursement must first be discussed and agreed via the child's social worker and receipts provided.

## Equipment

4.13 On approval, new foster carers are expected to have a room that has basic items/equipment such as bed, mattress, wardrobe, chest of drawers, car seats, cot, buggy etc. The Local Authority will consider requests to purchase specific equipment that is required over and above the basic requirements.

4.14 Foster carers are expected to keep their house in good repair and replace such items as necessary and on an ongoing basis.

4.15 Where a child has a specific disability Havering will provide any specialist equipment that is needed and liaise as appropriate with partners in Health.

4.16 Where a child moves, consideration should be given as to whether it is appropriate that any specific equipment or furniture moves with him or her.

4.17 Over time, foster carers will generally be expected to replace equipment as required from the child's allowance. If there is exceptional wear and tear on equipment, due to a child's disability or behaviour, this should be reviewed at the foster carer's annual review.

# 4.Additional Payments

4.18 Foster carers must have full buildings (where appropriate) and household Contents Insurance on their property, and should declare that they are Foster Carers.

4.19 If equipment is destroyed or damaged by a child or young person in placement, the foster carer will be expected to claim on their household insurance if they wish to replace the equipment. The department will reimburse the carer any excess payment due on their insurance policy up to £250. The Local Authority will give consideration to paying any amount not covered in full by the foster carer's household insurance on a case by case basis taking into consideration the circumstances, including any fault on the part of the foster carer.

4.20 The Local Authority will not make payment for any equipment that is destroyed or damaged by a child or young person in placement where the foster carer's insurance company refuses to make payment due to the fault of the foster carer, such as failing to declare relevant information or failing to keep up payments to the insurance company. (See section on Insurance for further details)

## Extra Curricular Activities

4.21 It is important that looked after children are able to benefit from a range of activities. Many of these can be met through the foster care allowance, which has provision for activities.

4.22 Day school trips should be paid for out of the allowance for each child up to the maximum cost of £100 per academic year.  Any additional costs should be discussed with the child's social worker.

4.23 In addition, foster carers should contribute up to £100 towards any residential school trip. As residential school trips may require additional funding, a top up may be available from either the child's Pupil Premium or the Virtual School. There will be a limit of additional funding for one residential school trip per school year for each child.

4.24 Money is available in the allowance for each child to cover the cost of out of school activities. Carers are encouraged to allow children to experience different opportunities and to become members of clubs and groups to enhance their self-esteem as well as to encourage any particular talents or interests. There is an expectation that carers will spend a minimum of £10 per child per week towards these activities.

4.25 If there is a particular piece of equipment needed to allow a child to undertake a specific activity, then this can also be considered. Such requests need to be considered on a case-by-case basis. Factors such as the amount of commitment that a child has demonstrated need to be taken into account. The activity should also be related to the needs of the child and discussed with the child's social worker.

4.26 Where a child attends a holiday play scheme, this will generally be the financial responsibility of the foster carer. The Head of Service will consider requests for payment of play schemes where there are exceptional circumstances (for example if it is agreed that the child has particularly challenging behaviour or because of a profound level of disability).

4.27 Any extra-curricular activities should be negotiated via the Virtual school and the Childs Social Worker ie music lessons, tutorials etc

# 4.Additional Payments

## Holiday Payments for carers

4.28 Each full time active foster carer family will receive one payment of £200 of holiday pay per financial year. Foster carers who have not been approved for a full year will receive an amount proportionate to the time that they have been available for placements (allocated at £50 per quarter per fostering household).

## Retainers

4.29 Where a foster carer is being retained to offer a placement for a particular child, they will receive £60 per week (or portion of week) for the period of the retainer. This can be agreed for a period of up to four weeks at the discretion of the Head of Service. In exceptional circumstances, the Head of Service may agree an extension or agree a lower rate for a longer period.

4.30 Where foster carers have had placements and are without a placement a £60 per week retainer will be paid per foster family if a placement is not made after 2 weeks (14 days), from the last placement leaving.  Foster Carers must be available within the whole time frame to take placements to qualify for this retainer. It is the carer's responsibility to inform their supervising social worker that this fee is to be paid and that they are available to accept a placement. It will be paid for a maximum period of 6 weeks.

4.31 Retainers are not paid to foster carers who regularly provide supplementary support care or for newly approved foster carers, until they have had their first placement. Retainers will not be paid for those carers living more than 10 miles outside of the boroughs boundaries due to the difficulties in finding appropriate placements and where placements offered within the foster carers' approval category are refused.

## Additional travelling expenses

4.32 It is an expectation that foster carers will provide transport for the child in their care and that costs are covered within the child's allowance. This includes transport to school and to contact. However when a foster carer is undertaking significant travelling (currently set at over 60 miles a week) the excess can be reimbursed.

4.33 Claims must be made within 3 months of the travel and will be paid at the current local authority mileage rate (currently 42p per mile). Foster carers should submit their claims on the foster carer mileage claim form, available from the fostering team. The mileage claim form should show the total weekly mileage evidencing the travel costs associated with essential travel for each looked after child. It is appropriate to record the deducted 60 miles from the weekly claim so the whole claim is evidenced for the purposes of our internal audit requirements.
**Any claims submitted after three months will not be payable.**

# 4.Additional Payments

## Emergency Rota

4.34 Carers on the rota - usually referred to as the EDT (Emergency Duty Team) rota - will be available to take emergency placements out of hours. Placements will be (either male or female) within the foster carer's approved age range and numbers through the Children's Emergency Duty Team.

4.35 Foster carers on the emergency rota will be on duty for one week at a time and will be paid an agreed weekly fee of £90 for being "on call". If a carer is on duty for a proportion of the week, they will be paid a pro rata proportion of the weekly rate. Any placements made will be paid at the appropriate allowance and fee level.

## Support Fostering

4.36 Where foster carers provide support fostering this should always be with the agreement of their supervising social worker. This will be at an hourly rate of £10 an hour per child and must be agreed before the episode takes place. There will not be any payment for baby-sitting for social purposes.
In circumstances where Foster Carers need additional support outside of their network to attend training this should be discussed with the Supervising Social Worker.

## Insurance

4.37 Havering Council provides Public Liability cover to its foster carers up to the value of £50 million.

4.38 Foster carers must take out adequate household insurance (both building and contents) and inform their insurers in writing that they are foster carers. Failure to provide insurers with this information could result in insurers refusing to honour any claim, even if the specific claim does not relate to a foster child. Supervising social workers will check for evidence that carers have adequate insurance cover on an annual basis.

4.39 Foster carers must ensure that they have suitable car insurance and should inform their insurance company in writing that they are fostering. Foster carers are expected, with their insurance company, to ensure that they are covered for any liability in relation to transporting foster children. All cars must have a valid MOT certificate and tax payment where applicable. Supervising social workers will check for evidence that carers have adequate insurance cover and an MOT certificate on an annual basis.

4.40 Any child may accidentally lose or damage small household items from time to time, and the cost of replacing items in these circumstances is covered in the weekly fostering allowance. It is recognised that foster children may cause more loss or damage than other children. Foster carers should claim from their own insurance policies should the costs be high. The Council will reimburse any excess that the carers need to pay as a result of any such claim up to £250.

# 4.Additional Payments

4.41 There is an expectation that foster carers take all reasonable precautions to avoid losses and damage to property. This includes keeping valuable items such as cash, credit cards and jewellery in a safe and secure place. Where children are routinely causing damage it is expected that the child's social worker, supervising social worker and foster carer meet to agree an appropriate plan to manage such situations.

4.42 The Fostering Service pays the membership fees to Foster Talk for all approved foster carers that entitle carers to advice and support including tax advice.

4.43 For more information on your entitlements please contact:

Foster Talk
Oak Tree House
Waterside
Hanbury Road
Bromsgrove
Worcestershire
B60 4FD
01527 573 790
E: enquiries@fostertalk.org

## Advice Regarding Tax and Benefits

4.44 Foster carers will be given appropriate current literature from FosterTalk giving advice about their entitlements to Benefits and Tax Credits.

4.45 There is currently no distinction for Her Majesty's Customs and Revenue (HMCR) between fees and allowances. If your total receipts from providing foster care in the year do not exceed the qualifying amount, your receipts will be exempt (free) from income tax for that year. This means that, for taxation purposes, you will be treated as having no profit or loss from foster care for the year. This will not affect any other income you may have (e.g. income from employment, self-employment or savings) which will be taxed in the normal way. The qualifying amount consists of two parts to be added together:
·Your share of the fixed amount. The fixed amount is £10,000 per year for each household. If two or more carers in the same household receive separate foster care receipts they will share the £10,000 equally. If you are a registered foster carer for less than a full year you can claim a proportion of the fixed amount.

- An amount per week for each foster child placed with you (£200 a week for a child aged under 11 and £250 a week for a child aged 11 or older). Part of a week counts as a full
- More information is available on the HMRC website under Foster care relief.

4.46 Foster carers are responsible for their own tax returns

# 4.Additional Payments

## National Insurance

4.47 Foster carers may be eligible for National Insurance contributions from the Department of Work and Pensions. Havering Council will provide a supporting letter for any foster carer who wishes to claim these contributions. Foster carers should request this through their Supervising Social Worker.

## Children Missing from Placement

4.48 Where a looked after child is missing from a placement without permission, the foster carer must follow the Council's Missing Child Procedure.

4.49 Where a child is reported as missing or absent from a placement, the foster carer will be paid the age related allowance and carer fee until the child returns to placement or the placement is officially ended.

4.50 Where a child is not in placement, due to overnight school trips or staying contact with family members but is expected to return to the placement, the full fostering payment would be paid.

# Glossary

| | |
|---|---|
| **Foster Carer** | A person or persons approved to be able to care for a child on behalf of the local authority. The approval may be on a temporary or permanent basis. |
| **Foster carer payment (Joint fee plus allowance)** | The total amount actually paid to a Foster carer family to care for a child on behalf of the local authority. |
| **Allowance/allowance for the child** | The amount paid to a foster carer family to be spent on providing appropriate care for any child placed by the local authority. |
| **Fee/Fee Level** | The amount of money paid to the foster carer family in recognition of their skills and commitment to the fostering task. |
| **Additional Payment** | A payment made to a foster carer family in addition to the Foster carer payment. |
| **Supplementary Support Care (SSC)** | Short period of care in an alternative, agreed arrangement. |
| **Short Breaks** | Where families caring for a disabled child have a series of regular breaks from the care. |
| **Fostering Panel** | This panel is a meeting of skilled and appropriate people who meet on a regular basis to recommend approval of foster carers and review and deregistration of foster carers. |
| **Agency Decision Maker (ADM)** | A designated senior officer in the local authority who, considering the recommendation of the Fostering and Permanency Panel, makes the decision about approval of foster carers and review and deregistration of foster carers. In Havering this is the Head of Service. |
| **Emergency Rota (EDT)** | A rota of fostering carers on duty to cover the request for placements after office hours and at weekends. |
| **Fostering Team** | The team in Havering who offer on going supervision of foster carers and undertake foster carer review and recruit and assessment of foster carers. |
| **Head of Service, Care Resources** | The senior manager in Havering who has overall responsibility for the fostering service. The Head of Service is responsible to the Director. |
| **Director of Service** | The senior manager with overall responsibility for all children's social care services. |

# Fostering Fees

## Weekly Allowances Per Child

| Age Range | Allowance (£) |
|---|---|
| 0-10 | 186 |
| 11-15 | 231 |
| 16-17 | 281 |

## Weekly Allowance For Foster Carers

| Level | 0-10 | 11-15 | 16-17 |
|---|---|---|---|
| Level 1 | 168 | 231 | 196 |
| Level 2 | 213 | 261 | 226 |
| Level 3 | 239 | 282 | 252 |
| Level 4 | 314 | 337 | 362 |
| Level 5 | 421 | 444 | 469 |

# Fostering Fees

**The tables below summarise the combined effect of the weekly allowance and the fee, making the Weekly Fostering Payment.**

### 0 to 10 Years

| Level | Rate (£) |
|---|---|
| Level 1 | 354 |
| Level 2 | 399 |
| Level 3 | 425 |
| Level 4 | 500 |
| Level 5 | 607 |

### 11 to 15 years

| Level | Rate (£) |
|---|---|
| Level 1 | 462 |
| Level 2 | 492 |
| Level 3 | 513 |
| Level 4 | 568 |
| Level 5 | 675 |

### 16 to 17 years

| Level | Rate (£) |
|---|---|
| Level 1 | 477 |
| Level 2 | 507 |
| Level 3 | 533 |
| Level 4 | 643 |
| Level 5 | 750 |

# Appendix A

## National Minimum Fostering Allowances

Local authorities are responsible for the maintenance of looked after children. Where a child is placed in foster care, the cost of caring for the child is paid to the foster carer in the form of a fostering allowance. To ensure that no foster carer is out of pocket because of their caring role, a national minimum allowance (NMA) was introduced. These rates are published annually by Gov.UK.

## Minimum Weekly Allowance – April 2021 to 05 April 2022

| Weekly rates | 0-2 yrs | 3-4 yrs | 5-10 yrs | 11-15 yrs | 16-17 yrs |
|---|---|---|---|---|---|
| Rest of England | 134 | 138 | 152 | 173 | 202 |
| South East | 149 | 153 | 169 | 193 | 226 |
| London | 155 | 158 | 177 | 202 | 235 |

## Tax Free Earning

## Tax Exemption

There's a fixed tax exemption of up to £10,000 per year (less if for a shorter period) which is shared equally among any foster carers in the same household. This means you don't have to pay tax on the first £10,000 income (after expenses) you make from fostering.

## Tax Relief

On top of the £10,000 exemption, you also get tax relief for every week (or part week) that a child is in your care. This means you don't have to pay tax on some of your earnings over £10,000.

| Age of Child | Tax Relief |
|---|---|
| Under 11 | £200 per child |
| Over 11 | £250 per child |

## Example

Laura is a foster carer for a 14-year-old for the whole of the year and for an 8-year-old for 10 weeks of the year. She doesn't have to pay tax on the first £25,000 she earns:

Tax exemption = £10,000
+
Child 1 (52 x £250) = £13,000
+
Child 2 (10 x £200) = £2,000

Total = £25,000

# Appendix B

Emergency Fostering Equipment – Allowance Guidance

If a foster carer is already in receipt of payments the child element should be used to purchase required equipment.

**Where required urgently, i.e. in the case of emergency placements, the following may be considered if there is not one in the placement <u>but payment will need to be authorised by Head of Service prior to purchase.</u>**

| | | |
|---|---|---|
| Single Bed & Mattress | £200 | |
| Cot | £180 | |
| Cot Mattress | £30 | For every new baby placed |
| Pushchair | £130 | |
| Car Seats | £40-100 | Depending on the age of the child and Stage of car seat required. |
| Child Safety Gates | £40 | |
| High Chair | £50 | |

**Please note, financial support to purchase equipment will be considered in emergency situations only. The expectation is that a foster carer should be set up with the relevant equipment to support a placement. (ie bed, bedding, wardrobe). If a child moves placement, equipment purchased for that child should move with them.**

# 2023-2024







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# CABINET

| | |
|---|---|
| **Subject Heading:** | East London Joint Waste Plan Submission |
| **Cabinet Member:** | Councillor Graham Williamson |
| **ELT Lead:** | Helen Oakerbee |
| **Report Author and contact details:** | Cara Collier, Senior Planning Policy Officer, cara.collier@havering.gov.uk |
| **Policy context:** | Havering Local Plan 2026-2031<br>Joint Waste Plan 2012<br>Draft East London Joint Waste Plan 2025 |
| **Financial summary:** | There are no direct financial implications arising from the decision to submit the East London Joint Waste Plan (ELJWP) |
| **Is this a Key Decision?** | Yes - **(c) Significant effect on two or more Wards** |
| **When should this matter be reviewed?** | n/a |
| **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

1.1 In July 2024 and April 2025, Cabinet gave approval to consult on the East London Joint Waste Plan (ELJWP) which, once adopted, will form part of the borough's Development Plan. The Joint Waste Plan has been prepared with the other East London Waste Authorities (the London Boroughs of Barking and Dagenham, Newham and Redbridge). The ELJWP has gone through two rounds of statutory consultation and is now ready to be submitted to the Secretary of State for independent examination.

1.2 Member approval is sought to submit the East London Joint Waste Plan for independent public examination, under Regulation 22 of the Town and Country Planning (Local Planning) (England) Regulations (2012).

## RECOMMENDATIONS

For the reasons set out in the report and its appendices, Cabinet is asked to endorse and make the following recommendations to Full Council:

That Full Council:

1. Authorise officers to proceed under Regulation 22 to submit the East London Joint Waste Plan Submission Plan (appendix 1, the East London Joint Waste Plan, approved by Cabinet in April 2025, as amended by the modifications provided in appendix 17) and associated documents (as set out in paragraph 2.19) to the Secretary of State for Housing, Communities and Local Government, for independent public examination.

2. Delegate authority to the Director of Planning and Public Protection, following consultation with the Cabinet Member for Regeneration to:

- Make any inconsequential or factual updates to the Submission Documents listed in paragraph 2.19 to facilitate submission of the Plan under Regulation 22.
- Make a formal request of the Planning Inspector at an appropriate point during the examination of the Waste Plan to recommend modifications to the Plan to make it sound and legally compliant in accordance with section 20 (7c) of the Planning and Compulsory Purchase Act; and
- Exercise all examination procedural matters as prescribed by the Planning and Compulsory Purchase Act 2004 and associated Regulations, including updates to submission documents and agreeing and consulting on further modifications, required to make the Plan sound.

## 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 needs rise. Therefore, a new Joint Waste Plan 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 (29th July – 16th September) on the first draft ELJWP. A 'Regulation 19' consultation then took place 19th May – 30th June 2025 on the Proposed Submission East London Joint Waste Plan. Representations made at this stage have been assessed and considered, and minor modifications are proposed (see appendix 17). These modifications consist of points of clarification, amending inconsistencies, providing factual updates and address typographical or grammatical errors. There are no modifications that are material changes to the Proposed Submission ELJWP, previously agreed for consultation by Cabinet in April 2025.

### Content of the ELJWP

2.3 The 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.

2.4 The 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 sites are developed to facilitate the achievement of targets, such as those related to increasing recycling and diverting waste away from landfill.

2.5 The Policies included in the ELJWP are;

Policy JWP1: Circular Economy
Policy JWP2: Safeguarding and Provision of Waste Capacity

Policy JWP2B: Safeguarding and Provision of Wastewater Treatment Capacity
Policy JWP3: Prevention of Encroachment
Policy JWP4: Design of Waste Management Facilities
Policy JWP5: Energy from Waste
Policy JWP6: Deposit of Waste on Land

2.6 As previously presented to Cabinet, the ELJWP analyses the capacity East London has for managing different types of 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. The capacity assessment shows that East London has a significant surplus capacity for waste management, therefore confirming that the four east London boroughs meet the London Plan apportionment targets.

2.7 This surplus also confirms that East London does not need to identify additional waste capacity and therefore does not need to identify any new waste sites for development.

**Regulation 19 consultation**

2.8 'Regulation 19' consultation is a statutory consultation stage that has specific requirements in terms of what consultees are able to make representations on. The purpose of a Regulation 19 consultation is specifically to seek views on whether the Waste Plan is 'sound' and legally compliant.

2.9 The East London Boroughs consulted on the Regulation 19 ELJWP earlier this year. 43 responses were received. A table of comments received and the Boroughs' response to them are laid out in appendix 5a.

2.10 The Boroughs received representations from the following statutory consultees:

- Network Rail
- London Gatwick Airport
- Thames Water
- Sport England
- Port of London Authority
- Historic England
- Canal & River Trust
- Marine management Organisation
- National Highways
- Environment Agency
- Greater London Authority
- ELWA
- Natural England
- Anglian Water

These are set out in full in appendix 5a of this report. These representations did not identify any grounds which would justify amending the Plan – the only amendments made to the Plan are minor clarification and factual updates, as laid out in appendix 17.

2.11 As it was a joint consultation, a lot of responses related specifically to other boroughs. Brett Aggregates Limited was the only Havering-based land owner who submitted a representation. They were supportive of the Plan safeguarding Rainham Recycling Facility but raised concerns about not safeguarding mineral working sites (such as East Hall Farm). The ELJWP is not a minerals plan and therefore does not have to safeguard mineral sites this concern is therefore not found to be a ground for amending the Plan.

2.12 Development Plans (such as the ELJWP) are required to be in general conformity with the London Plan. At Regulation 19, Local Authorities must request the Mayor's formal opinion on whether the plan is in general conformity with the London Plan. The GLA confirmed in their representation at Regulation 19 that the ELJWP is in general conformity with the London Plan 2021.

**Duty to Cooperate (DtC)**

2.13 The Council has a 'duty to cooperate' with prescribed bodies during the preparation of development Plans. These include neighbouring planning authorities, the Mayor of London, Transport for London and Statutory consultees, including Natural England, the Environment Agency and Historic England. This is a duty which requires us to engage constructively, actively and on an ongoing basis to maximise the effectiveness of the plan-making process in the context of strategic matters. A Duty to Cooperate Statement has been produced (appendix 7) to demonstrate this engagement.

2.14 'Statements of Common Ground' (SoCG) can be produced to document cross-boundary matters being addressed, and the progress in cooperating to address these. Once signed, these SoCG will be included when we submit the ELJWP and its supporting documents to the Secretary of State, to demonstrate our cooperation.

2.15 Five SoCG are in development and will be provided to the inspector upon their completion. An overview of the SoCG being produced is set out in Table 1 below.

Table 1

| **DtC Body** | **Summary of Issues Being Considered in the SoCG** | **Progress** (at the time of writing) |
|---|---|---|
| Greater London Authority (Mayor of London) | • Compensatory capacity for sites proposed for release.<br>• Sharing surplus capacity with other boroughs (notably LB Tower Hamlets) and how any agreements should be reflected in the Plan.<br>• Approach to Appendix 4 (Longer Term Development Options) and timing of any future releases. | Draft SoCG originally shared with GLA. GLA produced a second draft for comment and the Boroughs have responded. |

| | | |
|---|---|---|
| | • Alignment of 'waste site' definition and clarity on implementation of Policy JWP2. | This is with the GLA for consideration. |
| London Borough of Tower Hamlets (LBTH) | • LBTH request for sharing of surplus waste capacity<br>• Recognition of historic Hepscott Road (Tower Hamlets) to River Road (Barking & Dagenham) re-provision of capacity.<br>• Timing of releasing of safeguarded sites via the ELJWP.<br>• How IIA tests reasonable alternatives.<br>• Evidence/monitoring of cross-boundary flows. | Draft SoCG prepared by the ELBs. LBTH have provided comment. Meeting being arranged to discuss. |
| Oxfordshire County Council (OCC) | • How future hazardous waste management needs will be met.<br>• Future management of residual waste from East London by landfill.<br>• Sources of Energy from Waste facility feedstock. | Draft SoCG prepared by the ELBs and with OCC for comment. |
| East London Waste Authority (ELWA) | • How the Plan reflects ELWA's contracting/procurement position;<br>• Flexibility of Policy JWP2 with regard to provision of additional waste management capacity<br>• How Plan addresses certain potential impacts on the amenity / environment | Draft SoCG prepared by the ELBs and with ELWA for comment. |
| Legal and General Investment Management (as landowner for Eurohub sites) | • The safeguarding of existing waste uses on the Eurohub site, in the context of the redevelopment of the site (this is a waste site in Barking and Dagenham). | Discussions ahead of a draft SOCG being shared by the ELBs. |

2.16 The ongoing discussions with these bodies are outlined in more detail in the East London Joint Waste Plan Duty to Cooperate Statement of Compliance which can be found in appendix 7.

**Submission Documents**

2.17 'Submission Documents' are those that will be sent to the Secretary of State to begin the examination process. It includes the ELJWP, Integrated Impact Assessment (IIA), evidence base documents (to support and justify the plan), and a number of process documents (such as compliance checklists).

2.18 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 is developed alongside the Plan, continuously assessing it to check how it, and possible alternative options, may impact social, economic and environmental factors

2.19 Documents included in the appendices are those that will be submitted to the Secretary of State for examination. These comprise:

Appendix 1 – ELJWP
Appendix 1a – ELJWP Appendix 3, Maps of safeguarded sites
Appendix 2 – ELJWP Integrated Impact Assessment
Appendix 2a – ELJWP Integrated Impact Assessment Non-technical summary
Appendix 3 – Habitats Regulation Assessment of the Regulation 19 ELJWP
Appendix 4 – ELJWP IIA Scoping Report (Feb 2024)
Appendix 5 – Regulation 22 Consultation Statement*
Appendix 5a – Regulation 22 Consultation Statement Appendix 3 summary of Regulation 19 representations and Borough Responses**
Appendix 6 – Consultation Protocol (Regulation 19)
Appendix 7 – Duty to Cooperate Statement of Compliance*
Appendix 8 - Note on Sites to be released*
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
Appendix 17 - Schedule of Modifications**

* Indicates documents that have been updated since the last cabinet sign off
** Indicates new documents produce to facilitate submission
All other documents have not changed since they were presented to Cabinet in April 2025 and subsequently published for consultation.

**Next Steps**

2.20 Barking and Dagenham, Newham and Redbridge will undertake their own governance approval to submit the ELJWP for examination.

2.21 The Boroughs will then submit the submission documents to the Secretary of State. The examination process starts at the point of submission. Upon submission of the plan, an Inspector(s) will be appointed by the Secretary of State who will determine whether the East London Joint Waste Plan Regulation 19 Submission Plan satisfies the relevant statutory requirements, whether it is sound and whether the East London boroughs have complied with the duty to co-operate.

2.22 The examination will be supported by a Programme Officer, appointed by the East London Boroughs but who will act independently on behalf of the Planning Inspector to organise and manage the administrative and procedural matters of the examination process, acting as the point of contact for any queries relating to timetabling or procedural matters. The Programme Officer is a required part of examination.

2.23 During the examination, the Planning Inspector will carefully consider the East London Joint Waste Plan Regulation 19 Submission Plan, the evidence which underpins it and the representations received at the Regulation 19 consultation.

2.24 The Planning Inspector will conduct a series of public hearing sessions as part of the examination process, where those who submitted representations at Regulation 19 can attend and speak.

2.25 The Boroughs are proposing a number of minor modifications to address comments received through the Regulation 19 consultation. These are set out in Appendix 17. The Inspector will consider these modifications and decide whether they should be made to the Plan or not, or whether alternative modifications should be made.

2.26 As part of the Examination of the Plan, the Inspector(s) can recommend other modifications that would make the East London Joint Waste Plan sound, if asked to do so by the local planning authorities. Significant changes could be made through a 'main modification', which would necessitate further formal public consultation, as part of the examination process. For the inspector to make such recommendations, the East London Boroughs need to make this request in writing and then undertake a 6-week period of consultation during the examination period and in some cases a further sustainability appraisal (as part of the Integrated Impact Assessment) might also be required. This report seeks delegated authority to undertake such consultation without the need to return to Cabinet or Full Council, should it be needed.

2.27 If the East London Joint Waste Plan is deemed to be sound and legally compliant, with or without main modifications, the Panning Inspector will advise the East London Boroughs to proceed through to adoption, via an Inspector's report. Adoption of the East London Joint Waste Plan will then be subject to approval from Full Council.

## REASONS AND OPTIONS

**Reasons for the decision:** Submission is the only option available to be able to move forward with the adoption of the ELJWP. Not progressing with the ELJWP would expose the Council to a range of risks.

**Other options considered:**

1. **Do not submit for examination and 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. The Inter-Authority Agreement signed in 2023 binds us to joint working and production of a new Joint Waste Plan.

## IMPLICATIONS AND RISKS

**Financial implications and risks:**

There are no direct financial implications arising from the decision to submit the East London Joint Waste Plan (ELJWP) for consideration. The costs associated with submission including Programme Officer recruitment, venue hire for public hearings, legal and technical support, and document preparation will be shared equally across the four East London Boroughs in accordance with the Inter-Authority Agreement (IAA) signed in July 2023.

These costs are expected to be met from existing Planning and Regeneration budgets.

The IAA sets a maximum cost ceiling of £0.380m for the production and submission of the ELJWP. Any additional expenditure beyond this threshold requires formal approval from all participating boroughs and will be apportioned equally. Invoices will be issued by Havering at agreed project milestones, with payment due within 30 days. Boroughs remain liable for their share of costs even in the event of withdrawal from the agreement.

**Legal implications and risks:**

The East London 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 on waste matters 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 under Regulations 18 and 19.

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 East London Boroughs’ 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 Planning Regulations set out the requirements for Plans 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 18 and 19 of the 2012 Regulations sets out who the East London Boroughs must notify and invite to make representations in the preparation of the document. The East London Joint Waste Plan Consultation Report, reported to Cabinet in May 2025, and the East London Joint Waste Plan Regulation 22 Consultation Statement (Appendix 3) set out how these requirements have been met, in line with the Council's adopted Statement of Community Involvement.

In carrying out the function of preparing a DPD, the East London Boroughs 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 East London Joint Waste Plan (Regulation 19) Integrated Impact Assessment Report and this should be updated as the policies evolve. The Integrated Impact Assessment and Habitats Regulations Assessment of the East London Joint Waste Plan will also ensure that the East London Boroughs comply with their duties under the Conservation of Habitats and Species Regulations 2010 and the Environmental Assessment of Plans and Programmes Regulations 2004.

Officers are seeking approval to submit the East London Joint Waste Plan Regulation 19 Submission Plan to the Secretary of State. Cabinet are being asked to endorse the recommendation which will proceed to Full Council. This is because the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 provide that the process of preparation of a development plan document is an executive responsibility but the formal process of submission to the Secretary of State and its adoption is the responsibility of Full Council (regulation 4).

**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 the need to:

(i) eliminate discrimination, harassment and victimisation;
(ii) advance equality of opportunity between persons who share a protected characteristic and those who do not; and
(iii) foster good relations between those who share a protected characteristic and those who do not.

An Equalities Impact Assessment (EqIA) has been undertaken as part of the IIA for the ELJWP (see appendix 2). This analysis identified no direct discriminatory impacts but recognised that waste infrastructure and safeguarding policies can indirectly affect residents in areas with higher levels of deprivation or diversity.

**Health and Wellbeing implications and Risks**

Havering Council is committed to protecting and promoting the health and wellbeing of residents. There are no direct Health and Wellbeing implications from this decision. A Health Impact Assessment was competed as part of the Integrated Impact Assessment (IIA), which sits alongside the East London Joint Waste Plan (see appendix 2). The IIA concluded that no significant negative effects were identified for the Regulation 19 ELJWP as a whole. Health and wellbeing impacts will be addressed throughout the implementation phase of the ELJWP.

**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 conflict with the objectives of the Council's policy on Environmental and Climate implications.

**BACKGROUND PAPERS**

None

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## East London Joint Waste Plan Submission

Click on this link to review all appendices – All appendices

If unable to access this link, please contact the report author

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**This Report is part-exempt and Appendix F is not available for public inspection as it contain or relate to exempt information within the meaning of paragraph 3 of Schedule 12A to the Local Government Act 1972. It is exempt because it refers 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.**

| | |
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| **CABINET** | **12th November 2025** |
| **Subject Heading:** | Harold Hill Town Centre - Chippenham Road Making of a Compulsory Purchase Order |
| **Cabinet Member:** | Councillor Graham Williamson – Cabinet Member for Regeneration & Development |
| **SLT Lead:** | Neil Stubbings – Strategic Director of Place |
| **Report Author and contact details:** | Veronika Lebedeva, Regeneration, London Borough of Havering<br>Email:veronika.lebedeva@havering.gov.uk<br>Tel: 07815 933428 |
| **Policy context:** | London Plan 2021;<br><br>Havering Local Plan 2016-2031;<br><br>12 Estates Regeneration Programme;<br><br>Havering and Wates Regeneration LLP Business Plan. |
| **Financial summary:** | This report seeks Cabinet approval to make a Compulsory Purchase Order (CPO) to support the land assembly required for the delivery of the Chippenham Road regeneration scheme. The costs |

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| | associated with the acquisition of land and property interests, including professional and legal fees, will be met from capital budgets already allocated to the Council's 12 Estates regeneration programme. Additional detail is set out in the Financial Implications section of this report. |
| **Is this a Key Decision?** | Yes - expenditure or saving (including anticipated income) of £500,000 or more |
| **When should this matter be reviewed?** | If required, 12 months after the Cabinet decision, or upon confirmation of the Compulsory Purchase Order (CPO), whichever is sooner |
| **Reviewing OSC:** | Place OSSC. |

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

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| 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

1.1 This report outlines the progress made on land assembly at Chippenham Road and seeks Cabinet approval to authorise the making of a Compulsory Purchase Order (CPO) to acquire the remaining land and property interests necessary to facilitate the regeneration of the site. This is a request for final approval to make the CPO.

1.2 The Chippenham Road scheme forms a key part of the Harold Hill Town Centre regeneration proposals and is essential to deliver new affordable homes and associated public realm improvements. The site has been identified as a priority within the 12 Estates regeneration programme and is considered critical to meeting the Council's housing delivery and placemaking objectives.

1.3 The following recommendations are made on the basis that a CPO is considered necessary to secure delivery of the Chippenham Road regeneration scheme, in accordance with planning policy and the Local Plan. The Scheme will promote the economic, social, and environmental well-being of the area and is deliverable within a reasonable timescale. Equitable steps to acquire land by agreement have been taken and there is no viable alternative to the use of CPO. The Council's actions are proportionate, in line with human rights and equalities duties.

## RECOMMENDATIONS

That Cabinet:

2.1 Resolve that there is a compelling case in public interest for the Council to make a Compulsory Purchase Order (CPO).

2.2 Resolve that the public interest in making a CPO outweighs interference with rights under the Human Rights Act 1998.

2.3 Agree to the Council making a Compulsory Purchase Order (CPO) pursuant to the statutory powers contained in section 226(1)(a) of the Town and Country Planning Act 1990 (as amended), and section 13 of the Local Government (Misc. Provisions) Act 1976 and all other necessary action to acquire all property and other proprietary interests on the land, including where appropriate new rights, located within the outline on the CPO Red Line Plan at Appendix B, for the purposes of delivering the new homes and regeneration of Chippenham Road.

2.4 Agree that the Strategic Director of Place, in consultation with the Leader of the Council, Deputy Director Legal and Governance and Strategic Director of Resources be authorised to:

2.4.1 Make the CPO or multiple CPOs to enable the acquisition of land, interest and rights within the CPO Red Line Plan as attached to this report at Appendix B;

2.4.2 Appoint surveyors, solicitors, barristers and any other professionals required to promote the CPO(s) and to facilitate the vacant possession of interests located within the CPO Red Line Plan;

2.4.3 Settle the final form and content of the CPO(s) and associated documentation to include the;

- CPO Schedule of Interests - Appendix A;
- Plans identifying location and extent of interests subject of the proposed CPO - Appendix B;
- Equalities Impact Assessment - Appendix C;
- Statement of Reasons - Appendix D;
- Community Engagement - Appendix E;
- Financial Implications - Appendix F (Exempt)

2.4.4 Make amendments to the CPO if necessary, including a reduction or increase to the extent of the land included in the draft Order Map.

2.4.5 Take all necessary steps to secure the making, confirmation and implementation of the CPO(s) including publication and service of notices and presentation of the Councils case at Public Inquiry, or Court should such representation be necessary;

2.4.6 Take such actions to continue attempts to acquire properties and proprietary interests within the CPO Red Line Plan by agreement, such actions to include; the relocation of residents and statutory undertakers apparatus or Communication Code Operators; and any other interests and setting out the terms for the withdrawal of objections to the CPO(s); and

2.4.7 Pay all costs associated with making the Order, including the compensation payable to landowners and their professional fees;

2.4.8 Appointing external consultants to assess, agree and pay any compensation and claims arising from redevelopment of the Order Land pursuant to the Order;

2.4.9 Following the confirmation of the CPO(s) by the Secretary of State, secure vacant possession of all properties and proprietary interests located within the confirmed CPO Red Line land to include:

2.4.9.1 to take all necessary actions to secure the making and confirmation of a General Vesting Declaration (GVD) or multiple GVD's under the Compulsory Purchase and (Vesting

Declarations) Act 1981 and /or to serve Notices to Treat and Entry (if required); and

2.4.9.2 to appropriate to planning / or housing purposes as necessary, any parcel of land within the CPO Red Line Plan under Section 203 of the Housing and Planning Act 2016; and

2.4.9.3 if necessary make representation to the Upper Tribunal (Lands Chamber) or court should such representation be appropriate.

2.5 Agree that in the event that the Cabinet approves resolutions 2.1 and 2.2 above, and upon the Deputy Director Legal and Governance being satisfied that further information and all the Equalities Impact Assessment outcomes are satisfactory and to not require reference back to Cabinet, that the Deputy Director Legal and Governance be authorised to affix the common Seal of the Council to the CPO(s), GVD(s), maps and elsewhere and to take all necessary steps as necessary, such as to issue notices and sign certificates to attain the resolutions above.

2.6 Note that:

Any expenditure associated with the following will be met from the Council's existing approved budgets:
a) preparatory work required to make the Compulsory Purchase Order; and
b) payment of compensation arising from the CPO, together with the associated capital costs required to undertake the construction works.

## REPORT DETAIL

3.1 The London Borough of Havering's 12 Estates programme is a major regeneration initiative aimed at revitalising several estates and surrounding land across the borough. As part of this ambitious programme, the Harold Hill Town Centre area is identified for significant redevelopment. Within this broader plan, the Chippenham Road area, part of the southern area of Harold Hill Town Centre has been identified as a key site for regeneration and provision of new homes.

3.2 The Site is located in Heaton Ward, in the north of the borough, and extends to approximately 0.96 hectares. It comprises two parcels of land, shown edged red on Appendix B, separated by a central plot containing three two-storey buildings in use as a Vicarage, Funeral Services, and a Church Centre.

3.3 The Site accommodates a mix of two and three storey residential buildings (24 flats and 8 houses), the Alderman Public House, and the former LBH Housing Office, together with associated hardstanding and car parking areas. Most of the buildings are now vacant, and phased demolition has already commenced.

3.4 At the Cabinet meeting on 13 February 2019 an update was provided that said "where required, as a measure of last resort, the Council will issue Notices of Seeking Possession to Council tenants living on estates. Tenants have been notified of the process, and had access to 1-2-1 support from LBH Officers. In addition to

this officers may request that Cabinet consider giving approval to make a Compulsory Purchase Order (CPO). Approval will be sought as and when required".

3.5 In response to escalating reports from May 2023 of antisocial behaviour (ASB) in Rothbury House, one of the residential blocks on the site, including drug-related nuisance, vandalism, and unauthorised gatherings causing significant disruption in communal areas, a Closure Order was issued on 8 March 2024 under Section 80(5) of the Anti-Social Behaviour, Crime and Policing Act 2014. This legislation allows a local authority to seek a Magistrates' Court order to restrict access to a property for up to three months, with the option to extend for a further three months. The initial Order was granted for three months and later extended on 6 June 2024, reaching the maximum six-month duration.

3.6 The closure was necessary due to the vulnerability of Rothbury House (1–12), which had been largely vacated, leaving one abandoned council property and another empty unit. The site became a hotspot for crime and ASB, severely affecting the local community and nearby businesses. The Order prohibited all individuals from entering or residing in the premises except Council staff, contractors, and emergency services.

3.7 With the Closure Order now concluded, the regeneration scheme provides a long-term solution to the issues that led to the ASB, addressing the root causes by replacing the obsolete, vacant buildings with new, high-quality housing. The redevelopment will maximise the site's capacity through the demolition of all existing buildings and the construction of four residential blocks providing 138 affordable housing units, together with landscaping, car and cycle parking, plant, and associated works.

3.8 Three related planning applications have been submitted and granted:

3.8.1 F0003.23 – Prior approval for the demolition of the existing structures on the site, granted on 7th September 2023;

3.8.2 P1274.23 – Full planning application for the demolition of all existing buildings, including the Alderman Public House, granted 27th February 2025;

3.8.3 P1150.24 – Full planning application for the redevelopment of the site to provide 138 affordable housing units with associated landscaping, public realm, car and cycle parking, and other ancillary works. Resolved to grant planning permission 27th February 2025.

3.9 The scheme will deliver the following key benefits:

- 138 affordable homes (London Affordable Rent or another low-cost rented tenure to be confirmed), including 22 self-contained supported housing units for care leavers, secured through the Section 106 Agreement;
- Significant landscape and public realm improvements, including urban greening and biodiversity net gain;

- A community garden for residents and the surrounding community;
- Formal and informal play space, representing a substantial improvement on the current baseline, where no play facilities exist.

3.10 The Ministry of Housing, Communities & Local Government Guidance on Compulsory Purchase Process, published in January 2025, advises that in deciding whether or not to confirm a CPO, the Secretary of State can be expected to consider factors including the following:

i. Whether the purpose for which the land is being acquired fits in with the adopted planning framework for the area, including, any non-statutory planning guidance where this has been consulted upon and is intended in due course to be incorporated into the development plan.
ii. The extent to which the proposed purpose of acquisition will contribute to the achievement of the promotion or improvement of the economic, social or environmental wellbeing of the area.
iii. The potential financial viability of the scheme for which the land is being acquired; and
iv. Whether the purpose for which the acquiring authority is proposing to acquire the land could be achieved by any other means.

3.11 In relation to (i) above, planning policy alignment, the opportunity and need to regenerate the area has been recognised consistently by the Council and its strategic partners. The London Borough of Havering's 12 Estate programme is a major regeneration initiative in which the Chippenham Road area has been identified as a key site for regeneration and provision of new homes. It's been referenced in the London Borough of Havering Housing Strategy and related planning documents including the Supported Housing Strategy (2022-2025) and the Housing and Regeneration Scheme (Jan 2018) which references the broader Local Plan and Housing Strategy (2014) as its foundation. Further details are set out in the Draft Statement of Reasons attached at Appendix D.

3.12 In relation to (ii) above, the use of CPO powers to facilitate the regeneration and delivery of new homes (including affordable homes) on the land shown on the CPO Map of the Order Land at Appendix B will contribute towards the Council's promotion of sustainable development with the following well-being benefits:

a) **Economic well-being of the area**

i. New jobs will be created during the construction phase of the housing developments and there will also be opportunities for the local supply chain to benefit.
ii. The new housing will bring new residents to the Borough which will result in additional consumer spend in the local economy enabling local businesses to grow and create new job opportunities.
iii. Enabling the implementation of the infrastructure improvements, inclusive of public amenity.

b) **Social well-being of the area**

i. New affordable homes will be provided for the local workforce, especially lower wage earners.
ii. The provision of new high quality, well designed homes with good daylight levels, good ventilation and the provision of open space will have positive health and well-being impacts for residents.
iii. Additional Council Tax revenue will be realised by the Council enabling increased spend on local services.
iv. There will be construction training and apprenticeship opportunities for local people.
v. Achievement of the wider regeneration objectives including amenity and infrastructure improvements.
vi. New highway, public realm and landscape works.

c) **Environmental well-being of the area**

i. The redevelopment of the land will improve the visual amenity of the area replacing low houses with high quality new housing developments and public realm.
ii. The new housing will be constructed to high-energy efficiency standards resulting in reductions in energy consumption and carbon emissions.
iii. There will be high quality open space and amenity space within the housing developments.

3.13 In relation to the viability of the scheme, Chippenham Road is brought forward in accordance with the Council's regeneration objectives, including the delivery of a comprehensive and sustainable development, providing much needed housing, including affordable housing, and social infrastructure, funded predominantly from the Housing Revenue Account (HRA) with an additional GLA bid pending and support from delivery partners .

3.14 Consideration of whether the purpose of acquiring the land could reasonably be achieved by other means such as continued negotiation or alternative delivery routes, addressed in Section 7 (Other Options Considered) of this report.

## 4. Loss of Existing Residential Units

4.1 London Plan Policy H8 addresses the loss of existing housing in estate redevelopment schemes. It requires that any demolition of existing homes is replaced with housing at equivalent or higher densities, ensuring at least the same overall floorspace, and encourages an uplift in affordable housing wherever possible. The policy requires that:

- Alternative options to demolition must be considered, weighing social and environmental impacts;

- Any demolition of affordable housing must be matched by at least equivalent affordable housing floorspace;
- Redevelopment proposals should normally follow the Viability Tested Route and seek to deliver an increase in affordable housing beyond replacement floorspace.

4.2 The Design and Access Statement for the planning applications reviewed the 32 existing homes on the site (24 flats and 8 houses) and considered options for retention. Retention was ultimately discounted in favour of comprehensive redevelopment, given the opportunity to deliver a greater number of high-quality, energy-efficient homes.

4.3 To date, the Council has:

- Reacquired 10 residential leasehold interests;
- Decanted 20 Council tenants under the Local Lettings Plan;
- Two residential properties remain unacquired, one vacant and one occupied.

4.4 The approved scheme will deliver 138 new homes, including 22 self-contained supported housing units. All new homes will meet Nationally Described Space Standards (NDSS), comply with current Building Regulations, and deliver high thermal performance. This represents a significant net increase in both the number and quality of homes, and the total affordable housing floorspace exceeds that being replaced. The scheme is therefore not required to follow the Viability Tested Route.

4.5 While retaining the existing housing could have avoided emissions from demolition, this is outweighed by the social and environmental benefits of the scheme, including improved housing quality, accessibility, and energy efficiency. London Plan Policy H8 is therefore considered satisfied.

4.6 Given that the scheme delivers much-needed affordable housing and supports the regeneration of Chippenham Road as part of the wider masterplan, there is a clear public interest case for securing the remaining property interests to enable redevelopment. The Council considers the appropriate powers to be those under sections 226(1)(a) and 226(1A) of the Town and Country Planning Act 1990, which allow acquisition to facilitate development, redevelopment, or improvement of land where it will promote the economic, social, and environmental wellbeing of the area. The benefits extend beyond the CPO land itself to the wider community.

## 5. Acquisition of Remaining Interests and Human Rights Considerations

5.1 The Council (LBH) owns the freehold of the land within the Site. However, three leasehold interests remain to be acquired in order to achieve full vacant possession and enable the redevelopment to proceed.

5.2 Since 2019, the Council has actively sought to acquire all property interests within the Site by private treaty, supported by specialist property advisers. Significant progress has been made. Out of the 32 dwellings originally on the Site, 30 are now

under Council control. The Council owns the freehold of the entire Site, with only two outstanding residential interests. One long-leasehold property held on a buy-to-let basis and one dwelling occupied under an assured tenancy. The other remaining property is the Alderman Public House, which is subject to a head-lease to Stonegate Pub Company Limited and a sub-lease to Cubitt Taverns Limited. Terms have been agreed with Cubitt Taverns Limited for voluntary acquisition, and agreement has yet to be reached with the parties holding the head-lease interest.

5.3 The Council has engaged in negotiations with all remaining owners and occupiers, offering to reimburse reasonable professional fees and making offers to acquire by agreement. Despite these efforts, it has not been possible to reach a private treaty settlement for the final interests. The Council will continue to pursue negotiated acquisition in parallel with the CPO process, in line with government guidance that compulsory purchase should be a measure of last resort.

5.4 The Ministry of Housing, Communities & Local Government's Guidance (January 2025) confirms that compulsory purchase orders should only be made where there is a compelling case in the public interest and that reasonable steps to acquire land by agreement must first be demonstrated. The Council is satisfied that both requirements are met.

5.5 The Human Rights Act 1998 incorporates the European Convention on Human Rights into domestic law. In making and seeking to confirm a CPO, the Council must ensure that any interference with the rights of affected parties is lawful, necessary, and proportionate. The relevant Articles are:

- **Article 1 of the First Protocol (A1P1)** – peaceful enjoyment of possessions. Compulsory acquisition interferes with this right, but such interference is justified in the public interest and subject to lawful compensation;
- **Article 6** – the right to a fair hearing. Affected parties have the opportunity to make representations, participate in any public inquiry, and challenge decisions in the High Court;
- **Article 8** – the right to respect for private and family life. Any interference with this right is considered necessary and proportionate to achieve the legitimate public aim of delivering the scheme.

5.6 The Council has carefully balanced individual property rights with the wider public interest. The demonstrable public benefits of the scheme clearly outweigh the limited private loss, particularly given the availability of statutory compensation and the rehousing support offered under the Council's adopted Local Lettings Policy.

5.7 The Council is therefore satisfied that the compulsory acquisition of the Order Land is necessary, proportionate, and justified, and that it will remove all material impediments to delivering the scheme in the public interest. Officers will continue to pursue acquisition by agreement alongside the CPO process.

5.8 Further details are set out in the Schedule of Interests at Appendix A. While the Schedule of Interests currently records the freehold of 70 Chippenham Road as being held by L&Q Group, this is factually incorrect. The Council completed the

purchase of the freehold earlier in the summer 2025. The Land Registry entry has yet to be formally updated, resulting in a short administrative delay in reflecting the correct ownership.

## REASONS AND OPTIONS

### 6. Reasons for the decision:

6.1 The full legal and evidential case for using compulsory purchase powers is set out in the Draft Statement of Reasons (Appendix D). Cabinet is asked to note, in headline terms, that:

6.1.1 **Statutory power** – The Council's powers under section 226(1)(a) Town and Country Planning Act 1990 are engaged, and the well-being test in section 226(1A) (economic, social and environmental) is met.

6.1.2 **Public benefit** – The Scheme delivers 138 new affordable homes, biodiversity improvements, and a community garden, fully aligned with the Borough Local Plan 2021 and the London Plan.

6.1.3 **Reasonable steps** – Negotiations since 2019 have secured voluntary acquisition of the great majority of interests; however, two residential and related commercial interests remain outstanding and cannot be guaranteed by agreement within a reasonable timescale.

6.1.4 **Funding certainty** – Capital provision exists within the approved HRA programme, with additional GLA funding recently confirmed. Delivery partners are in place and the project is viable.

6.1.5 **Proportionality & safeguards** – Interference with A1P1, Article 6 and Article 8 rights is necessary and proportionate given the statutory compensation framework and the opportunity for objections to be heard at a public inquiry.

### 7. Other options considered:

7.1 Refurbishment and extension options

| Strategic option | Reason for rejection |
|---|---|
| **1 — Refurbish 'as is'** | Internal upgrades within existing envelope; fails the Nationally Described Space Standard ( NDSS )space standards, provides no step-free access, minimal insulation improvement, maintains low density overall fails to deliver the required social and environmental outcomes. |
| **2 — Refurbish + extensions** | Rear and side extensions to enlarge units; only partially meets NDSS, still no step-free access, limited energy-efficiency gain; highly disruptive with poor cost–benefit. |

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|---|---|
| **3 — Relocate core + extension** | Strip-back, relocate stair/lift core, add additional floors; meets NDSS for most flats but lift reach remains restricted; structurally complex and costlier than new-build, while density and unit mix still fall short of policy targets. |

7.2 In addition to the technical refurbishment options, three strategic land-assembly approaches were evaluated:

| Strategic option | Reason for rejection |
|---|---|
| **Do nothing / piecemeal redevelopment** | Site would remain under-occupied; no step-free access; fails to address overcrowding or meet corporate housing targets. |
| **Voluntary acquisition only** | Despite 18 months of negotiations, no certainty of securing the final interests in a reasonable timescale. Risk of blight and cost escalation. |
| **Smaller development footprint** | Requires major redesign, reduces affordable-home output, undermines business case and estate-ballot mandate. |

7.3 If a decision to support the CPO is not taken, land could be assembled only through voluntary agreement. Without compulsory purchase powers there is a significant risk that the comprehensive regeneration of Chippenham Road would be delayed or fail altogether, leaving the Council unable to deliver 138 new affordable homes and associated public-realm improvements.

7.4 Proceeding with a resolution to exercise CPO powers, while continuing to pursue negotiated acquisitions, provides the only realistic route to timely site assembly, delivery certainty, and alignment with the Council's Local Plan and housing strategy objectives.

## IMPLICATIONS AND RISKS

### 8. Financial implications and risks:

8.1 The Council is satisfied that funding is, or will become, available to promote the CPO, compensate remaining landowners, and meet the other project costs necessary to deliver the development. The Council currently has funds available in the HRA Acquisitions budget (C30620).

8.2 The schedule of remaining property interests to acquire along with the estimated cost is set out in the Exempt Appendix F.

8.3 Risks:

8.3.1 Disturbance and compensation costs: risk of escalation if estimates provided by consultant prove to be inadequate. The residual risk would be managed from the 12 estates site assembly budget.

8.3.2 Failure to progress the development of the site: after concluding the CPO could require the Council to give the original owners first option to acquire back their properties. Such an outcome would likely see the Council absorb any compensation and disturbance payments as sunk costs to be written off. This, however, is unlikely given the status of the development and confirmation of grant funding.

8.3.3 Delays: with GLA grant funding in place, this site is ready for development. Delays to the CPO / private treaty negotiations will add significant costs to the redevelopment of the site arising from construction inflation and team mobilisation

## 9. Legal implications and risks:

9.1 Section 226(1)(a) of the Town and Country Planning Act 1990 (as amended by the Planning and Compulsory Purchase Act 2004), provides that a local authority shall, on being authorised to do so by the Secretary of State, have the power to acquire compulsorily any land in their area if they are satisfied that the acquisition will facilitate the carrying out of development, redevelopment or improvement and is necessary to the achieve proper planning on or in relation to the land.

9.2 The power set out in s.226(1)(a) is subject to the limitation set out in s.226(1A) which provides that the exercise of the power under that subsection must not be exercised unless the authority thinks that the development, redevelopment, etc. "is likely to contribute to the achievement of one or more of the following objectives:

i. The promotion or improvement of the economic well-being of their area;
ii. The promotion or improvement of the social well-being of their area;
iii. The promotion or improvement of the environmental well-being of their area."

9.3 With regard to the objectives set out, officers set out in this report that an intended purpose of the Scheme is to secure development to enable the delivery of homes, particularly the delivery of affordable homes. As such the subject scheme, would, as a matter of principle, be capable of fulfilling all three of the specified objects, and in particular the "promotion or improvement of social well-being". This is further dealt with at Section 3 of this report and in the Statement of Reasons attached at Appendix D.

9.4 Paragraph 1.2 of the CPO Guidance acknowledges that compulsory purchase powers are an important tool to use as a means of assembling the land needed to help deliver social, environmental and economic change. Used properly, they can contribute towards effective and efficient regeneration, essential infrastructure, the revitalisation of communities, and the promotion of business, leading to improvements in quality of life.

9.5 The CPO Guidance states that acquiring authorities should use compulsory purchase powers where it is expedient to do so and where there is a compelling case in the public interest to make a compulsory purchase order. The reasonable steps to be taken will depend on the particular circumstances of each case.

9.6 Paragraph 2.8 states that compulsory purchase is intended as a last resort to secure the assembly of all the land needed for the implementation of projects. However, an acquiring authority does not need to wait for negotiations with affected parties to break down or for the affected parties to begin to engage with them before starting the compulsory purchase process in parallel with negotiations. Delaying the start of the compulsory purchase process can result in valuable time in progressing a project being lost. Therefore, depending on when the land and rights are required, it may often be sensible, given the amount of time required to complete the compulsory purchase process, for the acquiring authority to plan a compulsory purchase timetable as a contingency measure and initiate formal procedures.

9.7 This report sets out that the Council has been engaging with affected parties and will continue to do so in line with the provisions of the CPO Guidance.

9.8 Consideration has been given, in this report and in the Statement of Reasons attached at Appendix D, to the provisions of the Human Rights Act 1998 including Article 8 (respect for private life and family life and home) and Article 1 of the First Protocol (right to peaceful enjoyment of possessions) It strikes a fair balance between public interest in the regeneration of the land and interference with private rights. By way of conclusion, s.226 of the Town and Country Planning Act 1990 represents a basis available to the Council to acquire the site. The Council needs to be satisfied that the statutory tests and policy tests set out in the Guidance for the making and confirmation of CPO pursuant to that statutory power are met, including that all occupier negotiations have been undertaken. This has been addressed in this report and Appendix D

9.9 There are a number of normal project risks that would be associated with any major regeneration project of this nature. These include:

9.9.1 Title – Extensive legal due diligence has been undertaken to ensure there will be clean title on the land to be used for redevelopment/public realm works and this, together with a CPO will ensure this is in place in order to enable a start on site.

9.9.2 Land – If the necessary land and rights cannot be assembled via CPO there is a risk that the Chippenham Road scheme won't be able to proceed.

9.9.3 Finally, there is always a risk of third-party legal challenge to the decision-making process by the Council and also to any decision granting the CPO by the Secretary of State. The Council has been guided by its in-house lawyers and instructed counsel in order to help minimise the risk of legal challenge.

## 10. Human Resources implications and risks:

10.1 The making of a Compulsory Purchase Order (CPO) is primarily a legal and governance process and will be managed by existing officers within the Regeneration Directorate, supported by colleagues in Legal Services, Property, Finance, and Housing. No new permanent posts are required. Any additional capacity such as external valuers, surveyors, or counsel will be funded from the approved capital budget and commissioned through the Council's established framework contracts.

10.2 **Key HR considerations:**

| HR Risk | Likelihood | Impact | Mitigation |
|---|---|---|---|
| Competing programme pressures on key officers | Medium | Medium | Cross-cover within the team; scheduled resource reviews; use of framework consultants as needed |
| Need for specialist skills (valuation / CPO advocacy) | Low | High | External RICS valuers and CPO counsel appointed under call-off contracts |
| Staff safety during any site inspections | Low | Medium | Site-specific risk assessments, PPE, and compliance with corporate H&S policy |

10.3 There are no TUPE transfers, redundancies or changes to terms and conditions anticipated. The programme therefore carries minimal HR risk and can be accommodated within existing corporate staffing arrangements.

## 11. Equalities Implications and Risks

11.1 A full Equalities Impact Assessment (EqIA) confirms that the scheme will have a net positive impact for residents with protected characteristics. It will deliver significantly more accessible and affordable homes, provide specialist 22 self-contained supported housing accommodation, and reflects that the decanting of residents has already been completed in line with the Local Lettings Plan. Short-term construction impacts will be mitigated, and equality outcomes will be monitored through resident liaison and service reviews.

11.2 A full EqIA has been completed and is attached at Appendix C. Cabinet must have due regard to the Public Sector Equality Duty (Equality Act 2010) when considering whether to authorise the CPO.

| Protected Group / Issue | Potential Impact | Mitigation / Enhancement | Residual Risk |
|---|---|---|---|
| Decant of existing residents (age, disability, pregnancy/maternity) | Temporary disruption and stress during relocation (now completed) | Local Lettings Plan prioritised affected tenants; tailored support (packing, transport); phased moves to minimise upheaval | Low |
| Construction activity (respiratory conditions, older people) | Dust, noise, restricted access | Construction Environmental Management Plan; real-time air quality monitoring; “quiet hours” and clear resident liaison | Low |
| Accessibility of new homes (disabled people) | Positive – wheelchair units and all blocks step free | Compliance with M4(3) and M4(2); early engagement with prospective tenants | Positive |
| 22 self-contained supported housing accommodation (socio-economic) | Positive – 22 self-contained units | Ongoing wrap-around support for vulnerable residents. | Positive |

11.3 The EqIA concludes that the scheme will have an overall net positive impact on residents with protected characteristics, particularly through:

- Increased supply of accessible and genuinely affordable homes.
- Support for residents during relocation, now successfully completed.
- Measures to reduce short-term construction impacts.
- Provision of 22 self-contained supported housing units.

11.4 Equality was also part of the considerations informing the scheme design:

- The design includes step-free access and wheelchair-compliant units in response to disabled residents’ needs
- The decant and rehousing process followed the Local Lettings Plan to prioritise vulnerable groups, including families and less able residents.
- Engagement included targeted outreach to affected residents, including disabled tenants and ethnic minority households.
- Access to St George’s Church and local facilities will be maintained throughout, meeting faith and cultural considerations.

11.5 Equality impacts will continue to be monitored through resident liaison, complaints monitoring, and service reviews during and after the redevelopment. Feedback from protected groups will inform any adjustments to rehousing or support processes.

11.6 Residual equality risk is assessed as low, and the scheme is consistent with the Council's duty to advance equality of opportunity and foster good relations. Approving the CPO will help address overcrowding, fuel poverty, and accessibility barriers currently experienced on the estate.

## 12. Health and Wellbeing implications and Risks

12.1 The Council is committed to protecting and promoting the health and well-being of its residents. There are health and wellbeing implications associated with making Compulsory Purchase Orders (CPOs) of residential and business units in the Chippenham Road area. For those individuals whose property is subject to a CPO, these implications may be negative, and include:

- Stress, uncertainty, and loss of autonomy
- Loss of existing local social connections and support through forced relocation.

As outlined in the report, key to mitigating these harms include continued dialogue with affected parties to strive wherever possible to reach agreeable terms to secure full vacant possession, and to continue to offer assistance to occupiers with relocation options, as far as this is possible.

12.2 The making of CPOs has been deemed necessary as a last resort to enable delivery of the Chippenham Road regeneration programme. In recommending the making of CPOs, it is implied that the public benefits (including health and wellbeing benefits) associated with the proposed regeneration will clearly outweigh the negative implications for those affected by the making of CPOs. Given the small number of properties not yet acquired by LBH that would potentially be subject to a CPO, the cumulative negative impacts are likely to be small. Conversely, the health and wellbeing benefits associated with the realisation of the Chippenham Road development are likely to be significant, delivering improvements in the quality and volume of housing provision and enhanced public realm, as well as addressing unwanted antisocial behaviours that have been associated with the vacant properties in the area. As such, the health and wellbeing benefits are anticipated to greatly outweigh any negative impacts arising either as a result of making of CPOs or directly from the development either in the short or longer term.

## 13.ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS

The making of a Compulsory Purchase Order (CPO) is a land assembly and governance process and does not in itself give rise to any direct environmental or climate change impacts**.**

Environmental and sustainability considerations, including energy performance, biodiversity, and climate resilience, have already been addressed through the planning process for the approved scheme. Any construction works arising from the scheme will be carried out in accordance with the approved planning conditions, the Construction Environmental Management Plan (CEMP), and the Council's environmental policies.

Residual environmental or climate risks are therefore low and will be managed through the delivery stage rather than the CPO process.

## BACKGROUND PAPERS

Report to Strategic Planning Committee – 27 February 2025 – "Chippenham Road Redevelopment"
*(Full planning application reference P1150.24 and associated prior approval F0003.23 and P1274.23)*

Cabinet Report – 13 February 2019 – "HRA Estate Regeneration Programme: Update and Delivery Strategy"
*(Approved inclusion of Chippenham Road within the wider Harold Hill regeneration area and delegated authority for CPOs as required.)*

Cabinet Report – 8 March 2023 – "12 Estates Regeneration Programme – Phase 2 Schemes"
*(Approved progression of Chippenham Road as a 100% affordable scheme.)*

**Appendices:**

**Appendix A –** Schedule of Interests

**Appendix B** – Plans identifying location and extent of interests subject of the proposed CPO

**Appendix C** – Equalities Impact Assessment

**Appendix D** – Statement of Reasons

**Appendix E** – Community Engagement

**Appendix F** – Financial Implications (Exempt).

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**THE LONDON BOROUGH OF HAVERING (HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD)**

**COMPULSORY PURCHASE ORDER 2025**

# THE LONDON BOROUGH OF HAVERING (HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD) COMPULSORY PURCHASE ORDER 2025

## LONDON BOROUGH OF HAVERING (HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD) COMPULSORY PURCHASE ORDER 2025

### THE TOWN AND COUNTRY PLANNING ACT 1990 SECTION 226(1)(a) AND THE ACQUISITION OF LAND ACT 1981

The London Borough of Havering (in this Order called the "Acquiring Authority") hereby makes the following Order:

1. Subject to the provisions of this order, the Acquiring Authority is under Section 226(1)(a) of the Town and Country Planning Act 1990 and the Acquisition of Land Act 1981 hereby authorised to purchase compulsorily the land at Harold Hill, Chippenham Road described in paragraph 2 for the purpose of facilitating the carrying out of development, redevelopment or improvement on or in relation to the land namely: demolition of existing structures and the construction of a residential led, mixed use development to accommodate residential units and commercial or community floor space in buildings, together with public realm, landscaping, play space, plant space, and associated works.

2. The land authorised to be purchased compulsorily under this order is the land described in the Schedule and delineated and shown coloured pink on the map prepared in duplicate, sealed with the common seal of the Acquiring Authority and marked "Map Referred To In The London Borough Of havering (Harold Hill Regeneration) Compulsory Purchase Order 2025".

# THE LONDON BOROUGH OF HAVERING (HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD) COMPULSORY PURCHASE ORDER 2025

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# THE LONDON BOROUGH OF HAVERING (HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD) COMPULSORY PURCHASE ORDER 2025

## THE SCHEDULE

# THE LONDON BOROUGH OF HAVERING (HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD) COMPULSORY PURCHASE ORDER 2025

**Table 1**

| Number on Map | Extent, Description and Situation of the Land | Qualifying persons under section 12(2)(a) of the Acquisition of Land Act 1981 – Name and Address | | | |
|---|---|---|---|---|---|
| | | **Owners or Reputed Owners** | **Lessees or Reputed Lessees** | **Tenants or Reputed Tenants** | **Occupiers or Reputed Occupiers** |
| 5 | All interests in 1476 square metres of commercial premises (The Alderman), Harold Hill, Romford, except those owned by the acquiring authority.<br><br>**Freehold – EGL291239 Leasehold – EGL320109 and EGL434066** | The Mayor and Burgesses of the London Borough of Havering Town Hall Main Road Romford RM1 3BD *(in respect of EGL291239)* | Unique Pub Properties Theta Limited 3 Monkspath Hall Road Solihull B90 4SJ *(in respect of EGL320109)*<br><br>Cubitt Taverns Limited c/o A S Antoniades & Company 10 Hornsey Park Road London N8 0JP *(in respect of EGL434066)* | - | The Alderman 52 Chippenham Road Romford RM3 8HX |
| 10 | All interests in 3841 square metres of metres of Rothbury House (Inclusive of residential flats and balconies, communal walkways and lifts) Harold Hill, Romford, except those owned by the acquiring authority.<br><br>**Freehold – EGL513181** | The Mayor and Burgesses of the London Borough of Havering Town Hall Main Road Romford RM1 3BD *(in respect of EGL513181)* | - | - | - |
| 15 | All interests in 56 square metres of residential property (10 Rothbury | The Mayor and Burgesses of the London Borough of Havering Town Hall | Tolu Eunice Olubanjo 100 Hill View Drive London | - | Keith Norman Phipps 10 Rothbury House Kings Lynn Drive |

| | | | | | |
|---|---|---|---|---|---|
| | House) Harold Hill, Romford, except those owned by the acquiring authority.<br><br>**Freehold – EGL513181**<br>**Leasehold – EGL363068** | Main Road<br>Romford<br>RM1 3BD | SE28 0LH | | Romford<br>RM3 8BY<br>*(in respect of First Floor Flat)* |
| 20 | All interests in 50 square metres of residential property (11 Rothbury House) Harold Hill, Romford, except those owned by the acquiring authority.<br><br>**Freehold – EGL513181**<br>**Leasehold – EGL248904** | The Mayor and Burgesses of the London Borough of Havering Town Hall<br>Main Road<br>Romford<br>RM1 3BD | The Mayor and Burgesses of the London Borough of Havering Town Hall<br>Main Road<br>Romford<br>RM1 3BD | - | Hugh David Thompson<br>11 Rothbury House<br>Kings Lynn Drive<br>Romford<br>RM3 8BY<br>*(in respect of Second Floor Flat)* |
| 25 | All interests in 42 square metres of residential property (1 Rothbury House) Harold Hill, Romford, except those owned by the acquiring authority.<br><br>**Freehold – EGL513181**<br>**Leasehold – EGL476118** | The Mayor and Burgesses of the London Borough of Havering Town Hall<br>Main Road<br>Romford<br>RM1 3BD | The Mayor and Burgesses of the London Borough of Havering Town Hall<br>Main Road<br>Romford<br>RM1 3BD | - | John Michael Robert Massingham<br>1 Rothbury House<br>Kings Lynn Drive<br>Romford<br>RM3 8BY<br>*(in respect of Ground Floor Flat)*<br><br>Karen Massingham<br>1 Rothbury House<br>Kings Lynn Drive<br>Romford<br>RM3 8BY<br>*(in respect of Ground Floor Flat)* |

# THE LONDON BOROUGH OF HAVERING (HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD) COMPULSORY PURCHASE ORDER 2025

| | | | | | |
|---|---|---|---|---|---|
| 30 | All interests in 58 square metres of residential property (6 Rothbury House) Harold Hill, Romford, except those owned by the acquiring authority.<br><br>**Freehold – EGL513181**<br>**Leasehold – EGL363757** | The Mayor and Burgesses of the London Borough of Havering Town Hall<br>Main Road<br>Romford<br>RM1 3BD | The Mayor and Burgesses of the London Borough of Havering Town Hall<br>Main Road<br>Romford<br>RM1 3BD | - | Gary Robert Blanshard<br>6 Rothbury House<br>Kings Lynn Drive<br>Romford<br>RM3 8BY<br>*(in respect of Second Floor Flat)* |
| 35 | All interests in 56 square metres of Rothbury House (inclusive of residential flats and balconies), Harold Hill, Romford, except those owned by the acquiring authority.<br><br>**Freehold – EGL513181**<br>**Leasehold – EGL448717 and EGL476118** | The Mayor and Burgesses of the London Borough of Havering Town Hall<br>Main Road<br>Romford<br>RM1 3BD | The Mayor and Burgesses of the London Borough of Havering Town Hall<br>Main Road<br>Romford<br>RM1 3BD | - | John Michael Robert Massingham and Karen Massingham<br>1 Rothbury House<br>Lynn Drive<br>Romford<br>RM3 8BY<br>*(in respect of Ground Floor Flat)*<br><br>Malcolm Francis Thurston<br>5 Rothbury House<br>Lynn Drive<br>Romford<br>RM3 8BY<br>*(in respect of Second Floor Flat* |

# THE LONDON BOROUGH OF HAVERING (HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD) COMPULSORY PURCHASE ORDER 2025

| | | | | | |
|---|---|---|---|---|---|
| 40 | All interests in 483 square metres of commercial premises (London & Quadrant Housing Trust), Harold Hill, Romford.<br><br>**Freehold – EGL99588** | London & Quadrant Housing Trust<br>29-35 West Ham Lane<br>Stratford<br>London E15 4PH | - | - | London & Quadrant Housing Trust<br>29-35 West Ham Lane<br>Stratford<br>London E15 4PH |
| 45 | All interests in 340 square metres of residential property (72 Chippenham Road), Harold Hill, Romford, except those owned by the acquiring authority.<br><br>**Freehold – EGL127274** | The Mayor and Burgesses of the London Borough of Havering Town Hall<br>Main Road<br>Romford<br>RM1 3BD | - | - | The Occupiers<br>72 Chippenham Road<br>Romford<br>RM3 8HX |
| 50 | All interests in 2482 square metres of residential property (Crediton House, 74 Chippenham Road and 76 Chippenham Road), Harold Hill, Romford, except those owned by the acquiring authority. | The Mayor and Burgesses of the London Borough of Havering Town Hall<br>Main Road<br>Romford<br>RM1 3BD<br>*(in respect of EGL513181)* | - | - | The Occupiers<br>74 Chippenham Road<br>Romford<br>RM3 8HX<br><br>The Occupiers<br>76 Chippenham Road<br>Romford<br>RM3 8HX |
| 55 | All interests in 153 square metres of residential property (78 Chippenham Road), Harold Hill, Romford, except those owned by the acquiring authority.<br><br>**Freehold – EGL961** | The Mayor and Burgesses of the London Borough of Havering Town Hall<br>Main Road<br>Romford<br>RM1 3BD | - | - | The Occupiers<br>78 Chippenham Road<br>Romford<br>RM3 8HX |

# THE LONDON BOROUGH OF HAVERING (HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD) COMPULSORY PURCHASE ORDER 2025

| | | | | | |
|---|---|---|---|---|---|
| 60 | All interests in 156 square metres of residential property (82 Chippenham Road), Harold Hill, Romford, except those owned by the acquiring authority.<br><br>**Freehold – EGL216916** | The Mayor and Burgesses of the London Borough of Havering Town Hall<br>Main Road<br>Romford<br>RM1 3BD | - | - | The Occupiers<br>82 Chippenham Road<br>Romford<br>RM3 8HX |
| 65 | All interests in 233 square metres residential property (84 Chippenham Road), Harold Hill, Romford, except those owned by the acquiring authority.<br><br>**Freehold – EGL544930** | The Mayor and Burgesses of the London Borough of Havering Town Hall<br>Main Road<br>Romford<br>RM1 3BD | - | - | The Occupiers<br>84 Chippenham Road<br>Romford<br>RM3 8HX |
| 70 | All interests in 52 square metres of residential property (2 Crediton House and 4 Crediton House), Harold Hill, Romford, except those owned by the acquiring authority.<br><br>**Freehold – EGL513181**<br>**Leasehold – EGL245951 and EGL268128** | The Mayor and Burgesses of the London Borough of Havering Town Hall<br>Main Road<br>Romford<br>RM1 3BD | The Mayor and Burgesses of the London Borough of Havering Town Hall<br>Main Road<br>Romford<br>RM1 3BD | - | Johanna Williams<br>2 Crediton House<br>Kings Lynn Drive<br>Romford<br>RM3 8AY and<br>*(in respect of Ground Floor Flat)*<br><br>Robert John Smith<br>4 Crediton House<br>Kings Lynn Drive<br>Romford<br>RM3 8AY<br>*(in respect of First Floor Flat)* |

# THE LONDON BOROUGH OF HAVERING (HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD) COMPULSORY PURCHASE ORDER 2025

| | | | | | |
|---|---|---|---|---|---|
| 75 | All interests in 31 square metres of residential property (2 Crediton House, Harold Hill, Romford, except those owned by the acquiring authority.<br><br>**Freehold – EGL513181**<br>**Leasehold – EGL245951** | The Mayor and Burgesses of the London Borough of Havering Town Hall<br>Main Road<br>Romford<br>RM1 3BD | The Mayor and Burgesses of the London Borough of Havering Town Hall<br>Main Road<br>Romford<br>RM1 3BD | - | Johanna Williams<br>2 Crediton House<br>Kings Lynn Drive<br>Romford<br>RM3 8AY<br>*(in respect of Ground Floor Flat)* |

# THE LONDON BOROUGH OF HAVERING (HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD) COMPULSORY PURCHASE ORDER 2025

**Table 2**

| Number on Map | Other Qualifying Persons under Section 12(2A)(a) of the Acquisition of Land Act 1981 | | Other Qualifying Persons under Section 12(2A)(b) of the Acquisition of Land Act 1981 – Not otherwise shown in Tables 1 and 2 | |
|---|---|---|---|---|
| | **Name and Address** | **Description of Interest to be Acquired** | **Name and Address** | **Description of the land for which the person in adjoining column is likely to make a claim** |
| 5 | Law Debenture Trust Corporation p.l.c(The)<br>8th Floor<br>100 Bishopsgate<br>London<br>EC2N 4AG<br>*(Co. Reg. 10080864)* | As mortgagee for Unique Pub Properties Theta Limited, dated 8 September 2009 on title EGL320109. | - | - |
| 15 | Topaz Finance Limited<br>The Pavilions<br>Bridgwater Road<br>Bristol<br>BS13 8AE<br>*(Co. Reg. 05946900)* | As mortgagee for Tolu Eunice Olubanjo, dated 20 July 2004 on title EGL363068. | - | - |
| 40 | M&G Trustee Company Limited<br>10 Fenchurch Avenue<br>London<br>EC3M 5AG<br>*(Co. Reg. 01863305)* | As mortgagee for London & Quadrant Housing Trust, dated 8 January 2019 on title EGL99588. | M&G Trustee Company Limited<br>10 Fenchurch Avenue<br>London<br>EC3M 5AG | In respect of a restriction on disposition, dated 8 January 2019 on title EGL99588. |
| 45 | - | - | The Occupiers<br>72 Chippenham Road<br>Romford<br>RM3 8HX | In respect of restrcitive covenants contained in a transfer, dated 13 December 1982 on title EGL127274. |

# THE LONDON BOROUGH OF HAVERING (HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD) COMPULSORY PURCHASE ORDER 2025

| | | | | |
|---|---|---|---|---|
| 55 | - | - | The Occupiers<br>78 Chippenham Road<br>Romford<br>RM3 8HX | In respect of restrcitive covenants contained in a transfer, dated 10 April 1972 on title EGL961. |
| 60 | - | - | The Occupiers<br>82 Chippenham Road<br>Romford<br>RM3 8HX | In respect of restrcitive covenants contained in a transfer, dated 25 April 1988 on title EGL216916. |
| 65 | - | - | The Occupiers<br>82 Chippenham Road<br>Romford<br>RM3 8HX | In respect of restrcitive covenants contained in a transfer, dated 21 July 2008 on title EGL544930. |

**THE LONDON BOROUGH OF HAVERING (HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD) COMPULSORY PURCHASE ORDER 2025**

# THE LONDON BOROUGH OF HAVERING (HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD) COMPULSORY PURCHASE ORDER 2025

**General Entries Register**

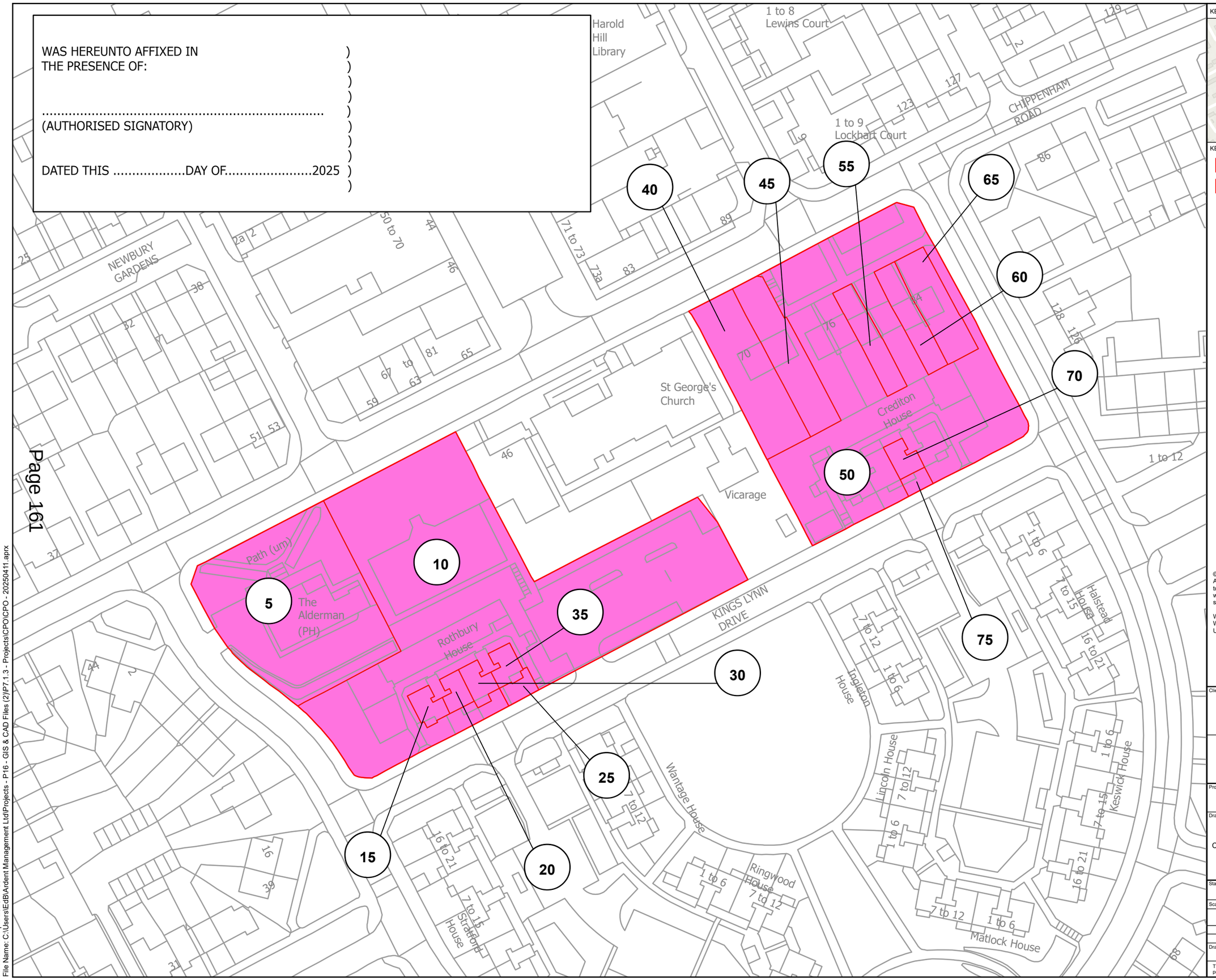
| Name and Address | Capacity | Qualification |
|---|---|---|
| Cadent Gas Limited<br>Cadent<br>Pilot Way<br>Ansty<br>Coventry<br>CV7 9JU<br>*(Co. Reg. 10080864)* | As statutory gas undertaker | In respect of gas pipes, infrastructure and other apparatus |
| ESP Utilities Group LTD<br>Bluebird House<br>Mole Business Park<br>Leatherhead<br>Surrey<br>KT22 7BA<br>*(Co. Reg. 02612105)* | As statutory gas and electricity undertaker | In respect of gas pipes, infrastructure and other Apparatus, and, electricity transmission lines, cables, and other apparatus |
| Northumbrian Water Ltd<br>Northumbria House<br>Abbey Road<br>Durham<br>DH1 5FJ<br>*(Co. Reg. 02366703)* | As statutory water undertaker | In respect of water pipes, infrastructure and other apparatus |
| UK Power Networks (Operations) Limited<br>Newington House<br>237 Southwark Bridge Road<br>London<br>SE1 6NP<br>*(Co. Reg. 03870728)* | As statutory electricity undertaker | In respect of electricity transmission lines, cables, and other apparatus |

**THE LONDON BOROUGH OF HAVERING (HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD) COMPULSORY PURCHASE ORDER 2025**

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KEY PLAN




KEY

Order Land

Land to be acquired

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World Hillshade: Esri, Intermap, NASA, NGA, USGS
World Topographic Map: Sources: Esri, TomTom, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community

Client: Havering LONDON BOROUGH

N

Designer: Ardent

Project: HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD

Drawing Title: MAP REFERRED TO IN THE LONDON BOROUGH OF HAVERING (HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD) COMPULSORY PURCHASE ORDER 2025

SHEET 1 OF 1

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| | | Date | 11/04/2025 |
| Scale | 1:850 @ A3 | Spatial Reference System | British National Grid |

0 5 10 20 30 Metres

| Drawn By | Checked By | Approved By |
|---|---|---|
| E.BRYAN | S.KARA | K.CRADDOCK |

Drawing reference: HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD

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APRIL 2025

# Chippenham Road

## Equality Impact Assessment

ICENI PROJECTS LIMITED ON BEHALF OF HAVERING AND WATES REGENERATION LLP

Iceni Projects Limited on behalf of
Havering and Wates Regeneration
LLP
April 2025

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# CONTENTS


1. INTRODUCTION ..... 4
2. ASSESSMENT METHDOLOGY ..... 8
3. POLICY AND LEGISLATIVE CONTEXT ..... 11
4. BASELINE CONDITIONS ..... 14
5. IMPACT ASSESSMENT ..... 18
6. SUMMARY AND CONCLUSIONS ..... 30


| | |
|---|---|
| **Document title:** | **Chippenham Road- Equality Impact Assessment** |
| **Project Number:** | I000765 |
| **Date:** | April 2025 |
| **Author / Approval:** | KF/MK |

# 1. INTRODUCTION

1.1 This Equality Impact Assessment (EqIA) has been prepared by Iceni Projects Limited to accompany an application for full planning permission being submitted by the Applicant, Havering and Wates Regeneration LLP, for the Proposed Development at Chippenham Road in the London Borough of Havering (LBH).

1.2 The proposal involves the comprehensive redevelopment of the Site and demolition of the existing buildings to provide 138 affordable homes, alongside private residential amenity space, open space and play space.

1.3 The description of development is as follows:

*"Redevelopment of the site and the erection of four residential blocks to provide affordable housing units, landscaping works, car parking, cycle parking, plant and associated works."*

1.4 **Section 149** of the **Equality Act 2010** places a statutory duty on public authorities in the exercise of their functions to have due regard to the need to eliminate discrimination and advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. This EqIA has been prepared to assist the Council in their assessment of the proposal in line with their obligations, and outlines the potential risks and opportunities of the Proposed Development, with a particular focus on people with characteristics protected under the Equality Act.

**Site Context**

1.5 The Site falls within the administrative boundary of the London Borough of Havering (LBH).

1.6 The Site is formed of two parcels of land, separated by a central plot comprising three, two-storey buildings in use as a Vicarage, Funeral Services and Church Centre. Cumulatively, the Site area is 0.96 hectares. The site has a varied topography, sloping upwards from the north, Chippenham Road, to the south, Kings Lynn Drive.

1.7 The site currently accommodates approximately 32 residential units comprising 24 flats and 8 houses and a public house, The Alderman, to the west of the application site. The buildings are entirely vacant at this time.

1.8 The eastern part of the site comprises one detached three-storey building hosting 12 No. self-contained flats with frontage facing onto Kings Lynn Drive and eight two-storey dwellings with

frontage to Chippenham Road. The western part of the site comprises three detached buildings: a two-storey and detached office building with frontage to Chippenham Road; a three-storey detached building hosting self-contained flats with frontage to Kings Lynn Drive; and a two-storey detached building hosting a Public House with frontage to Dartfields.

1.9 The western part of the Site also comprises a surface level car park accessed via Kings Lynn Drive which has capacity for 40 cars.

1.10 The Site is located to the immediate south of Harold Hill District Centre and the surrounding area, whilst predominantly falling under residential uses, is mixed use and hosts a range of town centre uses include retail and leisure.

1.11 The Site does not contain any statutory or locally listed buildings and is not located within a conservation area. There are no conservation areas or designated heritage assets within the immediate area.

1.12 The site is adjacent to Farnham and Hilldene estate to north for which there are separate emerging proposals for redevelopment. The scheme is currently going through pre-application discussions with LBH. For clarity, Chippenham Road is coming forward as a separate planning application to Farnham and Hilldene.

1.13 The Site's location is shown in Figure 1.1 below.

Figure 1.1 Site Location




*Source: Hawkins Brown (2025)*

**Proposed Development**

1.14 The Proposed Development covered by the red line application area comprises of the following key components:

- Four residential blocks totalling 13,193.40 GIA (Ssqm)
- 138 residential units, ranging from 1 bed to 4 bed units (116 affordable and 22 intended for care leavers)
- 44 car parking spaces, alongside four cycle spaces
- 1166 sqm of external place space
- Open space (including courtyards, community garden and front garden areas)

## Scope of the Assessment

1.15 This Equality Impact Assessment outlines the relevant policy and legislative framework relating to equalities.

1.16 The Assessment will then consider the likely effects of the Proposed Development on those with protected characteristics. The assessment would identify links between new development and equality using Havering's EqIA Template as a guide. The assessment also includes any mitigation and intervention measures to offset any identified negative impacts and enhance positive impacts.

1.17 Further detail on the methodology applied in this assessment is provided in **Section 2** of this report.

## Report Structure

1.18 The assessment is structured as follows:

- **Section 2:** Assessment methodology;
- **Section 3:** Policy context;
- **Section 4:** Baseline context;
- **Section 5:** Consideration of impact on protected characteristics; and
- **Section 6:** Summary and conclusions.

# 2. ASSESSMENT METHDOLOGY

2.1 This Equality Impact Assessment has been prepared to consider the impacts of the Proposed Development with regards to discrimination and equality of opportunity, and to inform decision-making in the context of Section 149 of the Equality Act 2010.

**Approach**

2.2 This assessment first establishes the policy and legislative framework for the Proposed Development.

2.3 It also reviews the demographics of those with protected characteristics to establish the baseline position. Demographic data is present for: Havering 004 MSOA, Havering; London; and England (depending on data availability). These geographic areas have been selected due to the availability of 2021 Census data and for comparative purposes[1]. The assessment also considers the indices of multiple deprivation within the local area and the local health profile as socio-economic implications can have a strong influence on the built environment and community.

[1] Middle layer Super Output Areas (MSOAs) comprise between 2,000 and 6,000 households and have a usually resident population between 5,000 and 15,000 persons.

**Figure 2.1 Impact Area**




**Source: Iceni Analysis (2025)**

2.4 The assessment then examines the potential effect of the Proposed Development on equality outcomes for those with protected characteristics as defined in the Equality Act 2010. The protected characteristics from the Equality Act 2010 and their definitions are set out below. Additionally, Havering Council also considers socio-economic status as an additional characteristic.

**Table 2.1 Protected Characteristics**

| Protected Characteristic | Definition from the Equality Act 2010 |
|---|---|
| Age | An age group is a reference to a group of persons defined by reference to age, whether by reference to a particular age or to a range of ages. |
| Disability | A person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities. |
| Gender Reassignment | A person who is proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning the person's sex by changing physiological or other attributes of sex. |
| Marriage and Civil Partnership | A person has the protected characteristic of marriage and civil partnership if the person is married or is a civil partner. |

| | |
|---|---|
| Pregnancy and Maternity | Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. Chapter 2 of the Equality Act sets out pregnancy and maternity discrimination. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a person unfavourably because she is breastfeeding. |
| Race | Refers to the protected characteristic of race. It refers to a group of people defined by their race which includes colour, nationality and ethnic or national origins. |
| Religion and Belief | Religion means any religion and a reference to religion includes a reference to a lack of religion. Belief means any religious or philosophical belief and a reference to belief includes a reference to a lack of belief. |
| Sex | In relation to the protected characteristic of sex a reference to a person who has a particular protected characteristic is a reference to a man or to a woman. A reference to persons who share a protected characteristic is a reference to persons of the same sex. |
| Sexual Orientation | Whether a person's sexual attraction is towards the same sex, the opposite sex or either sex. |

2.5 The assessment identifies links between the Proposed Development and equality, reflecting the style of Havering Council's EqIA template. It is presented within an assessment matrix which provides a qualitative consideration of potential impacts as either positive, negative or neutral. Where an impact is identified, actions and measures are recommended to mitigate an adverse impact or enhance or secure a positive impact.

2.6 This report draws on other technical documents submitted as part of the application; including the Design and Access Statement and the Engagement Summary.

# 3. POLICY AND LEGISLATIVE CONTEXT

3.1 This section provides a high-level overview of the policy, guidance and legislative context for the Proposed Development.

## The Equality Act (2010)

3.2 The Equality Act 2010[2] ('the Act') sets the legal framework for equal rights legislation. It gives protection to those with 'protected characteristics', including:

- Age;
- Disability;
- Gender reassignment;
- Marriage and civil partnership;
- Pregnancy and maternity;
- Race;
- Religion or belief;
- Sex; and
- Sexual orientation.

3.3 The Public Sector Equality Duty requires public organisations and those delivering public functions to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act;
- Advance equality of opportunity between people who share a protected characteristic and those who do not; and
- Foster good relations between people who share a protected characteristic and those who do not.

## Regional Planning Policy

### The London Plan (2021)

3.4 The London Plan[3] was published and formally adopted in March 2021 and sets out the new spatial development strategy and policy framework for development in London.

[2] Equality Act 2010 - https://www.legislation.gov.uk/ukpga/2010/15/contents

[3] Mayor of London (2021) The London Plan 2021

3.5 The Plan includes various policies to promote inclusive design and equal opportunities for all. In particular, the first policy of the Plan **Policy GG1 build a strong and inclusive community**, seeks to build on the city's tradition of openness, diversity and equality, and help deliver strong and inclusive communities. **Policy SD 10: Strategic and Local Regeneration** highlights the need for collaborative working with local stakeholders to ensure that regeneration best meets the needs of local residents, alongside the need for regeneration opportunities to best address inequality and deprivation.

#### Equal Life Chances for All (2014)

3.6 The Equal Life Chances for All framework[4] highlights the London Mayor's commitment to tackling inequality, improving life chances and removing barriers that prevent people from reaching their full potential. The framework looks to ensure that equality is mainstreamed into everything the Mayor of London oversees, including how goods and services are obtained.

#### Planning for Equality and Diversity in London Supplementary Planning Guide (2007)[5]

3.7 This supplementary planning guidance sets out some of the overarching principles that should guide planning for equality and explores how the key spatial planning issues can impact equality and diversity. It addresses the needs of London's different communities alongside addressing issues such as poverty and discrimination.

#### Inclusive London: The Mayor's Equality, Diversity and Inclusion Strategy (2018)[6]

3.8 The strategy sets out how the Mayor will create a fairer and more inclusive city where all people feel welcome and able to fulfil their potential. The strategy also outlines how the Mayor will help to address the inequalities, barriers and discrimination experienced by groups protected by the Act. It includes the Mayor's vision for the city which states that all residents should be able to share in its prosperity, culture and community life, regardless of their age, social class, disability, race, religion, gender, gender identity, sexual orientation, marital status or whether they are pregnant or on maternity leave.

### Local Planning Policy

#### Havering Local Plan[7]

3.9 Havering Local Plan was adopted in November 2021, and outlines the Council's strategy for development for the period 2016-2031. This EqIA has been conducted in accordance with best

[4] Mayor of London (2014) Equal Life Chances For All

[5] Mayor of London (2007) Planning for Equality and Diversity in London

[6] Mayor of London (2018) The Mayor's Equality, Diversity and Inclusion Strategy

[7] Havering Local Plan (2016) Havering Local Plan

practice, though it is not a validation requirement. It is used to determine what effect, or likely effect, a proposed development will have on different groups in the community.

3.10 **Policy 4 – Affordable Housing:** highlights that developments should provide the maximum amount of affordable housing, considering the borough-wide affordable housing target of 35% and the need to provide an appropriate mix of tenures to meet local housing needs, reflecting a borough-wide target of 70% social rent and Affordable Rent, and 30% intermediate housing.

3.11 **Policy 6 – Specialist accommodation:** outlines that appropriate housing to meet the specialist needs of local people will be supported where it can be robustly demonstrated that it has access to essential services and shops by walking, is well served by public transport and contributes to a mixed, balanced and inclusive community.

3.12 **Policy 7 – Residential design and amenity:** ensures development should be of a high design quality that is inclusive and provides an attractive, safe and accessible living environment for new residents whilst ensuring that the amenity and quality of life of existing and future residents is not adversely impacted. In any development affordable and market housing will be expected to have the same external appearance and equivalent amenity in relation to views, daylight, noise and proximity to open space.

3.13 **Policy 12 – Healthy Communities:** encourages development that provides opportunities for healthy lifestyles, contribute to the creation of healthier communities and helps reduce health inequalities. All major development proposals must be supported by a Health Impact Assessment (HIA) to demonstrate that full consideration has been given to health and wellbeing and the principles of active design. They are also required to consider wider local/regional primary care and other health strategies, as appropriate, to take into account how any developments can contribute to the aims and objectives of those strategies

3.14 **Policy 18 – Open space, sports and recreation:** ensures that all residents of Havering have access to high quality open space, sports and recreation facilities. The policy sets out how they will achieve this.

# 4. BASELINE CONDITIONS

4.1 This section provides a high-level overview of the demographic profile of the population, the socio-economic environment and health profile.

**Demographic Profile**

4.2 According to the ONS Census 2021, the Havering resident population was 262,052. The number of residents in Havering has increased over the last decade from 237,232 in 2011 to 262,052 in 2021. This indicates a 10.4% increase.

4.3 According to the GLA Local Authority population projections, Havering's population is expected to increase to 288,489 residents by 2036.

4.4 Where data is available, the table below summarises the demographic profiles of Havering 004 MSOA, Havering, London and England in terms of protected characteristics.

**Table 4.1 Summary of Protected Characteristics**

| Protected Characteristic | Commentary |
|---|---|
| Age | **Children and young people:** The proportion of children (under 16 years) in Havering 004 is 26.9%, which is higher than Havering (19.9%), London (19.2%), and England (18.5%).<br><br>**Working age:** There is a slightly higher proportion of working-age people (16-64 years) in Havering 004 MSOA (63.3%), than Havering (62.4%) and London (62.5%) but slightly lower than England (64%). Between the two censuses, the median age in Havering decreased by one year, from 40 to 39 years.<br><br>**Older people:** The proportion of older adults (aged 65 and above) in Havering 004 MSOA is 9.8%, which is significantly lower than in Havering (17.7%) and England (18.3%), but in line with London (11.9%). |
| Disability | The proportion of residents who are disabled under the Equality Act in Havering 004 MSOA is 18.1%, which is higher than in Havering (14.7%) and London (13.2%), but in line with England (17.3%). |
| Gender Reassignment | 92.6% of people in Havering 004 MSOA have a gender identity which is the same as sex registered at birth. This is similar to Havering (93.7%) and London (91.2%) and slightly lower than England (94%). The proportion of people in Havering who did not answer is 5.8%, compared to 7.9% in London and 6% in England. |

| Protected Characteristic | Commentary |
|---|---|
| Marriage and civil partnership | Havering 004 MSOA has a far lower proportion of residents that are married or in a civil partnership (34.7%) than Havering (47.0%) and London (40%). The proportion of residents who are divorced or civil partnership dissolved is 10.3% in Havering 004 MSOA, compared to 7.8% in Havering and 7.3% in London. |
| Pregnancy and Maternity | The general fertility rate (live births per 1000 women aged 15-44 years over the period 2016-2020) is higher in Havering (65.4) than England (59.2). |
| Race | The majority of Havering 004 MSOA residents identify as White (69.6%), which is slightly lower than Havering (75.3%), but significantly higher than London (53.8%). The largest non-White group in Havering 004 MSOA is Black, Black British, Black Welsh, Caribbean or African, who represent 16.4.% of the population.<br>The most spoken language in Havering is English (90%) followed by other European languages (4%). The most spoken non-European language is Punjabi (0.6%). |
| Religion | Christianity is the largest religion in Havering 004 MSOA, with 48.0% of residents identifying as Christian. This is lower than 52.2% in Havering, but higher than 40.7% in London and 46.3% in England. Islam is the religion of 6.5% of residents in Havering 004 MSOA, compared to 6.2% in Havering, 15% in London and 6.7% in England.<br><br>The proportion of residents with no religion in Havering 004 MSOA is 37.7% compared to Havering (30.6%), England (36.7%) and London (27.1%). |
| Sex | The population in Havering 004 MSOA consists of 52.1% female and 47.9% male. This compares to the Havering population (51.8% female and 48.5% male) and London (51.5% female and 48.5% male). |
| Sexual Orientation | 90.1% of people in Havering 004 MSOA identified as straight or heterosexual, slightly lower than Havering (91.1%) but higher than England (89.4%) and London (86.2%). 1.2% of people in Havering 004 MSOA identified as gay or lesbian, and 0.9% as bisexual, in line with Havering but slightly lower than London. The proportion of people in Havering who did not answer is 7.5%, compared to 7.5% in England and 9.5% in London. |

*Source: Office for National Statistics, OHID Fingertips and Census 2021 data*

**Socio- economic deprivation**

4.5 Although not a protected characteristic, social economic status is considered by Havering Council as an additional characteristic.

4.6 The English Indices of Multiple Deprivation (IMD) provides a ranking of neighbourhoods (Lower Layer Super Output Areas - LSOAs) to compare levels of deprivation across the country.[8] The IMD measures relative deprivation using a series of data to rank every neighbourhood (LSOA). The IMD combines information from seven domains – income, employment, education, health, crime, barriers to housing and living environment– to produce an overall relative measure of deprivation.

4.7 In terms of overall deprivation, Havering is ranked 179th out of 317 local authorities where 1 is the most deprived. The Site is located within the Havering 004B LSOA boundary, which is ranked within the 2nd decile of deprivation (where 1 is within the 10% of most deprived LSOAs). This indicates that the Site is in an area of high deprivation.

4.8 Out of the below indicators of deprivation, the area is most deprived in terms of Income, Education, Skills and Training and Crime (within 10% of most deprived neighbourhoods).

4.9 **Table 4.1** provides a breakdown of each domain of deprivation score.

**Table 4.2 Index of Multiple Deprivation for LSOA Havering 004B**

| **Domain of Deprivation** | Havering 004B |
|---|---|
| Income | 1 |
| Employment | 2 |
| Education, Skills and Training | 1 |
| Health | 5 |
| Crime | 1 |
| Barriers to Housing and Services | 4 |
| Living Environment | 7 |
| **Overall IMD** | **2** |

*Source: Ministry of Housing, Communities and Local Government, 2019*

4.10 Unemployment levels are lower in Havering (3.9%) than in London (5.1%), but slightly higher than England (3.7%).[9]

*4.11* In 2024, the median average weekly workplace-based earnings for full-time employees in Havering was £802.10 per week[10]. This is lower than the average weekly wage for London (£905.50). The median average weekly resident-based earnings for full-time employees in Havering was £822.50[11],

[8] Lower layer Super Output Areas (LSOAs) comprise between 400 and 1,200 households and have a usually resident population between 1,000 and 3,000 persons.

[9] ONS Annual Population Survey - Employment and unemployment (Jul 2023-Jun 2024)

[10] ONS Annual Survey of Hours and Earnings - Workplace Analysis (2024)

[11] ONS Annual Survey of Hours and Earnings - Resident Analysis (2024)

again lower than London (£853.40). Havering has a lower proportion of residents (49.4%) employed in managerial and professional occupations compared to London (63.1%).

## Health Profile

### Joint Strategic Needs Assessment (JSNA)

4.12 The Havering Joint Strategic Needs Assessment (JSNA)[12] is a process that identifies the current and future health and wellbeing and social care needs of the Havering population. The latest JNSA identified the following priorities for the Borough:

- The most recent data available at Borough level, aggregated for the period 2018-2020, shows that life expectancy in Havering reduced for both men (by 0.4yrs to 79.7yrs) and women (by 0.6yrs to 83.5yrs)
- Havering has a rate of 45 children in care per 10,000. This is better than both London (52 per 10,000) and England (70 per 10,000)
- An estimated 83.% of Havering residents had 'good' or 'very good' health, which is higher than London (81.9%) and England (81.7%).
- Just under half of all Havering's households have three bedrooms (46.9% of the 101,277 households). This is the highest percentage across all of the London boroughs and is higher than London (29.5%) and England (40%).
- According to Census 2021, about 12.7% (12,838) of the population aged 66 years and above are living in one-person households. This is the second highest proportion after Bexley in London.
- Havering has a higher rate of under 18 conceptions than both London and England
- 22% of children in Reception were overweight or obese, rising to 39% in Year 6
- The rate of hospital admissions amongst 15-24 year olds due to substance misuse in Havering is significantly worse (117.4 per 100,000) than both London (56.5 per 100,000) and England (81.2 per 100,000). Havering had the highest (worst) rate out of all the London boroughs

[12] Havering Council Joint Strategic Needs Assessment (2024)

# 5. IMPACT ASSESSMENT

5.1 This section considers the potential impacts (both positive and negative) on groups with protected characteristics, the equality information on which this analysis is based and any mitigating actions to be taken, including improvement actions to promote equality and tackle inequalities. This is based on Havering Council's EqIA template.

<table>
<tr><td colspan="3">Age</td></tr>
<tr><td colspan="2">Please tick the relevant box</td><td rowspan="4">Overall impact: During construction, the Proposed Development may have some differential negative impacts on children and older people. Once constructed, it will likely have a differential positive impact on children and young people, working age people and older people.</td></tr>
<tr><td>Positive</td><td>✓ (during occupation phase)</td></tr>
<tr><td>Neutral</td><td></td></tr>
<tr><td>Negative</td><td>✓ (during construction phase)</td></tr>
<tr><td colspan="3">Evidence & sources used:<br><br>Impacts during construction: Children and older people can be disproportionately affected by any changes in air quality that may arise during the construction period. Research by Urban Health suggests that older people are more vulnerable to air pollution (for example arising from construction dust) as they can experience a number of long-term conditions, such as high blood pressure, diabetes and heart disease,[13] while children are also more vulnerable due to the developmental stage of their organs.[14] A Construction Environmental Management Plan will be put in place outlining mitigation measures to reduce the impact of construction activities (eg dust and emission control measures).</td></tr>
</table>

[13] Urban Health (undated) Air pollution and older people https://urbanhealth.org.uk/insights/reports/air-pollution-and-older-people

[14] Urban Health (undated) Air pollution and children https://urbanhealth.org.uk/insights/reports/air-pollution-and-children

**Impact of the loss of the Alderman pub:** The Alderman pub is currently subject to a planning application for demolition. Research indicates that pubs act as sites for social interaction.[15] Older people are especially vulnerable to loneliness and social isolation.[16] Stakeholder engagement indicated that a small number of people consider the pub to be a community asset, with usage concentrated in the daytime and afternoons. There are a number of other community facilities locally, for example Harold Hill Library, alongside commercial enterprises (such as cafes and restaurants) which could be used for socialising. In addition, the Applicant is committed to looking for a potential user space in the local area for the pub's relocation.

**Impact of new housing:** According to Census 2021 data, 7.9% of Havering's households are in accommodation which is overcrowded. Overcrowding is more common amongst certain demographic groups, including households with dependent children. Evidence from the National Housing Federation indicates that overcrowding can have a detrimental effect on children's physical and mental health, as well as their wellbeing, educational attainment and relationships with others.[17]

Young people leaving care face many challenges in accessing stable housing, and one third of care leavers become homeless in the first two years after they leave care.[18] Young people who were in care often have additional vulnerabilities, particularly if they went into care at an older age. Further challenges in accessing suitable housing include limited support networks, low benefits, wages and lack of available social housing stock.

The Proposed Development will provide 138 homes including a mix of 1,2,3 and 4 bedroom homes. 22 of these units will be exclusively for care leavers. This could alleviate some of the current issues of overcrowding in the Borough, ensuring that children and care leavers are not forced to sofa surf, share beds with other family members or sleep in rooms other than bedrooms (such as living rooms).

**Impact of open space:** The Proposed Development will provide a range of open space, including residential courtyards, a community garden and front gardens. Given that children living in

[15] IPPR (2012) Pubs and Places – the social value of community pubs https://www.london.gov.uk/sites/default/files/pubs_and_places_-_the_social_value_of_community_pubs_.pdf

[16] NHS (undated) Loneliness in older people https://www.nhs.uk/mental-health/feelings-symptoms-behaviours/feelings-and-symptoms/loneliness-in-older-people/

[17] NHF (2023) Overcrowding in England National Housing Federation - Overcrowding in England

[18] Children's Rights Alliance for England https://crae.org.uk/sites/default/files/uploads/J4KL_Hitting%20brick%20walls_Final%20(1)%20(2).pdf

deprived local authorities in England are nine times less likely to be able to access green space than their counterparts in less deprived areas, this increase in open space will have a disproportionately beneficial impact on children. The community garden is envisaged as a multifunctional space that accommodates various activities and caters to residents of all ages, and will include a dedicated space for care-leaver residents. Young people leaving care are four times more likely to experience mental health difficulties compared to their peers. This can be caused due to an absence of support networks, past trauma or experiences within the care system, and can exacerbate issues such as anxiety, depression, and loneliness.[19] Therefore, a space which is designed for social interactions and relaxation would be particularly beneficial for care leavers. In addition, measures will also be put in place to promote active travel (eg the provision of long stay cycle parking spaces for residential units), further increasing opportunities for children and young people to be active.

**Impact of crime prevention:** Research by the Youth Endowment Fund suggests that young people are particularly worried about becoming victims of crime, and that this can influence their daily decisions, such as avoiding certain areas, social networking outside of the home or altering their travel routes. Vulnerable children and young people are particularly at risk of crime.[20] In addition, Havering has the highest proportion of violence & exploitation offences involving under 25s in London, with weapon possession a key concern.[21] Stakeholder engagement indicates concerns in the area around antisocial behaviour. Measures will be put in place such as lighting to streets and in shared residential amenity areas to ensure visibility at night, 1.8m tall metal fencing to resident amenity, secure lobbies with security rated doors and entrance points designed with two separate doors to mitigate tailgating. Refuse and cycle stores to have access control and management strategy to ensure they are not used for anti-social behaviour.

[19] National youth advocacy service (2024) Challenges facing care leavers https://www.nyas.net/about-us/news/challenges-facing-care-leavers/#:~:text=The%20absence%20of%20a%20support,anxiety%2C%20depression%2C%20and%20loneliness.

[20] Youth Endowment Fund (2024) Who is affected by violence? https://youthendowmentfund.org.uk/reports/children-violence-and-vulnerability-2024/who-is-affected/

[21] Havering Council (2024) Serious Violence Duty Strategy https://www.havering.gov.uk/downloads/file/6494/serious-violence-strategy-2024

**Recommendations:**

- Ensure that a CEMP is in place to mitigate the impacts of construction disruption, noise and dust
- Consider going into local schools and youth groups to highlight the dangers of entering construction areas
- Consider sharing information (eg on noticeboards around the site or on a website) outlining where other community facilities can be found locally

| **Disability** | | |
|---|---|---|
| *Please tick the relevant box* | | **Overall impact:** During construction, the Proposed Development may have some differential negative impacts on disabled people. Once constructed, it will likely have a differential positive impact. |
| Positive | ✓ (during occupation phase) | |
| Neutral | | |
| Negative | ✓ (during construction phase) | |

**Evidence & sources used:**

**Impacts during construction:** Construction works can affect the accessibility and mobility of the local area, including and disrupting pedestrian movements and wayfinding.[22] Disabled residents with sensory impairments may be particularly affected by a change in the environment. However, it is unlikely that pedestrian routes will be diverted during construction.

**Impacts of new housing:** Disabled people can encounter challenges in obtaining accessible housing, due in part to the age of England's housing stock.[23] As a result, disabled people can be forced to live in unsuitable accommodation for long periods of time, with negative implications for their health, wellbeing and dignity. A lack of affordable housing can disproportionately affect

[22] Okeenea (undated) How to Maintain Pedestrian Accessibility When Carrying out Street Works? https://www.inclusivecitymaker.com/pedestrian-accessibility-street-works/

[23] DLUHC (2024) Disabled people in the housing sector - Levelling Up, Housing and Communities Committee (parliament.uk)

disabled people - ONS data shows that that 53% of disabled Londoners (compared to 44% of non-disabled Londoners) find it difficult to afford their housing costs, and often have to cut back on activities or utilities as a result.[24]

The Proposed Development will deliver a total of 14 (10%) wheelchair homes as M4(3)(2)(a) 'wheelchair adaptable'. Accessible homes will be located with entrances on Chippenham Road for better access to Farnham and Hilldene town centre. This will provide further opportunities to Havering residents with a disability who have been unable to live independently before due to a lack of suitable accommodation.

**Impact of crime prevention:** Research by the Equality and Human Rights Commission suggests that disabled people are more likely than non-disabled people to worry about being the victim of crime, and particularly people with a learning disability or mental health condition.[25] Stakeholder engagement indicates concerns in the area around antisocial behaviour, and in particular concerns about anti-social behaviour and loitering in open spaces. The Proposed Development will contribute towards creating a safe neighbourhood, as features such as well-placed windows, clear sightlines and adequate lighting will provide passive surveillance. As outlined above, the Proposed Development also features a number of safety measures to reduce the potential for crimes on the site.

**Recommendations:**

- Ensure that the engagement process is as continuous and inclusive as possible

| **Sex/gender** | | |
|---|---|---|
| *Please tick the relevant box* | | **Overall impact**: The improved safety measures could have a disproportionately positive impact on women, who are more likely to be concerned with safety in public spaces. |
| Positive | ✓ | |

[24] Inclusive London (2025) Barriers at Home https://www.inclusionlondon.org.uk/wp-content/uploads/2025/02/Barriers-at-Home-report.pdf

[25] Equality and Human Rights Commission (2013) Crime and disabled people Baseline statistical analysis of measures from the formal legal inquiry into disability-related harassment https://www.equalityhumanrights.com/sites/default/files/research-report-90-crime-and-disabled-people.pdf

| | | |
|---|---|---|
| Neutral | | |
| Negative | | |

**Evidence & sources used:**

**Impact of security measures:** Research with 8,000 Londoners indicates that women are more likely to be concerned with safety in public spaces than males, particularly at certain times of the day and night.[26] Poor lighting, neglected/isolated spaces and limited natural surveillance can exacerbate crime, as well as fear of crime. Where the local pedestrian environment is intimidating, people are less likely to go out, reducing social interaction and increasing the potential for crime. Feedback from stakeholder engagement activities with residents as part of this Application process raised concerns about security and anti-social behaviour in the area, particularly with concerns of crime and drug use. Crime statistics suggest that there were 27 reported crimes in the vicinity in February 2025.

The Proposed Development incorporates elements to help design out crime in open spaces, including1.8m high fences across community open spaces and defensible planting at private homes with street access. This will ensure that open space is safe, accessible and inclusive to all residents. Furthermore, development in a currently vacant space will bring vitality to the area, and prevent the current site from being used for anti-social purposes.

**Recommendations:**

- Ensure that the engagement process is as continuous and inclusive as possible

| **Ethnicity/race** | |
|---|---|
| *Please tick the relevant box* | **Overall impact:** The provision of new housing will have a positive impact on ethnic minority households, who are more likely to |

[26] Mayor of London (2022) Women Girls and Gender Diverse Peoples Safety in Public Spaces https://www.london.gov.uk/sites/default/files/2022-11/Women%20girls%20and%20gender%20diverse%20peoples%20safety%20in%20public%20space.pdf

| | | |
|---|---|---|
| Positive | ✓ | experience challenges with overcrowding and poor housing conditions |
| Neutral | | |
| Negative | | |

**Evidence & sources used:**

**Impact of new housing**: The largest non-White group in the local area is Black, Black British, Black Welsh, Caribbean or African, who represent 16.4.% of the population. Overcrowding is three times more common in minority ethnic groups than in White British households.[27] This can be due to a number of factors, including a higher prevalence of multigenerational households, a connection to a particular area and/or limited available of sufficiently suitable and affordable housing.[28] According to the 2021 Census, 16.3% of Black African households, 22.5% of Bangladeshi households and 12.4% of Mixed ethnicity households experienced overcrowding, compared to 1.7% of White British households.[29] As outlined above, overcrowding can impact on households' physical and mental health, alongside increased rate of accidents, strained personal relationships and increased housing deterioration (including condensation and mould).[30] Given that people from certain ethnic minority groups are more likely than White British people to report having a long-term condition and/or poor health, overcrowded and poor quality housing provision can have a disproportionately negative health impact.[31]

In addition, 44% of Black households, 34% of Bangladeshi and 13% of Pakistani households live in social housing, compared to 16% of White British households.

The Proposed Development will deliver 138 new homes, of which 2 units are 4 bedroom, and 20 are 3 bedroom. All units will be affordable housing. Encouraging more housing delivery is of benefit to groups that are more likely to live in sub-standard or overcrowded housing. The provision of a

[27]NHF (2023) Overcrowding in England National Housing Federation - Overcrowding in England

[28] DLUHC (2022) Overcrowding in South Asian households: a qualitative report Overcrowding in South Asian households: a qualitative report - GOV.UK (www.gov.uk)

[29] House of Commons Library (2023) Overcrowded housing (England) https://researchbriefings.files.parliament.uk/documents/SN01013/SN01013.pdf

[30] Ibid

[31] Kings Fund (2023) The health of people from ethnic minority groups in England https://www.kingsfund.org.uk/insight-and-analysis/long-reads/health-people-ethnic-minority-groups-england

mix of dwellings also creates mixed and socially inclusive communities which enables a sense of belonging and neighbourliness.

Those from minority ethnic groups are also more likely to live in non-decent homes (eg those with poor heating or insulation, or not in a reasonable state of repair), with Black Caribbean households being disproportionately impacted.[32] This can cause new health issues (such as pneumonia) and exacerbate existing health conditions, such as asthma. Stakeholder engagement raised a number of concerns about current heat and noise insulation.

The homes are designed to provide high levels of daylight, sunlight, and natural ventilation, along with energy efficiency, which should all make homes cheaper to run and heat.

**Impact of new open space:** Currently, residents have expressed concerns that the area can attract unwanted anti-social activity. People from minority ethnic groups can be more likely to be a victim or witness of crime, which can lead to impacts such as loss of confidence, fear of going out, difficulty sleeping and anxiety.[33] New development on a vacant site will improve passive surveillance, and the Proposed Development will include elements to help design out crime in open spaces, which will both likely have a positive impact.

**Recommendations:**

- Ensure that the engagement process is as continuous and inclusive as possible

| **Religion/faith:** | | |
|---|---|---|
| *Please tick the relevant box* | | **Overall impact**: There are no impacts anticipated during the construction or occupation phase. |
| Positive | | |
| Neutral | ✓ | |
| Negative | | |

[32] IRR (2024) BME statistics on poverty and deprivation - Institute of Race Relations (irr.org.uk)

[33] Home Office (2023) Anti-social behaviour: impacts on individuals and local communities https://www.gov.uk/government/publications/impacts-of-anti-social-behaviour-on-individuals-and-communities/anti-social-behaviour-impacts-on-individuals-and-local-communities

| |
|---|
| **Evidence & sources used:**<br><br>**Impacts during construction:** There will be no impact on access to Saint George's Parish Church and Centre Harold Hill during construction, ensuring that the congregation can continue to worship. |
| **Recommendations:**<br><br>• Continue to engage with local faith community groups before and during the construction phase to discuss access requirements |

| **Sexual orientation:** | | |
|---|---|---|
| *Please tick the relevant box* | N/A | Overall impact: No differential impact anticipated. |
| Positive | | |
| Neutral | | |
| Negative | | |
| **Evidence & sources used:** N/A | | |
| **Recommendations:** N/A | | |

| **Gender reassignment:** | | |
|---|---|---|
| *Please tick the relevant box* | N/A | Overall impact: No differential impact anticipated. |
| Positive | | |

| | | |
|---|---|---|
| Neutral | | |
| Negative | | |
| **Evidence & sources used**: N/A | | |

| **Marriage/civil partnership:** | | |
|---|---|---|
| *Please tick the relevant box* | | Overall impact: No differential impact anticipated. |
| Positive | | |
| Neutral | | |
| Negative | | |
| **Evidence & sources used:** N/A | | |
| **Recommendations:** N/A | | |

| **Pregnancy, maternity and paternity:** | | |
|---|---|---|
| *Please tick the relevant box* | | **Overall impact:** There may be differential negative impacts on pregnant mothers during the construction phase, however the provision of new housing will have a positive impact as it will increase the housing offer in the local area. |
| Positive (During occupation phase) | ✓ | |
| Neutral | | |
| Negative (During construction phase) | ✓ | |

| |
|---|
| **Evidence & sources used:**<br><br>**Impacts during construction:** Antenatal exposure to air pollution arising from construction activities may lead to adverse pregnancy outcomes, including increased risks of preterm births, smaller birth weights and altered lung development.[34] There are no plans to alter access to St George's Church, which hosts a pre-school for children aged 1 year 6 months to 5 years.<br><br>**Impact of new housing:** Research indicates that the stress associated with poor housing or overcrowding can have a disproportionate impact on pregnant women, with the potential for adverse pregnancy outcomes.[35] The provision of 138 high-quality homes will increase the number of family-friendly homes locally, and will alleviate current issues with overcrowding and housing availability within Havering. |
| **Recommendations:**<br><br>• Ensure that the engagement process is as continuous and inclusive as possible |

| **Socio-economic status:** | | |
|---|---|---|
| *Please tick the relevant box* | | **Overall impact**: The construction of the Proposed Development will have a positive impact on people who are socio-economically disadvantaged due to the provision of affordable housing. |
| Positive<br><br>(During the occupation phase) | ✓ | |
| Neutral | | |
| Negative | | |
| **Evidence & sources used:** | | |

[34] RCOG (2021) RCOG position statement Outdoor air pollution and pregnancy in the UK https://www.rcog.org.uk/media/euxn0kya/outdoor-air-pollution-and-pregnancy-rcog-position-statement.pdf

[35] Nelson J. No room at the inn: pregnancy and overcrowding. J Fam Health Care. 2010;20(4):112-4. PMID: 21053657. No room at the inn: pregnancy and overcrowding - PubMed (nih.gov)

Currently, the local area experiences socio-economic challenges, and is within the 10% most deprived neighbourhoods in the country in terms of Income, Education, Skills and Training and Crime.

**Impacts during construction:** There are no plans to alter access to Saint George's Parish Church and Centre Harold Hill, which hosts a weekly job club and a foodbank. Therefore users of these services which operate from the Site will be unaffected. The Alderman pub is currently subject of a planning application for demolition. The pub currently employs a number of staff, and the current manger resides on the Site. Job losses can disproportionately impact individuals from lower socio-economic backgrounds, creating barriers to upward mobility and wider impacts on local communities. Current employees will receive redundancy money, and the manager will be supported by the Applicant to find suitable accommodation.

**Impact of new housing:** A lack of suitable, affordable housing can exacerbate socio-economic inequalities, pushing households into poverty, impairing labour mobility and leading to overcrowding. Research by Shelter shows that households often cut back on basic necessities such as food or heating to meet housing costs.[36]

The Proposed Development will deliver 100% affordable housing, significantly increasing the availability of affordable housing within Havering. This increase in affordable housing would help reduce homelessness in the local authority (including reducing the number of people in temporary accommodation and homelessness assistance), provide stability to help people get into work and improve health and wellbeing.[37] It is also anticipated that new homes will be more energy efficient, meaning that residents will experience reduced heating bills.

**Recommendations:**

- Produce an Employment and Skills Plan, which outlines plans to support local employees during the construction phase
- Consider providing current pub employees with information about Havering careers services to support with their search for new job opportunities

[36] Shelter (2010) The Human Cost: How the lack of affordable housing impacts on all aspects of life https://assets.ctfassets.net/6sxvmndnpn0s/3jHJGmHTaPoxQF3GhCsJAY/1d80f4ff3a63016e026e2d5debdaa25c/The_Human_Cost.pdf

[37] House of Lords Library Supply of affordable housing https://lordslibrary.parliament.uk/supply-of-affordable-housing/#fn-11

# 6. SUMMARY AND CONCLUSIONS

6.1 This Equality Impact Assessment has been prepared to identify, assess and present any potential impacts and their significance on groups with protected characteristics, as defined in the Equality Act 2010, arising from the Proposed Development at Chippenham Road. It also seeks to identify any mitigation measures which may be required to optimise the impacts of the Proposed Development. It is intended to assist LB Havering in fulfilling its obligations under the Act, which introduces a Public Sector Equality Duty requiring all public bodies to play their part in making society fairer by having due regard to the need to:

- Eliminate unlawful discrimination;
- Advance equality of opportunity; and
- Foster good relations between people who share a protected characteristic and people who do not share it.

6.2 The assessment shows that the Proposed Development has the potential to improve the quantity, quality and accessibility of housing for Havering residents (and particularly for young care leavers). Whilst there are potential negative impacts (particularly during the construction phase), the Applicant has sought to mitigate these through a range of reasonable and proportionate measures, such as ongoing resident engagement and a CEMP.

**Baseline Analysis**

6.3 The baseline analysis provides an overview of the demographic and social indicators, predominantly drawing on ONS Census 2021 data. Compared to London, the analysis shows that the local areas has:

- Significantly more children and young people;
- Higher levels of deprivation;
- A higher proportion of disabled residents;
- Significantly more residents from a White background; and
- More Christians and fewer residents with no religion.

6.4 A review of the surrounding area's Index of Multiple Deprivation rankings indicated that the area has a high level of deprivation, ranking amongst the 10-20% most deprived neighbourhoods in England.

**Impact Assessment**

6.5 Overall it has been assessed that the Proposed Development would not have any undue negative impacts on protected groups or characteristics during the occupation phase, but instead will have a positive impact on children, older people, people with disabilities, pregnancy/maternity, people from

minority ethnic groups, females and people who are socio-economically disadvantaged. During construction the proposal has been planned and designed to provide an inclusive environment and minimise disruptions.

6.6 The following mitigation measures should be considered to ensure that negative equalities outcomes are not experienced:

- Demolition, Construction, Environmental Management Plan to be prepared and secured via pre-commencement planning condition;
- Ensure that all open space is designed to prevent crime and/or fear of crime and that Secured by Design principles are adhered to
- Ensure that the Lifetime Homes Standards are followed to ensure that homes are more easily adaptable for lifetime use at minimal costs
- Ensure open communication with local community facilities (such as the Alderman Pub and Saint George's Parish Church)
- Explore local labour initiatives to prioritise construction jobs for Havering residents
- Consider implementing a Local Letting Plan to prioritise new affordable homes for local people
- Ensure the feedback from consultation exercises are implemented where possible, and that the local community is updated on construction progress.
- Ensure that open space follows inclusive design standards, and a landscape maintenance strategy is implemented to maintain open spaces to a high standard

**Conclusions**

6.7 Through effective design measures and mitigation, the Proposed Development is anticipated to deliver an inclusive scheme that does not result in discriminatory negative impacts on any protected group. The relevant planning policies and equality objectives are therefore considered to have been met.

6.8 Given that the Proposed Development would comply with all regulatory thresholds protective of the environment and health (including the most vulnerable members of society), due regard has been applied and the Public Sector and Equality Duty and Equality Act are met.

# A1. LOCAL HEALTH PROFILE

| Indicator | Period | 004 Harold Hill East | | Havering | England | England | | |
|---|---|---|---|---|---|---|---|---|
| | | Count | Value | Value | Value | Worst/ Lowest | Range | Best/ Highest |
| **Behavioural risk factors** | | | | | | | | |
| Smoking prevalence at age 15. Regular smokers (modelled estimates) | 2014 | 3 | 2.1%* | 3.5%* | 5.4%* | 17.9% | | 0.0% |
| Smoking prevalence at age 15. Regular or occasional smokers (modelled estimates) | 2014 | 6 | 4.2%* | 5.8%* | 8.2%* | 19.3% | | 0.0% |
| Reception prevalence of obesity (including severe obesity), 3 years data combined | 2021/22 - 23/24 | - | 10.4% | 9.9% | 9.6% | 20.9% | | 2.2% |
| Reception prevalence of overweight (including obesity), 3 years data combined | 2021/22 - 23/24 | - | 24.5% | 21.8% | 21.9% | 37.9% | | 6.9% |
| Year 6 prevalence of obesity (including severe obesity), 3 years data combined | 2021/22 - 23/24 | - | 28.6% | 24.8% | 22.7% | 42.0% | | 3.8% |
| Year 6 prevalence of overweight (including obesity), 3 years data combined | 2021/22 - 23/24 | - | 45.4% | 39.2% | 36.7% | 55.1% | | 10.3% |
| **Child and Maternal Health** | | | | | | | | |
| Deliveries (births) to teenage mothers, 5 year pooled data | 2016/17 - 20/21 | 10 | 1.5% | 0.5% | 0.7% | - | *Insufficient number of values for a spine chart* | - |
| General fertility rate, live births per 1,000 women aged 15 to 44 years. Five year pooled | 2016 - 20 | 894 | 69.1 | 65.4 | 59.2 | 2.1 | | 147.8 |
| **Children and Young people: Health care use** | | | | | | | | |
| Emergency hospital admissions in under 5 years old, crude rate | 2016/17 - 20/21 | 195 | 67.3 | 71.2 | 140.7 | 352.2 | | 24.8 |
| Emergency hospital admissions for injuries in under 5 years old, crude rate | 2016/17 - 20/21 | 40 | 80.6 | 81.2 | 119.3 | 363.7 | | 0.0 |
| Emergency hospital admissions for injuries in under 15 years old, crude rate | 2016/17 - 20/21 | 90 | 62.9 | 60.1 | 92.0 | 251.2 | | 18.7 |
| Emergency hospital admissions for injuries in 15 to 24 years old, crude rate | 2016/17 - 20/21 | 60 | 82.6 | 76.2 | 127.9 | 733.3 | | 14.4 |

| Indicator | Period | 004 Harold Hill East | | Havering | England | England | | |
|---|---|---|---|---|---|---|---|---|
| | | Count | Value | Value | Value | Worst/ Lowest | Range | Best/ Highest |
| **Population** | | | | | | | | |
| Percentage of the total resident population who are 0 to 4 years of age (0-4 yrs) | 2020 | 942 | 8.2% | 6.6% | 5.7% | 0.7% | | 13.5% |
| Percentage of the total resident population who are 0 to 15 years of age | 2020 | 3,141 | 27.2% | 20.4% | 19.2% | 1.5% | | 39.3% |
| Percentage of the total resident population who are 5 to 15 years of age (5-15 yrs) | 2020 | 2,199 | 19.1% | 13.8% | 13.5% | 0.5% | | 27.7% |
| Percentage of the total resident population who are 16 to 24 years of age | 2020 | 1,285 | 11.1% | 9.6% | 10.5% | 4.0% | | 80.3% |
| Percentage of the total resident population who are 25 to 64 years of age | 2020 | 5,934 | 51.4% | 52.1% | 51.8% | 14.4% | | 74.3% |
| Percentage of the total resident population who are 50 to 64 years of age (50-64 yrs) | 2020 | 1,796 | 15.6% | 18.5% | 19.2% | 1.4% | | 29.5% |
| Percentage of the total resident population who are 65 and over | 2020 | 1,177 | 10.2% | 17.8% | 18.5% | 0.4% | | 53.7% |
| Percentage of the total resident population aged 85 and over | 2020 | 154 | 1.3% | 2.9% | 2.5% | 0.1% | | 12.1% |
| Population density, people per square kilometre | 2020 | 11,537 | 8,491 | 2,320 | 434 | 6 | | 29,453 |
| **Ethnicity and Language** | | | | | | | | |
| Percentage of population whose ethnic group is not 'white' | 2011 | 1,642 | 17.0% | 12.3% | 14.6% | 0.4% | | 94.4% |
| Percentage of population whose ethnicity is not 'White UK' | 2011 | 2,125 | 22.0% | 16.7% | 20.2% | 1.1% | | 96.6% |
| The percentage of people that cannot speak English well or at all, 2011 | 2011 | 86 | 0.9% | 0.7% | 1.7% | 0.0% | | 22.5% |
| **Deprivation, Housing, and living environment** | | | | | | | | |
| Index of Multiple Deprivation (IMD) Score | 2019 | - | 39.5 | 16.8 | 21.7 | 2.2 | | 86.9 |
| Income deprivation, English Indices of Deprivation | 2019 | 2,805 | 26.9% | 10.8% | 12.9% | 48.8% | | 0.9% |
| Child Poverty, Income deprivation affecting children index (IDACI) | 2019 | 951 | 35.2% | 16.0% | 17.1% | 64.7% | | 0.9% |
| Older people in poverty, income deprivation affecting older people Index (IDAOPI) | 2019 | 463 | 30.4% | 11.7% | 14.2% | 76.0% | | 2.0% |
| Modelled estimates of the proportion of households in fuel poverty (%) | 2020 | 728 | 16.4% | 10.3% | 13.2% | 54.1% | | 2.5% |
| Households with overcrowding based on overall room occupancy levels | 2011 | 630 | 15.4% | 7.4% | 8.7% | 60.9% | | 0.6% |
| Older people living alone, Percentage of people aged 65 and over who are living alone | 2011 | 546 | 47.6% | 31.9% | 31.5% | 87.2% | | 14.4% |
| Percentage of households in Poverty | 2013/14 | - | 28.8% | - | 21.1% | 63.7% | | 6.7% |
| **Employment** | | | | | | | | |
| Unemployment (Percentage of the working age population claiming out of work benefit) | 2021/22 | 654 | 9.1%* | 5.0%* | 5.0%* | 20.8% | | 0.7% |
| Long-Term Unemployment. Rate per 1,000 working age population | 2021/22 | 31 | 4.3* | 1.8* | 1.9* | 15.1 | | 0.0 |

| Indicator | Period | 004 Harold Hill East | | Havering | England | England | | |
|---|---|---|---|---|---|---|---|---|
| | | Count | Value | Value | Value | Worst | Range | Best |
| **Emergency Hospital Admissions: Adults** | | | | | | | | |
| Emergency hospital admissions for all causes, all ages, standardised admission ratio ⚠ | 2016/17 - 20/21 | - | 114.1 | 87.7 | 100.0 | 215.6 | | 31.5 |
| Emergency hospital admissions for coronary heart disease, standardised admission ratio ⚠ | 2016/17 - 20/21 | - | 110.0 | 84.1 | 100.0 | 396.1 | | 23.0 |
| Emergency hospital admissions for stroke, standardised admission ratio ⚠ | 2016/17 - 20/21 | - | 109.3 | 90.2 | 100.0 | 260.9 | | 28.4 |
| Emergency hospital admissions for myocardial infarction (heart attack), standardised admission ratio ⚠ | 2016/17 - 20/21 | - | 117.5 | 76.3 | 100.0 | 318.7 | | 21.4 |
| Emergency hospital admissions for chronic obstructive pulmonary disease (COPD), standardised admission ratio ⚠ | 2016/17 - 20/21 | - | 252.7 | 99.0 | 100.0 | 554.5 | | 9.3 |
| **Hospital admissions, harm and injury and Long Term Conditions** | | | | | | | | |
| Emergency hospital admissions for intentional self harm, standardised admission ratio ⚠ | 2016/17 - 20/21 | - | 65.7 | 41.9 | 100.0 | 541.4 | | 10.2 |
| Emergency hospital admissions for hip fracture in persons 65 years and over, standardised admission ratio ⚠ | 2016/17 - 20/21 | - | 124.6 | 101.0 | 100.0 | 527.4 | | 29.3 |
| Hospital admissions for alcohol attributable conditions, broad definition ⚠ | 2016/17 - 20/21 | 817 | 123.0 | 84.1 | 100.0 | 391.1 | | 35.9 |
| Hospital admissions for alcohol attributable conditions, narrow definition ⚠ | 2016/17 - 20/21 | 199 | 91.9 | 66.0 | 100.0 | 471.9 | | 22.6 |
| Percentage of people who reported having a limiting long term illness or disability | 2011 | 1,999 | 20.7% | 17.3% | 17.6% | 38.9% | | 3.6% |

| Indicator | Period | 004 Harold Hill East | | Havering | England | England | | |
|---|---|---|---|---|---|---|---|---|
| | | Count | Value | Value | Value | Worst | Range | Best |
| **Life Expectancy** | | | | | | | | |
| Life expectancy at birth, upper age band 90 and over (Male) | 2016 - 20 | - | 75.8 | 79.5 | 79.5 | 66.6 | | 94.1 |
| Life expectancy at birth, upper age band 90 and over (Female) | 2016 - 20 | - | 81.9 | 83.7 | 83.2 | 72.0 | | 97.5 |
| **Mortality** | | | | | | | | |
| Deaths from all causes, all ages, standardised mortality ratio | 2016 - 20 | 370 | 115.7 | 99.3 | 100.0 | 251.0 | | 36.0 |
| Deaths from all causes, under 75 years, standardised mortality ratio | 2016 - 20 | 186 | 154.9 | 97.0 | 100.0 | 309.2 | | 26.1 |
| Deaths from all cancer, all ages, standardised mortality ratio | 2016 - 20 | 115 | 136.7 | 103.4 | 100.0 | 200.8 | | 32.2 |
| Deaths from all cancer, under 75 years, standardised mortality ratio | 2016 - 20 | 70 | 159.2 | 104.3 | 100.0 | 231.0 | | 29.2 |
| Deaths from circulatory disease, all ages, standardised mortality ratio | 2016 - 20 | 92 | 122.2 | 92.0 | 100.0 | 244.7 | | 32.1 |
| Deaths from circulatory disease, under 75 years, standardised mortality ratio | 2016 - 20 | 39 | 159.2 | 96.7 | 100.0 | 374.4 | | 12.6 |
| Deaths from coronary heart disease, all ages, standardised mortality ratio | 2016 - 20 | 42 | 131.4 | 89.0 | 100.0 | 307.5 | | 16.6 |
| Deaths from stroke, all ages, standardised mortality ratio | 2016 - 20 | 13 | 74.6 | 85.6 | 100.0 | 415.7 | | 0.0 |
| Deaths from respiratory diseases, all ages, standardised mortality ratio | 2016 - 20 | 54 | 135.7 | 104.6 | 100.0 | 335.4 | | 21.8 |
| Deaths from causes considered preventable, under 75 years, standardised mortality ratio | 2016 - 20 | 80 | 148.6 | 96.0 | 100.0 | 378.4 | | 17.3 |

**THE LONDON BOROUGH OF HAVERING**
**(HAROLD HILL TOWN CENTRE – CHIPPENHAM ROAD)**
**COMPULSORY PURCHASE ORDER 2025**

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**STATEMENT OF REASONS**
London Borough of Havering

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Town and Country Planning Act 1990
and
The Acquisition of Land Act 1981

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*Note: This document constitutes the* Draft Statement of Reasons *accompanying the Cabinet Report seeking authority for the London Borough of Havering to make the Chippenham Road Compulsory Purchase Order 2025 ("the Order"). It has been prepared in accordance with relevant statutory guidance to demonstrate the justification for the use of compulsory purchase powers.*

*The Statement will be finalised and updated, where necessary, following Cabinet approval and prior to the formal making of the Order to reflect any changes in planning status, land interests, or other procedural details.*

**TABLE OF CONTENTS**


**1 Introduction**

**2 Description of the Order Land**

**3 Ownership of the Order Land**

**4 Background to the Making of the Order**

**5 Enabling Powers**

**6 The Scheme**

**7 Consultation with stakeholders**

**8 Relocation / Re-housing Policy**

**9 Planning position in respect of the Order Land**

**10 Negotiations and Efforts to Acquire by Agreement**

**11 Purpose and Justification for the Use of Compulsory Purchase Powers**

**12 Scheme viability and delivery**

**13 Human Rights**

**14 Equality Statement**

**15 Special Categories of Land, Easements and Rights**

**16 Any Special Considerations affecting the Order Land**

**17 Compulsory Purchase by Non-Ministerial Acquiring Authorities (Inquiries Procedure) Rules 2007**

**18 Other Consents Required**


DRAFT

**19 Views of Government Departments and other agencies**

**20 Contact information and deposit of documents**

**21 Relevant documents for the Inquiry**

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## 1. INTRODUCTION

**1.1** The London Borough of Havering ("the Council"), as Acquiring Authority, has made the London Borough of Havering (Harold Hill Town Centre – Chippenham Road) Compulsory Purchase Order *2025* ("the Order"). The Order has been made pursuant to the resolution of the Council's Cabinet dated [insert Cabinet approval date], which agreed that the Strategic Director of Place, in consultation with the Leader of the Council and the Deputy Director of Legal and Governance, be authorised to make, confirm and implement the Order.

**1.2** If confirmed, the Order will enable the Council to acquire compulsorily the land included within the Order ("the Order Land"), as shown edged red and shaded pink on the Order Plan. The purpose of the acquisition is to facilitate the comprehensive regeneration of the Chippenham Road site through the demolition of existing properties and the construction of 138 affordable dwellings, together with new landscaping, a community garden, informal play space and associated works ("the CPO Scheme").

**1.3** This Statement of Reasons has been prepared in accordance with the Ministry of Housing, Communities & Local Government Guidance on the Compulsory Purchase Process *(*January 2025). It explains the background to the proposed regeneration, the justification for the use of compulsory-purchase powers, the planning and policy framework, funding and delivery arrangements, and the reasons why the Council considers there to be a compelling case in the public interest for confirmation of the Order.

**1.4** The Council has given careful consideration to all relevant issues and is satisfied that the proposed acquisition will facilitate the carrying out of development, redevelopment or improvement on or in relation to the Order Land. Having regard to section 226(1A) of the Town and Country Planning Act 1990*,* the Council considers that the proposed redevelopment will promote and improve the economic, social and environmental well-being of the Borough.

**1.5** The Order forms part of the Council's 12 Estates Regeneration Programme, which is a borough-wide initiative approved by Cabinet in February 2018 to replace outdated housing stock and deliver high-quality, energy-efficient homes across Havering. The programme represents a major long-term investment in the Borough's housing infrastructure, with the objective of delivering more than 3,500 new homes over a 12- to 15-year period, doubling the supply of Council-rented homes, increasing the overall provision of affordable housing and improving the quality, sustainability and accessibility of the residential environment.

**1.6** The primary purpose of the Order is to facilitate a constituent part of the Council's 12 Estates Programme. The Programme is a major regeneration initiative aimed at revitalising several estates and surrounding land across the Borough and is further described in Section 4 below. As part of this ambitious programme, the Harold Hill Town Centre area is identified for significant redevelopment and regeneration through the Harold Hill Town Centre Masterplan Vision. Within the southern area of Harold Hill Town Centre, the Order Land has been identified as a key opportunity site. While the proposals for the Order Land form part of a wider regeneration initiative, the Council considers that the case for using its compulsory-purchase powers is justified by reference to the proposed redevelopment of the Order Land alone and the benefits that will arise as a result.

**1.7** Plans for the Harold Hill Town Centre area have been under consultation since 2016. In March 2021 the Council's Cabinet approved proposals to advance further regeneration in the area as part of the Masterplan Vision and committed significant investment to support delivery. Three sites were identified in that Cabinet report to help realise the objectives of the emerging Local Plan: Farnham and Hilldene District Centre, Abercrombie Hostel and Chippenham Road, the latter being the subject of this Order.

**1.8** The Chippenham Road site was first identified in 2019 as an opportunity for regeneration following the closure of the Council's Housing Office located on the site. The Havering and Wates Regeneration Business Plan 2018/19 Refresh*,* approved by Cabinet in February 2019, highlighted development prospects in Harold Hill, including the redevelopment of the Chippenham Office site as a potential precursor to the wider renewal of the Farnham and Hilldene District Centre.

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**1.9** Although the Council owns the freehold interest in the majority of the Order Land, implementation of the redevelopment proposals requires the acquisition of all remaining property interests owned by third parties under the leasehold interests.

**1.10** The Council has taken, and will continue to take, steps to consult and negotiate with third-party owners to acquire their interests by agreement. However, it is clear that compulsory-purchase powers must be employed to ensure that the redevelopment can be achieved within a reasonable timeframe or at all.

**1.11** Three related planning applications have been submitted and granted:

> **1.11.1** F0003.23 – Prior approval for the demolition of existing structures on the site, granted 7 September 2023;
> **1.11.2** P1274.23 – Full planning permission for the demolition of all existing buildings, including the Alderman Public House, granted 27 February 2025;
> **1.11.3** P1150.24 – Full planning application for redevelopment of the site to provide 138 affordable housing units with associated landscaping, public realm, car and cycle parking and other ancillary works, resolved to grant planning permission 27 February 2025.

**1.12** On [insert Cabinet date] the Council approved the making of the Order. Subject to confirmation of the Order, the intention is to proceed with detailed implementation of the planning permission in a timely manner to secure delivery of the CPO Scheme.

**1.13** The Chippenham Road Scheme forms a key component of the Harold Hill Town Centre Masterplan Vision and contributes directly to the wider objectives of the 12 Estates Programme, the Havering Local Plan (2021) and the London Plan (2021). The redevelopment will support the Council's corporate priorities for housing growth, sustainability and community well-being, ensuring that the Harold Hill area continues to play a central role in meeting local housing needs and delivering inclusive regeneration.

**1.14** A description of the Order Land, including its location, extent and existing uses, is provided in the following section and illustrated on the accompanying Order Plan**.**

## 2. DESCRIPTION OF THE ORDER LAND AND ITS LOCATION, TOPOGRAPHICAL FEATURES AND PRESENT USE

**2.1** The Order Land is located within Heaton Ward, Harold Hill, in the north of the London Borough of Havering. It comprises two discrete land parcels with a combined area of approximately 0.96 hectares, as shown edged red and shaded pink on the accompanying Order Plan.

**2.2** The two land parcels are separated by a central plot occupied by three two-storey buildings in use as a Vicarage, Funeral Services and Church Centre, which does not form part of the Order Land.

**Western Parcel (fronting Chippenham Road / Kings Lynn Drive / Dartfields)**
**2.3** This parcel contains:
(a) Rothbury House, Kings Lynn Drive RM3 8QA – a three-storey block of 12 self-contained flats, currently vacant and scheduled for demolition as part of the next phase of works;
(b) the former LBH Housing Office (fronting Chippenham Road) – a three-storey detached building now demolished following prior approval (ref. F0003.23);
(c) The Alderman Public House, 1 Dartfields RM3 8AT, a two-storey public house with ancillary yard and outbuildings, currently occupied under the leasehold arrangements described in Section 3; and
(d) an adjoining surface car park, accessed from Kings Lynn Drive, with capacity for approximately 40 vehicles.

**Eastern Parcel (fronting Chippenham Road / Kings Lynn Drive)**
**2.4** This parcel contains:
(a) Crediton House, Kings Lynn Drive RM3 8QB – a three-storey block of 12 self-contained flats, which has now been demolished; and

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(b) a terrace of eight two-storey houses at 70–84 Chippenham Road (even numbers), of which Nos. 74–84 have been demolished, with Nos. 70 and 72 remaining pending acquisition and vacant possession of No. 70.

**2.5** In total, the Order Land formerly accommodated 32 dwellings (24 flats and 8 houses) together with a public house, office building and ancillary hardstanding and parking areas. As of the date of this Statement, a significant proportion of those buildings have been cleared, consistent with planning permissions F0003.23 and P1274.23.

**2.6** The Order Land is bounded predominantly by residential development to the south, east and west, comprising two-storey semi-detached and terraced houses from the original 1950s estate layout and several mansion-block typologies. To the north, across Chippenham Road, lies the Hilldene Avenue District Centre, the principal shopping parade for Harold Hill.

**2.7** Vehicular and pedestrian access is provided via Chippenham Road, Kings Lynn Drive and Dartfields. Public transport is readily available from bus stops on Hilldene Avenue, within a short walking distance.

**2.8** The progressive clearance of buildings within the Order Land reflects the Council's ongoing regeneration activity and the implementation of the CPO Scheme. Further details of current land ownership and remaining interests are set out in Section 3, with ongoing negotiations summarised in Section 7.

## 3. OWNERSHIP OF THE ORDER LAND

**3.1** The Council holds the freehold interest in all of the properties within the Order Land. The remaining dwellings are held by others on leasehold terms, and one by assured tenancy agreement.

**3.2** The makeup of the residential property tenure is as follows:
(a) Ten properties have been "bought back" where previous owners or occupiers had exercised the Right to Buy;
(b) Twenty former Council-tenant households have been rehoused in accordance with the Local Lettings Plan;
(c) One property (70 Chippenham Road) is held freehold by the Council and occupied by a secure tenant; and
(d) One property (10 Rothbury House) is held by an investment owner and is currently vacant.

**3.3** The Alderman Public House, located at 1 Dartfields RM3 8AT, also falls within the Order Land. The Council holds the freehold interest, which is subject to a head lease to Stonegate Pub Company Limited and an under-lease to Cubitt Taverns Limited. The Council has sought to acquire both leasehold interests by agreement and is in the process of securing an Option Agreement with Cubitt Taverns Limited to enable the voluntary acquisition.

**3.4** The Order Land includes a number of operational utilities and service connections relating to electricity, gas, water and telecommunications infrastructure. The relevant statutory undertakers and service providers have been identified through Land Registry searches and site surveys. The Council will continue to liaise with these bodies to ensure that all statutory interests are either protected, relocated or otherwise addressed as part of the CPO process and the implementation of the redevelopment scheme.

**3.5** Further details of the Council's engagement with owners, occupiers and leaseholders are set out in Section 7 of this Statement.

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## 4. BACKGROUND TO THE MAKING OF THE ORDER Housing in Havering and Socio-Economic Considerations

**4.1** The London Borough of Havering faces significant housing and socio-economic challenges arising from a growing population, an ageing housing stock, and increasing demand for affordable homes. The borough has one of the highest proportions of post-war Council housing in East London, much of which is now at the end of its design life and no longer meets modern standards for accessibility, energy performance, or space efficiency. These pressures are particularly acute in Harold Hill, where concentrations of deprivation, poorer health outcomes and lower household incomes have been recorded compared with the borough average.

**4.2** In response, the Council established the Havering 12 Estates Regeneration Programme to address these challenges and improve living conditions across the borough. The initiative was developed to replace outdated and poor-quality homes, increase the supply of affordable housing, and reinvest in community infrastructure. It focuses on a number of housing sites identified for renewal, with the objective of transforming existing estates into modern, sustainable neighbourhoods that support long-term social and economic renewal.

**4.3** The Programme provides a framework for the comprehensive redevelopment of several estates and related sites. Its overarching aim is to enable the delivery of a significantly increased number of high-quality affordable homes, to improve estate environments, and to create mixed and sustainable communities. Individual sites are being progressed at different stages according to viability, planning status and funding availability.

**4.4** Beyond the delivery of new homes, the programme seeks to address wider deprivation by investing in community facilities, open space, and local employment opportunities. This includes the creation of improved play areas, landscaped public realm, and biodiversity enhancements, alongside apprenticeship and training opportunities generated through construction activity. The programme also supports the local economy by generating supply-chain spend within small and medium-sized enterprises across Havering.

**4.5** The Chippenham Road scheme, to which this Order relates, forms a constituent part of the 12 Estates Regeneration Programme and represents a key component of the Harold Hill Town Centre Masterplan Vision. It differs from traditional estate renewal projects as it forms part of a coordinated strategy to regenerate the wider district centre, provide new homes, and improve connectivity and social infrastructure within Harold Hill. The redevelopment of the Order Land therefore contributes both to meeting local housing need and to the wider regeneration of the area.

**4.6** The Design and Access Statement submitted with the planning application for redevelopment of the Order Land considered options for the retention and refurbishment of existing housing. A detailed assessment found that the existing buildings provided no step-free access, poor thermal insulation, low floor-to-ceiling heights and sub-standard internal space compared with the Nationally Described Space Standards (NDSS).

**4.7** Three options were tested for potential retention or adaptation of the existing buildings:

| Option | Description | Outcome |
|---|---|---|
| **1** | Refurbishment of the existing buildings | Fails to achieve NDSS standards or improve energy performance |
| **2** | Refurbishment and extension of the existing footprint | Limited improvement; cost and disruption disproportionate |
| **3** | Relocation of the internal core with extended footprint | Not feasible; structural limitations prevent compliance |

The assessment demonstrated that none of the options would deliver sufficient social, environmental or economic benefits to justify retention.

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**4.8** The analysis concluded that retention of the existing buildings would fail to deliver the Council's Local Plan objective of intensifying and renewing existing Council housing estates to provide an improved housing stock. While redevelopment necessitates the loss of 32 existing dwellings (24 flats and 8 houses), it will deliver 116 affordable homes and an additional 22 supported housing units, all built to NDSS and modern building regulation standards, providing a substantial net increase in both housing quality and quantity.

**4.9** The Order is therefore promoted as part of the Council's strategic regeneration approach to address housing need, improve social outcomes, and secure the long-term sustainability of Harold Hill in accordance with local and London-wide housing policy objectives.

## 5. ENABLING POWERS

**5.1** The Council is the local planning authority for the Order Land and is therefore empowered to promote a Compulsory Purchase Order ("the Order") for planning purposes.

**5.2** Section 226(1)(a) of the Town and Country Planning Act 1990 ("the 1990 Act") enables a local authority to acquire land compulsorily if it thinks that the acquisition will facilitate the carrying out of development, redevelopment or improvement on, or in relation to, the land being acquired.

**5.3** Section 226(1A) provides that an authority may not exercise this power unless it thinks that the proposed development, redevelopment or improvement is likely to contribute to the achievement of one or more of the following objectives:

- the promotion or improvement of the economic well-being of its area;
- the promotion or improvement of the social well-being of its area; or
- the promotion or improvement of the environmental well-being of its area.

**5.4** The Council is satisfied that the proposed use of compulsory purchase powers will enable the comprehensive redevelopment of the Order Land in a manner that will deliver social, economic and environmental improvements. The scheme will provide new, high-quality affordable housing in place of poor-quality, low-density housing, thereby securing both quantitative and qualitative improvements to the Borough's housing stock.

**5.5** The Acquisition of Land Act 1981 (as amended by the Planning and Compulsory Purchase Act 2004) sets out the procedural requirements for the making, submission and confirmation of a Compulsory Purchase Order. The London Borough of Havering is the acquiring authority for the purposes of the Order.

**5.6** The Guidance on the Compulsory Purchase Process and The Crichel Down Rules ("the CPO Guidance") recognises that the power under Section 226 of the 1990 Act is a positive tool that enables local authorities to assemble land to help deliver proposals in their adopted planning framework, where there is a clear and compelling planning justification.

**5.7** The CPO Guidance also sets out the general policy considerations that the Secretary of State will take into account when deciding whether to confirm an Order, including the existence of a compelling case in the public interest and the adequacy of attempts to acquire land by agreement.

**5.8** In addition, *Tier 2, paragraph 109* of the *Guidance on Compulsory Purchase Process (January 2025)* identifies the key factors that the Secretary of State can be expected to consider when determining whether to confirm an Order made under Section 226(1)(a)**,** namely:

(a) whether the purpose for which the land is to be acquired fits within the adopted planning framework for the area, see Section 9**;**
(b) the extent to which the purpose for which the land is acquired will contribute to the promotion or improvement of the economic, social or environmental well-being of the area, see Section 11;

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(c) whether the purpose for which the acquiring authority proposes to acquire the land could be achieved by any other means, see Sections 4 and 10; and
(d) the potential financial viability of the Scheme, see Section 12**.**

**6. THE SCHEME**

**6.1** The Council proposes to use its compulsory purchase powers to enable the comprehensive redevelopment of the land known as Chippenham Road, Harold Hill. The project forms a key part of the Harold Hill Town Centre Masterplan Vision, delivering a high-quality, affordable residential neighbourhood and associated public-realm improvements.

**6.2** Planning permission (ref. P1150.24) was resolved to be granted on 27 February 2025 for the redevelopment of the site to provide 138 new affordable homes, comprising 116 general-needs dwellings and 22 self-contained supported housing units, together with landscaping, play space, biodiversity enhancements, car and cycle parking, and ancillary works.

**6.3** Prior approvals and permissions for demolition have already been secured:

- F0003.23 – Prior approval for demolition of existing structures (granted 8 September 2023);
- P1274.23 – Full planning permission for demolition of all existing buildings, including the Alderman Public House (granted 27 February 2025).
  Demolition of Crediton House, the former Housing Office, and dwellings 74–84 Chippenham Road has been completed, consistent with these consents.

**6.4** The approved development will provide new homes built to Nationally Described Space Standards and current Building Regulations, meeting high energy-efficiency and accessibility requirements. All homes will be for London Affordable Rent or equivalent low-cost tenure, ensuring the scheme makes a substantial contribution to local housing need.

**6.5** The scheme will deliver a total of 138 new homes, comprising 116 affordable general-needs dwellings (84%) and 22 self-contained supported housing units (16%). The general-needs homes will be provided at a mix of Affordable Rent and Social Rent tenures and will include one-, two-, three- and four-bedroom accommodation, ranging from single-person flats to larger family-sized dwellings. All homes are designed to meet high accessibility standards, with 90% of dwellings meeting M4(2) (accessible and adaptable) standards and 10% designed to M4(3) (wheelchair user) standards, in accordance with London Plan Policy D7 and secured by planning condition. The self-contained supported housing units will be self-contained one-bedroom dwellings with on-site staff facilities, aligning with the Council's wider Starting Well and Adult Social Care strategies.

**6.6** The redevelopment includes a high-quality landscape and public-realm design providing new residents' gardens, communal amenity areas and formal and informal play spaces. Access within the site will be for residents only, with controlled pedestrian routes and secure boundaries to ensure privacy and safety. The layout and building design have been developed in consultation with the Metropolitan Police Designing Out Crime Officer and will be delivered in accordance with Secured by Design principles. The scheme incorporates green infrastructure, sustainable drainage and biodiversity enhancements to deliver a measurable biodiversity net gain and create a safe, attractive environment for residents.

**6.7** Once implemented, the redevelopment will replace obsolete, partly vacant buildings with modern, energy-efficient homes, improved open space and active public realm. It will remove sources of anti-social behaviour and deliver long-term social, economic and environmental benefits consistent with the Council's Local Plan (2021) and the London Plan.

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## 7. CONSULTATION WITH STAKEHOLDERS

**7.1** The Council has undertaken extensive engagement with local residents, leaseholders, tenants, and other stakeholders throughout the planning and regeneration process for the Chippenham Road redevelopment. Engagement has been continuous since the inception of the 12 Estate Programme in 2016 and has been adapted over time to reflect the project's evolution and statutory requirements.

**7.2** Early consultation on the wider Harold Hill regeneration sought views on priorities for new homes, community facilities, public realm, and local infrastructure. Feedback from these events helped to shape the Masterplan Vision, identifying the Chippenham Road area as a key opportunity site for affordable housing and local improvements.

**7.3** As proposals for the Chippenham Road site progressed, the Council held targeted engagement with affected residents and local stakeholders. Activities have included drop-in sessions, one-to-one meetings with leaseholders and tenants, and direct correspondence regarding rehousing options, valuation, and compensation entitlements. Regular updates have been provided through newsletters, site notices, and the Council's website.

**7.4** Statutory consultation was undertaken as part of the planning applications for the site (Refs. P1274.23 and P1150.24), with neighbour letters and site notices issued in accordance with planning legislation. Comments received during consultation were reviewed by the Local Planning Authority and informed refinements to the scheme's layout, access arrangements, and landscape design.

**7.5** In parallel, the Council has liaised with the Greater London Authority, Transport for London, and statutory undertakers to ensure that technical and infrastructure requirements are incorporated into the design. Engagement will continue through the construction to ensure clear communication with all stakeholders.

**7.6** Further detail on the consultation process is provided within the Statement of Community Involvement (July 2024), prepared by Lexington Communications on behalf of the Council and Wates Residential. The document sets out the two formal public consultation stages held in July 2023 and April–May 2024, attended by more than 80 residents and generating over 100 pieces of feedback. Key themes raised included building design, parking, anti-social behaviour, infrastructure, and the closure of the Alderman Public House. The Council's responses to these matters are summarised within the SCI's *"You Said / We Listened"* section, which demonstrates how community input shaped design refinements, including enhanced lighting, improved play space, and increased security measures consistent with Secured by Design principles.

**7.7** The Council considers that the extent and quality of consultation undertaken exceeds statutory requirements and has been effective in securing meaningful community input into the development of the proposals. Further detail on the consultation process and outcomes is provided within the Statement of Community Involvement, included in the supporting documentation to this Statement.

## 8. RELOCATION / RE-HOUSING POLICY

**8.1** The Council's Housing Regeneration Programme is supported by an adopted Local Lettings Plan (Version 7, September 2017), which provides the policy framework for managing the rehousing of Council tenants affected by estate regeneration schemes, including the Chippenham Road redevelopment. The Plan was approved by Cabinet and applies across all sites forming part of the 12 Estates Regeneration Programme.[1]

**8.2** The Local Lettings Plan sets out clear principles and procedures for allocating housing to tenants whose homes are required for redevelopment. It aims to ensure that the rehousing process is fair, transparent, and responsive to individual household needs. The Plan:

- Establishes how alternative accommodation will be identified and offered to affected tenants;
- Sets out options for both temporary and permanent rehousing;

DRAFT

- Allows the Council to set aside a proportion of social housing lettings for use in regeneration decants;
- Applies to both existing re-lets and new-build affordable homes owned or managed by the Council, as well as homes where the Council has nomination rights;
- Aims to meet the needs of the particular communities affected by regeneration; and
- Includes an appeals mechanism for tenants who wish to challenge rehousing decisions.

**8.3** The Plan ensures equality of opportunity and provides clear, accurate information to all affected households. The Council's approach is also informed by its duties under the Housing Act 1985, Land Compensation Act 1973, and the Equality Act 2010.

**8.4** Rehousing of existing tenants within the Chippenham Road site has been undertaken in accordance with the Local Lettings Plan. As of the date of this Statement, 20 households have been successfully relocated to suitable alternative accommodation. Each household was supported through an individual decant plan, ensuring that personal needs and preferences were considered, and that disruption was minimised wherever possible.

**8.5** The Council considers that the decant and rehousing process has been carried out in accordance with its adopted policy framework and in a manner that is fair, transparent, and consistent with the public interest.

**9. PLANNING POSITION IN RESPECT OF THE ORDER LAND**

**9.1** Planning permission for the redevelopment of the Order Land was considered by the Council's Strategic Planning Committee on 27 February 2025 (applications P1274.23 and P1150.24), where Members resolved to grant full planning permission subject to conditions. Prior approval for demolition (ref F0003.23) had previously been granted on 8 September 2023.

**9.2** The planning applications were accompanied by a Planning Statement (August 2024) prepared by Avison Young on behalf of Havering and Wates Regeneration LLP (the Applicant), together with other supporting documents. The Strategic Planning Committee resolved to grant permission on 27 February 2025, with the officer report confirming that the proposals accord with the London Plan (2021) and the Havering Local Plan (2021). This Statement of Reasons relates to the compulsory-purchase process and should be read alongside the Planning Statement and the Committee report for the full planning assessment and policy-compliance evidence.

**9.3** The proposals comprise demolition of the existing buildings and redevelopment to deliver four new residential blocks providing 138 affordable homes, associated landscaping, parking and public realm works. Key planning benefits identified in the Planning Statement include:

- 100 per cent affordable housing (London Affordable Rent or another low-cost rented tenure, to be confirmed at implementation stage);
- Significant improvements to landscape quality, biodiversity net gain and the Urban Greening Factor;
- Provision of a new community garden and both formal and informal play space for residents and the wider community; and
- Enhanced safety, accessibility and design quality consistent with Secured by Design principles.

**9.4** The adopted development plan relevant to the Order Land comprises:

- The London Plan (2021);
- The Havering Local Plan (2021) and Policies Map (North);
- The Joint Waste Development Plan (2012); and
- The Site Specific Allocations (2008).

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**9.5** The Order Land lies immediately south of the Harold Hill District Centre and forms part of the Harold Hill Strategic Growth Area, identified in the Local Plan as suitable for comprehensive regeneration and housing delivery. Although the Council adopted its new Local Plan in 2021, it has committed to an early review to ensure continued alignment with London Plan housing targets and affordable-housing policy.

**9.6** The site comprises previously developed, brownfield land. In accordance with the National Planning Policy Framework (2023), proposals that accord with the development plan should be approved without delay (paragraph 11). Paragraph 119 promotes the effective use of land to meet housing needs, safeguard the environment and support healthy living conditions.

**9.7** The development accords with London Plan objectives including:

- GG2 – Making the best use of land;
- GG4 / H1 / H5–H7 – Delivering the homes Londoners need and maximising affordable housing; and
- D3 – Applying a design-led approach to optimise site capacity.

**9.8** The proposals have been developed in accordance with London Plan (2021) policies on inclusive design (D5 and D7), safety and resilience (D11 and D12), biodiversity (G6), urban greening (G5), and energy and climate resilience (SI1–SI7). The design achieves an Urban Greening Factor of 0.45 and a biodiversity net gain of 11.6 per cent, in line with Policy G6 and Local Plan Policy 30, supported by the ecological assessment prepared by Greengage. The scheme follows the 'Be Lean, Be Clean, Be Green, Be Seen' energy hierarchy and includes provision for future connection to a district-heating network.

**9.9** At borough level, Local Plan Policy 3 seeks to deliver 18,930 dwellings over the plan period, promoting intensification and renewal of existing Council-owned housing estates. The Chippenham Road site directly contributes to this target and supports Local Plan Policies 4 (Affordable Housing), 5 (Housing Mix), 26 (Urban Design), 27 (Landscaping), 30 (Nature Conservation) and 36 (Low Carbon Design), ensuring high-quality, sustainable and accessible housing consistent with borough and London-wide policy objectives.

**9.10** LB Havering currently falls within the presumption category of the Housing Delivery Test (2022) and can demonstrate only a 3.4-year housing-land supply. The development will make an important contribution to addressing this shortfall, meeting around 5 per cent of the current housing waiting list of 2,533 households. In this context, the presumption in favour of sustainable development and the *tilted balance* under the NPPF carry substantial weight.

**9.11** The scheme has been developed in accordance with the principles and objectives of the London Plan (2021) but does not meet the thresholds for referral to the Greater London Authority (GLA) under the Mayor of London Order (2008). The GLA has nevertheless been consulted in its capacity as a funding partner under the Affordable Homes Programme and has confirmed in-principal support for the scheme's delivery as part of the Council's wider regeneration programme.

**9.12** The Council is satisfied that the redevelopment of the Order Land will result in an improvement to the economic, social and environmental well-being of its area, as further explained in Section 11 below, and that each parcel of land included in the Order is required to deliver these benefits.

**9.13** There is an urgent need to deliver affordable housing to alleviate pressure and meet both local and national housing need. The proposals at Chippenham Road have the potential to make a significant contribution to this requirement, with 138 new homes. The delivery of housing, particularly affordable housing, must therefore be given substantial weight. The principle of delivering much needed, 100% affordable residential units on the Order Land is wholly acceptable in accordance with key adopted national and local policy aspirations as stated above.

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## 10. NEGOTIATIONS AND EFFORTS TO ACQUIRE BY AGREEMENT

### 10.1 Approach and Principle

**10.1.1** The Council has sought to acquire all interests within the Order Land by negotiation and agreement in accordance with paragraph 2 of the Ministry of Housing, Communities & Local Government's Guidance on Compulsory Purchase Process and the Crichel Down Rules (July 2019). Compulsory purchase is therefore pursued only as a measure of last resort, to ensure that the comprehensive redevelopment of the Chippenham Road site can proceed within a reasonable timescale.

**10.1.2** In line with the Guidance, the Council has made every effort to engage with all affected owners, leaseholders, tenants and occupiers. Offers to acquire or rehouse have been made on fair terms that reflect statutory compensation principles and relevant case law. The Council's objective is to secure early agreement wherever possible and minimise distress or uncertainty to residents and businesses.

### 10.2 Steps Taken to Date

**10.2.1** Formal engagement with landowners and occupiers commenced in early 2019 following Cabinet approval to progress the Chippenham Road redevelopment. A series of letters, meetings and telephone discussions were undertaken with affected parties to explain the scheme's objectives, anticipated programme, and compensation entitlements. The Council also appointed professional advisers to support negotiations and ensure compliance with statutory procedures.

**10.2.2** Key engagement activity has included:

- Service of Section 13 Planning Notices to all qualifying leasehold interests;
- Individual correspondence with owners and managing agents regarding access, valuation and acquisition;
- Offers made for the Cubitt Tavern sub-lease (accepted) and the Stonegate head-lease, both of which are required to achieve vacant possession of the western parcel;
- Repeated attempts to obtain disclosure of baseline valuation information under the executed Non-Disclosure Agreement;(achieved)
- Direct discussions with the leaseholder of 10 Rothbury House, supported by Ardent and Legal Services, including multiple written offers and engagement with the mortgage lender; and
- Communication with the tenant of 70 Chippenham Road, in liaison with Housing Services, to explore voluntary surrender and rehousing options consistent with Ground 9 of Schedule 2 to the Housing Act 1988.

**10.2.3** In addition, the Council has undertaken door-to-door visits and distributed newsletters to explain the regeneration proposals and reassure residents about rehousing assistance. These steps demonstrate a consistent and transparent approach to negotiation across all land interests.

### 10.3 Ongoing Negotiations

**10.3.1** Negotiations remain active and will continue throughout the CPO process. The Council's priority is to achieve voluntary acquisition of all property and rights wherever possible, avoiding the need for compulsory powers to be exercised. Offers remain open for discussion and can be adjusted to reflect updated valuations, comparable evidence or verified claims for disturbance and reinstatement.

**10.3.2** Discussions are ongoing with the representatives of Stonegate to finalise terms for the simultaneous acquisition of the headlease and sublease interests. While agreement has now been reached with Cubitt Taverns through an executed option agreement, the Stonegate position remains under negotiation. The discussions are necessarily complex due to the layered leasehold structure, associated rental liabilities, and differing valuation positions advanced by the parties.

**10.3.3** Engagement with residential leaseholders continues through the appointed agents Ardent and the Council's Legal Services, who provide ongoing communication, valuation support and relocation assistance. For the private tenant at 70 Chippenham Road, discussions are proceeding in parallel with Housing Services to ensure that any possession proceedings are aligned with the Council's rehousing obligations and CPO principles, including the "no less advantageous" test.

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**10.4 Without Prejudice to the Order**

**10.4.1** The Council is committed to continuing negotiations on a voluntary basis throughout and beyond the making of the Order. However, given the number of separate interests and the complexity of existing leasehold arrangements, it is not possible to guarantee acquisition by agreement within the timescales necessary to deliver the scheme.

**10.4.2** The Council therefore considers it essential to pursue compulsory purchase powers in parallel, to ensure that the land assembly required for the redevelopment can be completed with certainty and within programme. The use of these powers does not preclude further negotiation; rather, it provides a backstop mechanism to secure delivery of the scheme and the associated public benefits should voluntary agreement ultimately not be achievable.

**10.4.3** The Council's approach is therefore consistent with Government guidance, ensuring that affected parties are treated fairly, compensated in accordance with statutory provisions, and provided with every opportunity to reach agreement without the need for compulsion.

**11. PURPOSE AND JUSTIFICATION FOR THE USE OF COMPULSORY PURCHASE POWERS**

**11.1** The purpose of the Order is to secure the comprehensive redevelopment of the Order Land to facilitate the construction of 138 new affordable homes, together with public realm, landscape and infrastructure improvements. The Council considers that the proposed redevelopment will deliver substantial public benefits and that there is a clear and compelling case in the public interest for the use of compulsory purchase powers to assemble the remaining land and interests required to enable delivery of the Scheme.

**11.2** The exercise of compulsory purchase powers under section 226(1)(a) of the Town and Country Planning Act 1990 (as amended) is justified where the acquisition will facilitate development that will contribute to the promotion or improvement of the economic, social or environmental well-being of the area. Having regard to the planning framework, the characteristics of the Order Land and the benefits of the Scheme, the Council is satisfied that all three limbs of the well-being test are met.

**11.3** The Scheme will increase the number of homes within the site and create an environment that is attractive to a broad range of residents, thereby widening the economic and social mix of this part of the Borough. The construction of new, high-quality housing at predominantly affordable prices will support balanced and inclusive growth.

**11.4** The benefits to be realised include:

- Delivery of 138 affordable homes (London Affordable Rent or another low-cost rented tenure to be confirmed);
- Significant improvement in landscape quality, including new public realm enhancements and a demonstrable increase in urban greening and biodiversity net gain;
- Provision of a community garden for residents and the surrounding community; and
- Provision of formal and informal play space accessible to the public, representing a substantial improvement on the current baseline where no such facilities exist.

**11.5** In economic terms, the Scheme will deliver investment in construction, supply-chain and employment activity within Harold Hill. The development will provide direct construction employment and training opportunities for local people, with targets embedded within the construction contract to secure apprenticeships and work experience placements. Additional indirect employment will arise through the local supply chain and increased consumer spending from new residents, supporting the vitality of the Hilldene District Centre.

**11.6** In social terms, the Scheme will provide well-designed, energy-efficient homes that meet modern space and accessibility standards, addressing local housing need and improving health and well-being outcomes for future residents. The creation of shared amenity space and new public realm will enhance social cohesion and encourage community interaction within a safe and inclusive environment.

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**11.7** In environmental terms, the Scheme will replace obsolete housing and under-used brownfield land with sustainably designed buildings constructed to modern energy-efficiency standards. It will deliver a biodiversity net gain of 11.6 per cent and an Urban Greening Factor of 0.45, consistent with London Plan Policies G5 and G6,and will contribute to the Council's climate objectives by reducing carbon emissions and promoting sustainable travel and lifestyle choices.

**11.8** The comprehensive redevelopment of the Order Land can only be achieved through the acquisition of all remaining property interests. While the Council has made significant progress in acquiring the majority of the land by agreement, several residual interests remain outstanding. Without the use of compulsory purchase powers there is no certainty that the Scheme could be delivered within a reasonable timescale, or at all, and the public benefits outlined above would not be realised.

**11.9** The Council has taken reasonable steps to acquire the remaining interests by negotiation, in accordance with government guidance. Section 10 of this Statement sets out the details of engagement and the status of ongoing negotiations. The Council will continue to pursue voluntary agreement wherever possible, but it is essential that the Order is progressed to ensure delivery certainty.

**11.10** The Council is satisfied that the making of the Order represents a proportionate and necessary response to the identified need for redevelopment. The interference with private interests is justified by the substantial public benefits to be secured and the availability of compensation to affected parties under the Compulsory Purchase Act 1965 and the Land Compensation Act 1973.

**11.11** Accordingly, the Council considers that there is a compelling case in the public interest for confirmation of the Order. The acquisition of the Order Land will enable the delivery of the Scheme in accordance with the adopted planning framework, and the economic, social and environmental well-being of the area will be promoted and improved as a direct result.

**11.12** This conclusion accords with paragraph 108 of the *Ministry of Housing, Communities & Local Government's Guidance on the Compulsory Purchase Process (January 2025)*, which provides that an acquiring authority should be able to demonstrate a clear justification for the interference with private rights and that the purposes of the acquisition will contribute to the achievement of the economic, social or environmental well-being of its area. The Council is satisfied that these requirements are fully met and that the Order represents an appropriate, proportionate and lawful exercise of its powers under section 226 of the 1990 Act.

## 12. SCHEME VIABILITY AND DELIVERY

**12.1** The Council is satisfied that the Scheme is financially viable and deliverable within a reasonable timescale. The delivery of the Scheme is supported by an approved capital budget within the Housing Revenue Account (HRA) and by grant funding to be secured from the Greater London Authority (GLA) under the Affordable Homes Programme. The Scheme forms part of the Council's wider regeneration commitments and is reflected within the approved capital programme and Medium-Term Financial Strategy.

**12.2** The Scheme has been developed in partnership with the Council's strategic regeneration delivery partner, Wates Residential, under the terms of the Havering and Wates Regeneration LLP. The LLP governance structure, established under Cabinet authority in 2019, provides a secure framework for the delivery of major housing regeneration projects across the borough. The Council's interest in the LLP ensures direct oversight of the programme, financial control, and the ability to phase delivery in line with available funding and development milestones.

**12.3** A detailed cost plan and financial appraisal have been prepared and reviewed by the Council's internal finance and external quantity surveying teams. The current appraisal demonstrates a positive project balance within the parameters of the approved business case, with contingency allowances included for acquisition, demolition, and construction inflation. The appraisal confirms that the Scheme is capable of proceeding to delivery following confirmation of the Order and completion of land assembly.

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**12.4** The land acquisition costs associated with the CPO are to be funded from the HRA Acquisitions Budget (C30620), which has sufficient headroom to meet all anticipated expenditure relating to property compensation, professional fees, and statutory costs. These funds have been approved through the Council's capital governance processes and will be drawn down as individual acquisitions are completed.

**12.5** The Scheme benefits from a resolution to grant full planning permission (Ref: P1150.24) for the demolition of existing buildings and the construction of 138 affordable homes, landscaping, and associated works. The planning permission, granted in February 2025, establishes the policy framework and design parameters for the development and confirms that the Scheme accords with the London Plan, Havering Local Plan (2021) and the Council's Housing Strategy.

**12.6** A Pre-Construction Services Agreement (PCSA) has been entered into with the LLP's contractor to progress technical design, procurement and risk management workstreams, ensuring the Scheme can move directly into the construction phase once the CPO process is complete and funding is confirmed. The Scheme will be delivered as a single phase, with flexibility to sequence enabling works as required to maintain progress while the final acquisitions are concluded.

**12.7** The Council has assessed the key risks to delivery, including potential delays in land acquisition, construction cost escalation, and funding availability. These risks are actively managed through the Council's corporate risk framework and reported regularly to the Regeneration Programme Board and Cabinet Member for Regeneration and Development. Mitigation measures include financial contingency, robust cost planning, ongoing engagement with the GLA, and continued negotiations to secure voluntary acquisitions.

**12.8** The Council is satisfied that all necessary powers, consents and funding are in place, or will be secured, to deliver the Scheme once the Order is confirmed. The Council's track record in delivering major housing and regeneration projects, including the Family Welcome Centre and other phases of the 12 Estates Regeneration Programme, provides assurance of its capacity and capability to implement the Scheme efficiently and effectively.

**12.9** The Council therefore concludes that the Scheme is fully funded, technically deliverable and capable of implementation within a reasonable period following confirmation of the Order, satisfying the requirements set out in paragraph 104 of the *Ministry of Housing, Communities and Local Government's Guidance on the Compulsory Purchase Process (January 2025).*

**13. HUMAN RIGHTS CONSIDERATIONS**

**13.1** In making the Order, the Council has had regard to the provisions of the Human Rights Act 1998 and the European Convention on Human Rights ("the ECHR"), in particular those Articles that are relevant to the exercise of compulsory purchase powers. The Council is satisfied that the interference with the rights of those with an interest in the Order Land is necessary, proportionate and justified in the public interest.

**13.2** Article 1 of the First Protocol ("A1P1") of the ECHR provides that every natural or legal person is entitled to the peaceful enjoyment of their possessions and that no one shall be deprived of their possessions except in the public interest and subject to the conditions provided for by law. Any interference with this right must therefore strike a fair balance between the public interest in achieving the objectives of the Order and the private rights of those affected.

**13.3** Article 6 of the ECHR guarantees the right to a fair and public hearing within a reasonable time by an independent and impartial tribunal in the determination of a person's civil rights and obligations. This right is fully protected in the CPO process, as all parties affected by the Order will have the opportunity to make representations, to appear at any public inquiry, and to challenge decisions through the courts in accordance with the statutory procedure.

**13.4** Article 8 of the ECHR provides that everyone has the right to respect for their private and family life, their home and correspondence. The Council acknowledges that the making and implementation

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of the Order may interfere with the rights of certain occupiers under Article 8; however, such interference will be proportionate, lawful and necessary to achieve the legitimate public purpose of delivering the Scheme.

**13.5** The Council has taken careful account of the potential impact of the Order on the individuals and businesses affected. Extensive engagement has been undertaken to secure voluntary acquisition and to offer advice and assistance to occupiers in identifying suitable alternative accommodation. The Council will continue to work with affected parties to mitigate disruption wherever possible and to ensure that the process remains transparent and fair.

**13.6** The statutory compensation regime provides a further safeguard for those whose interests are compulsorily acquired. Compensation will be payable in accordance with the Compulsory Purchase Act 1965, the Land Compensation Act 1973 and the relevant case law, ensuring that claimants receive fair and equivalent compensation for any property or rights acquired and for any losses sustained.

**13.7** The Council has balanced the public interest in the regeneration and improvement of the area against the private loss that will result from the compulsory acquisition of interests in the Order Land. Having regard to the availability of statutory compensation and the opportunity for affected parties to make representations, the Council considers that the interference with individual rights is proportionate and justified.

**13.8** The Council is therefore satisfied that the making and confirmation of the Order would not infringe the rights of any individual under Articles 1, 6 or 8 of the ECHR. In the event of any interference, such interference would be in accordance with the law, pursue a legitimate aim and be necessary in a democratic society in the interests of the economic, social and environmental well-being of the area.

**13.9** The Council further concludes that the Order strikes an appropriate balance between the rights of those directly affected and the need to secure the delivery of a scheme which will bring significant and lasting public benefits. Accordingly, the Council is satisfied that the Order is compatible with the ECHR and with the Human Rights Act 1998.

## 14. EQUALITY CONSIDERATIONS

**14.1** In preparing and promoting the Order, the Council has had full regard to its duties under Section 149 of the Equality Act 2010 (the Public Sector Equality Duty – "PSED"). The Council has considered the need to:
(a) eliminate unlawful discrimination, harassment and victimisation;
(b) advance equality of opportunity between persons who share a protected characteristic and those who do not; and
(c) foster good relations between such persons.

**14.2** To inform its decision-making, the Council has commissioned and reviewed an Equality Impact Assessment (EqIA) prepared by Iceni Projects Limited in April 2025 on behalf of Havering and Wates Regeneration LLP (Appendix C to the Cabinet Report). The EqIA assessed the potential impacts of the Scheme on persons with protected characteristics, with reference to the demographic, socio-economic and health profile of the area, and identified appropriate mitigation and enhancement measures.

**14.3** The EqIA concludes that the Scheme will generate significant positive equality outcomes once completed, particularly for groups experiencing housing disadvantage, deprivation or safety concerns. Key positive impacts include:

- Delivery of 138 affordable homes, all at London Affordable Rent or equivalent tenure, directly addressing the acute shortage of accessible, affordable and secure housing in the Borough;
- Provision of 22 self-contained supported housing units (representing approximately 16% of the total homes), delivering safe, managed accommodation for individuals requiring tailored support and contributing to the Borough's supported-living objectives;
- Delivery of 14 wheelchair-adaptable homes (10%) and full compliance with inclusive design standards, improving accessibility for residents with disabilities;

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- Creation of new open space, play space and a community garden designed to promote inclusion, physical activity, and mental well-being; and
- Improved lighting, defensible planting and natural surveillance throughout the site to address community safety concerns, benefiting women, older residents, and those with disabilities.

**14.4** During construction, the EqIA identifies limited and temporary potential for adverse impacts associated with noise, air quality and access disruption. These impacts will be mitigated through the implementation of a Construction Environmental Management Plan (CEMP) and continued community engagement to ensure that residents, including vulnerable groups, are informed and supported throughout the construction period.

**14.5** The EqIA further recognises the socio-economic context of the area, which lies within the second decile of national deprivation, with particularly high indicators of income and education deprivation. The Scheme will therefore have a proportionately greater positive impact on local equality outcomes by increasing the supply of affordable housing, creating local employment opportunities, and improving the overall quality and safety of the built environment.

**14.6** The Council has had due regard to these findings in making the decision to promote the Order. The equalities implications were considered and recorded as part of the Cabinet decision to make the CPO, ensuring that equality considerations have been integrated throughout the process rather than treated as a separate or subsequent exercise.

**14.7** The Council is satisfied that the Scheme does not give rise to any disproportionate or discriminatory effects on persons with protected characteristics. Where differential impacts have been identified such as during the construction phase, appropriate and proportionate mitigation measures will be implemented to minimise disruption and promote positive equality outcomes.

**14.8** Accordingly, the Council concludes that due regard has been given to the requirements of the Public Sector Equality Duty and that the Scheme will advance equality of opportunity and foster good relations between people in the community. The making and confirmation of the Order is therefore compatible with the Council's statutory obligations under the Equality Act 2010.

**14.9** This Statement of Reasons itself forms part of the Council's evidence of compliance with the PSED, demonstrating that equalities considerations have been embedded in the design, consultation, acquisition and decision-making processes leading to the making of the Order.

## 15. SPECIAL CATEGORIES OF LAND, EASEMENTS AND RIGHTS

**15.1** The Council has considered whether any of the land proposed to be included within the Order falls within a special category as defined by statute. These include land held by or on behalf of the Crown, land belonging to a local authority, statutory undertakers' land, open space, common land, fuel or field garden allotments, and ecclesiastical property.

**15.2** None of the land within the Order Land is Crown land, nor is it held by or on behalf of a government department. Accordingly, no additional consents are required under section 226(2A) of the Town and Country Planning Act 1990 or section 82 of the Housing and Planning Act 2016.

**15.3** The land is not subject to any trust for allotment purposes, nor is it designated as open space or common land within the meaning of sections 19 and 20 of the Acquisition of Land Act 1981. The redevelopment of the Order Land will, however, deliver new areas of high-quality public realm and landscaped open space, providing a net increase in accessible amenity space available to the community.

**15.4** There are no known interests held by statutory undertakers within the Order Land that would prevent the delivery of the Scheme. Where operational equipment or rights exist, the Council will seek to agree protective provisions with the relevant undertakers to ensure that statutory services are maintained during and after redevelopment.

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**15.5** No land within the Order Land is known to be ecclesiastical property within the meaning of the Acquisition of Land Act 1981, nor does it contain burial grounds, consecrated land or land forming part of a churchyard.

**15.6** The Council will continue to review title information as negotiations progress and will take appropriate steps to address any new matters arising prior to the confirmation of the Order.

**15.7** It is intended that a General Vesting Declaration ("GVD"), or a number of GVDs, will be made by the Council in respect of the Order Land in the event that the Order is confirmed by the Secretary of State. It is also the Council's intention that all easements, covenants, rights and other interests in the land included in such GVD or GVDs shall be acquired and/or overridden, with compensation paid to those who formerly held the benefit of such interests.

**15.8** Any mortgages or rent charges affecting the Order Land will be dealt with in accordance with sections 14 to 18 of the Compulsory Purchase Act 1965. This ensures that all land within the Order Land will vest in the Council with a clean title, free from encumbrances, while preserving the rights of lenders to appropriate compensation.

## 16. ANY SPECIAL CONSIDERATIONS AFFECTING THE ORDER LAND

**16.1** The Council has undertaken a detailed review of the Order Land to identify any special considerations which may affect its acquisition or redevelopment. These include heritage, environmental, ecological, planning policy and land ownership factors.

**16.2** The Order Land is not located within, nor does it adjoin, a conservation area, and it contains no listed buildings, locally listed heritage assets or structures of architectural or historic interest. The proposed redevelopment will therefore not result in the loss of or harm to any designated heritage assets.

**16.3** The Order Land is previously developed brownfield land. No part of it is designated as Metropolitan Open Land, Green Belt, Site of Importance for Nature Conservation (SINC), or any other form of statutory environmental designation. The development proposals have been subject to full planning scrutiny, including ecological, arboricultural, drainage and flood risk assessments, which confirm that there are no environmental constraints that would prevent redevelopment.

**16.4** Ground conditions have been investigated through geotechnical surveys, which confirm that the site is suitable for redevelopment subject to standard remediation measures typical of urban brownfield sites. These works are accounted for within the approved cost plan and will be undertaken in accordance with the relevant environmental and building regulations.

**16.5** There are no known archaeological designations affecting the Order Land. Any archaeological matters were considered as part of the planning application process, and no issues have been identified that would prevent or constrain redevelopment.

**16.6** The Order Land is not known to contain any utilities infrastructure or rights that would prevent the proposed development. Where existing underground or overhead services are identified, the Council and its delivery partner will liaise with statutory undertakers to ensure diversion or protection, with all associated costs allowed for within the Scheme budget.

**16.7** The Council is satisfied that there are no other special considerations, statutory protections or designations that would impede the acquisition or redevelopment of the Order Land.

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## 17. COMPULSORY PURCHASE BY NON-MINISTERIAL ACQUIRING AUTHORITIES (INQUIRIES PROCEDURE) RULES 2007

**17.1** This Statement is not a statement under Rule 7 of the *Compulsory Purchase by Non-Ministerial Acquiring Authorities (Inquiries Procedure) Rules 2007*. The Council reserves the right to amend, supplement or expand this Statement as necessary for the purposes of Rule 7 should an inquiry be held.

**17.2** The 2007 Rules set out the procedural framework governing public inquiries into compulsory purchase orders promoted by local authorities and other non-ministerial acquiring bodies.

**17.3** The purpose of this Statement is to explain the reasons for making the Order, to demonstrate that there is a compelling case in the public interest for its confirmation, and to provide sufficient information to affected persons, statutory objectors, and the Secretary of State to understand the justification for the proposed acquisition.

**17.4** In the event that objections are received and not withdrawn, the Secretary of State for Levelling Up, Housing and Communities may cause a public inquiry or hearing to be held in accordance with the 2007 Rules. Those affected by the Order will be given the opportunity to appear before the Inspector to present their case.

**17.5** The Council will ensure full compliance with the 2007 Rules, including service of notices, the publication of statutory documents, and the availability of all required information for inspection by interested parties.

**17.6** The Council will also ensure that copies of this Statement of Reasons, together with all relevant documents referred to within it, are made available in accordance with the requirements of the 2007 Rules and the *Ministry of Housing, Communities & Local Government's Guidance on the Compulsory Purchase Process (January 2025).*

## 18. OTHER CONSENTS REQUIRED

**18.1** The Council has considered whether any additional consents, licences or permissions are required to enable the implementation of the Scheme in addition to the confirmed Compulsory Purchase Order and the planning permission to be granted.

**18.2** The Council's Strategic Planning Committee resolved to grant full planning permission (reference P1150.24) for the redevelopment of the Order Land in February 2025, subject to completion of a Section 106 Agreement and the issue of the formal decision notice. The planning permission establishes the principle and detailed design of the Scheme and provides all necessary planning consents to enable redevelopment once land assembly is complete.

**18.3** The Section 106 Agreement is currently being finalised and is expected to be completed prior to the Cabinet decision to make the Compulsory Purchase Order. The Council is therefore satisfied that planning permission will be in place at the time of making the Order.

**18.4** No listed building consent, conservation area consent, or scheduled monument consent is required, as there are no designated heritage assets within or adjacent to the Order Land.

**18.5** No separate environmental consents are required beyond those secured through the planning process. The necessary approvals relating to highways, drainage, utilities diversions and building control will be obtained through the normal development management and construction processes.

**18.6** The Council has also reviewed the requirements of the Housing and Regeneration Act 2008, the Housing Act 1985, and the Town and Country Planning Act 1990, and is satisfied that there are no other statutory consents required to implement the Scheme.

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**18.7** Accordingly, the Council is satisfied that there are no legal or procedural impediments to the implementation of the Scheme following confirmation of the Order, completion of the necessary land assembly, and the issue of the planning permission.

## 19. VIEWS OF GOVERNMENT DEPARTMENTS AND OTHER AGENCIES

**19.1** The Council has undertaken extensive consultation with relevant government departments, statutory agencies and other public bodies as part of the planning and land assembly processes for the Scheme.

**19.2** The statutory consultation undertaken through the planning application process included engagement with the Greater London Authority (GLA), Transport for London (TfL), Thames Water, the Environment Agency, Natural England, and other statutory consultees. None of these bodies raised objections to the proposed development, and any technical matters identified have been addressed through planning conditions or the Section 106 Agreement.

**19.3** The Greater London Authority supported the principle of redevelopment and confirmed that the Scheme is consistent with the objectives of the London Plan, in particular those relating to affordable housing delivery, good design, sustainable development, and optimisation of brownfield land.

**19.4** Transport for London raised no objection to the proposed access arrangements or traffic impact of the development. The planning permission includes conditions and obligations to secure appropriate travel planning, cycle parking and electric vehicle charging provision in line with TfL's standards.

**19.5** Thames Water and the Environment Agency raised no objection to the proposed drainage or water infrastructure strategy, subject to standard requirements for connection approvals and surface water management.

**19.6** No representations have been received from any other government departments or statutory undertakers that would prevent the implementation of the Scheme. Where utilities providers hold operational interests within or adjoining the Order Land, the Council will enter into protective provisions to ensure continuity of service during construction and operation.

**19.7** The Council will continue to liaise with statutory undertakers and public bodies throughout the CPO and development process to ensure that all reasonable requirements are met and that the delivery of the Scheme proceeds without disruption to public services.

## 20. CONTACT INFORMATION AND DEPOSIT OF DOCUMENTS

**20.1** This section will be updated prior to the making of the Order to include details of the locations and arrangements for the deposit of documents, together with relevant contact information, in accordance with the requirements of the *Acquisition of Land Act 1981* and the *Compulsory Purchase by Non-Ministerial Acquiring Authorities (Inquiries Procedure) Rules 2007*.

## 21. RELEVANT DOCUMENTS FOR THE INQUIRY

**21.1** The Council intends to refer to, or put in evidence, the documents (or relevant extracts from those documents) which are listed below and which are referred to within this Statement of Reasons.

**21.2** Should it be necessary to hold a Public Inquiry regarding the confirmation of the Order, the Council may refer to or put in evidence the following documents. The Council reserves the right to amend or supplement this list as appropriate.

### National Policy and Guidance

- *National Planning Policy Framework* (Department for Levelling Up, Housing and Communities, July 2021, as amended)



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- *The London Plan (2021)* — Greater London Authority https://www.london.gov.uk/programmes-strategies/planning/london-plan/new-london-plan/london-plan-2021
- *Guidance on Compulsory Purchase Process and the Crichel Down Rules* (DLUHC, January 2025) https://assets.publishing.service.gov.uk/media/6798c238e0edc3fbb06063d9/CPO_Guidance_Update_January_2025.pdf

**Local Planning Policy and Evidence Base**

- *Havering Local Plan (2021)*
- *Havering Housing Strategy*
- *Havering and Wates Regeneration LLP Programme Documents*
- *Cabinet Report: Chippenham Road – Making of a Compulsory Purchase Order* (2025)
- *Planning Application Documents (Ref: P1150.24)* — including Planning Statement, Design and Access Statement, Environmental Assessments and Committee Report

**Supporting Technical and Legal Documents**

- Equalities Impact Assessment (Appendix C, April 2025)
- Valuation, acquisition and negotiation correspondence (redacted as appropriate)
- Any subsequent technical or financial reports relevant to the implementation of the Scheme

**21.3** The final list of documents will be confirmed and made available at the time of submission to the Secretary of State should a Public Inquiry be required.

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**This concludes the Draft Statement of Reasons for the Chippenham Road Compulsory Purchase Order 2025.**

lexington

# Statement of Community Involvement

Harold Hill Town Centre Regeneration

Chippenham Road (Phase Two)

July 2024

# Contents

**1.0 Executive Summary** ..... 3

**2.0 Planning and Guidance: Role of Community Involvement** ..... 4

2.1 National Planning Policy & Legislation ..... 4

2.2 Havering Council ..... 5

2.3 Our Approach ..... 5

**3.0 Consultation Programme** ..... 6

3.1 Stage 1 Consultation – July 2023 ..... 7

3.2 Stage 2 Consultation – Spring 2024 ..... 11

**4.0 Response to Feedback** ..... 22

4.1 Response to the 2023 feedback ..... 22

4.2 Response to the 2024 Feedback ..... 23

**5.0 Conclusions** ..... 25

**Appendices** ..... 26

Appendix A: Stage 1 Consultation - Press Release ..... 26

Appendix B: Stage 1 Consultation – Leaflet ..... 28

Appendix C: Stage 1 Consultation – Boards ..... 29

Appendix D: Stage 2 Consultation - Leaflet ..... 34

Appendix E: Stage 2 Consultation - Press Release ..... 35

Appendix F: Stage 2 Consultation – E-bulletin ..... 37

Appendix G: Stage 2 Consultation - Boards ..... 38

# 1.0 Executive Summary

This Statement of Community Involvement (SCI) has been prepared by Lexington on behalf of the joint venture partnership between Havering Council and Wates Residential ('the Applicant') in support of a planning application ('the planning application') for Phase Two of the Harold Hill Town Centre Regeneration.

The proposals have been prepared to deliver a range of long-lasting economic, social, and environmental benefits that will positively impact the wider borough.

Key features of Phase Two include:

- 138 new affordable homes in a mix of one, two, three, and four-bedroom properties on land off Chippenham Road and Kings Lynn Drive, adjacent to Farnham and Hilldene Shopping Centre.
- Communal garden courtyards, providing residents with ample outdoor space to relax and socialise in a vibrant and green landscape.
- Landscaping works including a community garden, casual seating, and play areas.

Both Wates and Havering Council, as delivery partners, have been committed to delivering a thorough programme of consultation to ensure that the community is fully informed of the plans and presented with an opportunity to help shape the final proposals. To that end, Lexington, a specialist communications consultancy, was instructed to undertake a pre-application consultation and engagement programme on behalf of Havering Council and the Applicant.

Lexington has carried out a robust programme of pre-application consultation in accordance with national and local guidelines (outlined in Section 2.0). Initial consultation was undertaken in July 2023 to explore community attitudes to the proposals, which was followed by a detailed pre-application consultation period in Spring 2024. To ensure that as broad an audience as possible was engaged, both consultation periods incorporated physical and digital elements, which are further detailed in Section 3.0. The result was a comprehensive and inclusive consultation that fully adhered to all statutory requirements.

Key themes that emerged across both consultations included:

- Concerns over infrastructure / strain on local services
- Concerns over anti-social behaviour
- Support for the scheme
- Concerns over parking and traffic
- Opposition to the closure of the pub
- Comments on housing tenure / types

Havering Council, Wates and the wider team have subsequently considered this feedback to inform this planning application.

This Statement of Community Involvement (SCI) outlines the methods used to engage with the local community. It summarises the feedback received from residents and local businesses and provides a response to pertinent issues raised during the consultation.

A comprehensive breakdown of the feedback gathered during the consultation is outlined in Section 4.0 of this document, while Section 5.0 provides a response to the comments raised. The Applicant is confident that the feedback received has been addressed in this report, which will be submitted alongside the planning application.

# 2.0 Planning and Guidance: Role of Community Involvement

Planning guidance states that pre-application consultation with communities, local authorities and statutory consultees can bring several benefits to the process of determining planning applications. Against this background, the Applicant has sought to consult with interested parties on the planning application in line with local and national policy and guidance concerning community involvement in the planning system, as well as industry best practice.

## 2.1 National Planning Policy & Legislation

### 2.1.1 The Localism Act 2011

The Localism Act 2011 seeks to provide the local community with a voice throughout the planning process, highlighted in the former Department for Communities & Local Government's paper, '*Decentralisation and Localism Bill: an essential guide'*, which outlines one of its principles as:

*"Empowering communities to do things their way – by creating rights for people to get involved with, and direct the development of, their community."*

The Localism Act 2011 outlines that applicants must notify the local community about their proposals and *"bring the proposed application to the attention of a majority of the persons who live at, or otherwise occupy, premises in the vicinity of the land."* It goes onto state that the publicity must explain how the applicant can be contacted by those *"wishing to comment on, or collaborate…on the design of, the proposed development"* and that applicants must consider the feedback received by having *"regard to any responses to the consultation."*

### 2.1.2 National Planning Policy Framework 2021

In July 2021, the Ministry of Housing, Communities & Local Government released its updated National Planning Policy Framework (NPPF). The document seeks to achieve sustainable development with three overarching objectives: an economic objective; a social objective; and an environmental objective.

The NPPF sets out guidance in relation to pre-application engagement and front-loading. The guidance emphasises early engagement and suggests that *"the more issues that can be resolved at pre-application stage, including the need to deliver improvements in infrastructure and affordable housing, the greater the benefits"* (para. 41).

The updated NPPF was issued in December 2023. This document consolidates national planning policy guidance (including all previous Planning Policy Statements and Planning Policy Guidance). A key aim of this new concise and accessible document was to put greater power in the hands of local communities directly affected by development.

Paragraph 39 sets out how early engagement in the planning process has significant potential to improve the efficiency and effectiveness of the planning application system for all parties involved in planning applications. The ambition of this guidance, therefore, is to enable better coordination between public and private resources and create improved outcomes for the community and developer.

### 2.1.3 National Planning Practice Guidance

The National Planning Practice Guidance (NPPG) is intended to make planning guidance more accessible and easier to keep up to date. With regard to consultation and community engagement, the NPPG notes:

*"Early and timely engagement between developers, statutory consultees and local authorities at the pre-application phase is important in helping to address issues and opportunities early on and avoid delays occurring at the formal application stage".* (para. 15-013-20190722).

The guidance states that this can be achieved by consulting the local planning authority, statutory and non-statutory consultees, elected members and local people, with the level of engagement proportionate to the nature and scale of the proposed development.

## 2.2 Havering Council

### 2.2.1 Havering Council: Statement of Community Involvement (2021)

The Council's adopted Statement of Community Involvement (SCI) supplementary planning guidance (SPD) outlines its policy regarding engagement with the local community. The SCI states:

(4.2.1) *"The Council strongly encourages prospective applicants to engage and consult with neighbours and other stakeholders who might be affected by their proposal, prior to submitting the application to the Council".*

*(4.2.4) "The Council strongly encourages developers to make use of meaningful preapplication consultation, as this is the stage where residents can have the greatest influence on proposals. The applicant should be able to justify that the methods used are reasonable in relation to the scale and potential impacts of the development and that the consultation reaches those who will be affected by the proposal. The Council expects engagement methods to take a variety of forms, to reach as many residents and local stakeholders as possible. For example:*

- *Public meetings, presentations and focus groups, which take place at a suitable location and time of day for the community*
- *Creation of a dedicated website where proposals can be seen and comments can be made*
- *Press releases*
- *Local exhibitions*
- *Notification letters*
- *Leaflet drops and posters"*

## 2.3 Our Approach

The Applicant has made efforts to ensure that engagement with the local community regarding the proposals adheres to the national and local guidelines, such as the Localism Act 2011, the NPPF, the NPPG, and Havering Council's SCI, along with industry best practice. This document serves as confirmation that the requirements have been met for the proposed development. The Applicant acknowledges the importance of conducting thorough consultation prior to submission, and engagement will persist during the post-submission phase.

# 3.0 Consultation Programme

Wates and Havering Council, through its strategic partnership, are committed to working closely with the local community on delivering regeneration plans that align with the community's needs and ambitions.

The joint venture aims to deliver over 3,500 much-needed new homes across 12 existing housing sites within the London Borough of Havering, focusing on delivering investment, new homes and 'designing out crime' on housing sites that need it most, supporting that vision that everyone deserves a great place to live.

Harold Hill Town Centre regeneration project seeks to transform the local centre and create a clean, sustainable, and innovative community that prioritises health and well-being through new shops and services, high-quality new homes and more vibrant and enjoyable community space. The project is being delivered in three phases:

1. The Family Welcome Centre
2. Chippenham Road
3. Farnham and Hilldene Estate

Each phase is being delivered separately, to minimise disruption for residents but also to ensure that all aspects of the Town Centre regeneration are carefully considered and developed with the community in mind.

Consultation on Phase 2 asked for input into the proposed delivery of 138 new affordable homes on land off Chippenham Road and Kings Lynn Drive, supported by new green spaces, safe new designs and features, and public realm improvements.

Havering Council and Wates Residential undertook two rounds of community consultation, first throughout July 2023, and the second in spring 2024, across April and May. The details and feedback received has been summarised in the following sections.

## 3.1 Stage 1 Consultation – July 2023

### 3.1.1 Publicising the Consultation

To achieve this aim, a robust and thorough programme of pre-application public consultation was undertaken from Tuesday 18th July and Monday 8th August 2023, for a total of three weeks. To ensure the consultation process was accessible to all interested parties and groups in the area, several methodologies were employed, as detailed below:

#### 3.1.1.1 Media

On Thursday 13th July, a press release was issued to local media detailing the proposals and promoting the consultation. A copy of this press release and the subsequent media coverage can be found in **Appendix A**.

#### 3.1.1.2 Leaflet to Residents

A promotional leaflet was issued to neighbours closest to the site on Tuesday 4th July, providing residents with two weeks' notice of the consultation and exhibition. A copy of the leaflet can be found in **Appendix B**. The consultation was also promoted within the Living in Havering e-newsletter.

### 3.1.2 Feedback Channels

#### 3.1.2.1 Consultation Website

The website (https://www.havering.gov.uk/haroldhilltowncentre) acted as the main hub of the consultation and included information about the regeneration plans. It also offered details on how to provide feedback, including a dedicated feedback form.

#### 3.1.2.2 Public Exhibitions

During the consultation period, the development team hosted two public-facing events to encourage the maximum amount of engagement possible. Both events took place at Harold Hill Library on Tuesday 18th July and Thursday 20th July.

Overall, the community event attracted an estimated 40 attendees, with a total of 10 in-person feedback forms. The sentiment of engagement was overwhelmingly positive and warm, with residents expressing genuine enthusiasm for the development in the area. At the events, exhibition boards were displayed to highlight the vision for Chippenham Road and the scheme design. A copy of the boards can be found in **Appendix C**.

### 3.1.3 Feedback Received

A total of 34 pieces of feedback were received during the public consultation, all of which have now been considered. A summary of the format and feedback channels can be found in the table below. The Applicant is grateful to all those who provided feedback on the proposals during the public consultation period.

| **Format** | **Number** |
|---|---|
| Exhibition Feedback Forms | 10 |
| Email Correspondence | 0 |
| Website Forms | 24 |
| **Total** | **34** |

### 3.1.4 Exhibition Feedback

The majority of attendees were eager to see more detailed designs and visual representations of the proposed development. Although the overall support for the development was high, a few concerns were raised during the event. Some residents expressed apprehension about potential impacts on local amenities, health infrastructure and crime. Addressing these concerns with more specific information and reassurance will be crucial to maintaining broad community support.

### 3.1.4 Feedback Form

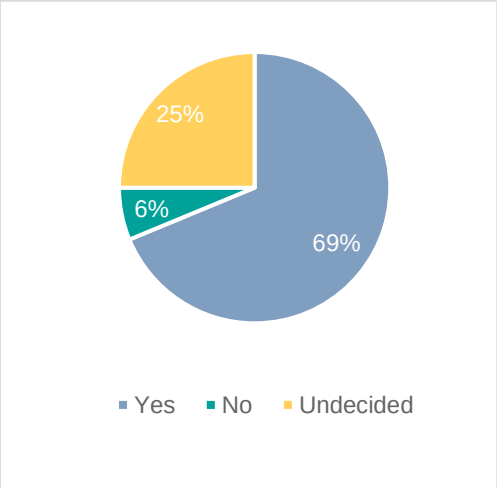
An online feedback form was made available on the project website for interested parties to give their views. Paper copies were provided at the public exhibition. The form explained what was being consulted on and provided a box for comments to be submitted. An overview of the comments received is provided below:

***Q1. What do you like or dislike about our vision for this site on Chippenham Road? - Please comment below***

Question one garnered responses from 20 respondents in total. Feedback included:

- **Affordability and social housing:** Many respondents emphasised the need for more affordable housing and sought clarity on social housing numbers and allocation.
- **Community infrastructure**: Nine respondents expressed concerns about the perceived absence of provisions for schools, sufficient parking, and accessible healthcare services. Five respondents stressed the need for enhanced transportation options and road safety measures to support potential population increase.
- **Anti-social behaviour:** Concerns about loitering the prospect of exacerbating antisocial behaviour. Two respondents acknowledged that the pans would likely improve anti-social behaviour in the local area.
- **Housing-related issues**: Mixed sentiments about the proposed housing increase, including the resulting impact of noise and traffic.
- **Financial aspects and feasibility**: Concerns about maintaining the proposed structures over time.

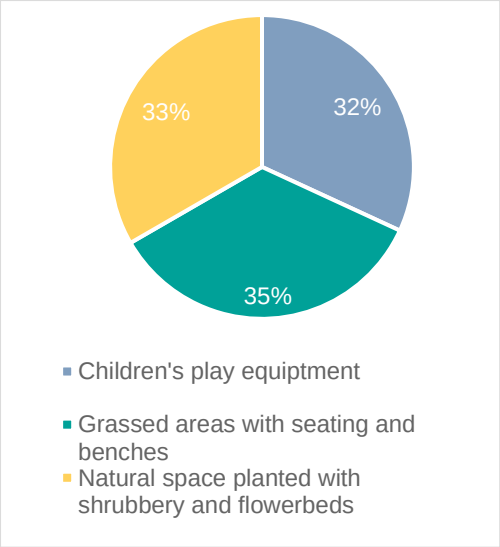
***2) Do you support bringing affordable homes to this location?***




A total of 23 participants showed support, two were against, and nine remained undecided.

The strong community desire for affordable homes was evident from the overwhelming support, aligning well with the emphasis on affordability and social housing highlighted in broader feedback.

***3) The new homes will include areas of shared green, open spaces. What types of facilities would you like to see included in these areas? Please tell us which facilities are your main priority.***




A total of 22 respondents placed high importance on children's play equipment. Grassed areas featuring seating and benches received strong emphasis from 24 participants. Likewise, 23 respondents highlighted the value of natural spaces adorned with planted shrubbery and flowerbeds,

Additional insights arose from comments, particularly concerning seating areas. Some respondents voiced worries about potential negative behaviours like loitering, noise, and antisocial activities connected to these spaces. This emphasised the need to strike a balance between fostering social interaction and ensuring a secure, naturally surveillance and enjoyable environment for residents.

A recurring concern revolved around the maintenance of these green spaces. Respondents questioned whether the council would allocate sufficient funds for cleanliness, safety, and prompt repairs. This concern stemmed from observations about the current state of other community areas, reflecting a desire for enhanced maintenance practices.

***4) Which are the most needed health services in Harold Hill? Please provide your suggestions in the comment box below.***

Respondents pinpointed vital health services required in Harold Hill, with several prominent mentions. Foremost were a walk-in health centre, a doctor's surgery, and a dentist's clinic. A noticeable emphasis on dental care was apparent, signifying a notable demand for accessible oral health services. The feedback underlined the need for more General Practitioners (GPs) and dentists to cater to the substantial patient load, especially within the existing local healthcare network.

Additionally, there was a plea for improved access to emergency medical services for children, encompassing readily available dentists, hospitals, and emergency rooms. Collectively, the responses underscored the significance of augmenting both primary and specialised healthcare provisions in the Harold Hill vicinity to more effectively meet the community's healthcare requirements.

***5) Do you consider the Alderman Pub a valued community asset? Please select one option***

Out of the four participants who responded to the question regarding the Alderman Pub as a valued community asset, three indicated that they did not consider it to be a valued asset, while one participant expressed that they did.

Comments provided additional context, with one respondent referring to the Alderman Pub as a tip and an eyesore, suggesting that it should have been demolished years ago due to its perceived negative impact. This was also reflective of the conversations had during the event that didn’t mature into completed feedback forms, there was a general consensus that the area needed a pub amenity, but a more family focused venue with food options and possible space for community events.

***6) Other Comments***

A notable emphasis on safety emerged, with several respondents advocating for heightened surveillance via increased CCTV installations. Parking improvements surfaced as a recurring theme, encompassing availability and cost concerns, along with apprehensions about overflow parking challenges.

The impact of the increased population on public services was a notable concern, with calls for more resources allocated to essential services such as public transport, healthcare (including walk-in health centres, doctor and dentist surgeries, and MP surgeries), and education (schools). A couple of respondents mentioned the importance of having an area dedicated to local art.

The desire for accessible community centres aimed at supporting those in need, such as sick individuals and single parents, plus safe and accessible space for local young people, were mentioned as a way to foster social connections and provide assistance.

### 3.1.5 Conclusion

The consultation approach to date, which has been wholly transparent and accessible to all, has provided an opportunity for residents, local businesses and other stakeholders to learn about the proposals and provide their feedback.

The vision for revitalising the Chippenham Road area aligns with the desire for modern, high-quality homes set within a vibrant and green landscape that prioritises community well-being.

The public consultation program, spanning both physical and digital channels, captured the thoughts and concerns of the community. The majority of participants expressed support for the development while also raising valid apprehensions about potential impacts on local amenities, health infrastructure, and safety. The feedback channels, including the consultation website and exhibition feedback forms, provided valuable insights.

The feedback received highlighted a range of priorities, including the need for affordable and social housing, enhanced community infrastructure such as schools and healthcare services, and provisions for maintaining shared green spaces. The community's strong desire for accessible healthcare services, particularly dental care, underlined a need for comprehensive health facilities in the area.

Additionally, the input on improving safety through increased surveillance and addressing parking challenges reinforced the importance of creating a secure and well-functioning environment for all residents.

Moving forward, it is evident that the collaboration between Wates, Havering Council, and the community will be essential to ensuring that the Chippenham Road development becomes a successful and harmonious addition to Harold Hill.

## 3.2 Stage 2 Consultation – Spring 2024

### 3.2.1 Publicising the Consultation

Following the initial round of consultation in summer 2023, the project team considered the feedback and advanced the designs to reflect comments received from residents, local businesses, visitors, expert guidance and planning officers.

The evolved proposals were then put back to the public for consultation for four weeks in Spring 2024, running from Monday 15th April to Friday 10th May 2024. To ensure the engagement process was accessible to all interested parties and groups in the area, several methodologies were employed to promote the consultation, as detailed below.

#### 3.2.1.1 Community Leaflet

A leaflet promoting the consultation was issued to residents living in close proximity to the proposed site. The total number of leaflets delivered was 105. The leaflet contained a brief summary of the plans and shared mechanisms for providing feedback, as well as highlighting the exhibition event and duration of the consultation period. A copy of the leaflet can be found in **Appendix D**.

#### 3.2.1.2 Media

On Monday 15th April, a press release was issued to local media detailing the proposals and promoting the consultation. A copy of this press release can be found in **Appendix E**. The update was shared on the Havering Council news pages online, as well as in the *'Daily Digest'* Bulletin.

It was picked up by a number of outlets:

- Romford Recorder: 'Chippenham Road, Harold Hill 138-home plan consultation open'
- Havering Daily: 'Public consultation launched on the next phase of the Harold Hill Regeneration.'

#### 3.2.1.3 E-Bulletin and Social Media

The consultation was publicised on the social media channels of Havering Council via updates in the Living in Havering e-bulletin. Featuring in both the Friday 12 and Friday 19 April editions, which were posted on the Council's social media, including X (formerly known as Twitter) and Facebook.

The posts encouraged residents to view the proposals, visit the consultation events, and encouraged feedback. Information on the click rate of the e-bulletin is below:

**Friday 12 April**

- Bulletin open rate: 42%
- Bulletin click rate: 3%
- Link clicks: 378 total
- Recipients: 61,561

**Friday 19 April**

- Bulletin open rate: 42%
- Bulletin click rate: 3%
- Link clicks: 115 total
- Recipients: 61,559

A copy of the relevant section of the e-bulletin can be found in Appendix F.

### 3.2.2 Feedback Channels

#### 3.2.2.1 Consultation Website

The website (viewed here) acted as the main hub of the consultation and was updated to include more in-depth information about Phase Two of the regeneration plans. It also offered details on how to provide feedback on the plans, including completing the dedicated consultation questionnaire. The questions asked have been outlined with their responses summarised in Section 3.2.3.

#### 3.2.2.2 Community Information Line

A Community Information Line (03333 580 502) was provided throughout the course of the consultation, to enable people to speak with members of the development team directly. Interested parties were able to ask questions, leave their feedback verbally, or request paper copies of the consultation materials to be posted to them. The telephone line was available at the start of the consultation and was staffed from 9.00am to 5.30pm, Monday to Friday. An answerphone facility was available outside of office hours.

The Community Information Line was promoted on the community leaflet. One call was received to which the project team answered questions on the consultation period and information about details for the drop-in event. The call did not require a follow up.

#### 3.2.2.3 Public Exhibitions

During the consultation period, the development team hosted two public-facing events to encourage the maximum amount of engagement possible with those closest to the proposed scheme site.

The events were held on Thursday 25th April and Saturday 27th April, both at the Harold Hill Library.

The exhibition space hosted a series of exhibition boards, which can be seen at **Appendix G.**



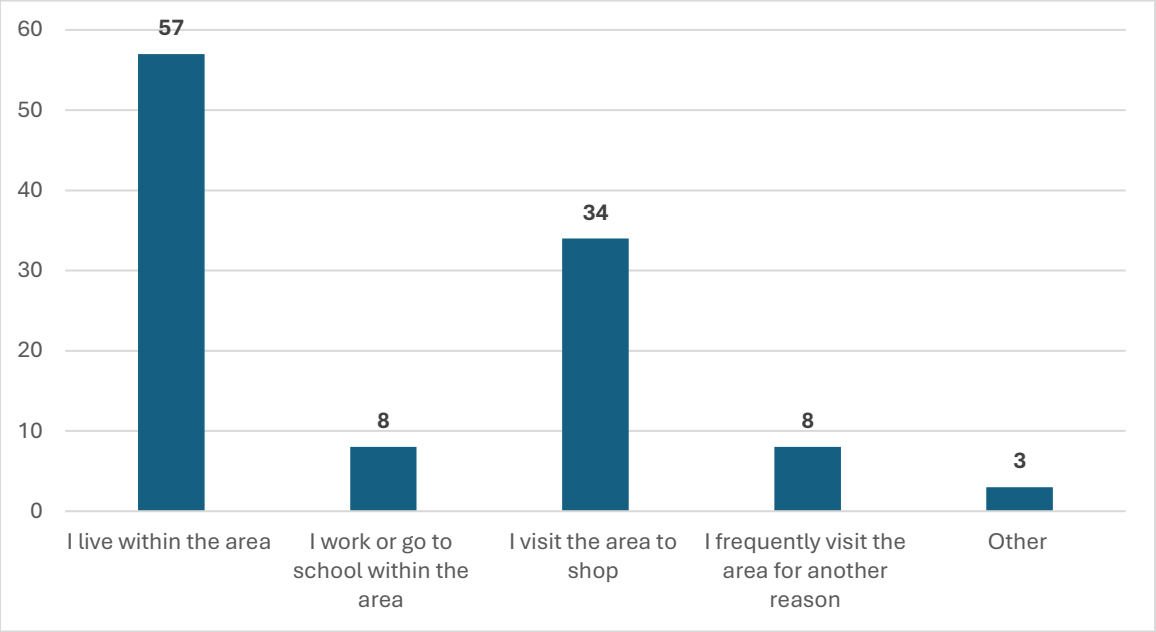
A 3D model of the Town Centre was also displayed in the centre of the room. The exhibition was staffed by representatives from the project team who were available to answer any questions from attendees. Approximately 45 people visited the exhibition space across both events.

### 3.2.3 Feedback Received

A total of 73 pieces of feedback were received during the public consultation, all of which has now been considered. The Applicant is grateful to all those who provided feedback on the proposals during the public consultation period.

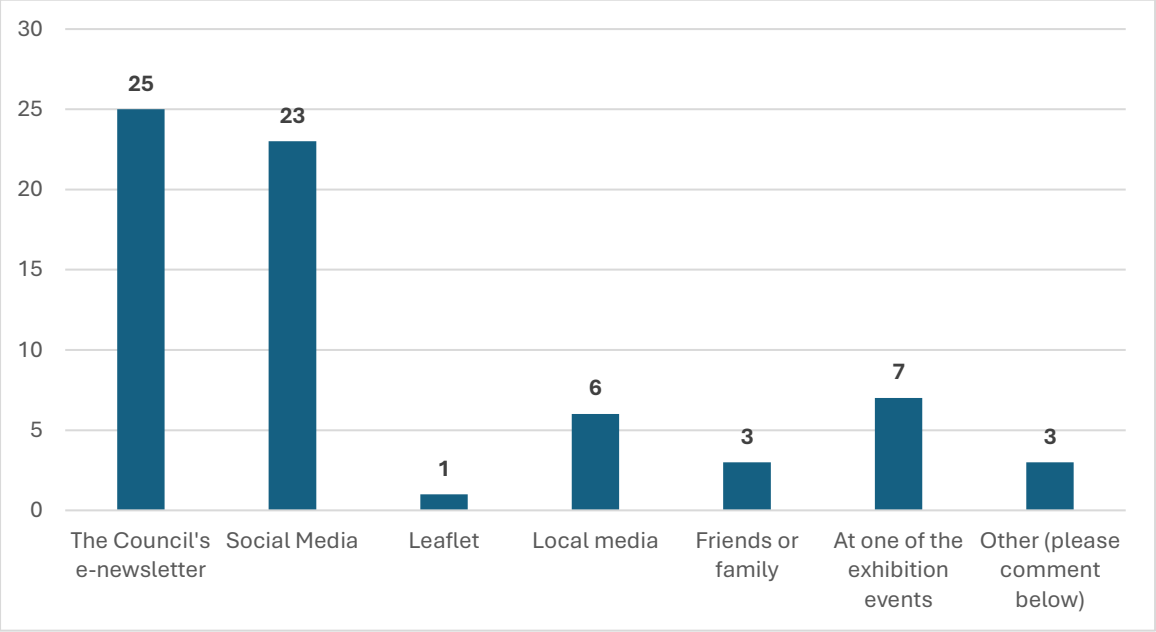
### 3.2.3.1 Survey Responses

***Please tell us in what capacity you are responding to this consultation***

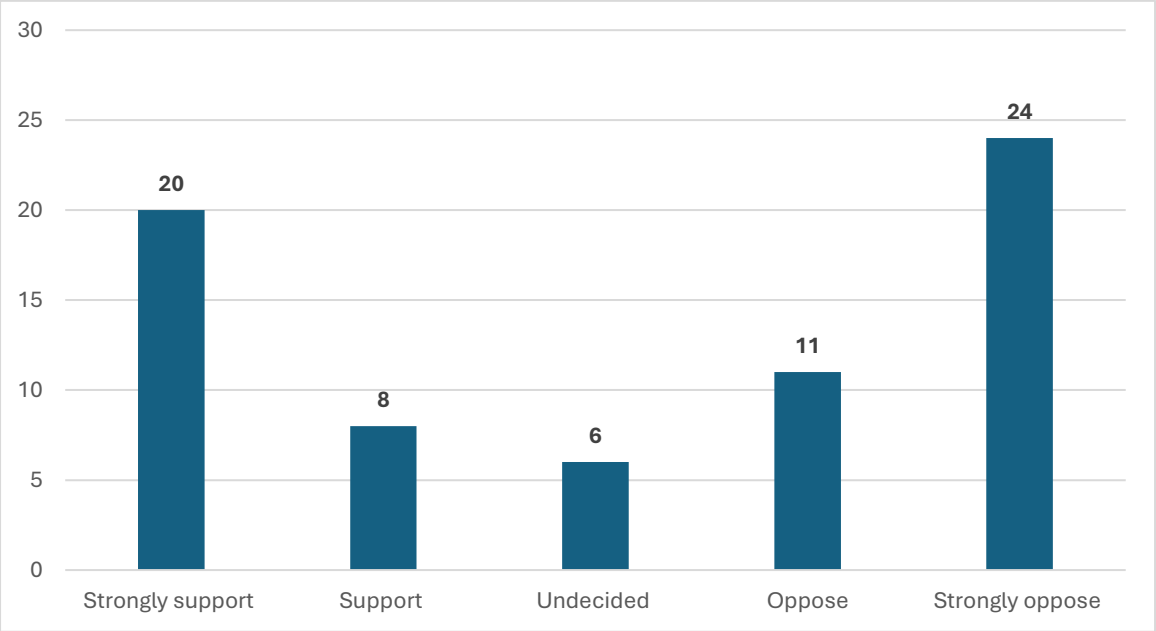



*Respondents were able to select numerous options for this question.

***How did you hear about this consultation?***

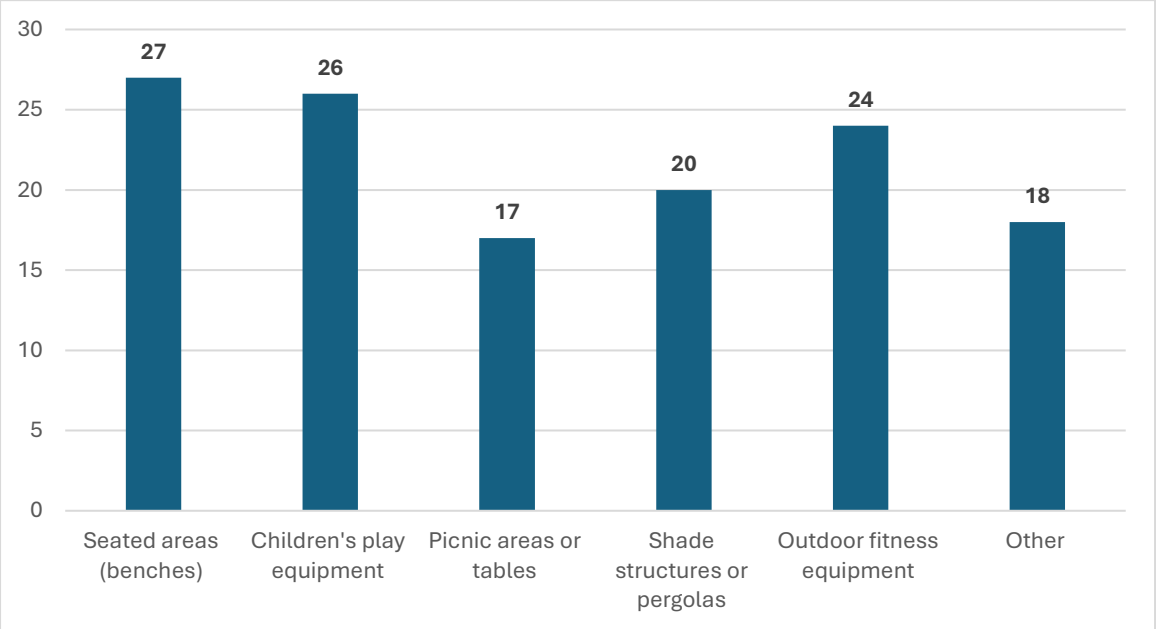


***Do you support bringing affordable homes to this location?***



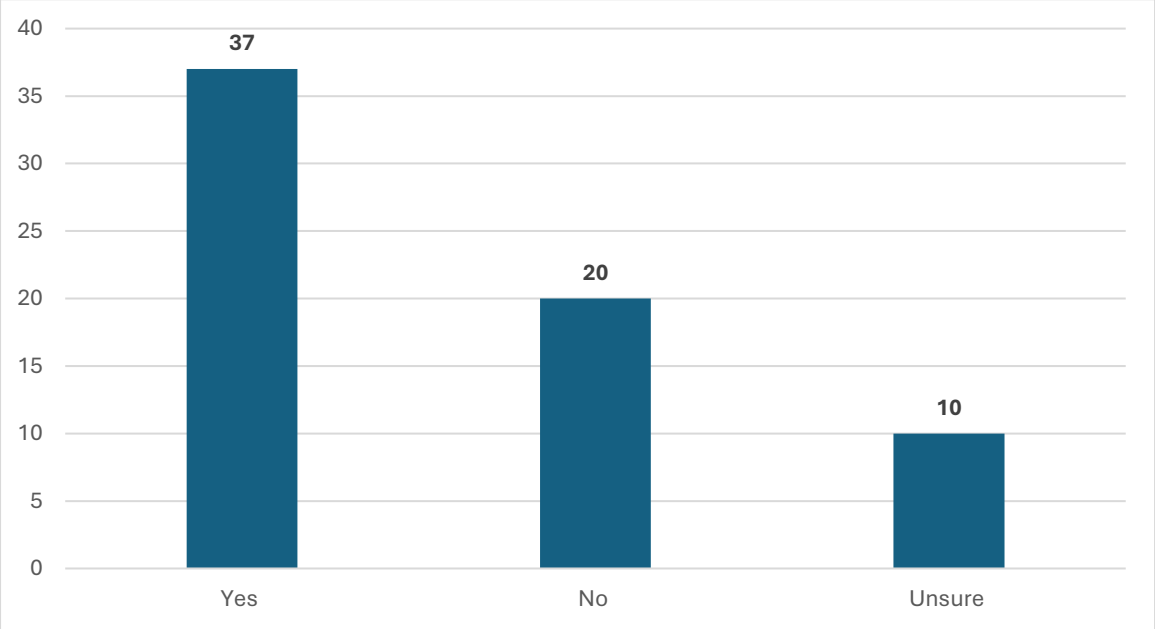

** Five respondents did not answer this question

***Our plans will centre the apartments around areas of shared green space. What would you like to see in this space? Please select all that apply.***




*Respondents were able to select numerous options for this question.

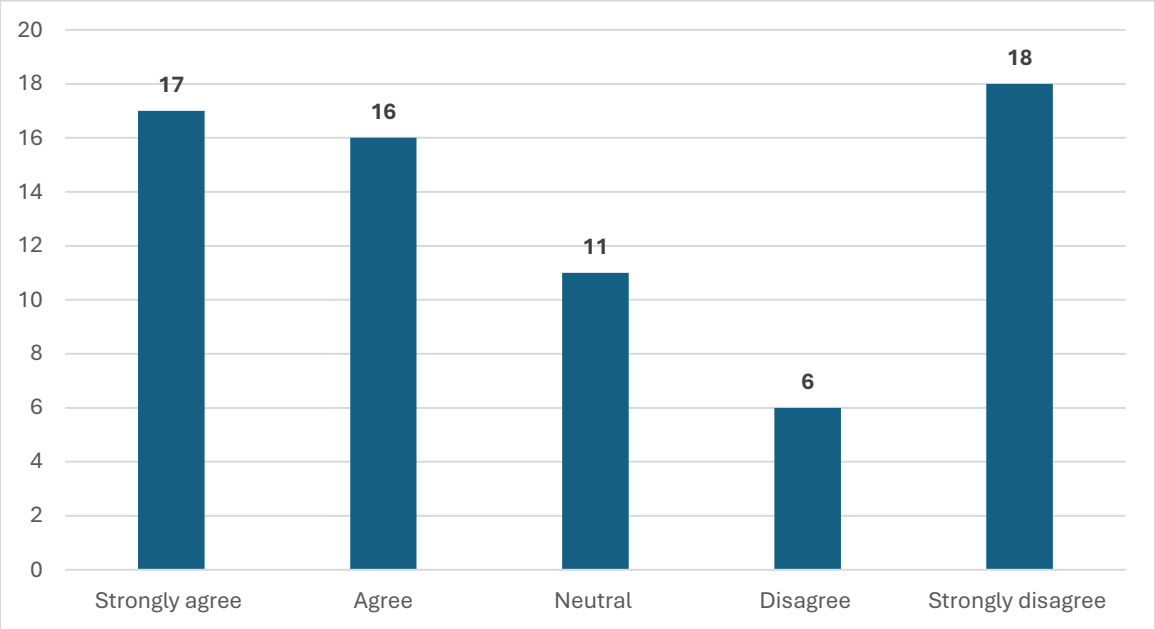
***Would you like the proposal to include a new community garden within the regeneration project?***




*Six respondents did not answer this question

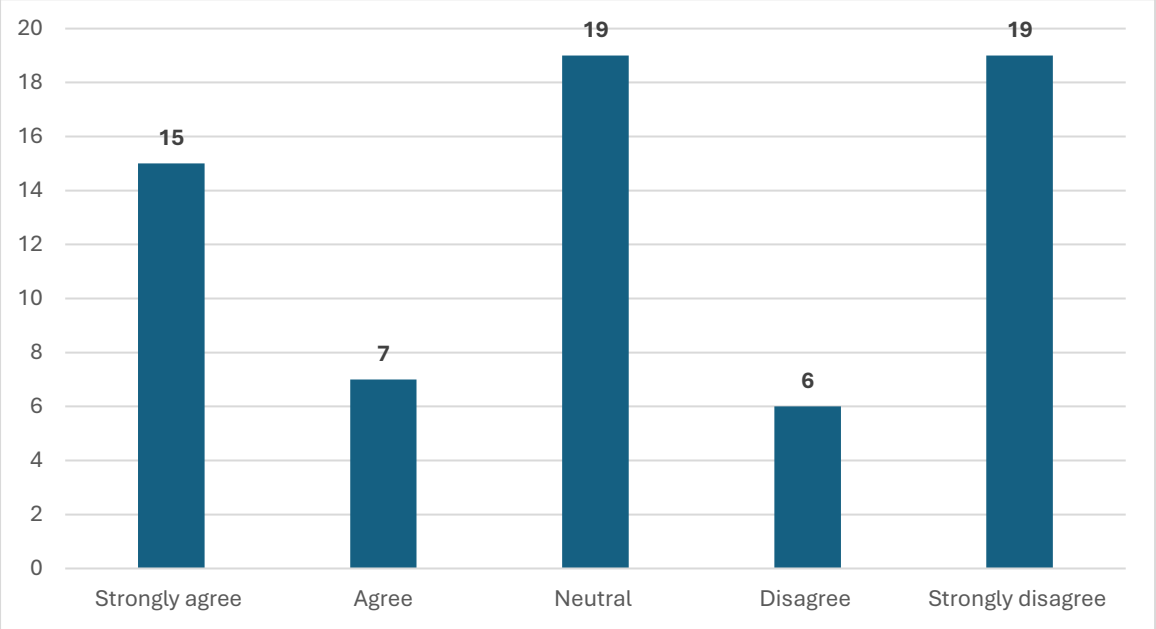
***How much would you agree with these statements:***

*Community garden - The new community garden will enhance the overall well-being of the area.*



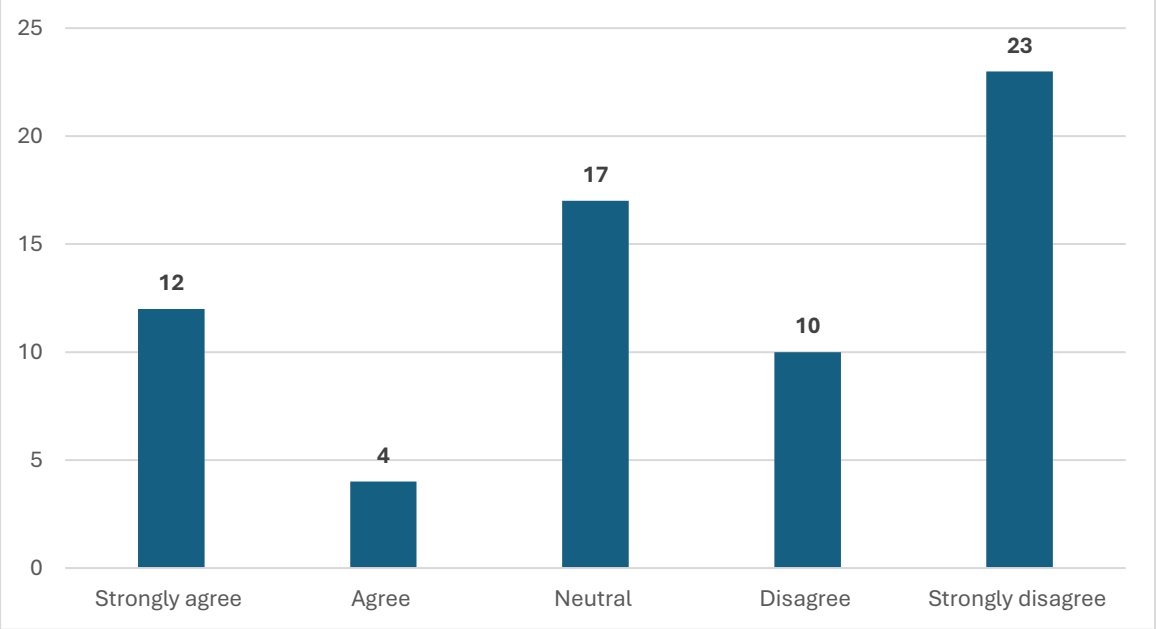

*Five respondents did not answer

*Community garden - The new community garden will enhance the sense of community within the neighbourhood.*



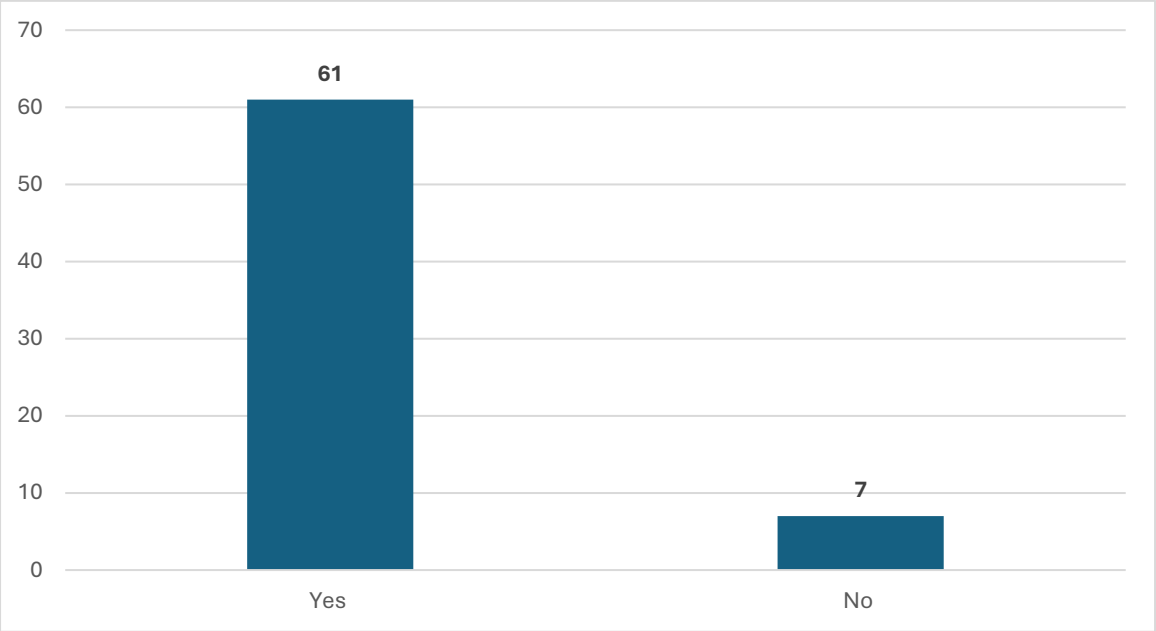

*Seven respondents did not answer

*Community garden - The new community garden will help make this a safer place to live and work.*



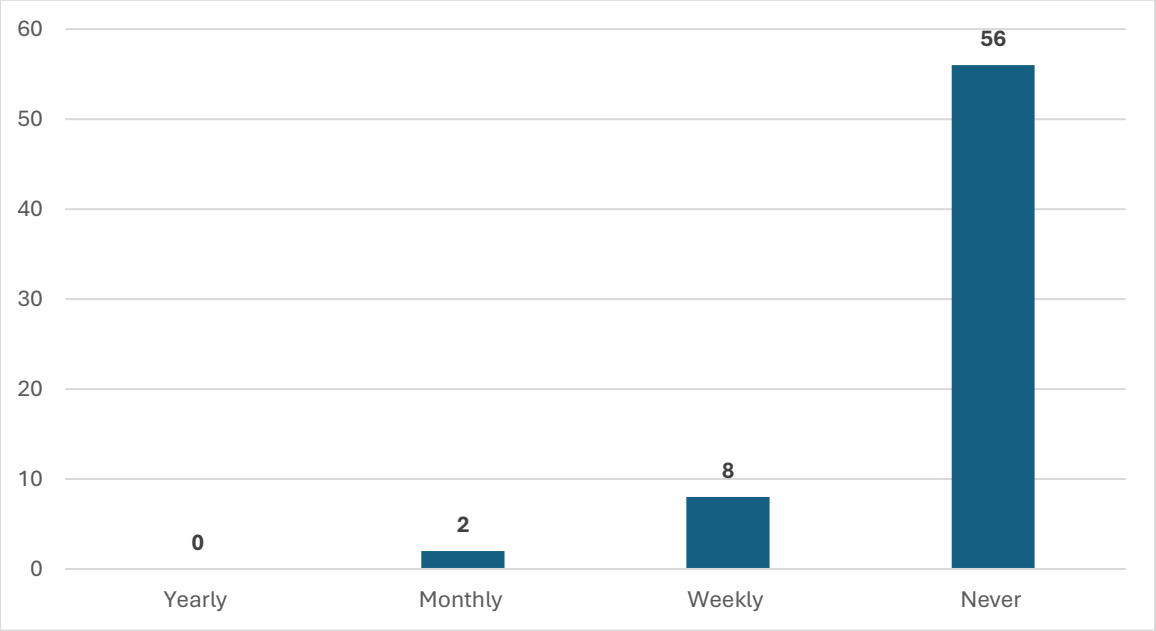

*Seven respondents did not answer

***Do you currently shop in Harold Hill?***



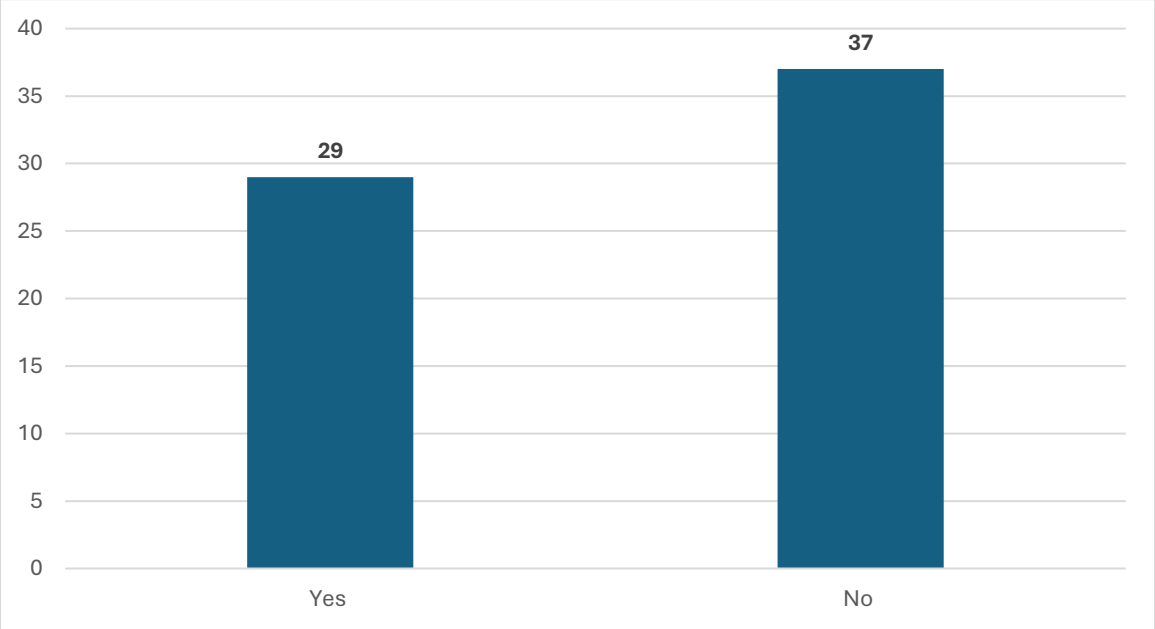

*Five respondents did not answer

***How frequently do you visit the Alderman Pub?***




*Seven respondents did not answer this question

***Would you support the relocation of a family friendly licensed premises within the new development?***




*Seven respondents did not answer this question

**3.2.3.2 Survey Analysis**

The above feedback indicates that there is notable support for bringing affordable homes to the area. However, a proportion of consultees opposed the delivery of new homes in principle due to concerns about the impact on local infrastructure.

Preferences for shared green spaces highlight the community's desire for practical and recreational features such as benches, play equipment, and outdoor fitness facilities. This aligns with the goal of creating inclusive, multi-functional communal areas.

The concept of a community garden received a majority positive response, with many agreeing it would enhance well-being and the sense of community, though opinions are more mixed regarding its impact on safety. These insights can guide the development of green spaces to maximise community benefits and address safety concerns, perhaps through design features or community programmes.

A high percentage of respondents shop in Harold Hill, suggesting that local retail is well-utilised and important to the community. Furthermore, the feedback has shown that the majority of the local community does not ever visit the Alderman Pub.

In conclusion, while there is support for the regeneration project, ongoing dialogue with the community will be crucial to addressing concerns and refining proposals to meet local needs and preferences effectively.

**3.2.3.3 Feedback Overview**

The following section provides a sample of the open text feedback that was submitted during the consultation process. Comments made have been grouped together by themes, with examples provided below. Names and addresses have been redacted.

**Key Themes**

| Theme / Comment | Quantity |
|---|---|
| Concerns over infrastructure / strain on local services | 28 |
| Concerns over anti-social behaviour | 15 |
| General support | 14 |
| Concerns over parking | 8 |
| Concerns over traffic | 5 |
| Opposition to closure of pub | 3 |
| Support for community garden | 3 |
| Supportive with comments / further questions | 3 |
| Comments on housing tenure / types | 3 |

**Concerns over infrastructure / strain on local services**

| Verbatim Comment | Postcode |
|---|---|
| *"The area needs more support in the form of GPS, health care, police, community centres, dentists etc. Not more people. It's over populated already, and we do not need more strain on an already stretched infrastructure that has gone rapidly downhill in the past 3 years, let alone the past decade"* | RM3 8JX |
| *"The plan to rebuild on land which is not being used I support but with the lack of support for other agencies such as Doctors, Dentist, public transport hospitals and schools. before any building should take place I would like to see what the council has plans to support these areas and not say its down to other agencies.*<br><br>*I have lived in H/Hill all my life and you look around the area it look rundown, pot holes in roads pavements with cracks metal fencing falling down around green areas, may be these areas should also see investment for the current residents in Harold Hill".* | RM3 8YD |
| *"Harold Hill is already crowed. The developments are not including parking spaces. Amenities such as doctors surgeries etc are not being provided. Hence I am not in favour of the number of apartments and the people being brought into the neighbourhood that already has a bad reputation".* | RM3 7YD |

**Concerns over anti-social behaviour / crime**

| Verbatim Comment | Postcode |
|---|---|
| *"I worry about the green space and picnic area that has been suggested in this. The antisocial behaviour needs to be addressed first before something like this is introduced to the area. I liked the idea of a family-friendly pub but again I worry about the drunks/drug users frequenting this area and ruining it for the families."* | RM39EU |
| *"This will allow more people into an already crowed area. Also providing homes for young people, may cause more unwanted disturbance that is already an issue around hilldene shops."* | RM3 8DQ |
| *"I doubt even more homes will see a decrease in the amount of anti-social behaviour and crime that blights the area".* | RM3 7ST |

**General Support**

| Verbatim Comment | Postcode |
|---|---|
| *"Looks good! Much needed as its so dated, needs to be brought into the 21st Century "* | RM3 7AJ |
| *"Anything that changes the whole "Hill" culture can only be good. Just get the right people into the accommodation. Hilldene Shopping centre should next be on the list for regeneration. Its a rundown eyesore that is no longer really fit for purpose. Knock it down and start again. Just a dream really the cost would make it unlikely in the real world!"* | RM3 9UE |
| *"A fresh start. All looks good, about time and much needed".* | RM3 8DF |

**Parking**

| Verbatim Comment | Postcode |
|---|---|
| *"Not enough parking elements as there is let alone with a further 138 homes being built in the area. Infrastructure cannot handle it."* | RM3 8JA |
| *"Too many people can cause parking issues I live in Dewsbury and already have parking outside my house. 138 dwellings with average of 3 people, that is 414 more people!"* | RM3 9DN |
| *"It'll bring too much traffic to an already tight space woefully short of parking places".* | RM3 7SX |

**Opposition to closure of pub**

| Verbatim Comment | Postcode |
|---|---|
| *"The proposed removal of The Alderman public house is a mistake. It has been a long established part of the community and is a crucial social point for many many people. Currently only 2 harold hill pubs between 14,692 people and you want to remove one! I would support a licensed premises - namely keeping the Alderman but wouldn't want a 'family friendly' one to replace it. It would become yet another place full of kids running round of glued to their ipads on full volume - the pub would lose its character that has made it so successful in all these years. How many businesses can say they've been in Hilldene for as long? When you factor in that for 10 years now it shuts at 8pm, that makes it even more impressive. Would it close, I think you would have a huge increase of loneliness - people just staring at their walls".* | RM3 8DQ |

**Support for community garden**

| Verbatim Comment | Postcode |
|---|---|
| *"The community gardens could be good for the community, but it has to be thought through."* | RM3 8DQ |

**Comments on housing types/tenures**

| Verbatim Comment | Postcode |
|---|---|
| *"The houses should not just be for sale but also affordable rent privately for those of us stuck in private renting. Priorities should be given for local workers, nhs etc."* | RM3 9NA |

**Suggestions**

| Verbatim Comment | Postcode |
|---|---|
| *Of course I welcome the regeneration of the area It is well needed. I fear that with the type of dwelling being built. It will soon just become rundown. Harold Hill need businesses that will stimulate the area, especially the night time economy. If the development is just more flats then the area will just revert back to being run down unsafe no go zone, and decent people will just go elsewhere. The redevelopment must maintain ample parking for visitors and it must remain free/cheap to use. When built the area needs properly policed and monitoring, some kind of police hub would be a very welcome edition, connecting with the locals, visitors and businesses in the area. And a good pub, please.* | RM3 7TJ |
| *"I think there needs to be some safety gates etc around the gardens* | RM3 9NA |
| *I am skeptical it will have a 'community' feel- I'm not sure you can plan for this in advance- I'm concerned that the green space unless well maintained and policed- or it was a 'gated community' would end up being somewhere the local street drinkers and drug users would hang out . The shopping area has it fair share of this. Same as the suggestion of children play area- at night could be a hang out and make it unpleasant for residents. I would like it to be green with the environment and nature taken into consideration. Problems with play/ gym equipment if not maintained and policed area well,can become a no go area for users from possible ASB. But a nice well planted attractive area for residents to view from their homes would be good for well being.* | RM3 9RJ |
| *"More seating for the elderly"* | RM3 8DN |
| *"You need to provide a youth centre in this area , for ten to fourteen year olds. I am happy to take this initiative forward, to be led by the community, with support from relevant bodies, this is something the police will back .* | RM4 1PB |

# 4.0 Response to Feedback

The Applicant is grateful to all those who have taken the time to engage with the planning application proposals for Phase Two of the Harold Hill Regeneration. During both periods of consultation, topics were raised by respondents. The Development Team has sought to respond to these comments within this section.

## 4.1 Response to the 2023 feedback

During the initial engagement, the Applicant received positive feedback on our plans, including a number of questions and suggestions from local residents on a range of issues. The Applicant considered each of these and provided a response to each in turn.

These responses were included in a 'You Said, We Listened' board which was issued to local residents to inform them of the second stage of consultation. A copy of this page can be seen in Appendix E. These questions included:

- How will local roads be affected?
- Any plans must help tackle anti-social behaviour and help create a safe neighbourhood
- Affordable housing is a local priority
- Will there be an impact on local infrastructure, such as school places and availability of GP appointments?

### 4.1.1 Local Roads

The Applicant received questions relating to how local roads would be affected.

The proposals include approximately 44 car parking spaces on-site which will front Chippenham Road and Kings Lynn Drive. The proposals do not include a significant increase in on-site parking, with the existing car parking having provision for approximately 40 parking spaces. Where parking spaces are proposed on-site, dropped kerbs will be provided for cars to cross the footways, as existing along parts of Chippenham Road. Parking surveys have been undertaken to understand existing parking demand on-street. The parking survey results significant spare capacity, therefore sufficient parking is available on-street, if required.

### 4.1.2 Tackling anti-social behaviour & community safety

The Applicant received suggestions that 'Any plans must help tackle anti-social behaviour and help create a safe neighbourhood'.

The Applicant's plans will significantly contribute to creating a safe neighbourhood. As more people use the town centre, it naturally makes it safer because there are more eyes around, helping to reduce anti-social behaviour. By using features such as well-placed windows, clear sightlines, adequate lighting, and strategically positioned public spaces, the environment makes it easier to monitor and address anti-social activity.

When people can easily see and be seen, potential offenders are less likely to engage in unlawful behaviours due to the increased risk of detection. This can effectively 'design out' local crime. Additionally, creating communal spaces that support that sense of community within the development can encourage neighbours to look out for each other, further enhancing the overall safety of the area. Through careful consideration of design principles focused on security, the new development has the potential to contribute positively to the creation of a safe and welcoming neighbourhood for all its residents.

The Applicant is targeting Secured by Design Silver as a minimum requirement for security on site, which will enable the Applicant to effectively ‘design out crime’. This is achieved through certain design standards like robust doors, secure windows and effective locks. The SBD Silver also considers the design of the environment around the building, including aspects like lighting, landscaping, and surveillance. The Applicant will ensure that entry to the courtyards is provided via fob access, and that these are private spaces for residents only.

The Applicant will also undertake regular monthly engagement with Acting Chief Inspector Charlie Routley from Havering Council regarding safety across the whole Harold Hill site.

### 4.1.3 Affordable housing

The Applicant received comments that affordable housing should be a local priority. The Applicant fully agrees and is bringing forward 138 affordable homes as part of the plans.

### 4.1.4 Impact on local infrastructure

The Applicant received questions about the impact on local infrastructure, such as school places and the availability of GP appointments.

The Applicant is undertaking an assessment of localised impacts that could arise from new dwellings in the area, particularly in relation to local infrastructure. The Applicant is committed to ensuring that any impacts are resolved and will work with other departments at the Council to deliver this.

## 4.2 Response to the 2024 Feedback

The Applicant is grateful for the positive feedback received during the second consultation period. We remain open to receiving any further comments or suggestions on how the proposals can be improved even further and remain committed to working with the local community.

### 4.2.1 Local Infrastructure

As part of the planning application, the Applicant will work with the Council’s planning officers to determine the local needs for the area, and the impact that more dwellings may have on local amenities and infrastructure.

The most frequently raised concern during the public consultation related to issues regarding the ability of local services, in relation to the homes proposed. Questions were asked on how nearby doctors' facilities would deal with an increase in the number of people residing in the area and suggestions made that the proposals would place additional pressure on local amenities.

Due to the nature and size of the proposed development, new facilities may not be able on the site, but the applicant will work with the Council to see if a financial contribution to services for the local area is required.

The Applicant recognises that this development may provide additional expectations on local services, including medical services, and as such will be contributing Section 106 payments that can be utilised for a wide range of improvements around the site and across the Borough.

### 4.2.2 Concerns over anti-social behaviour

The Applicant, in close cooperation with Havering Council and the Met Police, will carefully consider how the redevelopment of the Chippenham Road site can work to reduce anti-social behaviour in Harold Hill and the surrounding areas.

It is the Applicant's vision to deliver housing that the community and its residents can be proud of and that improves the visual appearance of Harold Hill as best as possible. By providing good-quality housing, the Applicant and Havering Council's objective is to provide an opportunity for local people contribute towards a community which is better for everyone with adequate support. The Applicant and Havering Council welcome all suggestions on how this can be carried out as effectively as possible.

The Applicant is targeting Secured by Design Silver as a minimum requirement for security on site, which will enable the Applicant to effectively 'design out crime'. This is achieved through certain design standards like robust doors, secure windows and effective locks. The SBD Silver also considers the design of the environment around the building, including aspects like lighting, landscaping, and surveillance. The Applicant will ensure that entry to the courtyards is provided via fob access, and that these are private spaces for residents only.

The Applicant will also undertake regular monthly engagement with Acting Chief Inspector Charlie Routley from Havering Council regarding safety across the whole Harold Hill site.

### 4.2.3 Parking and Traffic

The Applicant recognises that concerns have been raised concerning the impact of the development on local highways. A detailed Transport Assessment and parking plan will be submitted as part of the planning application, to consider ways to minimise the potential impact of the development on the surrounding highway network.

The data from these assessments will be used to calculate how many trips will be generated in the morning and evening peak hours. Not all households will have two cars and not all residents will travel from 8am to 9am and 5pm to 6pm due to differing work/shift patterns and the growing preference for flexible or home working.

The Applicant will also continue to engage with the Council's highways officers to develop a Travel Plan and ensure that impact on the highways network is mitigated where required. In line with planning guidance.

### 4.2.4 Opposition to closure of the pub

Two of the questions asked of residents focused on the use of the Alderman Pub and whether there would be support for the relocation of a family friendly licensed premises within the new development. Both questions receiving minimal responses. Notably, 85% of respondents stated that they had never been to the pub.

As such, the Applicant is satisfied that the pub is currently of limited use. This sentiment is supported by the observational survey revealing that it is only used in the mornings and afternoons, and it closes at 8pm.

Whilst the Applicant recognises concerns from some residents that the closure of the Alderman pub would lead to increased loneliness and a lack of social cohesion, the Applicant feels that the development offers ample facilities to help tackle this elsewhere.

As such, the Applicant will be seeking to demolish the pub, subject to the correct permissions being granted, in order to deliver greater community benefit through other means on site.

### 4..2.5 Suggestions

Within the open response feedback section, five respondents made suggestions on how to improve the scheme were received.

These included:

- Better provision for community seating
- Free parking
- Greater support for local businesses
- Improved security measures for the community garden
- Inclusion of a youth centre
- Inclusion of a community police hub

The Applicant is grateful for these suggestions and will consider each of them ahead of the submission of a planning application.

# 5.0 Conclusions

In bringing forward the proposals, the Applicant has undertaken a comprehensive pre-application consultation that exceeds the requirements of the Localism Act 2011, the NPPF, the NPPG and Havering Council's Statement of Community Involvement.

The consultation approach, which has been transparent and accessible to all, has provided an opportunity for residents, local businesses and other stakeholders to learn about the proposals and provide their feedback.

The Applicant and the wider development team would like to thank all of those who took part in the consultation process on the proposed planning application and provided feedback on the plans. Through two rounds of consultation, the Applicant has evolved the proposals for Chippenham Road to ensure that more than 100 pieces of feedback have been considered and incorporated into the new design where possible, seeking to create a welcoming and vibrant new community.

This report reflects the views expressed by residents, local businesses and other stakeholders during the public consultation and addresses feedback received regarding the development. Feedback received will continue to be considered and channels of communication will remain open so that the local community can contact the development team throughout the planning process.

# Appendices

## Appendix A: Stage 1 Consultation - Press Release

Wednesday 12 July 2023

**For Immediate Release**

**Havering Council and Wates launch Chippenham Road New Homes Consultation**

Havering Council and their partner developer Wates have unveiled detailed plans, and launched a public consultation, on the next phase of works to transform Harold Hill town centre. They are asking members of the community to provide their feedback on Phase Two of the Masterplan, which includes the delivery of around 150 high-quality homes between Chippenham Road and Kings Lynn Drive, adjacent to the Farnham and Hilldene shopping area.

The development at Chippenham Road forms a crucial part of the overall town centre regeneration. These plans have been brought forward by Wates, in partnership with Havering Council, to replace the tired properties with much improved homes that are fit for future generations of local people.

The new neighbourhood of homes will be divided across five apartment complexes and include a variety of housing types and tenures, including a range of affordable homes. The plans will help to meet local demand for new, modern and sustainable homes set within a family-friendly neighbourhood.

Designed with health and well-being in mind, the apartments will be centred around communal garden courtyards, providing residents with ample outdoor space to relax and socialise in a rich green landscape. Sustainable design features, including electric vehicle charging points, will contribute towards creating a climate-resilient community.

Phase One of the plans, which includes the delivery of a new Family Welcome Centre and Health Centre on the site of the former Abercrombie Hostel, received planning permission in July 2022 with construction works commencing in summer 2023.

The regeneration of the town centre is taking place in a phased approach to maximise benefits to the local area and help to minimise construction disruption.

**Councillor Graham Williamson, Cabinet Lead for Development and Regeneration, said:**

“The comments and support for Phase One of the project were very encouraging. We value the feedback of local residents and businesses.

“I urge local people and businesses to have their say on the future vision for Chippenham Road and Harold Hill town centre. It is really important to gain this insight to help ensure the project is driven forward with the community and is aligned with everyone’s vision for the future.”

**Hugh Jeffrey, Regional Development Director, at Wates, said:**

“We understand the urgent need for affordable housing in our local area, and our vision for Chippenham Road is aimed at tackling this shortage. Through our plans, we strive to offer a wide variety of well-crafted homes that meet the community's needs while enhancing the vitality of Harold Hill Town Centre.

“Engagement with the community is one of the most important factors in bringing forward any successful programme of inclusive and place-changing regeneration, and we’re looking forward to once again be speaking to people across Harold Hill to hear what they think.”

Members of the project team will be on hand to talk through the plans and answer questions from the community at the following drop-in events:

- Harold Hill Library, Tuesday 18th July (1pm to 4.30pm)
- Harold Hill Library, Thursday 20th July (2pm to 7pm)

Alternatively, members of the community can view the plans and submit feedback via the consultation website at www.havering.gov.uk/haroldhilltowncentre.

The consultation will close **Tuesday 8th August 2023**.

**ENDS**

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**About Wates**
Established in 1897, the Wates Group is one of the leading privately-owned construction, residential development, and property services businesses in the UK. We employ 3,700 people and work with a wide range of public and private sector customers and partners. Everything we do is guided by our purpose of working together to inspire better ways of creating the places, communities, and businesses of tomorrow. Now in our fourth generation of family ownership, Wates is committed to the long-term sustainability of the built environment and is working to eliminate carbon from our operations by 2025. To fulfil our ambition to be a truly inclusive employer and to better reflect the communities in which we work, we are committed to doubling the proportion of women at all levels of our business and to becoming more ethnically diverse.

Our residential business is among the leading developers in London and the South, working with housing associations and local authority partners to build high quality homes. We are driven by a shared vision that everyone deserves a great place to live. Visit us at: wates.co.uk/residential.

**Media Coverage**

- The Havering Daily – Public consultation launched on the Chippenham Road development (https://thehaveringdaily.co.uk/2023/07/14/public-consultation-launched-on-the-chippenham-road-development/)
- The Romford Recorder - Consultation to open on Harold Hill 150-home development plans (https://www.romfordrecorder.co.uk/news/23652654.consultation-open-harold-hill-150-home-development-plans/)

## Appendix B: Stage 1 Consultation – Leaflet

# HAROLD HILL TOWN CENTRE PHASE 2 June 2023

Have Your Say and Help Shape the Future of Harold Hill Town Centre

Havering



Dear Neighbour,

Harold Hill Town Centre is an important shared space that brings together businesses and residents from across the community. We want this to be a thriving place that reflects our local diversity and celebrates our town's unique character.

Work is already underway to transform the town centre and help make it a vibrant and inviting place that meets the needs and aspirations of our community.

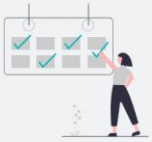
We have launched this public consultation to update you on the progress of our plans and to receive your feedback on the next phase of proposed works.

This consultation focusses on the second phase of works, which will deliver around 150 high-quality homes between Chippenham Road and Kings Lynn Drive, adjacent to Farnham and Hilldene shopping area.

Our plans will help ease local housing need by creating a new neighbourhood of affordable homes across six apartment complexes. Designed with health and wellbeing at their core, these new homes will be sustainably built, surrounding landscaped communal green spaces.

You can learn more about the plans and learn how to get involved overleaf.

## OUR JOURNEY SO FAR



### Harold Hill Phase One – Family Welcome Centre and Health Centre

Status: Plans approved and construction underway

- July 2022 — Planning permission granted.
- Spring 2023: — Demolition commenced, with completion anticipated for Spring 2025.

### Harold Hill Phase Two – Chippenham Road

- Consultation Live: — Consultation underway with a view to submit a planning application in Spring 2024.

### Harold Hill Phase Three – Farnham and Hilldene

Consultation to be held in Autumn 2023.

## HAROLD HILLTOWN CENTRE PHASE 2 Public Consultation




## HAVE YOUR SAY

As a Havering resident living or working here, we want to make sure our proposals are delivered with your input. It's important to us that we hear your views.

Our consultation will be open from Tuesday 18th July to Tuesday 8th August 2023.

Before we submit a planning application, we want to hear your thoughts to help shape our plans.

Come and see our plans by visiting either of our exhibitions:

- Harold Hill Library, Tuesday 18th July (1pm - 4.30pm)
- Harold Hill Library, Thursday 20th July (2pm - 7pm)

There's no need to register, you can attend whenever it's easiest for you.

Alternatively, if you are unable to attend, you can view the plans and leave your feedback by:

- From Tuesday 18th July, you can visit our consultation website: https://www.havering.gov.uk/haroldhilltowncentre
- Emailing us with your comments, questions or feedback at: Regeneration@havering.gov.uk.
- If you have any questions, please contact Paul Dwyer (Regeneration and Community Liaison Officer, Havering Council) on 01708 431154

Scan this QR code to visit our consultation website

Please ensure you send us your comments no later than Tuesday 1st August 2023.

We look forward to hearing from you!

## Appendix C: Stage 1 Consultation – Boards

Harold Hill Town Centre
Phase 2 - Public Consultation

Havering LONDON BOROUGH

# Introduction

**Welcome to our public consultation for Chippenham Road, which forms part of our wider masterplan to regenerate Harold Hill Town Centre.**

Delivery of this ambitious town centre development will be phased to maximise benefits to the local area and help minimise disruption.

### What are you presenting today?

We've now launched this consultation to provide you with more information about Phase Two of the redevelopment which will include the delivery around 150 good-quality homes between Chippenham Road and Kings Lynn Drive, adjacent to Farnham and Hilldene shopping area.

The plans are being brought forward by Wates Residential, in partnership with Havering Council.

### How do I provide feedback?

As a Havering resident living or working here, we want to make sure our proposals are delivered with your input. It's important to us that we hear your views.

Details about these new homes can be found on display here today. If you have any questions, please contact a member of our project team.

You can have your say and contact us using the details below:

**Complete one of our feedback forms today.** You can find these by the front entrance, or a member of staff can provide you with one.

Visit: https://www.havering.gov.uk/haroldhilltowncentre

Email: regeneration@havering.gov.uk

Freephone: 0800 652 9460

Scan this QR code to visit our consultation website




1. Family Welcome Centre and Medical Centre
2. Chippenham Road
3. Farnham and Hilldene

*Printed on recyclable materials

Harold Hill Town Centre
Phase 2 - Public Consultation

Havering LONDON BOROUGH

# The Town Centre Vision

**Our vision is to create a lively, sustainable town centre to support shops, businesses, and the community.**

We have listened to your feedback and aim to deliver a town centre that matches your ambitions for the area. This includes:

- Safe and accessible pedestrian environment.
- Outdoor seating for relaxation and socialising.
- More greenery and trees.
- Sufficient visitor parking.
- A range of different restaurants, bars, and retail.

We understand that the town centre plays a big role in community life, and we aim to establish an active new shopping area and social hub to serve the community in the long-term.



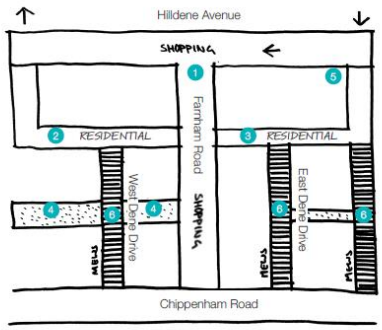
1. Pedestrian friendly high street



2. Residential streets and seating



3. Defined residential entrances






4. Pocket parks



5. Visible shop frontages



6. Pedestrian priority surfaces

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# Phasing Our Delivery

**Phase One**
**Family Welcome Centre and Medical Centre**

Status: Plans approved and construction underway.

In July 2022, the Council's Planning Committee voted to grant planning permission for the first phase of the masterplan. Construction commenced in Spring 2023, with completed anticipated for Spring 2025

**Phase Two**
**New Homes on Chippenham Road**

Status: Consultation underway with a view to submit a planning application in Spring 2024.

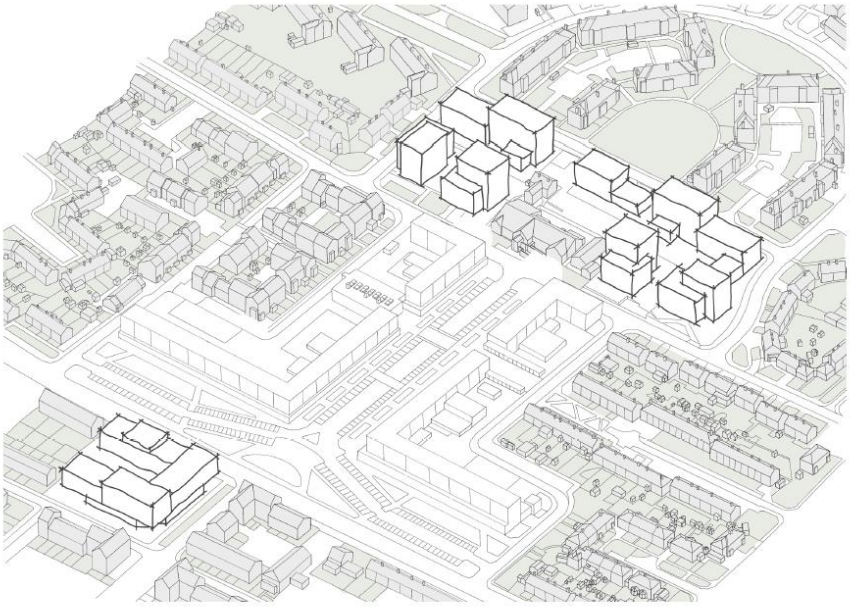
New affordable homes on Chippenham Road, adjacent to the Farnham and Hilldene shopping area, will form the second phase delivered as a part of the Masterplan.

A planning application will be submitted early next year, with construction works set to begin at the end of next year.

**Phase Three**
**Farnham and Hildene**

The redevelopment will be phased to allow for business continuity. This means only emptying one section of the town centre at a time, demolishing it, and then building new homes and business units.

We will work with tenants prior to the demolition phase to move them into the new buildings or alternative locations, before starting to demolish that phase.



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Harold Hill Town Centre
Phase 2 - Public Consultation
Havering LONDON BOROUGH

# Our Vision - New Affordable Homes on Chippenham

**Our plans will help address the local housing shortage by delivering around 150 new high-quality homes, in a variety of style and sizes.**

A range of 1–3-bedroom properties will be made available, each designed to be attractive to first-time buyers, growing families who need more space, as well as those looking to downsize.

Located across stunning apartment complexes, around 150 new homes will reach up to five or six storeys in height.

Why here?

- There is an acute shortage of new affordable homes in the local area, meaning that local people are often required to look elsewhere in order to find high-quality housing.
- New homes on Chippenham Road would help deliver a diverse offer to the local area. This would encourage a thriving atmosphere and increase footfall to existing local businesses.
- Located within walking distance of local supermarkets, nearby schools, public transport, and Central Park, the site is ideally situated close to key local amenities for the whole family.
- The existing site is currently occupied by buildings that have fallen into a state of disrepair. Our plans will breathe new life into Chippenham Road and make use of this currently vacant location.
- St George's Church will be retained and falls outside our site plan.










Much-needed New Homes

The UK faces a chronic shortage of new affordable homes, with the average first-time buyer in the UK now 34 years old; an increase of five years since 1990. With large deposits, a shortage of housing and a reduction in lending, a growing number of prospective buyers have been forced to return to living with their parents or continuing to rent.

This proposed development will help address the local shortage in the area by delivering around 150 affordable homes, ideal for those looking to get on to the property ladder.

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# Case Study: New Green

**New Green stands as a testament to our unwavering dedication to providing exceptional homes for the people of Havering.**

This visionary project replaced two outdated tower blocks and in their place, we are creating an integrated new community comprising 197 modern, good-quality affordable homes designed specifically for local residents.

Here are the key features that set New Green apart:

- **Thoughtfully Designed Apartments:** A stunning collection of one-, two- and three-bedroom apartments, across three apartment complexes that reach nine-storeys high.
- **Prioritising Wellbeing and Biodiversity:** Central to our designs is the inclusion of a linear green spine that runs through the heart of the neighbourhood. This space is adorned with native trees and shrubs, fostering an environment that promotes wellbeing and biodiversity.
- **Private Gardens:** We understand the importance of communal spaces for socialising, reflection, and relaxation. With this in mind, we have created private podium gardens within the development to offer residents inviting areas to gather, fostering a sense of community and connection.
- **Stunning Architectural Design:** Our stunning architectural vision respects the surrounding heritage of the area.

Our unwavering commitment to quality and sustainability extends beyond New Green. We are equally devoted to applying these principles to the development on Chippenham Road.

Tenant Testimonial

Suzanne, a council tenant, successfully bid for a one-bed property and said her new home is beautiful.

Suzanne said:

"I can't thank the Council enough for the help they have given me, New Green is a fantastic place and I really want to make the most out of living here with my new neighbours.

"I love hearing the kids playing outside and there's a sense of opportunity to create this new community together."



New Green, Havering



The nearby Raimnham Library



The nearby RSPB nature reserve

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Harold Hill Town Centre
Phase 2 - Public Consultation
Havering LONDON BOROUGH

# Green, Clean, Sustainable Living

Sustainability is at the forefront of our plans for new homes on Chippenham Road.

Our aim is to create a neighbourhood that is clean, sustainable, and innovative, that prioritises the health and well-being of occupants.

Key features across the town centre regeneration include:

- A more climate-resilient community that will allow residents to take advantage of green technologies to help them save money on their energy bills and keep their carbon footprint low.
- All parking spaces will be future proofed as electric charging points for vehicles.
- Active travel opportunities to encourage walking and cycling, reducing dependency on car usage.
- New planting and landscaping to help improve air quality and biodiversity.
- Design measures that improve energy efficiency in homes.
- Flood management with integrated landscape features.
- Solar panels and renewable energy.
- Sustainably located within walking distance of key transport networks and amenities.
- Air source heat pumps.
- Recycling points.

In addition to these, we will draw upon the latest construction methods and materials to incorporate a sustainable approach to construction.


SUDS (Sustainable Urban Drainage Systems) with opportunities for play


Opportunities for flexible working


Increase in biodiversity


Electric vehicle charging points

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# Healthy Homes and Neighbourhoods

Our plans will deliver modern and high-quality homes set within landscaped grounds and green spaces. Centred around courtyards of open, accessible space, the community will enjoy access to a rich garden landscape that has been designed to prioritise health and wellbeing at its core.

Planted with trees, flower beds, and green spaces, these communal courtyard gardens will act as focal point for the neighbourhood and provide residents with space to relax and socialise, helping to foster a strong sense of community.

Key features include:

- Communal courtyard gardens for residents to gather and spend time.
- Private gardens within the courtyard that provide residents with their own unique spaces for outdoor relaxation.
- Balconies that fill apartments with natural light and help keep homes cool during the summer.
- Tree-lined streets running along the front of Chippenham Road and Kings Lynn Drive to create an attractive view of the apartment buildings.



Concept collage for external Family Welcome Centre courtyard.

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Harold Hill Town Centre
Phase 2 - Public Consultation
Havering LONDON BOROUGH

# Social Value

## Social Value

We believe in delivering a meaningful and long-lasting difference to the communities we create. We understand that true success is measured by the positive change we can bring to the lives of others.

Our commitment to social responsibility is deeply ingrained in our values. This means investing time, resources, and expertise into initiatives that address pressing social issues, empower individuals, and contribute to the overall well-being of the communities we serve.

One way we achieve this is through collaborative partnerships with local organisations and non-profits. By working hand in hand with community leaders and stakeholders, we can identify and address the specific needs and challenges faced by each community. Whether it's supporting education programs, promoting environmental sustainability, or providing access to vital resources, our aim is to create lasting solutions that have a meaningful and positive impact.

This commitment is already evident from the work we've carried out on our site is New Green, Havering.



Wates employees volunteering at Community litter-pick at Berwick Woods, Hornchurch



Primary School engagement in Havering to inspire and educate young people about construction

## Case Study: New Green, Havering

New Green is the first development to be completed as part of Wates and Havering Council's '12 Estates' programme to regenerate 12 estates across Havering Council, which will be bringing 3,500 much needed new homes.

### Employment and Training

We've worked closely with local colleges and training centres to support a number of apprenticeships and training schemes.

| | |
|---|---|
| Number of people who completed a pre-employment training course | 29 |
| Number of Havering residents recruited into full-time employment | 161 |
| Number of apprentices retained and recruited into employment | 21 |
| Number of workforce made up of Havering residents | 37% |
| Number of work experience placements hosted | 21 |
| Number of local people engaged through 9 site visits | 58 |
| Number of people from the community engaged in activities | 484 |
| Number of young people engaged via educational projects | 1,571 |
| Number of hours invested in supporting people through education initiatives | 115 |
| Investment into improved employability of young people on this project | £55,730 |
| Wates investment into skills and employment | £785,043 |

### Growing Stronger and Sustainable Communities

| | |
|---|---|
| Number of hours invested into volunteering and supporting the community | 3,175 |
| Invested into local charities/ community causes | £202,120 |

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# Meet the Project Team

### Wates

Established in 1897, and celebrating its 125th anniversary in 2022, Wates is one of the leading privately-owned construction, residential development, and property services businesses in the UK.

We employ 3,800 people and work with a wide range of public and private sector customers and partners. Everything we do is guided by our purpose of working together to inspire better ways of creating the places, communities, and businesses of tomorrow.

Now in its fourth generation of family ownership, Wates is committed to the long-term sustainability of the built environment. We are working to eliminate carbon from our operations by 2025 and to be a truly inclusive employer that reflects the diversity of the communities in which we work.

We are committed to increasing the proportion of women at all levels of our business, broadening our ethnic diversity, and encouraging people with disabilities into the sector

To learn more visit:

https://www.wates.co.uk/

Scan this QR code to learn more about Wates



New Green, Havering



New Green, Havering

### Hawkins\Brown

Hawkins\Brown is an internationally renowned practice of architects, designers and researchers.

People are at the centre of everything they do and they put dialogue, engagement and consultation at the heart of making successful homes that contribute to neighbourhoods and reflect the history and heritage of the local area.

Their expertise covers a range of residential building types and mixed-use schemes, across new developments and regeneration programmes.

They were shortlisted for the RIBA Stirling Prize for the redevelopment of the Park Hill Estate in Sheffield, and most recently, were winners of the 2020 AJ100 Best Use of Technology Award for their in-house carbon emission reduction tool.

To learn more visit:

https://www.hawkinsbrown.com/

Scan this QR code to learn more about Hawkins\Brown



Burridge Gardens (Phase 1), Wandsworth



Agar Grove (Phase 1a), Camden

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Harold Hill Town Centre
Phase 2 - Public Consultation
Havering LONDON BOROUGH

# Next Steps

### Timeline for Chippenham Road

- October 2023 - March 2024
  Demolition of existing buildings
- March 2024
  Submission of Planning Application
- Q3 2024
  Determination of Planning Application
- Q1 2025 - Q1 2027
  Construction (Subject to planning approval)

### Have Your Say

Help us shape the future of Chippenham Road. You can have your say by:

- Complete one of our feedback forms today. You can find these by the front entrance, or a member of staff can provide you with one.
- Visit: https://www.havering.gov.uk/haroldhilltowncentre
- Email: regeneration@havering.gov.uk
- Freephone: 0800 652 9460

Scan this QR code to visit our consultation website



*Printed on recyclable materials

## Appendix D: Stage 2 Consultation - Leaflet

# HAROLD HILL TOWN CENTRE PHASE 2 April 2024

Have Your Say and Help Shape the Future of Harold Hill Town Centre

Havering



Dear Neighbour,

Last summer we asked for your feedback on the second phase of the Harold Hill Regeneration Masterplan. Since then, we have been progressing technical and design work with careful consideration given to the feedback we received.

Now, we're excited to invite you to explore the evolution of these plans and share your thoughts on the updated proposals before we submit a planning application in the coming months.

These plans aim to create a family-friendly, safe and sustainable town centre for residents, as well as a place for local businesses to thrive.

Our proposals include the delivery of 138 affordable homes on land between Chippenham Road and Kings Lynn Drive in Harold Hill.

They are designed with the people of Harold Hill at its heart. That's why it's important to us that we hear your views.

What do you think of our plans? How can we make them even better? Our consultation is now live, so please get involved by contacting us using the details on the back of this leaflet and let us know your thoughts today!

## OUR JOURNEY SO FAR



**Phase One:** Family Welcome Centre

Status: Plans approved and construction underway

- July 2022 — Planning permission granted.
- September 2022 — Work commenced, with an anticipated completion date of Spring 2025.

**Phase Two:** Chippenham Road

- July 2023 — Initial consultation on the draft plans
- April 2024 — Second consultation on updated plans now live with a view to submit a planning application in May 2024.

**Phase Three:** Farnham and Hilldene

- Summer 2024 — Initial consultation to be held this summer.

## HAROLD HILLTOWN CENTRE PHASE 2 Public Consultation




## HAVE YOUR SAY

You can find out more about the proposals and share your thoughts by attending one of our Public Exhibitions:

- Thursday 25th April (3:30pm to 6:45pm); Harold Hill Library
- Saturday 27th April (10:00am to 2:00pm); Harold Hill Library

There's no need to register, you can attend whenever it's easiest for you.

Scan this QR code to visit our consultation website

Alternatively, if you are unable to attend, you can view the plans and leave your feedback by:

- Visiting: www.havering.gov.uk/haroldhilltowncentre
- Emailing: regeneration@havering.gov.uk
- Calling: 0800 652 9460 (Mon - Fri 9am - 5.30pm)

This round of consultation will open on Monday 15th April and closes on Monday 6th May, so please make sure you submit your comments before then.

We look forward to hearing from you!

## Appendix E: Stage 2 Consultation - Press Release

**Press Release**

Tuesday 9th April 2024

**FOR IMMEDIATE RELEASE**

**Consultation Launched on Next Phase of Harold Hill Regeneration**

Havering Council and its partner developer Wates have launched a public consultation on plans to bring forward new affordable homes on Chippenham Road, heralding a significant milestone in the ongoing revitalisation of Harold Hill.

The plans, which signify the second phase of the Harold Hill Regeneration Masterplan, have seen considerable progress since the initial round of consultation last summer. Before finalising the plans and submitting a planning application, the local community is invited to further shape the proposals through a second round of public consultation.

The site, presently unoccupied, presents an opportunity to address the pressing need for housing in an area where local demand for affordable homes is high. The new neighbourhood will be divided across four apartment complexes, offering 138 new affordable homes in a mix of one, two, three, and four-bedroom properties on land off Chippenham Road and Kings Lynn Drive, adjacent to Farnham and Hilldene Shopping Centre.

Designed with health and well-being in mind, the apartments will be centred around communal garden courtyards, providing residents with ample outdoor space to relax and socialise in a vibrant and green landscape.

The development will include a community garden, casual seating, and play areas, fostering a shared space accessible to all generations. However, these plans are open for discussion, and the local community is encouraged to share their thoughts on how best to utilise this new space by participating in the consultation.

Of the new homes, 12 will be specially designed for wheelchair users. The development also includes 21 new homes specially designated for local young people who are preparing to move from care into living independently.

The regeneration of Harold Hill Town Centre is being delivered in three phases. Phase One which includes the delivery of a new Family Welcome Centre and Health Centre on the site of the former Abercrombie Hostel, received planning permission in July 2022 with construction works commencing in summer 2023. The Chippenham Road scheme comprises Phase Two of the plans, with further information about Phase Three coming forward in the coming months.

**Councillor Graham Williamson, Cabinet Lead for Development and Regeneration, said:**

*“We were delighted with the level of interest and feedback we received when the plans went out to consultation last year. This second round of consultation presents another valuable opportunity for the community to actively participate in the development process, ensuring that the final outcome truly reflects the needs and aspirations of the people of Harold Hill. Your input is invaluable in shaping the future of our vibrant community."*

The consultation will open on Monday 15th April and closes on Monday 6th May. The community is invited to view the plans by visiting one of the exhibitions taking place this month at Harold Hill Library:

- 25th April 3.30pm to 6.45pm
- 27th April 10.30am to 2pm

More information on the scheme can be found on the dedicated consultation website: www.havering.gov.uk/haroldhilltowncentre

**ENDS**

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**About Wates**

Established in 1897, the Wates Group is one of the leading privately-owned construction, residential development, and property services businesses in the UK. We employ 3,700 people and work with a wide range of public and private sector customers and partners. Everything we do is guided by our purpose of working together to inspire better ways of creating the places, communities, and businesses of tomorrow. Now in our fourth generation of family ownership, Wates is committed to the long-term sustainability of the built environment and is working to eliminate carbon from our operations by 2025. To fulfil our ambition to be a truly inclusive employer and to better reflect the communities in which we work, we are committed to doubling the proportion of women at all levels of our business and to becoming more ethnically diverse.

Our residential business is among the leading developers in London and the South, working with housing associations and local authority partners to build high quality homes. We are driven by a shared vision that everyone deserves a great place to live. Visit us at: wates.co.uk/residential.

## Media Coverage

- **Romford Recorder** - Chippenham Road, Harold Hill 138-home plan consultation open – https://www.romfordrecorder.co.uk/news/24248702.chippenham-road-harold-hill-138-home-plan-consultation-open/

- **The Havering Daily** - Havering Council pushes ahead with plan for 138 new homes in Harold Hill - https://thehaveringdaily.co.uk/2024/04/24/havering-council-pushes-ahead-with-plan-for-138-new-homes-in-harold-hill/

## Appendix F: Stage 2 Consultation – E-bulletin

*Dated 12.04.2024*

### Your say on Harold Hill regeneration plans



Havering Council is looking for your input on plans for the next stage of the Harold Hill regeneration scheme.

The Council has launched a consultation for residents to have their say on the final plans for the new affordable homes on Chippenham Road.

The new neighbourhood will be divided across four apartment complexes, offering 138 new affordable homes in a mix of one, two, three, and four-bedroom properties on land off Chippenham Road and Kings Lynn Drive, adjacent to Farnham and Hilldene Shopping Centre.

The consultation opens on Monday 15 April. You can read more information about the project on our website.

**⇒ Have your say on the Chippenham Road regeneration**

*Dated 19.04.2024*

### Your say on Harold Hill regeneration plans



Havering Council is looking for your input on plans for the next stage of the Harold Hill regeneration scheme.

The Council has launched a consultation for residents to have their say on the final plans for the new affordable homes on Chippenham Road.

The new neighbourhood will be divided across four apartment complexes, offering 138 new affordable homes in a mix of one, two, three, and four-bedroom properties on land off Chippenham Road and Kings Lynn Drive, adjacent to Farnham and Hilldene Shopping Centre.

**⇒ Have your say on the Chippenham Road regeneration**

## Appendix G: Stage 2 Consultation - Boards

Harold Hill Town Centre
Phase 2 - Public Consultation

Havering LONDON BOROUGH

# Introduction

**Welcome to our public consultation for Chippenham Road, which forms part of our wider masterplan to regenerate Harold Hill Town Centre.**

This project is Phase 2 of our wider Harold Hill Town Centre regeneration project seeks to deliver approximately 138 new affordable homes on land off Chippenham Road and Kings Lynn Drive, adjacent to Farnham and Hilldene Shopping Centre.

Our goal is to create a clean, sustainable, and innovative community that prioritises your health and well-being. In addition to providing affordable housing, the wider Harold Hill Town Centre regeneration project brings several other benefits to the area. These include improvements to landscaping, pedestrian-friendly pathways, and seating areas, which will contribute to a more vibrant and enjoyable community space. For more information about the wider masterplan, please visit Board Two – Our Town Centre Vision.

### Background – Phase Two

Our last consultation for Chippenham Road was back in the summer of 2023, when we invited the community to provide their feedback on our initial plans. Since then, we have been progressing the technical and design work with careful consideration given to the feedback received.

The feedback from this initial community conversation was very encouraging and we were delighted with the enthusiasm for the plans. A member of the project team can point you to Board Four, where a summary of the feedback can be found.




Harold Hill Town Centre
Phase 2 - Public Consultation

Havering LONDON BOROUGH

# The Town Centre Vision

**The regeneration of Harold Hill Town Centre is being delivered in three phases:**

### Phase One – Family Welcome Centre

**Status: Plans approved and construction underway**

In July 2022, the Council's Planning Committee voted to approve the first phase of the regeneration project which will deliver a new Family Welcome Centre providing emergency accommodation for families. Demolition of the site was complete and main contractor was appointed to commence construction this summer. Completion of the scheme anticipated at the end of 2025.

### Phase Two – New Homes on Chippenham Road

We are here

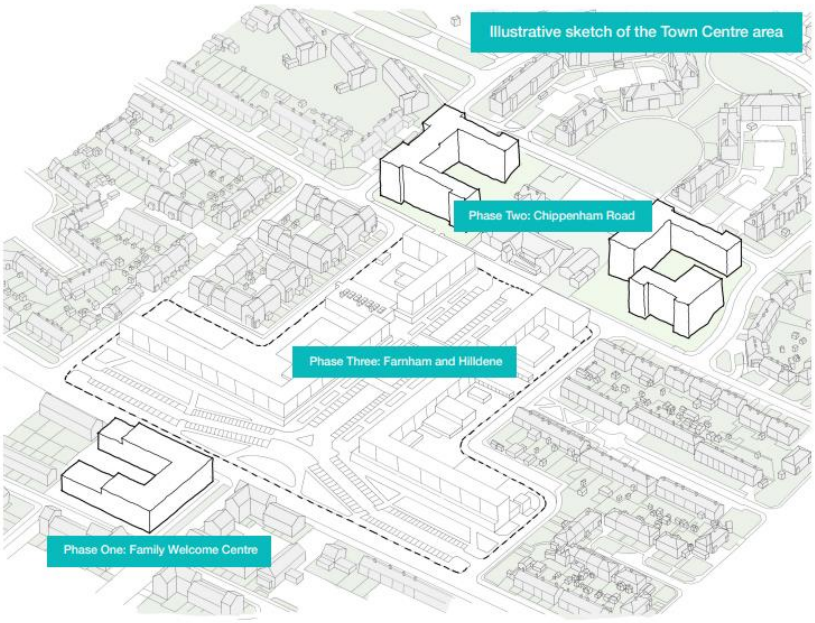
**Status: Consultation ongoing with the view to submit a planning application in the coming months.**

The second phase of our regeneration masterplan will comprise six-storey blocks and will deliver 100% affordable housing, alongside an allocation of care leavers accommodation. We are currently consulting on this phase of the project.

### Phase Three – Farnham and Hilldene

**Status: Public Consultation launching in the summer with a view to submit a planning application later this year.**

Phase three will see the regeneration of the Farnham and Hilldene Estate, with the delivery of new shops and homes, delivered in stages to allow business to keep trading while construction is ongoing. Phase three is still in the early stages and we are hoping to share our plans with the local community as part of a public consultation in Summer 2024.



# You Said, We Listened

**We previously consulted on our plans for Chippenham Road back in the summer of 2023. Since then, we have been progressing with the technical and design aspects of the scheme and are excited to share, in greater detail, more about the emerging plans.**

During the initial engagement, we received positive feedback on our plans, including a number of questions from local residents on a range of issues. Including:


Illustrative drawing of the plans

### "How will local roads be affected?"

The proposals include approximately 44 car parking spaces on-site which will front Chippenham Road and Kings Lynn Drive. The proposals do not include a significant increase in on-site parking, with the existing car parking having provision for approximately 40 parking spaces. Where parking spaces are proposed on-site, dropped kerbs will be provided for cars to cross the footways, as existing along parts of Chippenham Road. Parking surveys have been undertaken to understand existing parking demand on-street. The parking survey results significant spare capacity, therefore sufficient parking is available on-street, if required.

### "Any plans must help tackle anti-social behaviour and help create a safe neighbourhood"

Our plans will significantly contribute to creating a safe neighbourhood.

As more people use the town centre, it naturally makes it safer because there are more eyes around, helping to reduce anti-social behaviour. By using features such as well-placed windows, clear sightlines, adequate lighting, and strategically positioned public spaces, the environment makes it easier to monitor and address anti-social activity. When people can easily see and be seen, potential offenders are less likely to engage in unlawful behaviours due to the increased risk of detection. This can effectively 'design out' local crime.

Additionally, creating communal spaces that support that sense of community within the development can encourage neighbours to look out for each other, further enhancing the overall safety of the area. Through careful consideration of design principles focused on security, the new development has the potential to contribute positively to the creation of a safe and welcoming neighbourhood for all its residents.

### "Affordable housing is a local priority"

We agree! Our plans will help address this local need by bringing forward 138 affordable homes.

### "Will there be an impact on local infrastructure, such as school places and availability of GP appointments?"

We are undertaking an assessment of localised impacts that could arise from new dwellings in the area, particularly in relation to local infrastructure. We are committed to ensuring that any impacts are resolved and we will work with other departments at the Council to deliver this.

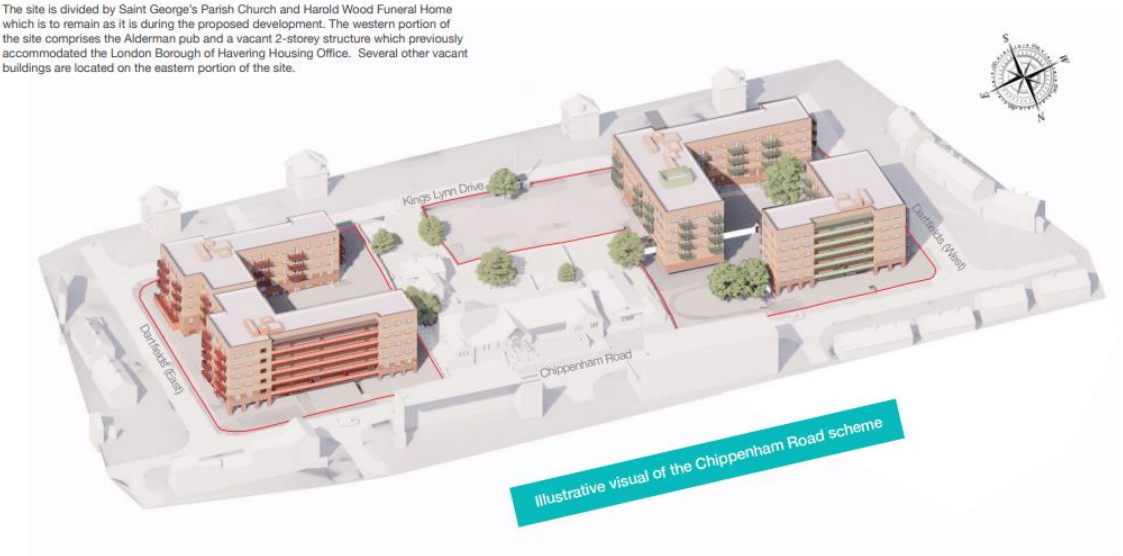
Harold Hill Town Centre
Phase 2 - Public Consultation
Havering LONDON BOROUGH

# The Site

## Site Location

**The site is located to the immediate south of Harold Hill District Centre, on land between Chippenham Road and Kings Lynn Drive.**

The site is divided by Saint George's Parish Church and Harold Wood Funeral Home which is to remain as it is during the proposed development. The western portion of the site comprises the Alderman pub and a vacant 2-storey structure which previously accommodated the London Borough of Havering Housing Office. Several other vacant buildings are located on the eastern portion of the site.



Illustrative visual of the Chippenham Road scheme

# Our Vision – Affordable Homes for the Community

**Our plans will help address the local housing shortage by delivering 138 new high-quality homes, in a variety of styles and sizes.**

A range of 1–4-bedroom properties will be made available, each designed to be attractive to smaller and growing families who need more space. A proportion of the new homes will be specially designed for wheelchair users or those with other disabilities.

### Why here?

- There is a significant shortage of new affordable homes in the local area, meaning that local people are often required to look elsewhere in order to find housing.
- New homes on Chippenham Road would help deliver a diverse offering to the local area. This would encourage a thriving atmosphere and increase footfall to existing local businesses.
- Located within walking distance of local supermarkets, nearby schools, public transport, and Central Park, the site is ideally situated close to key local amenities for the whole family.
- The existing site is currently occupied by buildings that have fallen into a state of disrepair.

### Homes For Young People

Of the new homes, 21 will be specially designated for local young people who are preparing to move from care into living independently. These homes are tailored to meet the needs of young individuals transitioning into adulthood, providing them with a safe and supportive environment as they embark on this new phase of their lives. Through this initiative, we aim to empower young people in our community by offering them access to stable and affordable housing options, ensuring they have the foundation they need to thrive and contribute positively to society.

These homes will be included within their own own exclusive duplex block to help protect the privacy of those making this transition. The duplex block will also include staff offices, a resident's lounge, and meeting rooms.

### Design – What will the homes look like?

The apartments will be modern and visually appealing, helping to breathe new life into the area. It is our intention to bring forward designs that integrate closely with the surrounding aesthetic and we believe the masonry exterior will achieve the desired finish.


Illustrative drawing of the plans looking from the south east


Illustrative drawing of the plans looking from the south west

Harold Hill Town Centre
Phase 2 - Public Consultation
Havering LONDON BOROUGH

# Healthy and Inclusive Living

**We're dedicated to building a neighbourhood that supports you and your family now and in the future. That's why our development focuses on inclusivity and sustainability.**

Our goal is to create a clean, sustainable, and innovative community that prioritises your health and well-being. Here's how we plan to achieve this:

### Communal Spaces

We'll create inviting courtyards with open, accessible spaces where residents can enjoy lush gardens designed to promote health and well-being. These green spaces, filled with trees and flower beds, will be the heart of the neighbourhood. They'll offer places to relax and socialise, strengthening our community bonds.

### Community Garden

The garden will be accessible to everyone and will support the physical and mental health of the whole neighbourhood. Features like comfortable seating, and play areas will bring different generations together, making sure everyone feels welcome and included.

### Flourishing Green Spaces

Local and native planting will be included to allow ecosystems to thrive. Smaller initiatives, such as bug hotels and bird boxes, will also be included to support wildlife, fostering a harmonious environment for nature and residents. Through these efforts, we aim to create a lush and sustainable environment that enriches the lives of all who call it home.

### Conscious Design

Private gardens within the courtyard will provide residents with their own unique spaces for outdoor relaxation. Balconies will fill apartments with natural light and help keep homes cool during the summer, promoting energy efficiency and enhancing the overall well-being of residents.

Furthermore, all homes will be designed to be energy efficient and to avoid overheating, helping to keep homes warm in the winter and cool in the summer, all the while keeping energy bills down.



# Sustainable Solutions: Building a Greener Future

Our aim is to create a neighbourhood that is clean, sustainable, and fit for future generations of Havering residents. Key features across the development include:

- **Climate-Resilient Community:** Residents will benefit from green technologies, such as air source heat pumps, to save on energy bills and reduce carbon footprint.
- **Electric Vehicle Infrastructure:** All parking spaces will be future-proofed for electric charging points.
- **Promoting Active Travel:** Strategically situated within walking and cycling distance of transport networks and amenities.
- **Enhanced Green Spaces:** New planting and landscaping to improve air quality and biodiversity.
- **Energy-Efficient Design:** Measures implemented to enhance energy efficiency in homes.
- **Flood Management:** Integrated landscape features for effective flood management.
- **Renewable Energy:** Incorporation of solar panels and other renewable energy sources.
- **Recycling Infrastructure:** Provision of recycling points for waste management.

In addition to these initiatives, we will use the latest construction methods and materials to ensure a sustainable approach to construction, further contributing to the eco-friendly approach for the development.




Harold Hill Town Centre
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# Social Value

**Social Value**

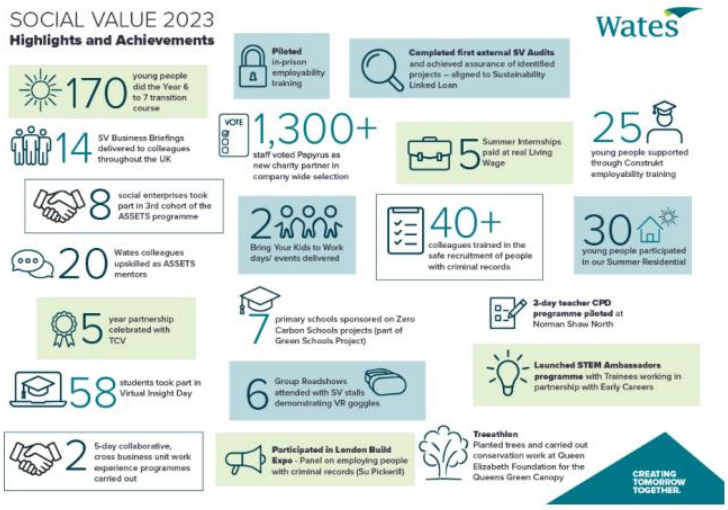
We believe in delivering a meaningful and long-lasting difference to the communities we create. We understand that true success is measured by the positive change we can bring to the lives of others.

Our commitment to social responsibility is deeply ingrained in our values. This means investing time, resources, and expertise into initiatives that address pressing social issues, empower individuals, and contribute to the overall well-being of the communities we serve.

One way we achieve this is through collaborative partnerships with local organisations and non-profits. By working hand in hand with community leaders and stakeholders, we can identify and address the specific needs and challenges faced by each community. Whether it's supporting education programs, promoting environmental sustainability, or providing access to vital resources, our aim is to create lasting solutions that have a meaningful and positive impact.

This commitment is already evident from the work we've carried out on our site is New Green, Havering.



# Meet the Project Team

### About Havering Council and Wates Regeneration

Havering Council and the national developer division of Wates Group are Joint Venture partners, delivering London's biggest social housing regeneration. Since the JV was started in April 2018, the £1 billion project has seen the first 197 homes successfully delivered, with another 175 to be completed in early 2024.

The Partnership will see 12 council estates regenerated to provide 3,500 to 5,000 new homes in the borough over the next 12 years.

Headline statistics from the project include:

- Council rented accommodation will increase by 70 per cent and 400 low-cost home ownership properties will be built.
- The amount of affordable housing on the 12 estates will be doubled, delivering much-needed homes for borough residents that are truly affordable on local income levels.
- The right to return is guaranteed for every existing secure resident on the estates being regenerated subject to the terms and conditions, for further information please talk to your Regeneration Officer. Any housing that requires rebuilding will be done on a like-for-like basis to ensure no loss of existing affordable housing.
- This is a unique initiative as all Council funding for the project will come from the Council's Housing Revenue Account (HRA).
- Havering will receive a £33m grant from the GLA, to deliver new estates where 40 per cent of the homes will be affordable.
- Havering Council and Wates Residential have also made a joint pledge to deliver a lasting legacy for the community through investment in local facilities, skills, education and training.



New Green, Havering



New Green, Havering

### Meet the architects - Hawkins\Brown

Hawkins\Brown is an internationally renowned practice of architects, designers and researchers.

People are at the centre of everything they do, and they put dialogue, engagement and consultation at the heart of making successful homes that contribute to neighbourhoods and reflect the history and heritage of the local area.

Their expertise covers a range of residential building types and mixed-use schemes, across new developments and regeneration programmes.

They were shortlisted for the RIBA Stirling Prize for the redevelopment of the Park Hill Estate in Sheffield, and most recently, were winners of the 2020 AJ100 Best Use of Technology Award for their in-house carbon emission reduction tool.

To learn more visit:

**https://www.hawkinsbrown.com/**

Scan this QR code to learn more about Hawkins/Brown



Burridge Gardens (Phase 1), Wandsworth



Agar Grove (Phase 1a), Camden

Harold Hill Town Centre
Phase 2 - Public Consultation
Havering LONDON BOROUGH

# Have your Say

Thank you for taking part in our public consultation. This round of consultation will close on Monday 6th May, so please make sure you submit your feedback before then.

You can submit feedback by doing one of the following:

**Complete one of our feedback forms today.** You can find these by the front entrance, or a member of staff can provide you with one.

**Visit:** https://www.havering.gov.uk/haroldhilltowncentre

**Email:** Regeneration@havering.gov.uk

**Freephone:** 0800 652 9460

Scan this QR code to visit our consultation website

### Next steps

We will review all of the feedback once the consultation closes to help inform our final design which will submitted for planning permission later this year.

We want to secure a vibrant future for Chippenham Road and we look forward to receiving your feedback and working with you throughout the planning and development process.



Illustrative drawing of the plans

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Havering
LONDON BOROUGH

# CABINET

| | |
|---|---|
| **Subject Heading:** | **Corporate Parenting Strategy 2025 - 2028** |
| **Cabinet Member:** | Councillor Oscar Ford, Cabinet Member for Children and Young People |
| **ELT Lead:** | Tara Geere, Director of Starting Well |
| **Report Author and contact details:** | Jannine Layhe, Head of Service for Corporate Parenting, 01708432908, Jannine.Layhe@havering.gov.uk |
| **Policy context:** | The Corporate Parenting Strategy operates within legislation, ensuring local authorities act as responsible "parents" for children in care and care experienced young people. This involves providing high quality services and support to achieve positive outcomes, similar to parental care. This responsibility is outlined within the Children Act 1989, where "corporate parenting" is a key principle. |
| **Financial summary:** | Some proposed actions may require investment to be fulfilled, without which there may be no improvement in outcomes and statutory obligations may not be met, however these will be met within existing resources. |
| **Is this a Key Decision?** | (c) Significant effect on two or more Wards |

| | |
|---|---|
| **When should this matter be reviewed?** | The Corporate Parenting Panel will monitor the strategy and a review of the strategy should take place from late 2027. |
| **Reviewing OSSC:** | People OSSC |

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

People - Supporting our residents to stay safe and well

### SUMMARY

Havering's draft Corporate Parenting Strategy 2025–2028 sets out our renewed commitment to ensuring that children in care and care experienced young people are supported to thrive. The strategy is guided by the borough's WISH principles, ensuring every child is Well, Inspired, Safe, Heard, and Treated Fairly and is aligned with the Havering Vision and the Integrated Starting Well Plan.

The strategy proposes a coordinated, borough wide approach to corporate parenting, where professionals across services act collectively as responsible parents. It outlines key actions across health, education, participation, and safeguarding.

The strategy will be overseen by the Corporate Parenting Panel, which includes the Cabinet Member for Children and Young People and other stakeholders. This panel will monitor progress, ensure accountability, and incorporate feedback from children in care and care experienced young people.

### RECOMMENDATIONS

Cabinet is recommended to:

- Approve the Corporate Parenting Strategy 2025–2028 attached at Appendix One.
- Note that the Corporate Parenting Panel will monitor the delivery of the strategy and associated action plan, which will include scrutinising that there is:
    - Timely access to health and mental health services.
    - Strengthened education, employment, and mentoring pathways.
    - Strengthened housing pathways.

  - Safer placements and community environments.
  - Meaningful participation of young people in shaping services.
  - Promotion of fairness, inclusion, and cultural celebration.
- Note that the Corporate Parenting Panel will monitor progress through key performance indicators and qualitative feedback, with updates to be shared with stakeholders, including children and young people, by officers in the Starting Well directorate.
- Direct officers to carry out an internal review of the strategy for late 2027, and to make any interim revisions to the action plan as needed to ensure continued relevance and impact.

## REPORT DETAIL

1. The Corporate Parenting Strategy attached as Appendix One outlines Havering's vision for children in care and care experienced young people to be Well, Inspired, Safe, Heard and Treated Fairly. Our goal is to ensure that every Havering child and young person, including those in care or who have been in care, gets the support they need.

2. The strategy emphasises listening to the voices of children in care or who are care experienced, celebrating their successes, and ensuring they feel safe and proud.

3. This strategy was co-produced with the Children in Care Council and the Youth Management Group, ensuring that the voices of children in care and care experienced young people are at the heart.

4. Through focus/feedback sessions with children in care and care experienced young people, it became clear that key performance indicators (KPIs) linked to the strategy and action plan should be developed as separate, supporting documents which are to be monitored by the Corporate Parenting Panel. The strategy was intentionally produced to be concise, accessible, and child friendly, ensuring that its core messages are easily understood and resonate with those it aims to support. By taking this approach, the strategy champions clarity and inclusion, putting the voices and needs of children and young people at its heart.

5. The strategy outlines five key promises which align to the priorities in the Council's Integrated Starting Well Plan; Happy Healthy Lives. These are:
    1. **Well** – We will help you stay healthy, support your mental wellbeing, and make sure your health needs are met.
    2. **Inspired** – We will cheer you on and support your education and ambitions, help you plan for your future, and give you chances to try new things.
    3. **Safe** – We aspire to work with others to keep you safe at home, in education, and in your community.

4. **Heard** – Your voice matters. We will listen, involve you in decisions, and support you to speak up.
5. **Treated Fairly** – We will celebrate who you are, make sure everyone is treated with respect and kindness, and challenge any discrimination..

6. Consultation on the draft Corporate Parenting Strategy was undertaken between 14 July and 12 September 2025, via the Council's digital consultation platform, Citizen Space. The consultation was shared widely with partners via the Corporate Parenting Panel, as well as with children in care and care experienced young people.

7. A total of 21 responses to the survey were received. Almost half (48%) of responses were from those who work with or support children and young people.

8. Promise 1: The majority (90%) of respondents agreed that "*We'll help you stay healthy, support your mental wellbeing, and make sure your health needs are met"* should be a priority. 43% felt it was clear what actions the Council and professionals will take to support children and young people in care and those with care experience.

9. Promise 2: The majority (90%) of respondents agreed that "*We'll cheer you on at school, help you plan for your future, and give you chances to try new things"* should be a priority. 43% felt it was clear what actions the Council and professionals will take to support children and young people in care and those with care experience.

10. Promise 3: The majority (90%) of respondents agreed that *"We'll work with others to keep you safe at home, in school, and in your community"* should be a priority. 48% felt it was clear what actions the Council and professionals will take to support children and young people in care and those with care experience.

11. Promise 4: All respondents (100%) agreed that *"We'll ensure your voice matters. We'll listen, involve you in decisions, and support you to speak up"* should be a priority. 52% felt it was clear what actions the Council and professionals will take to support children and young people in care and those with care experience.

12. Promise 5: The majority (86%) of respondents agreed that *"We'll celebrate who you are and make sure everyone is treated with respect and kindness"* should be a priority. 48% felt it was clear what actions the Council and professionals will take to support children and young people in care and those with care experience.

13. Overall, the consultation responses suggest that the priorities and promises outlined within the strategy are the right ones; however, clarity around the action being taken by the Council and professionals was felt to be lower and some respondents reported that it was difficult to know

how the priorities would be delivered without an underpinning action plan being made available alongside the strategy.

14. As noted, the decision for the strategy to be concise and accessible was a deliberate one but considering this feedback, it will be important that the associated action plan, with SMART (Specific, Measurable, Achievable, Realistic, Timed) objectives, and progress in delivering against these, is published at least annually to promote accountability.

15. Additionally, any actions that come from the consultation feedback will be looked at by the Corporate Parenting sub groups as part of their workplans.

16. Other themes within the consultation responses included:

    a. **Barriers to accessing support** - Respondents highlighted barriers to accessing services, including: long waiting lists for mental health support impacting children's education and long-term prospects, inadequate or unsuitable housing for vulnerable young people, lack of affordable activities for children and young people after school and in holidays and insufficient support for carers of children with special educational needs and disabilities.

    b. **Resource constraints and systemic issues** – Some of those responding in a professional capacity noted they are overstretched and expressed concern that high caseloads, staff turnover, lack of training, and time constraints can hinder follow-through on promised actions. Some respondents noted that schools are increasingly seen as hubs for emotional and practical support, taking time away from education.

    c. **Communication and engagement** – Some respondents noted poor communication between the council, schools, social care, and families, including a lack of responsiveness to complaints or queries, and highlighted the need for meaningful engagement with children, young people, and families in decision-making processes.

    d. **Equity, inclusion and safety** - Some respondents raised concerns about the treatment of children from ethnic minority groups, the safety of children in the community, and the adequacy of support for home-schooled, NEET (Not in Education, Employment, or Training), and persistently absent children, highlighting the desire for a more connected system centred on the child's needs.

| ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS |
| --- |
| None arising from this report |

**Appendices:**

***Appendix One – Corporate Parenting Strategy 2025 - 2028 Final***

***Appendix Two – Equalities and Health Impact Assessment***

***Appendix Three – Consultation comments***

**BACKGROUND PAPERS**

None.

London Borough Of Havering

# Corporate Parenting Strategy

2025-2028

## Contents

Foreword ..... 3
Introduction ..... 4
Putting You First: Well, Inspired, Safe, Heard and Treated Fairly ..... 4
Here's what we promise to do for you ..... 4
What is Corporate Parenting? ..... 5
Our Vision ..... 5
What We're Going to Do ..... 5
Making Sure Everyone Does Their Part ..... 6
Helpful Information ..... 6
How We'll Check Progress ..... 7

## Foreword

At the heart of our Corporate Parenting Strategy is a simple but powerful truth. Young people in our care are not just service users, they are individuals with hopes, talents, and voices that deserve to be heard, respected, and acted upon.

This strategy developed with the help of young people who shared their stories, frustrations, and dreams. They told us they need Social Workers who listen, keep their promises, and take the time to really know them, not just their case files. They asked for consistency, respect, and recognition - not only at Christmas or during transitions, but every day.

We heard about the impact of delays, missed calls, and broken promises. But we also heard about the difference one caring, reliable adult can make. A personal adviser who checks in regularly. A social worker who celebrates you when you do well in school. A team that shows up when it matters most.

This strategy is our promise to do better. It is a call to action for every professional involved in Corporate Parenting across Havering, and our partners, to uphold the highest standards of care, communication, and compassion. It is a promise to work together *with* young people to create effective care and pathway plans for them, and it is a pledge to celebrate their achievements, support their transitions, and ensure their voices are central to every decision that affects their lives.

Thank you to all the young people who helped us. Your honesty and insight are the foundation of this Strategy. We are listening to you and taking action.

Together, we will build a system that not only supports but empowers every young person in our care.

| | | | |
|---|---|---|---|
| ***Councillor Oscar Ford, Cabinet Member for Children and Young People*** | **Andrew Blake-Herbert, Havering Council's Chief Executive** | ***Say It Louder - Children in Care Council*** | ***Youth Management Team – Faye De Friend, Leah Clarke Dyer, Nkosinathi "NK" Ogundiya*** |

# Introduction

## Putting You First: Well, Inspired, Safe, Heard and Treated Fairly

This strategy has been created together with children and young people, through engagement with our Youth Management Team and Children in Care Council. They have been at the very heart of shaping it, making sure their voices are heard loud and clear. This strategy is our promise to help children and young people feel safe, grow with confidence, and make sure their voice always matters.

This strategy is rooted in Havering's corporate vision, The Havering you want to be part of, and is fully aligned with the borough's Integrated Starting Well Plan – Happy, Healthy Lives 2024–2027.

Our goal is to make sure every Havering child and young person, including those in care or who have been in care, get the support they need.

## Here's what we promise to do for you

- **Well** – We will help you stay healthy, support your mental wellbeing, and make sure your health needs are met.
- **Inspired** – We will cheer you on and support your education and ambitions, help you plan for your future, and give you chances to try new things.
- **Safe** – We aspire to work with others to keep you safe at home, in education, and in your community.
- **Heard** – Your voice matters. We will listen, involve you in decisions, and support you to speak up.
- **Treated Fairly** – We will celebrate who you are, make sure everyone is treated with respect and kindness, and challenge any discrimination.

Through the WISH framework—Well, Inspired, Safe, Heard, and Treated Fairly, we aim to create an environment where every child and young person feels valued and empowered. This strategy is not just about promises; it's about turning those promises into actions that truly make a difference in your life.

Everyone at the council, along with professionals working in schools, health services, housing, and many other areas, will work together to support you. We promise to listen to you, celebrate when you do well, and help you feel proud to be part of Havering, where you can learn, grow, and live a happy, healthy life. Whether you're in care or leaving care, we'll be here to help you live a good life and become the person you want to be.

These promises reflect our shared ambition to create the Havering that young people want to be part of; a borough where they are not only cared for but also cared about.

## What is Corporate Parenting?

When you're in care, the council should take care of you like any good parent would. Being a "corporate parent" means we do everything we can to help our children and young people in, or leaving care, to feel supported, grow with confidence, and have the chance to do well in life, just like any caring parent would so you can be happy and healthy.

Our approach is guided by the seven principles set out in the Children and Social Work Act 2017. These principles provide a framework to ensure children in care and care leavers feel supported, respected, and empowered every step of the way.

## Our Vision

We want every child and young person to feel supported, included, and inspired to be their best. We're here to help with your health, learning, friendships, and feelings because they all matter.

Our vision is part of the Havering Vision and the Havering Integrated Starting Well Plan. Together, we're creating the *Havering you want to be part of*, where every young person is:

**Well, Inspired, Safe, Heard, and Treated Fairly.**

That is our WISH for our children and young people and what guides everything we do.

## What We're Going to Do

To deliver on our promises, this is what we will do over the next three years:

### 1. Well - We will:

- Ensure timely access to physical and mental health services to keep you well.
- Deliver life skills programmes covering budgeting, cooking, and managing finances.
- Promote mental health awareness through inclusive events and campaigns.

### 2. Inspired – We will:

- Strengthen links with schools, colleges, and employers to offer mentoring, apprenticeships, and work experience.
- Celebrate achievements through awards and recognition events.
- Provide targeted support for care leavers transitioning into adulthood, including access to further education and training.
- Consider how to develop a community broadcast channel to support communication of events, key information and celebration events.

### 3. Safe – We will:

- Work with community safety partners to address concerns about public spaces and transport and your feelings around safety on public transport.
- Develop relationships with community resources and police to improve community safety.

- Ensure all homes that children and young people live in are safe, stable, and supportive, with regular reviews and feedback from children and young people.
- Continue to develop housing pathways ensuring that care leavers and those transitioning to adulthood can access housing in line with their needs.
- Make sure every child and young person has a trusted adult they can talk to, someone who listens, doesn't judge, and is always there for them.

### 4. Heard - We will:

- Expand participation groups and ensure children and young people are involved in shaping services and decisions that affect them.
- Include children and young people in care planning meetings and reviews, with accessible formats and language.
- Invite child and young people to co-author the strategy foreword and contribute to ongoing monitoring and evaluation of our work with you.
- Organise special 'Takeover Days' where young people get to run the 'show', leading meetings, sharing ideas, and helping make decisions.

### 5. Treated Fairly - We will:

- Celebrate a diverse range of cultural and religious events, including Eid, Hanukkah, Diwali and others, alongside Christmas and Easter.
- Promote inclusive practices across all services and challenge discrimination wherever it arises.
- Ensure equitable access to resources, support, and opportunities for all children and young people in care.
- Help adults working with you understand how to talk and act in ways that make you feel included, not different or left out.

These actions will be supported by a clear delivery plan, with named leads, timelines, and performance measures to track progress and impact.

## Making Sure Everyone Does Their Part

The Corporate Parenting Panel is made up of a group of people who work for Havering council and our partner agencies, as well as elected Councilors including the Cabinet Member for Children and Young People. This group meets to make sure that children and young people in care are happy and well supported. While the Corporate Parenting Panel will track our goals, looking at performance data, sharing updates, and listening to young people's feedback, to make sure that the strategy is delivered successfully, and improvements continue to be made. The subgroups will be responsible for delivering the strategy's key actions. This structure ensures clear ownership and helps hold partners to account for their contributions.

## Helpful Information

- The Havering you want to be part of
- Integrated Starting Well Plan – Happy, Healthy Lives 2024–2027.
- Corporate parenting: Resource pack for councillors

## How We'll Check Progress

Monitoring our progress is essential to make sure we do what we say we will. The Corporate Parenting Panel will be responsible for regularly reviewing the action plan and key performance data. By tracking what's working and where we can improve, the panel will help ensure that our support continues to make a real difference for children and young people. Updates and next steps will be shared openly, so everyone knows how we're moving forward together.

To ensure flexibility and ongoing improvement, the action plan and key performance data will be maintained as separate documents from the overall strategy. These will be revised regularly by the Corporate Parenting Panel, responding to the changing needs of children and young people and reflecting lessons learned along the way. By keeping these documents distinct and adaptable, we can better track progress and quickly implement new ideas or enhancements during the next three years.

This strategy is scheduled for review in 2028.

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| Promise 1 - We'll help you stay healthy, support your mental wellbeing, and make sure your health needs are met.<br><br>Do you have any comments on this promise? - Comment | Promise 2 - We'll cheer you on at school, help you plan for your future, and give you chances to try new things.<br><br>Do you have any comments on this promise? - Please comment below | Promise 3 - We'll work with others to keep you safe at home, in school, and in your community.<br><br>Do you have any comments on this promise? - Please comment below | Priority 4 - We'll ensure your voice matters. We'll listen, involve you in decisions, and support you to speak up.<br><br>Do you have any comments on this promise? - Please comment below | Promise 5 - We'll celebrate who you are and make sure everyone is treated with respect and kindness.<br><br>Do you have any comments on this promise? - Please comment below | Are there any other promises you would like to see included and if so, what are they? - Please tell us here: |
|---|---|---|---|---|---|
| | | | I have written to my local councillors on a number of times and am met with rude responses and a complete disregard for my safety and the safety of others. I am unsure why I pay my local council so much money for such little care. | | |
| You have failed to uphold your duty of care with me, as a vulnerable disabled adult. I have no support, the professionals have not done a thing since [redacted] my peer support worker left. You have me trapped in unsuitable housing where I can not shower or go out. I am getting worse with everything and you do not care. I have and am experiencing negligence from you and various support teams. So I have no doubt that you will fail others too. I am a prime example that your promise is null and void | The Council do not care, I have been lied to by the council and its councillors. You will not and do not fulfill your promises. The whole system is corrupt | You have all failed to keep and uphold the above promise so far. The services and your promises are empty words and lies | Again you have done none of the above so far. The services are appalling, as is the council | You do not treat adults with respect or kindness, so I doubt you will anyone else. Your staff should be disciplined as should naughty children and young adults. | That the council and services actually do the jobs that they are meant to do. You are all dismissive, you have terrible attitudes, you lie, you do not uphold complaints, you do not proved the help and support that is needed. You should make a promise that all staff and service providers under go extensive training to enable you all to provide what is needed. |
| I work for a local charity that provides support to parent/ carers of SEND children Your council For this summer HAF will not meet our costs to provide this service, to be honest I find it abhorrent that those most in need will not get what they desperately need | | I think havering council are way out of touch when it comes to the care of SEND children | You never listen period !! | Again you have absolutely no idea what these parents are experiencing Shocking | Look after those that need help end of!! |
| It's difficult to see who will and how this will be implemented without a clear action plan, identifying services involved. | See previous comment | This is an essential aspect of Young peoples lives so i fully support this. It would be good to see something more concrete than 'explore' the use of community resources as a commitment to this objective. | Fully support this, it would be good to also see young peoples voice embedded in decision making structures and their voices embedded into processes within the local authority, such as on boards, working groups etc, where decisions are made, having equal weight and as 'business as usual' work practices. This is in addition to the expansion of participation groups. | Definitely needed i would just like to see something more concrete about how this will be done | |
| Actions not always carried out/ difficult to carry out/ lack of funding/lack of training/ time restraints due to too many cases etc/ not giving opportunities to really let young people explain what they think or feeling/ not really listening | As previous | As previous | Not really listening/too many changes in staff for yp to to bond and trust professionals | | |
| You should be working to educate people about parenting and having children, with a view to ensuring that people only have children they can afford. If you are unemployed or on a low income that cannot sustain a family, then don't go having children and expecting others to pay for them. | | Why are chikfren selling drugs on the streets of Rainham if ypu are doing your job properly? | If our voices matter, then why do you not respond to queries or just ignor them altogether? | | Prommise to crack down on anti social behaviour in the community. Prommise to stpp the launders lane fires within 1 year from now. Prommise to stop telling us you are doing something and actually do something. Be transparent and open, rather than secretive which suggest you have'nt done anything. |

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|---|---|---|---|---|---|
| | | | | Two tier system. If your not English you get all sorts of help. | Promise not to build more houses. Thus borough is already overcrowded. There is no increase in infrastructure. With overcrowding comes higher crime. It has already been voted the worst borough to live in and have more people will make it worse. |
| Access to mental health care is a huge problem- waiting lists are so long that by the time a child accesses support their access to education has been affected for literally years. That in turn affects their ability to contribute to society as adults. It's a terrible scandal, not just in Havering but across the country.<br>As for 'promises' by the council, what is the consequence of breaking the promise? A promise is just words if there is no legal duty ( and of course there already is a legal duty to ensure disabilities, including mental healthcare, don't affect access to education, and yet the council is currently failing miserably at this, with no consequences.)<br>Carefully revising the language would be better, or have consequences for not achieving promises. | It isn't clear what anyone will do to make this happen. | It isn't clear what anyone will do to make this happen. | It isn't clear what anyone will do to make this happen. | It isn't clear what anyone will do to make this happen.<br>But honestly the sarcasm and authoritarianism shown by some teachers to students in schools would have to be covered. And that probably means supporting teachers better in handling problem behaviour and workload adjustments in general. | I don't want promises. We should have smart objectives. Whatever you want to call them they should be:<br>Specific<br>Measurable<br>Achievable<br>Realistic<br>Timed |
| There needs to be increased and affordable access to afterschool and holiday activities for children and young people that builds life skills while prioritising their physical and mental health and wellbeing. | What does "cheer you on at school" mean? Although every child and young person need adults in their lives to believe in them and their individual talents, I do not believe they need cheerleaders. What they need is compassionate caregivers that has an understanding of biopsychosocial factors that may be impacting on a child's learning and providing these children with meaningful support not judgement and blanket school policies that does not meet the needs of some of these vulnerable children. | More safeguards needs to be put in place for children who are home schooled, NEET and persistently absent from school. | It is always important to consult children and young people on issues that most affect them via co-producing, focus groups etc. Their wishes and feelings should always been taken into account even if it may not be feasible or realistic to make them happen. Every effort should be make to find an alignment and compromise using creativity. | There are still gaps in how children and young people perceived to be from global majority/ ethnic minority groups are being treated across education and employment (e.g. societal attitudes and institutional barriers) that continues to impair their ability to attain. | Inclusion of children with special education needs and disability in the community as there are current gaps in services available for SEND children and the rest of the young population in Havering. |

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|---|---|---|---|---|---|
| | It is not clear what is available for children in care from the virtual school, we don't always get events shared, communication should improve | What are the Police doing to support this? What is the role of community safety? | However, how can Mind of My Own be advertised more widely? | | |
| | | | Yes, you have taken away disabled park to put in EV charging points so where do the disabled park? Are we going to get a reduction on our council tax bill for gallows corner delay if why not. | | Why are you continuing worried about children and not the elderly or the road and footpaths, also speeding car down side roads because of gallow corner work and what are you doing about it or are you waiting for somebody to get hurt or died |
| Social services are rubbish. | | | | Social services don't stick to anything so these promises are just a waste of time!!! | For social services to be honest. |
| As a headteacher, I believe that this aim is firmly left to schools to fulfil. From experience, Social Care do not always have the manpower and time to deliver this consistently enough for the children, often advocating apps to use rather than face to face conversations. The role of a school has changed dramatically over the last 10 years, with them becoming hubs rather than a place of learning where the emotional needs of children and their adults is taking more and more time away from their education. The lack of outside agencies to provide this service has also had a major impact with parents struggling to cope. | I agree that schools do this, but am unclear as to how other services promote the life choices of the children. | As a DSL in a junior school, I have mixed experiences with this. We are rarely updated as to the actions of Social Care outside of meetings, and when incidents have happened which may impact the child who we welcome into school. There have been times when Social Care have failed to attend meetings and times when dates and times have not been communicated in a timely fashion or indeed at all. The turnover of Social Workers has also been an issue as is the time that a Social Worker is allocated. The system needs to be more connected with the child centre of all we do. | As a school, we give the children the support they need to feel safe to talk by providing trusting adults and a robust system to ensure that appropriate actions are taken in a timely manner. | | That the adults around you will work together in an efficient way to ensure your safety and wellbeing, providing adults that you can trust. |
| Will there be an overarching action plan to drill down further what specific actions will be taken to address each area e.g. timely access to physical and mental health services - how will this be done? | It mentions further education and training - maybe include full time employment as well | We we also include providing training/awareness/education/resources to young people regarding their safety | How will we capture the voices of children who don't usually engage in activities? | Do we also include responsiveness to complaints and consistency of approaches | |

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|---|---|---|---|---|---|
| Help stay healthy needs to include the challenging of negative dietary choices and encouraging healthy eating and drinking habits. | Challenge negative behaviour in school as well as supporting achievements. It is not ok to behave poorly in school. Working with YP to think positively about school and teachers is essential. | Safer schools officers would be beneficial | Heard does not necessarily need to be agreed with, YPs views can be negative and misinformed. Support in challenging views as well as listening to them. | | |
| I believe that although it is everyone's outcome to and and support I also believe that this does not always happen and needs are not met for a variety of reasons.<br>Professionals are stretched to the point that the promise is not met and this needs to be addressed in order for the promise that it offered it delivered as intended. | Please see previous comments. | Professionals and support are put in place to honour the above promise but as previously stated there are families/young people that 'slip through the net' and who's needs are not met. Those who live in their communities deem it not safe and a shift in 'power' to keep people safe ie police are struggling with current issues on the street. | Please see previous comments. | Please see previous comments. | Please see previous comments. |

# Equality & Health Impact Assessment (EHIA)

**Document control**

| | |
|---|---|
| **Title of activity:** | **Havering Corporate Parenting Strategy 2025 - 2028** |
| **Lead officer:** | Jannine Layhe, Head of Service for Corporate Parenting, 01708432908, jannine.layhe@havering.gov.uk |
| **Approved by:** | Tara Geere, Director of Starting Well |
| **Version Number** | **V0.1** |
| **Date and Key Changes Made** | September 2025 |
| **Scheduled date for next review:** | 2028 |

| | |
|---|---|
| **Did you seek advice from the Corporate Policy Team & Legal?** | Yes |
| **Did you seek advice from the Public Health team?** | Yes |
| **Does the EHIA contain any confidential or exempt information that would prevent you publishing it on the Council's website? See Publishing Checklist.** | No |

# 1. Equality Health Impact Assessment Checklist

Please complete the following checklist to determine whether you will need to complete an EHIA and ensure you keep this section for your audit trail. If you have any questions, please contact READI@havering.gov.uk for advice from either the Corporate Diversity or Public Health teams. Please refer to **this Guidance** on how to complete this form.

**About your activity**

<table>
<tr><td>1</td><td>Title of activity</td><td colspan="4">Havering Corporate Parenting Strategy 2025 - 2028</td></tr>
<tr><td>2</td><td>Type of activity</td><td colspan="4">Strategy</td></tr>
<tr><td>3</td><td>Scope of activity</td><td colspan="4">The Havering Corporate Parenting Strategy 2025 - 2028 aims to enhance the support and services provided to children in care and care experienced young people. The strategy is guided by the WISH principles, ensuring that every child is Well, Inspired, Safe, Heard, and Treated Fairly. It aligns with the Havering Visions and the Integrated Starting Well Plan.</td></tr>
<tr><td>4a</td><td>Are you changing, introducing a new, or removing a service, policy, strategy or function?</td><td>Yes</td><td colspan="2" rowspan="2">If the answer to <u>either</u> of these questions is ‘YES’ Continue to question 5.</td><td rowspan="3">If the answer to <u>all</u> of the questions (4a, 4b & 4c) is ‘NO’ Go to question 6.</td></tr>
<tr><td>4b</td><td>Does this activity have the potential to impact (either positively or negatively) upon people from different backgrounds?</td><td>Yes</td></tr>
<tr><td>4c</td><td>Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people’s health and wellbeing?</td><td>Yes</td><td>Use the Screening tool before you answer this question.</td><td>If you answer ‘YES’ Continue to question 5.</td></tr>
<tr><td>5</td><td>If you answered YES:</td><td colspan="4">Please complete the EHIA in Section 2 of this document. Please see Appendix 1 for Guidance.</td></tr>
<tr><td>6</td><td>If you answered NO:</td><td colspan="4">N/A</td></tr>
</table>

| | |
|---|---|
| **Completed by:** | Jannine Layhe, Head of Service for Corporate Parenting, People, Starting Well |
| **Date:** | 22/09/2025 |

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

| **Background / Context:** |
|---|
| The Equality & Health Impact Assessment (EHIA) for the Havering Corporate Parenting Strategy 2025–2028 has been produced to ensure that the council's approach to supporting children in care and care experienced young people is fair, inclusive, and responsive to their diverse needs. The strategy is built on the WISH principles, Well, Inspired, Safe, Heard, and Treated Fairly and aims to address the challenges faced by these young people, who often experience disadvantages in areas such as education, health, and employment compared to their peers. |

| **Who will be affected by the activity?** |
|---|
| The Corporate Parenting Strategy directly affects the 273 children currently in our care and the 354 care experienced young people we support (July 2025). While it does not propose immediate service changes, it sets out clear priorities and actions aimed at improving their lives and life chances.<br><br>Children in care and care experienced young people continue to experience poorer outcomes in education, health, and employment compared to their peers; a pattern seen nationally and one that highlights the persistent inequalities faced by this group.<br><br>To address these, the strategy will be delivered collaboratively by the Corporate Parenting Panel and partners, which includes representatives from across council services and partner agencies such as health, education, housing, and community organisations. These stakeholders will work together to ensure timely access to services, promote mental health awareness, strengthen pathways to education and employment, and support transitions into adulthood.<br><br>The strategy is shaped by the voices of young people and carers, and its delivery will be monitored annually through performance indicators and qualitative feedback. |

| **Protected Characteristic - Age:** Consider the full range of age groups<br>If there is an impact on under 18s, how have you / will you ensure their views are gained to inform decision making? | | |
|---|---|---|
| *Please tick (ü) the relevant box:* | | **Overall impact:** Our data shows a significant percentage of children in care aged 15–18, representing nearly half of the cohort. This has several implications:<br>• A large proportion of young people are approaching the age of leaving care, requiring robust support for independence, housing, education, and employment.<br>• Services must be age-appropriate, with differentiated approaches for early years, middle childhood, and adolescence.<br>• The spread of care leavers who continue to receive support across the 18–24 age range highlights the need for sustained support beyond statutory thresholds. |
| **Positive** | **x** | |
| **Neutral** | | |
| **Negative** | | |

Impact on Under 18s
With over 53% of children in care under the age of 15, and a further 47% aged 15–18, the strategy must ensure that:

- Younger children receive nurturing, stable placements and early intervention.
- Adolescents are supported with life skills, mental health services, and educational continuity.

To ensure that under 18s influence the decisions that affect them:
Current Mechanisms:

- Participation in Children in Care Councils.
- Access to advocacy services and independent reviewing officers.
- Feedback through surveys and consultation events.

Future Commitments:

- Embedding co-design principles in service development.
- Expanding digital platforms for feedback and engagement.
- Ensuring representation in strategic boards and panels.

These efforts align with the Corporate Parenting Strategy's commitment to being child-centred, inclusive, and responsive to lived experience.

**Evidence:** Age Distribution Summary

| Age Band | Children in Care (%) | Care Leavers (%) |
|---|---|---|
| 0–4 years | 12.09% | – |
| 5–9 years | 19.05% | – |
| 10–14 years | 21.98% | – |
| 15–18 years | 46.89% | – |
| 18–20 years | – | 31.65% |
| 21–22 years | – | 32.66% |
| 23–24 years | – | 35.69% |

**Sources used:** Havering Council Starting Well Case Management System Data

**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 (ü) the relevant box:* | |
|---|---|
| **Positive** | **x** |
| **Neutral** | |
| **Negative** | |

**Overall impact:** There are a relatively small number of children and young people who have been identified as having a disability within our care experienced cohort; however it is likely there are some children and young adults with unidentified or unreported needs. One of the priorities in the strategy is to ensure that all children and young people are 'well' which includes ensuring health needs are met and mental wellbeing is supported. Therefore, it is anticipated that the strategy will have a positive impact upon children and young people with disabilities and / or additional needs.

| |
|---|
| **Evidence:** 11% (31/273) of our children in care are recorded on our case management system as having a disability. Research tells us that children and young adults in the care system are more likely than their peers to have additional learning needs, as well as social, emotional and mental health needs due to adverse childhood experiences (ACEs). There is also a likelihood that there are some young people with unidentified or undiagnosed needs as those who moved schools or neighbourhoods in their early years are less likely to be diagnosed with SEN, as well as those who experienced childhood trauma. |
| **Sources used:** Havering Council Starting Well Case Management System Data<br><br>committees.parliament.uk/writtenevidence/132253/pdf/ |

<table>
<tr><th colspan="3">Protected Characteristic – Sex / gender: Consider both men and women</th></tr>
<tr><td colspan="2">Please tick the relevant box:</td><td rowspan="4">Overall impact:<br>The Corporate Parenting Strategy is expected to have a positive impact on gender equality.<br><br>Our data tells us;<br>• Of the 273 children in care, 143 are male and 130 are female<br>• Among the 354 care leavers, 213 are male, 138 are female, with 2 identifying as non-binary and 1 as transgender.<br><br>This distribution shows a relatively balanced representation of male and female young people, with emerging visibility of gender-diverse identities. The strategy’s commitment to being child centred, inclusive, and responsive to lived experience provides a strong foundation for addressing gender specific needs.<br><br>For Girls and Young Women: The strategy supports access to mental health services, education, and safe housing, areas where girls in care may face distinct vulnerabilities, especially around exploitation and emotional wellbeing.<br><br>For Boys and Young Men: The emphasis on life skills, employment pathways, and mental health awareness is particularly relevant given national trends showing lower educational attainment and higher risk behaviours among care experienced males.<br><br>For Gender Diverse Young People: While the strategy does not detail specific actions for transgender or non-binary individuals, the presence of these identities in the data highlights the need for inclusive language, staff training, and tailored support services.</td></tr>
<tr><td>Positive</td><td>x</td></tr>
<tr><td>Neutral</td><td></td></tr>
<tr><td>Negative</td><td></td></tr>
</table>

**Evidence:**

| Gender | CIC | Care Leavers |
|---|---|---|
| **Female** | 130 | 138 |
| **Male** | 143 | 213 |
| **Non-Binary** | 0 | 2 |
| **Transgender** | 0 | 1 |

**Sources used:** Havering Council Starting Well Case Management System Data

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

| *Please tick the relevant box:* | |
|---|---|
| **Positive** | **x** |
| **Neutral** | |
| **Negative** | |

**Overall impact:** The strategy will mainly impact upon White British children and young people as these make up the majority representation within the care experienced cohort. Meanwhile young people from global ethnic majorities make up the majority cohort within our care experienced young adults. Within our corporate parenting strategy there is a commitment to ensure that all children and young people are 'heard' regardless of ethnicity or nationality, and there is commitment to ensuring that participation is accessible to all, which may mean use of interpreters or information being produced in multiple languages. There is also a commitment within the strategy to ensure that children and young people are 'Treated Fairly' which includes challenging any discrimination or unconscious bias being displayed, ensuring practice is inclusive, and equitable access to resources and support. It is therefore likely that the Corporate Parenting Strategy will have a positive impact for those children from different minority ethnic groups and backgrounds.

**Evidence:**
Most of our children in care are White British 53% and just over a third (32%) are from a mixed ethnic background. A further 12% are from a Black ethnic background with the remaining 3% from other ethnic groups or where information has not been obtained.

Just under half of our care leavers are White British (42%), 21% are from a black ethnic background,12% are from an Asian background and 8% are from a mixed ethnic background. The remainder are from other ethnic groups or where information has not been obtained.

**Sources used:** Havering Council Starting Well Case Management System Data

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

| *Please tick the relevant box:* | |
|---|---|
| **Positive** | |
| **Neutral** | **x** |
| **Negative** | |

**Overall impact:** Information available to us regarding the religious beliefs of our children in care and care experienced young adults shows that most of our cohort are either Christian (or follow denominations of Christianity), are atheist or have no religion. A significant proportion of both our children in care (14%) and care leavers (22%) are Muslim. There are gaps in our information, for children in care where 38% of children do not have information regarding religion recorded on their file. Bearing this in mind, we consider the impact on religion be neutral as further information needs to be gathered to better understand the demographics of the cohort. The Corporate Parenting

| | | |
|---|---|---|
| | | Strategy promotes inclusive practice under the 'Treated Fairly' section and includes a commitment to recognise and celebrate a diverse range of cultural and religious events. |

**Evidence:**
38% of our children in care have No Religion or Atheism recorded on our case management system under religion. A further 23% have no information recorded in this category. 26% identify as Christian, or follow denominations of Christianity, and 14% are Muslim.

35% of our care leavers have their religion recorded as Christian, or denominations of Christianity. 29% identify as atheist or no religion and 22% are Muslim. There are 10% of our care leavers who do not have a religion recorded on our system.

**Sources used**: Havering Council Starting Well Case Management System Data

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

| *Please tick the relevant box:* | | **Overall impact:** The Corporate Parenting Strategy promotes inclusion and anti-discriminatory practice, and contains a commitment to challenging discrimination wherever it arises. There are gaps in the information recorded on our case management system, and implementation of the actions needed to deliver the vision of the Corporate Parenting Strategy should help enable children and young people to feel confident and safe to express their sexual identity / orientation. There is also a commitment to working with community safety partners to address concerns about public spaces and transport and feelings of unsafety on public transport. It is anticipated that there will be a positive impact on the protected characteristic of sexual orientation as a result of the strategy's implementation. |
|---|---|---|
| **Positive** | **x** | |
| **Neutral** | | |
| **Negative** | | |

**Evidence:**
Sexual orientation is not routinely recorded for children under 18 on our case management system. For care experienced young adults aged 18+, 46% are recorded as being heterosexual, 6% are recorded as being gay, lesbian or bi-sexual and 2% are recorded as 'other' or 'refused'. It should be acknowledged that for 46% of our care experienced young people information regarding sexual orientation is not recorded on our case management system, therefore it is not possible to fully understand the demographics of the cohort in relation to sexual orientation.

**Sources used:** Havering Council Starting Well Case Management System Data

**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 (ü) the relevant box:* | | **Overall impact:** The vision within the Corporate Parenting Strategy is for every care experienced young person to feel supported, included and inspired to be their best. Whilst there is only a small cohort currently identified with this characteristic, the work undertaken as part of delivering the Strategy aims to help more young people feel confident and secure in their identities and feel |
|---|---|---|
| **Positive** | **x** | |
| **Neutral** | | |

| | | |
|---|---|---|
| **Negative** | | safe to express this. Therefore, we anticipate the impact on this characteristic to be positive. |
| **Evidence:** Our local data only evidences a very small proportion of young people who identify as non-binary or transgender, and we cannot be certain from the data whether any of these young people are seeking or have received gender reassignment surgery. | | |
| **Sources used:** Havering Council Starting Well Case Management System Data | | |

| **Protected Characteristic – Marriage / civil partnership:** Consider people in a marriage or civil partnership | | |
|---|---|---|
| *Please tick (ü) the relevant box:* | | **Overall impact:** N/A - this information is not recorded for children in care as these are all under 18s. This information is also not routinely captured for care experienced adults although anecdotal evidence suggests it is rare for anyone in this cohort (age 18 to 25) to be legally married or in a civil partnership. Therefore, the impact on this characteristic is neutral. |
| **Positive** | | |
| **Neutral** | **x** | |
| **Negative** | | |
| **Evidence:** N/A | | |
| **Sources used:** N/A | | |

| **Protected Characteristic - Pregnancy, maternity and paternity:** Consider those who are pregnant and those who are taking maternity or paternity leave | | |
|---|---|---|
| *Please tick (ü) the relevant box:* | | **Overall impact:** We know that there are 52 of our care experienced young people who are parents which equates to 15% of the overall cohort. 36 of these are female and 13 are male. 6.5% of our care experienced cohort are not in education, employment or training due to parenting. The Corporate Parenting Strategy is committed to ensuring that care experienced young adults are 'Inspired' which includes promoting access to education, |
| **Positive** | **x** | |
| **Neutral** | | |

| | | |
|---|---|---|
| **Negative** | | employment and training such as apprenticeships. The 'Well' priority also commits to delivering life skills programmes, a sub-section of which will support those young people who are parents. It is anticipated that the impact of the strategy on this characteristic will be positive. |
| **Evidence:** 52 of our care experienced young people who are parents which equates to 15% of the overall cohort. 36 of these are female and 13 are male. 6.5% of our care experienced cohort are not in education, employment or training due to parenting. Pregnancy status is not captured in a reportable field on the case management system, though this information would be recorded within free text fields where known. | | |
| **Sources used:** Havering Council Starting Well Case Management System Data | | |

| **Socio-economic status:** Consider those who are from low income or financially excluded backgrounds | | |
|---|---|---|
| *Please tick the relevant box:* | | **Overall impact:** The third priority in the corporate parenting strategy is for all children to be safe, including in the places they live. Alongside this is the commitment to ensuring all children are 'Well' by ensuring that all children have equitable opportunities to access services and resources that support them to thrive. It is assessed that the actions to deliver the vision within the Corporate Parenting Strategy will have a positive impact upon this characteristic. |
| **Positive** | **x** | |
| **Neutral** | | |
| **Negative** | | |
| **Evidence:** We do not routinely record information on socio-economic status on our case management system in a way that is extractable in a report. Research undertaken by the Office of National Statistics (ONS) published in 2022 shows that around 8 in 10 children (81%) who went into care for the first time after the 2011 census were living in a household that was deprived in at least one dimension, compared with 50% among those who did not go into care. | | |
| **Sources used:** Who are the children entering care in England? - Office for National Statistics | | |

| **Health & Wellbeing Impact:** Please use the Health and Wellbeing Impact Tool on the next page to help you answer this question.<br><br>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 tick (ü) all the relevant* | |

| *boxes that apply:* | | **Overall impact:** One of the priorities within the Corporate Parenting Strategy is for children and young people in our care to be well. This includes ensuring timely access to physical and mental health services, delivering life skills programmes covering budgeting, cooking, and managing finances and promoting mental health awareness through inclusive events and campaigns.<br>In terms of the wider determinants of health, education and housing needs are also addressed within the strategies priorities, and action to ensure that young people are heard and treated fairly would be expected to have a positive impact on overall wellbeing.<br>**Do you consider that a more in-depth HIA is required as a result of this brief assessment?** Please tick (ü) the relevant box<br>**Yes** o **No** x |
|---|---|---|
| **Positive** | **x** | |
| **Neutral** | | |
| **Negative** | | |

**Evidence:** Data on the general health status of children in care and care experienced young adults is not collected on our case management system in a way that is extractable in a report; however there are a number of key performance indicators that are relevant, all of which are monitored monthly. As of March 2025:

- 2% of 17-18 year olds and 13% of 19-21 year olds were not in education, employment or training (NEET) due to illness or disability
- 82.5% of 4-to-17-year-olds in care had a Strengths and Difficulties Questionnaire completed in the last 12 months
- 58.5% had their teeth checked by a dentist
- 77% were up to date with their immunisations
- 85.8% had an up to date medical
- 6% had been identified as having a substance misuse problem

**Sources used:** Havering Council Starting Well Case Management System Data

# 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 ☒ ☐ | **Personal circumstances** YES ☐ | **Access to services/facilities/amenities** YES ☐ |
|---|---|---|
| ☐ Diet | ☐ Structure and cohesion of family unit | ☐ to Employment opportunities |
| ☐ Exercise and physical activity | ☐ Parenting | ☐ to Workplaces |
| ☐ Smoking | ☐ Childhood development | ☐ to Housing |
| ☐ Exposure to passive smoking | ☐ Life skills | ☐ to Shops (to supply basic needs) |
| ☐ Alcohol intake | ☐ Personal safety | ☐ to Community facilities |
| ☐ Dependency on prescription drugs | ☐ Employment status | ☐ to Public transport |
| ☐ Illicit drug and substance use | ☐ Working conditions | ☐ to Education |
| ☐ Risky Sexual behaviour | ☐ Level of income, including benefits | ☐ to Training and skills development |
| ☐ Other health-related behaviours, such as tooth-brushing, bathing, and wound care | ☐ Level of disposable income | ☐ to Healthcare |
| | ☐ Housing tenure | ☐ to Social services |
| | ☐ Housing conditions | ☐ to Childcare |
| | ☐ Educational attainment | ☐ to Respite care |
| | ☐ Skills levels including literacy and numeracy | ☐ to Leisure and recreation services and facilities |
| **Social Factors** YES ☐ | **Economic Factors** YES ☐ ☐ | **Environmental Factors** NO ☐ |
| ☐ Social contact | ☐ Creation of wealth | ☐ Air quality |
| ☐ Social support | ☐ Distribution of wealth | ☐ Water quality |
| ☐ Neighbourliness | ☐ Retention of wealth in local area/economy | ☐ Soil quality/Level of contamination/Odour |
| ☐ Participation in the community | ☐ Distribution of income | ☐ Noise levels |
| ☐ Membership of community groups | ☐ Business activity | ☐ Vibration |
| ☐ Reputation of community/area | ☐ Job creation | ☐ Hazards |
| ☐ Participation in public affairs | ☐ Availability of employment opportunities | ☐ Land use |
| ☐ Level of crime and disorder | ☐ Quality of employment opportunities | ☐ Natural habitats |
| ☐ Fear of crime and disorder | ☐ Availability of education opportunities | ☐ Biodiversity |
| ☐ Level of antisocial behaviour | ☐ Quality of education opportunities | ☐ Landscape, including green and open spaces |
| ☐ Fear of antisocial behaviour | ☐ Availability of training and skills development opportunities | ☐ Townscape, including civic areas and public realm |
| ☐ Discrimination | ☐ Quality of training and skills development opportunities | ☐ Use/consumption of natural resources |
| ☐ Fear of discrimination | ☐ Technological development | ☐ Energy use: CO2/other greenhouse gas emissions |
| ☐ Public safety measures | ☐ Amount of traffic congestion | ☐ Solid waste management |
| ☐ Road safety measures | | ☐ Public transport infrastructure |

## 4. Outcome of the Assessment

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

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

| | | | |
|---|---|---|---|
| | 1. The initial screening exercise showed a strong indication that there will be no impacts on people and need to carry out an EHIA.<br>2. The EHIA identified **no significant concerns** OR the identified **negative concerns** have already been **addressed** |  | **Proceed with implementation** of your activity |
| | **3.** The EHIA identified some **negative impact** which still needs **to be addressed** |  | **COMPLETE SECTION 5:**<br>**Complete action plan** with measures to mitigate the and finalise the EHIA |
| | 4. The EHIA identified some **major concerns** and showed that it is **impossible to diminish negative impacts** from the activity to an acceptable or even lawful level |  | **Stop and remove** the activity or **revise** the activity **thoroughly.**<br>**Complete an EHIA on the revised proposal.** |

## 5. Action Plan

The real value of completing an EHIA comes from identifying the actions that can be taken to eliminate/minimise **negative** impacts and enhance/optimise 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 |
|---|---|---|---|---|---|
| | | | | | |
| | | | | | |
| | | | | | |

**Add further rows as necessary**

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

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

## 6. Review

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

| |
|---|
| **Review:** 2028<br><br>**Scheduled date of review:**<br><br>**Lead Officer conducting the review:**<br><br>**Expand box as required* |

**Please submit the completed form via e-mail to READI@havering.gov.uk**
**Thank you.**

Havering
LONDON BOROUGH

# CABINET

| | |
|---|---|
| **Subject Heading:** | Havering Employment Charter for Autistic People and People with Learning Disabilities |
| **Cabinet Member:** | Councillor Gillian Ford; Deputy Leader of the Council and Cabinet Member for Adults and Wellbeing |
| **SLT Lead:** | Patrick Odling-Smee; Director of Live Well |
| **Report Author and contact details:** | Bradley Ramsey; Learning Disabilities and Autism Manager<br>Bradley.ramsey@nhs.net |
| **Policy context:** | The council has been enrolled in the Disability Confident Employer Scheme.<br><br>Increasing the employment of autistic people is a key priority under the national strategy for autistic children, young people and adults: 2021 to 2026 and the local All-Age Autism Strategy 2022-2025. |
| **Financial summary:** | Implementation of the charter will have an impact on resources but there are no financial implications associated with recommending the charter for approval. It is envisaged the charter will be implemented within existing budgets/grant funding available. Any resourcing concerns will be raised through the appropriate channels as needs arise. |
| **Is this a Key Decision?** | N/A – Internal Policy Change |

| | |
|---|---|
| **When should this matter be reviewed?** | April 2026 |
| **Reviewing OSC:** | People Overview and Scrutiny |

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

X 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

1.1. The Havering Employment Charter for the Employment of People with Learning Disabilities and Autistic People aims at increasing the number of autistic people and people with a learning disability employed directly by Havering Council. The charter aligns with the Council's wider aims under the Disability Confident Employer Scheme and is the initial step of a multi-staged approach aimed at reducing employment inequalities for people with learning disabilities and autistic people within the borough.

1.2. The charter is underpinned by several key principles aimed at developing and sustaining meaningful employment opportunities, where appropriate and suitably assessed for employment, within the council. These are nurturing a disability confident and inclusive culture within Havering Council, empowering employing managers, providing competitive meaningful employment, providing a person-centred approach to work and workplace support, and a commitment to continuous evaluation and improvement of the workforce.

1.3. People with learning disabilities and autistic people are two groups, among several others with protected characteristics, of individuals who are heavily underrepresented in the workforce, being significantly more likely to be socio-economically inactive even when compared to people with other recognised disabilities.

1.4. The council undertakes various initiatives aimed at reducing economic activity within Havering, and whilst these initiatives may include activity for autistic people and people with learning disabilities, due to the specific adaptations and requirements, a more focused approach will provide greater refinement in addressing the inequality.

1.5. The implementation of the charter will be overseen by the Learning Disabilities and Autism Employment Steering Group and monitored within the annual reporting on Workforce data. The steering group will initially support the council to improve data collection and reporting employment of individuals with disabilities and develop an action plan across the council. The action plan will be reviewed and refreshed annually to adapt to emerging trends, initiatives and developments relating to the employment of autistic people and people with learning disabilities.

## RECOMMENDATIONS

2.0 Cabinet is recommended to:

2.1 Agree to and support the addition of the of the employment charter into the Council's Human Resources recruitment and selection policy within the conditions of the Disability Confident scheme.

## REPORT DETAIL

3.0 Nationally the paid employment rate for working age autistic people (3 in 10 in employment, The Buckland Review 2024) unemployment rate) and people with a learning disability (26.7%, Mencap, The Big Learning Disability Survey 2022) is significantly lower than other types of long-term disability (5 in 10, The Buckland Review 2024) and the general population (7 in 10, The Buckland Review). People with either of these long-term conditions are more likely to be in receipt of benefits and be in contact with multiple council services i.e. social care, housing, benefits, etc.

3.1 The Havering JSNA 2025 highlighted that these individuals are even more likely to be economically inactive with largest employment gaps in Havering for adults aged 18 to 64 years being those with learning disabilities, with a difference of 80.7% against the employment rate of the general population (2022/23). This compares to 70.5% across London and 70.9% across England (LBH Havering JSNA 2025 - Living Well, Ageing Well & Dying Well).

3.2 Traditional employment schemes offered under social care for autistic people and people with a learning disability can often be seen as providing limited access to meaningful competitive employment and limited long term career prospects for those individuals. These schemes are often subsidised by the local authority or other organisations and offer limited career development or prospects of moving into other forms of employment.

3.3 The Learning Disabilities and Autistic Employment Steering Group was established to provide a specific focus in developing a robust approach to increasing the employment of autistic people and people with learning disabilities within the borough of Havering. The group has developed a several phased approach to achieve this aim with the first phase aimed at optimising Havering Council's position as one of the largest employers in the borough with over 2,400 directly employed and 700 contingent workers.

3.4 The Havering Employment Charter for Autistic People and People with Learning Disabilities is aimed at embedding inclusive practices into the recruitment and retention processes within the council. Subject to Human Resource policies being updated and approved, the implementation of the charter identifies five key actions that must be undertaken by the Council to more appropriately recruit and support autistic people and people with a learning disability:

3.4.1 **Workforce Engagement**: Engage with the workforce to promote the benefits of hiring individuals with learning disabilities and autistic people and provide training on inclusive practices.

3.4.2 **Selective Recruitment Focus:** Automatically enable people with learning disabilities and autistic people who meet the minimum criteria eligible for interviews when applying for job opportunities advertised across the local authority in line with the conditions of the Disability Confident guaranteed interview scheme.

3.4.3 **Inclusive Recruitment Practices: The Talent Team** will support hiring managers with providing more flexible recruitment approaches and selection exercises to reduce disadvantages in the recruitment processes within the remit of reasonable adjustments as identified through the recruitment application process.

3.4.4 **Individualized Employment Plans**: Adopt inclusivity focused personalised employment plans that outline the individual's goals, strengths, and support needs. This will include ensuring that the PDR process captures flexibility and reasonable adjustments agreed in work plans.

3.4.5 **Job Matching and Placement**: Further support matching individuals with suitable job opportunities that align with their skills and interests.

3.4.6 **On-the-Job Support**: Provide ongoing person-centred support and coaching via 121 and PDR processes to help individuals succeed in their employment.

3.4.7 **Community Partnerships**: Collaborate with internal community organisations within Havering local authority to create a network of support for individuals with learning disabilities and autistic people in the workplace.

3.5 The charter and proposed actions are primarily reliant on Human Resources to implement, and they have been engaged via the Employment Steering Group. It has been noted that whilst there should

be minimal financial, the resources impact on the boarder Human Resources services will be significant. It is expected that the majority of the impacted caused by implementation of the charter should fall in line with the requirements under the Disability Confident Employer Scheme which the council is mandated to meet to retain the accreditation. It is expected that the impact will be managed within the current budget and resources with the LDA Employment Steering Group providing supporting in obtaining the specialist knowledge and training required to implement the changes required. In addition, the LDA Employment Steering Group will support with applications for external funding to increase resources available locally.

3.6 Support from the extended leadership team to implement the charter within the council will help to support the next phases proposed by the Learning Disabilities and Autism Employment Steering Group. These phases are:

3.6.1 **Implementation of the employment charter within the council;** to increase direct employment of individuals with learning disabilities and autistic individuals

3.6.2 **Mandating inclusion of social value requirements for employment of people with learning disabilities and autistic people in all external contracts procured by the council;** to increase indirect employment of individuals with learning disabilities and autistic individuals.

3.6.3 **Working with local employers within Havering;** to increase employment of employment of individuals with learning disabilities and autistic individuals and create wider employment pathways within Havering.

## REASONS AND OPTIONS

### 4.0 Reasons for the decision:

4.1 Adoption of the Havering Employment Charter for Autistic People and People with Learning Disabilities will enable the council to meet the aims and requirements of the Disability Confident Employer Scheme. Furthermore, it would enable the council to support the reduction in outcomes inequalities for a group of people that are significantly disadvantaged nationally and locally, but not to the detriment of other underrepresented groups who have declared a disability. This is expected to be accomplish with limited financial and legal impact within the council as it is a modification of process and policies. The implementation is expected to have a large impact on Human Resources but will be supported by the LDA Employment Steering Group with appropriate

expertise to manage this within the current budgets. The benefits associated in making this change within the council are significant enough to warrant the change with acknowledgement to the resource implications.

4.2 **Other options considered:**

4.3 A consideration was made to the council not adopting any kind of charter. As the council has made a commitment towards becoming a disability confident employer, there are already modification of the recruitment processes and policies taking place. By not adopting the charter the council will neither be negatively or positively impacting local Havering communities. whilst adopting the charter now will provide a net positive to the borough and limit impact due to the wider changes already being undertaken.

4.4 Additionally, a consideration was made to adoption of a wider policy to impact other disadvantaged groups. Whilst it was acknowledged that this approach would also provide have a net positive impact on local Havering communities, it was agreed that a specific focus on autistic people and people with learning disabilities was required to address the specific inequalities within those communities whilst wider council processes are updated. The employment rate for people with learning disabilities and autistic people are significantly lower than for other kinds of disabilities and both groups of individuals are likely to suffer other forms of discrimination which further negatively impacts them.

## IMPLICATIONS AND RISKS

**5.0 Financial implications and risks:**

5.1 There are no financial costs associated with the direct adoption of the charter, but there is the potential for costs for implementation of the charter beyond those associated with general recruitment and retention practices. There are several government schemes which provide additional funding to support individuals with disabilities into employment which would mitigate any potential costs required for reasonable adjustments to the workplace to support the recruitment on individuals with learning disabilities and autistic people.

5.2 **Legal implications and risks:**

5.3 All local authority employed staff are to be appointed on merit pursuant to section 7 of the Local Government and Housing Act 1989.

5.4 The positive action provisions in the Equality Act 2010 allow employers to take action that may involve treating one group that

shares a protected characteristic more favourably than others, where this is a proportionate way to enable or encourage members of that group to: (i) overcome or minimise a disadvantage; or (ii) have their different needs met; or (iii) participate in a particular activity. This is called taking 'positive action'. "Positive action" is lawful provided that it is done so in compliance with sections 158 and 159 of the Equality Act 2010. Disability is one of the nine protected characteristics that are covered in the Equality Act 2010.

5.5 Workers with disabilities or physical or mental health conditions are legally entitled for reasonable adjustments to be made when carrying out their jobs pursuant to section 20 and 21 of the Equality Act 2010.

## 6.0 Human Resources implications and risks:

6.1 The implementation of the Charter may have a significant impact on the Council's HR&OD support service as well as an impact on Leaders/ Managers across the Council who will need to be trained and supported. To fully and successfully implement the Charter and embed the necessary practices and organisational culture change the following will need to be planned and considered.

## 6.2 HR Considerations for Implementation.

### 6.3.1 Training and Upskilling Needs

The charter outlines several inclusive recruitment practices, such as:

- Guaranteed interviews for eligible candidates.
- Flexible recruitment approaches.
- Personalised employment plans
- On-the-job support and coaching.

These will require additional staff training, particularly for HR and hiring managers, to ensure they can confidently apply inclusive practices and understand the support needs of autistic and learning-disabled candidates

## 6.3 Embedding Across Directorates

6.4 There is a noted concern about how the charter will be embedded across all council directorates, including those not traditionally associated with social care or SEND. This suggests that HR will need to support the coordination with directorate leads to ensure consistent application. Directorates will require change management support and directorate-specific guidance.

## 6.5 Ongoing Support and Monitoring

The charter includes commitments to:

- Annual review and refresh of the action plan.

- Monitoring via workforce data reporting.

Oversight will be provided by the Learning Disabilities and Autism Employment Steering Group

This implies a need to evolve workforce data to include:

- Data collection and analysis, beyond our current workforce data set.
- Coordination with the steering group.
- Continuous review and improvement cycles.

**6.6 Community and Partnership Engagement**

HR may also need to support collaboration with local community organisations to build a wraparound support model. This adds a layer of external engagement that may require:

- Liaison roles or partnership leads.
- Capacity to manage relationships and integrate community input into recruitment and retention strategies.

**6.7 Policy Integration and Compliance**

The charter is to be embedded into the Council's recruitment and retention policy, aligning with the Disability Confident Employer Scheme. While the report notes minimal financial impact, HR will need to:

- Review and update all existing policies.
- Ensure compliance with the Equality Act 2010 and Public Sector Equality Duty (PSED).
- Possibly conduct or support Equality and Health Impact Assessments (EHIA) as part of policy changes.

**6.8 Summary Recommendations**

To effectively deliver and embed the charter, there will be considerable impacts for HR that will need to be planned as part of the Corporate Workforce Strategy Refresh 20205-2027 action plan, especially within the EDI specialism, these include, but are not limited to:

- A planned approach to effectively resource for training, monitoring, and partnership engagement.
- A planned approach to establishing cross-directorate implementation leads.
- A planned approach to building capacity for inclusive recruitment and personalised employment planning.
- A planned approach to ensuring policy alignment and compliance tracking.

**7.0 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:

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

7.1 People with learning disabilities and autistic people are often discriminated against and marginalised within the workforce. Adoption of the employment charter is expected to have a net positive outcome in enabling the council to better support the recruitment and employment of individuals with those disabilities and empowering those who are employed with their career development.

7.2 Individuals with these protected characteristics are less likely to be employed and are more likely to considered to have poor social-economic status. Implementation of the charter should directly support social mobility within Havering and reduce inequalities within these marginalised groups. It is expected to have an overall net positive for the borough.

7.3 A full EQIA has been completed and is attached as an appendix to the cabinet paper.

**7.4 Summary of Charter on Inclusive Employment for Autistic and Learning-Disabled People.**

- **Focus:** The Charter targets two of the most underemployed and marginalised groups—autistic people and those with learning disabilities—who often face multiple, compounding disadvantages.
- **Evidence-Based Approach:** Supported by research and reviews (e.g., Havering JSNA, Mencap, Buckland Review), making a strong legal and moral case for action under the Equality Act 2010.
- **Concrete Actions Proposed:** Includes guaranteed interviews, personalised job matching, and on-the-job support—aiming for systemic, not symbolic, change.
- **Inclusive Language:** Consider refining phrasing to reflect a supportive, inclusive workplace culture.
- **Community Engagement:** Partnering with local organisations is key to building a wraparound support model for recruitment and retention.
- **Strategic Alignment:** Ties in with the Disability Confident Employer Scheme, reinforcing accountability with minimal extra cost or duplication.

- **Implementation Concerns:** Lack of clarity on how the Charter will be embedded across all council directorates, including non-social care services.
- **Intersectionality Considerations:** Suggest including how race, gender, and age may intersect with disability, and whether minorities groups are proportionately represented—aligning with the Council's Anti-Racism Charter.
- **Co-Production:** It should be clear whether autistic and learning-disabled individuals were involved in shaping the Charter, as lived experience is essential.
- **Overall Assessment:** The Charter reflects strong, progressive intent and, if adopted, could establish Havering Council as a leader in inclusive employment practice.

## 8.0 Health and Wellbeing implications and Risks

8.1 The health and wellbeing impact is fully explored in the EqHIA. There are no negative health and wellbeing risks associated with the adoption of the charter, and it is expected that the charter will have a net positive impact on the autistic people and people with a learning disability that are supported via the proposal by improving employment outcomes.

8.2 Improvements in employment outcomes are directly linked to improvements in socio-economic status, and mental health and wellbeing. Additionally, autistic people and people with learning disabilities are at greater risk of social isolation than the general population so it is expected that the social isolation risk should reduce for the individuals benefiting from the implementation of the charter.

**ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS**

*The adoption of and implementation of the charter is not expected to have any negative environmental or climate impact. Under the proposals, the council will support local Havering residents into local jobs. This should support the councils environmental and climate agenda.*

**BACKGROUND PAPERS**

1. The Havering Employment Charter for Autistic People and People with Learning Disabilities.

2. EqHIA for the Havering Employment Charter for Autistic People and People with Learning Disabilities.

# The London Borough of Havering Employment Charter – Employment of People with Learning Disabilities and Autistic People

**1.0 Introduction**

1.1. Inequalities and inequity in employment can be associated with inequalities and inequity in other areas of life including health, social mobility, and education. People with learning disabilities and autistic people are more likely to be experience life inequalities and be unemployed relative to both the general population and even people with other kinds of disability.

1.2. To help reduce inequalities in employment outcomes for people with learning disabilities and autistic people, the London Borough of Havering will adopt the following charter to increase the number of people with learning disabilities and autistic people employed locally.

1.3. This charter forms part of the borough's wider employment strategy, the local autism strategy, and our commitment to the Disability Confident Employer scheme.

**2.0 Vision**

2.1. To promote employment opportunities and personal and career development for people with learning disabilities and autistic people within Havering to reduce inequalities by enabling equal employment opportunities for meaningful and sustainable employment.

**3.0 Mission**

3.1. To increase the number of individuals with learning disabilities and autism employed directly by the London Borough of Havering and to support them in achieving their employment goals through appropriate personalised development once employed.

**4.0 Key Principles for Employment Opportunities**

4.1. To enable the local authority to achieve its vision the charter sets out six key principles that the local authority will adopt to make recruitment, and employment opportunities more inclusive for people with learning disabilities and autistic people.

4.1.1. **Meaningful Competitive Employment:** Ensure that the local authority provides job opportunities that provide competitive living wages and enable people to meaningfully develop their career paths.

4.1.2. **Disability Confident Employer**: Empower hiring managers to be confident in the recruitment and support of individuals with learning disabilities and autistic people.

4.1.3. **Person-Centred Approach**: Tailor employment opportunities to meet the unique needs, preferences, and goals of each person.

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4.1.4. **Inclusion**: Promote inclusive workplaces where people with disabilities work alongside their non-disabled peers.

4.1.5. **Empowerment**: Empower people with disabilities to make informed choices about their employment and career paths.

4.1.6. **Continuous Improvement**: Commit to ongoing evaluation and improvement of the recruitment and employment practices within Havering local authority.

## 5.0 Objectives of the Employment Charter for People with Learning Disabilities and Autistic People

5.1. The objectives associated with adoption of the employment charter for people with learning disabilities and autistic people are:

5.1.1. **To Increase Employment Opportunities within Havering Local Authority for People with Learning Disabilities and Autistic People**: Develop a positive discrimination approach to job opportunities and expand job opportunities available for people with learning disabilities and autistic people within the local authority. This objective will apply to all employment opportunities within Havering local authority including all paid employment, internships, graduate schemes, apprenticeships, and work experience opportunities.

5.1.2. **To Further Development the Local Authority Towards Maintaining its Position as a Disability Confident Employer**: Develop managerial training to further develop inclusive workplace environment where employees can be confident in interviewing, recruitment of and support of individuals with learning disabilities and autistic people.

5.1.3. **To Enhance Skills and Competencies of People with Learning Disabilities and Autistic People Employed by the Local Authority**: Provide continuous training and support to help people with learning disabilities and autistic people to develop the skills needed for carer development.

5.1.4. **To Monitor and Evaluate the Success of the Interventions that are Aimed at Supporting the Implementation of the Employment Charter and Employment Principles**: Continuous assessment of the effectiveness of the supported employment services and make necessary adjustments to improve outcomes in the recruitment of people with learning disabilities and autistic people.

## 6.0 Key Actions to Support the Employment Charters Approach to Employment Opportunities

6.1. The following actions should be undertaken to implement this charter as part of the approach to making Havering local authority a more inclusive workplace:

6.1.1. **Workforce Engagement**: Engage with the workforce to promote the benefits of hiring individuals with learning disabilities and autistic people and provide training on inclusive practices.

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6.1.2. **Selective Recruitment Focus:** Automatically make people with learning disabilities and autistic people who meet the minimum criteria eligible for interviews when applying for job opportunities advertised across the local authority.

6.1.3. **Inclusive Recruitment Practices:** HR should support all hiring managers with adopting more flexible recruitment approaches across recruitment exercises to reduce disadvantages inherent in traditional interview and recruitment processes.

6.1.4. **Individualized Employment Plans**: Adopt inclusivity focused personalised employment plans that outline the individual's goals, strengths, and support needs.

6.1.5. **Job Matching and Placement**: Further support matching individuals with suitable job opportunities that align with their skills and interests.

6.1.6. **On-the-Job Support**: Provide ongoing person-centred support and coaching to help individuals succeed in their employment.

6.1.7. **Community Partnerships**: Collaborate with internal community organisations within Havering local authority to create a network of support for individuals with learning disabilities and autistic people in the workplace.

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# Equality & Health Impact Assessment (EqHIA)

## Document control

| | |
|---|---|
| **Title of activity:** | Havering Employment Charter for Autistic People and People with Learning Disabilities |
| **Lead officer:** | Bradley Ramsey, Learning Disabilities and Autism Manager, Havering Integrated Team at Place. |
| **Approved by:** | Patric Odling-Smee, Director of Live Well. |
| **Date completed:** | 14/07/2025 |
| **Scheduled date for review:** | To be advised |

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

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

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

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

# 1. Equality & Health Impact Assessment Checklist

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

## About your activity

<table>
<tr><td>1</td><td>Title of activity</td><td colspan="3">Havering Employment Charter for Autistic People and People with Learning Disabilities</td></tr>
<tr><td>2</td><td>Type of activity</td><td colspan="3">This is a strategic internal policy relating to human resources, recruitment and retention. Implementation of an employment charter to enable more inclusive recruitment and retention practices within Havering Council. The activity is specifically aimed towards increasing the employment of autistic people and people with learning disabilities within Havering Council.</td></tr>
<tr><td>3</td><td>Scope of activity</td><td colspan="3">Implementation of an employment charter to enable more inclusive recruitment and retention practices within Havering Council. The activity is specifically aimed towards the employment of autistic people and people with learning disabilities.</td></tr>
<tr><td>4a</td><td>Are you changing, introducing a new, or removing a service, policy, strategy or function?</td><td>Yes</td><td rowspan="3">If the answer to <u>any</u> of these questions is ‘YES’, please continue to question 5.</td><td rowspan="3">If the answer to <u>all</u> of the questions (4a, 4b & 4c) is ‘NO’, please go to question 6.</td></tr>
<tr><td>4b</td><td>Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?</td><td>Yes</td></tr>
<tr><td>4c</td><td>Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people’s health and wellbeing?</td><td>No</td></tr>
<tr><td>5</td><td>If you answered YES:</td><td colspan="3">Please complete the EqHIA in Section 2 of this document. Please see Appendix 1 for Guidance.</td></tr>
<tr><td>6</td><td>If you answered NO:</td><td colspan="3">Please provide a clear and robust explanation on why your activity does not require an EqHIA. This is essential in case the activity is challenged under the Equality Act 2010.<br><br>Please keep this checklist for your audit trail.</td></tr>
</table>

| | |
|---|---|
| **Completed by:** | Bradley Ramsey, Learning Disabilities and Autism Manager, Havering Integrated Team at Place. |

| | |
|---|---|
| **Date:** | 14/07/2025 |

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

| **Background/context:** |
|---|
| The Learning Disabilities and Autistic Employment Steering Group was established to provide a specific focus in developing a robust approach to increasing the employment of autistic people and people with learning disabilities within the borough of Havering. The group has developed a several phased approach to achieve this aim with the first phase aimed at optimizing Havering Council's position as one of the largest employers in the borough with over 8000 employees.<br><br>The Havering Employment Charter for Autistic People and People with Learning Disabilities is aimed at embedding inclusive practices into the recruitment and retention processes within the council. Subject to Human Resource policies being updated and approved, the implementation of the charter identifies five key actions that the council should undertake to achieve this aim.<br><br>Implementation of the charter is expected to have a positive effect on the employment of people with learning disabilities and autistic people within Havering that are directly employed by the council.<br><br>**Expand box as required* |

| **Who will be affected by the activity?** |
|---|
| This activity will affect working aged adults who are autistic or who have a learning disability who apply to work at Havering Council. Whilst this is expected to have a primary impact on individuals within those categories with reside within the borough, it would also impact on individuals with these protected characteristics who apply for employment opportunities with the council but reside in other geographical locations.<br><br>**Expand box as required* |

| **Protected Characteristic - Age:** Consider the full range of age groups | | |
|---|---|---|
| *Please tick (✓) the relevant box:* | | **Overall impact:** |
| **Positive** | | The Havering Employment Charter for Autistic People and People with Learning Disabilities is unlikely to impact on any citizens on Havering due to their age. |

| | | |
|---|---|---|
| **Neutral** | ✓ | |
| **Negative** | | *Expand box as required |

**Evidence:**

All recruitment and retention policies within Havering align with relevant legislation and statutory guidance relating to recruitment. This legislation and statutory guidance applies equally and proportionately to all age groups.

*Expand box as required

**Sources used:**

The Equality Act 2010
Local Government and Housing Act 1989

*Expand box as required

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

| *Please tick (✓) the relevant box:* | | **Overall impact:** |
|---|---|---|
| **Positive** | ✓ | The Havering Employment Charter for Autistic People and People with Learning Disabilities is likely to have a direct impact on Havering citizens due to their disability. *Expand box as required |
| **Neutral** | | |
| **Negative** | | |

**Evidence:**

The charter sets out how to positively impact recruitment and retention of individuals with learning disabilities and autism. Individuals in either of these categories would be protected under the Disabilities Act 2010. Nationally the paid employment rate for working age autistic people (3 in 10 in employment, The Buckland Review 2024) unemployment rate) and people with a learning disability (26.7%, Mencap, The Big Learning Disability Survey 2022) is significantly lower than other types of long-term disability (5 in 10, The Buckland Review 2024) and the general population (7 in 10, The Buckland Review). People with either of these long-term conditions are more likely to be in receipt of benefits and be in contact with multiple council services i.e. social care, housing, benefits, etc.

The Havering JSNA 2025 highlighted that these individuals are even more likely to be economically inactive with largest employment gaps in Havering for adults aged 18 to 64 years being those with learning disabilities, with a difference of 80.7% against the

employment rate of the general population (2022/23). This compares to 70.5% across London and 70.9% across England (LBH Havering JSNA 2025 - Living Well, Ageing Well & Dying Well).

The Havering Employment Charter for Autistic People and People with Learning Disabilities is aimed at embedding inclusive practices into the recruitment and retention processes within the council. This is expected to increase the number of individuals with learning disabilities and autistic people employed by the council and develop a more inclusive work environment within the council.

**Expand box as required*

**Sources used:**

The Buckland Review 2024
LBH Havering JSNA 2025 - Living Well, Ageing Well & Dying Well
Mencap – The Big Learning Disability Survey 2022.

**Expand box as required*

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

| *Please tick (✓) the relevant box:* | | **Overall impact:** |
|---|---|---|
| **Positive** | | The Havering Employment Charter for Autistic People and People with Learning Disabilities is unlikely to impact on any citizens of Havering because of their sex or gender. |
| **Neutral** | ✓ | |
| **Negative** | | |

**Expand box as required*

**Evidence:**

All recruitment and retention policies within Havering align with relevant legislation and statutory guidance relating to recruitment. This legislation and statutory guidance applies equally and proportionately to males and females.

**Expand box as required*

**Sources used:**

The Equality Act 2010
Local Government and Housing Act 1989

**Expand box as required*

| **Protected Characteristic - Ethnicity/race:** Consider the impact on different ethnic groups and nationalities | | |
|---|---|---|
| *Please tick (✓) the relevant box:* | | **Overall impact:** |
| **Positive** | | The Havering Employment Charter for Autistic People and People with Learning Disabilities is unlikely to have a significant impact on any citizens of Havering because of their ethnicity.<br><br>**Expand box as required* |
| **Neutral** | ✓ | |
| **Negative** | | |

**Evidence:**

The prevalence of autism nationally is estimated at 1.8%. There is evidence in a discrepancy in prevalence across ethnicities with a national study by Cambridge University in 2021 highlighting that prevalence in those of black ethnicity was higher at (2.1%) and lowest in Roma/Irish Traveller people (0.85%). There is presently limited equivalent data in in Havering, but it is acknowledged that this discrepancy may be present. Data from the 2021 census highlighted that ethnic minorities account for only 24.7% of the population in Havering which is lower than the london average. Due to the relative sizes of the population and cross over between autism and BME groups, it is unlikely that the implementation of the charter will have an impact on individuals based on ethnicity, but there may be a small net positive.

With this in mind, the Learning Disabilities and Autism Employment Steering group will ensure that consideration continues to be given to issues affecting all categories across the local demographic.

**Expand box as required*

**Sources used:**

Census data 2021.
LBH Havering JSNA 2025 - Living Well, Ageing Well & Dying Well
Association of Race/Ethnicity and Social Disadvantage With Autism Prevalence in 7 Million School Children in England, Roman-Urrestarazu et al, 2021. JAMA Pediatr Published Online: March 29, 2021

| **Protected Characteristic - Religion/faith:** Consider people from different religions or beliefs including those with no religion or belief | | |
|---|---|---|
| *Please tick (✓) the relevant box:* | | **Overall impact:** |
| **Positive** | | The Havering Employment Charter for Autistic People and People with Learning Disabilities is unlikely to have a significant impact on any citizens of Havering because of their religion. |
| **Neutral** | ✓ | **Expand box as required* |
| **Negative** | | |

**Evidence:**

There is limited demographic data available specific to the religions of people with learning disabilities and autism. All recruitment and retention policies within Havering align with relevant legislation and statutory guidance relating to recruitment. This legislation and statutory guidance applies equally and proportionately to all religious groups.

**Expand box as required*

**Sources used:**
The Equality Act 2010
Local Government and Housing Act 1989

**Expand box as required*

| **Protected Characteristic - Sexual orientation:** Consider people who are heterosexual, lesbian, gay or bisexual | | |
|---|---|---|
| *Please tick (✓) the relevant box:* | | **Overall impact:** The Havering Employment Charter for Autistic People and People with Learning Disabilities is unlikely to have a significant impact on any citizens of Havering because of their sexual orientation. **Expand box as required* |
| **Positive** | | |
| **Neutral** | ✓ | |
| **Negative** | | |

**Evidence:**

There is limited demographic data available specific to the religions of people with learning disabilities and autism. All recruitment and retention policies within Havering align with relevant legislation and statutory guidance relating to recruitment. This legislation and statutory guidance applies equally and proportionately to people who are heterosexual, lesbian, gay and bisexual.

**Expand box as required*

**Sources used:**

The Equality Act 2010
Local Government and Housing Act 1989

**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:** The Havering Employment Charter for Autistic People and People with Learning Disabilities is unlikely to have a significant impact on any citizens of Havering who are seeking, undergoing or have received gender reassignment surgery, or anyone whose gender identity is different from their gender at birth. **Expand box as required* |
| **Positive** | | |
| **Neutral** | ✓ | |
| **Negative** | | |

**Evidence:**

All recruitment and retention policies within Havering align with relevant legislation and statutory guidance relating to recruitment. This legislation and statutory guidance does not discriminate against anyone on the basis of their gender identity.

**Expand box as required*

**Sources used:**

The Equality Act 2010
Local Government and Housing Act 1989

**Expand box as required*

| **Protected Characteristic - Marriage/civil partnership:** Consider people in a marriage or civil partnership | | |
|---|---|---|
| *Please tick (✓) the relevant box:* | | **Overall impact:** |
| **Positive** | | The Havering Employment Charter for Autistic People and People with Learning Disabilities is unlikely to have a significant impact on any citizens of Havering who are in a marriage or civil partnership. |
| **Neutral** | ✓ | |
| **Negative** | | **Expand box as required* |

**Evidence:**

All recruitment and retention policies within Havering align with relevant legislation and statutory guidance relating to recruitment. This legislation and statutory guidance applies equally and proportionately to families where carers and parents are in a marriage or civil partnership, or in neither.

**Expand box as required*

**Sources used:**

The Equality Act 2010
Local Government and Housing Act 1989

**Expand box as required*

| **Protected Characteristic - Pregnancy, maternity and paternity:** Consider those who are pregnant and those who are undertaking maternity or paternity leave | | |
|---|---|---|
| *Please tick (✓) the relevant box:* | | **Overall impact:** |
| **Positive** | | The Havering Employment Charter for Autistic People and People with Learning Disabilities is unlikely to have a significant impact on any citizens of Havering who are pregnant or relating to matters of maternity and paternity.<br>**Expand box as required* |
| **Neutral** | ✓ | |
| **Negative** | | |

**Evidence:**

All recruitment and retention policies within Havering align with relevant legislation and statutory guidance relating to recruitment. This legislation and statutory guidance does not discriminate against anyone on the basis of pregnancy, maternity or paternity.

**Expand box as required*

**Sources used:**

The Equality Act 2010
Local Government and Housing Act 1989

**Expand box as required*

| **Socio-economic status:** Consider those who are from low income or financially excluded backgrounds | | |
|---|---|---|
| *Please tick (✓) the relevant box:* | | **Overall impact:** |
| **Positive** | ✓ | The Havering Employment Charter for Autistic People and People with Learning Disabilities is likely to have a significant impact on any citizens of Havering who are from low income or financially excluded backgrounds.<br>**Expand box as required* |
| **Neutral** | | |
| **Negative** | | |

**Evidence:**

The charter sets out how to positively impact recruitment and retention of individuals with learning disabilities and autism. Individuals in either of these categories would be protected under the Disabilities Act 2010. Nationally the paid employment rate for working age autistic people (3 in 10 in employment, The Buckland Review 2024) unemployment rate) and people with a learning disability (26.7%, Mencap, The Big Learning Disability Survey 2022) is significantly lower than other types of long-term disability (5 in 10, The Buckland Review 2024) and the general population (7 in 10, The Buckland Review). People with either of these long-term conditions are more likely to be in receipt of benefits and be in contact with multiple council services i.e. social care, housing, benefits, etc.

The Havering JSNA 2025 highlighted that these individuals are even more likely to be economically inactive with largest employment gaps in Havering for adults aged 18 to 64 years being those with learning disabilities, with a difference of 80.7% against the employment rate of the general population (2022/23). This compares to 70.5% across London and 70.9% across England (LBH Havering JSNA 2025 - Living Well, Ageing Well & Dying Well).

The Havering Employment Charter for Autistic People and People with Learning Disabilities is aimed at embedding inclusive practices into the recruitment and retention processes within the council. This is expected to increase the number of individuals with learning disabilities and autistic people employed by the council and develop a more inclusive work environment within the council.

**Expand box as required*

**Sources used:**

The Buckland Review 2024
LBH Havering JSNA 2025 - Living Well, Ageing Well & Dying Well
Mencap – The Big Learning Disability Survey 2022.

**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.

| *Please tick (✓) all the relevant boxes that apply:* | | **Overall impact: Positive**<br><br>The Havering Employment Charter for Autistic People and People with Learning Disabilities is likely to have an impact on the health and wellbeing of citizens of Havering. |
|---|---|---|
| **Positive** | ✓ | |
| **Neutral** | | |
| **Negative** | | |
| | | **Expand box 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<br>**Yes** ☐ **No** ✓☐ |

**Evidence:**

There is evidence that engaging in employment and other meaningful activities has a positive effect on mental health and wellbeing. Individuals with learning disabilities and autistic people are also at greater risk of being socially isolated. Strategies to improve employment and retention of individuals is likely to positively impact their overall health and wellbeing.

**Expand box as required*

**Sources used:**

PHE - Health matters: health and work – 2019
WHO healthy workplace framework and model: background and supporting literature and practices - 2010

**Expand box as required*

## 3. Outcome of the Assessment

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

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

| | | | |
|---|---|---|---|
| ✓ | 1. The EqHIA identified no significant concerns OR the identified negative concerns have already been addressed | → | **Proceed with implementation** of your activity |
| | 2. The EqHIA identified some negative impact which still needs to be addressed | → | **COMPLETE SECTION 4:**<br>**Complete action plan** and finalise the EqHIA |
| | 3. The EqHIA identified some major concerns and showed that it is impossible to diminish negative impacts from the activity to an acceptable or even lawful level | → | **Stop and remove** the activity or **revise** the activity **thoroughly.**<br>**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/optimise 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 |
|---|---|---|---|---|---|
| Disability | Positive | Appropriate review of the charter and workforce development policies within the council to improve recruitment and retention.<br><br>Promotion of inclusive recruitment practices via staff training. | Increase in the number of people employed with learning disabilities and autistic people by the council.<br><br>This will be monitored and reported in the workforce data. | Within three months of agreement to proceed with the implementation.<br><br>Changes expected within 12 months and reported annually continuously | Dan Dubec |

**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 reviewed six months after the implementation of the new tri-borough BHR Safeguarding Partnership and annually thereafter.

**Scheduled date of review:** April 2026

**Lead Officer conducting the review:** Bradley Ramsey, Learning Disabilities and Autism Manager for the Havering Integrated Team at Place.

Havering
LONDON BOROUGH

| | |
|---|---|
| **CABINET** | **12 November 2025** |
| **Subject Heading:** | **Zane's Law** |
| **Cabinet Member:** | **Cllr. Ray Morgon, Leader of the Council** |
| **ELT Lead:** | **Helen Oakerbee, Director of Planning and Public Protection** |
| **Report Author and contact details:** | **Ron Belgrave** ron.belgrave@havering.gov.uk |
| **Policy context:** | **Public Protection and Public Health.**<br>**Proposed legislation to require local/national authority action and prevent local harm from legacy or current waste disposal sites (whether licensed or illegal).** |
| **Financial summary:** | **There are no direct costs associated with expressing support for the introduction of "Zane's Law" but full funding would be required (from Government) for the Council to properly deliver on any new or reinvigorated existing obligations from the proposed future legislation.** |
| **Is this a Key Decision?** | **No.** |
| **When should this matter be reviewed?** | **November 2026** |
| **Reviewing OSC:** | **Place Overview & Scrutiny Committee** |

**This 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.

## REPORT SUMMARY


## Summary

Following the death, in 2014, of seven-year-old Zane Gbangbola – and the paralysing of his father Kye – allegedly due to pollutants/contamination after the flooding of a nearby "legacy" landfill in Surrey, a campaign (known as "Zane's Law") was launched. The campaign seeks to encourage the Government to "make toxic landfills safe" by strengthening statutory requirements and providing the requisite funding for relevant authorities (including councils) to be able to address the issues.

Zane's Law seeks, in brief, to achieve:

- Councils to maintain a local public Register of Land that may be contaminated.
- Environment Agency to maintain a national public Register of Contaminated Land.
- Councils to inspect any land on the Register and to pursue remediation of land that poses harm.
- Councils to inspect previously closed ("legacy") landfill sites and to pursue remediation of land that poses a risk of significant harm.
- Government to fully fund councils to conduct the above actions (costs recovered from polluter, as appropriate).

A number of councils (particularly in Surrey and London) and the Greater London Authority have expressed support for Zane's Law.

It is proposed that, in seeking to keep local residents safe and to reduce the risks of harm, Havering Council supports the principles of "Zane's Law".


## RECOMMENDATIONS

Cabinet Members are asked to:

- Express support for achieving the principles of Zane's Law and agree to lobby the Government for its introduction

**REPORT DETAIL**

## 1. Background

1.1 The Gbangbola family lived in a house in Chertsey, Surrey on a road which is parallel to the River Thames and which is next to a former ("legacy") landfill site then owned by Brett Aggregates (that, in 2014, contained a lake). The house had a "flood basement" underground.

1.2 The landfill site is known as the Lavenders Landfill which was a former gravel pit that was filled with waste in the 1960s before being turned into a lake.

1.3 With river catchments already saturated at the beginning of December 2013 and sustained heavy rain during that winter (including 250% of the long term average rainfall in both January and February), the River Thames burst its banks in Surrey in February 2014 resulting in around 1,000 homes being flooded and 600 properties being evacuated.

1.4 The volume of flooding in the Chertsey area in January and February 2014 meant that the landfill lake also overflowed and that flow was from the landfill towards the house. As a result the flood basement became filled with water but the house living space was not flooded.

1.5 The three members of the family (father [Kye], mother [Natalie], child [Zane]) subsequently became unwell in late January and there was illness through to 7th February.

1.6 On 7th February the mother was prescribed anti-biotics during the day and in the early hours of 8th February the father was hospitalised and the son was pronounced dead.

1.7 An inquest was opened into Zane's death and, in September 2016, the coroner concluded that it was an accidental death due to Carbon Monoxide Toxicity as a result of a defective petrol pump used to clear water from the flood basement.

1.8 Zane's parents dispute the coroner's findings and say that the pump was not in operation at the time and that the Fire Brigade did not detect Carbon Monoxide in the house but did detect Hydrogen Cyanide in the air.

1.9 The family believe that their son died from toxic Hydrogen Cyanide (HCN) gas released through the flooding from the nearby legacy landfill. They also believe that HCN is the cause of the paralysing injuries to Zane's father.

## 2. Zane's Law Campaign

2.1 Following the coroner's public report, the family embarked on a "campaign" to promote the "truth about Zane" and to seek changes in legislation/regulations to strengthen controls around potential pollution and contamination from legacy landfill sites and other sites of concern. These proposed changes have been dubbed as "Zane's Law".

2.2 The campaign takes the view that some of the rigours and provisions of the 1990 Environmental Protection Act have been eroded over the years and that Britain is no longer "aligned with global best practice for the proper protection of communities from hazardous land".

2.3 According to the campaign website, Zane's Law proposes that the following measures be pursued:

a) Every local authority must keep a full, regularly updated Register of Land that may be contaminated within their boundary.

b) The Environment Agency must keep a full, public National Register of Contaminated Land to be regularly updated by information from local authorities.

c) The Registers of Land must be accessible and available for inspection by the general public. Relevant local authorities must fully inspect any land registered that may be contaminated and must fully remediate or enforce remediation of any land which poses harm to public safety or which pollutes controlled waters.

d) Relevant local authorities must be responsible for inspecting previously closed landfill sites and fully remediating them, or enforcing their remediation, when they pose a risk of significant harm to people or controlled waters.

e) The Government must take full responsibility for providing the necessary funds for local authorities to meet these new requirements, following the 'polluter pays' principle: to recover costs as appropriate where those responsible for the pollution can be identified.

2.4 Their website also states that support for Zane's Law has been received from Lewes District Council, Brighton & Hove City Council, Adur District Council and Stroud District Council as well as the London Assembly (Greater London Authority) and the London Borough of Newham.

2.5 A summit was also held in the Houses of Parliament in June 2025.

2.6 The campaign also claims that, in recent years, regulatory opportunities to protect the public from "toxic waste" have been missed and the laws around landfill have been "dangerously weakened".

## 3 Havering Context

### Arnold's Field (Launders Lane)

3.1 The most high profile legacy landfill site in Havering is Arnold's Field in Launders Lane, Rainham. However, the issues there are not the same as the Lavenders Landfill in Chertsey as testing has not indicated any water-borne contaminant leakage from Arnold's Field.

3.2 The issue at Arnold's Field is more associated with smoke-borne pollutants through the air.

3.3 In addition, whilst the soil investigation conducted in 2023 was not able to test as deep as the underlying landfill, it is likely that the majority of the fires at the site are not due to material in the legal legacy landfill but due to the substantive amounts of waste unlawfully deposited on top.

3.4 A key further difference is that, unlike Lavenders Landfill, Arnold's Field has now been formally identified as a "contaminated land" site under Part 2A of the 1990 Environmental Protection Act.

### Landfill Sites Across the Borough

3.5 The Environment Agency (EA) has identified 14 sites across the borough as licensed landfills. Eleven of those are listed as "live" and three are closed (but still undergo formal EA "aftercare" and monitoring). The information from the EA is:

| SITE & ADDRESS | OPERATOR | STATUS | TYPE * |
|---|---|---|---|
| Ayletts Farm Quarry, Warwick lane, RM13 9XW | Ingrebourne Valley Ltd | Closed | Non-Hazardous Landfill |
| Cockhide Farm Quarry, South Ockenden, RM15 4XJ | Ingrebourne Valley Ltd | Live | Deposit for Recovery |
| Gerpins Lane, Upminster, RM14 2XR | Havering Council | Closed | Inert Landfill |
| Pinch Restoration, Gerpins Lane, RM13 2XR | Ingrebourne Valley Ltd | Live | Deposit for Recovery |
| Rainham Generation Plant, Coldharbour Lane, RM13 9BJ | EDL (UK) LFG Gen. Ltd | Live | Landfill Gas Combustion |
| Rainham Landfill, Coldharbour Lane, RM13 9BJ | Veolia ES Ltd. | Live | Non-Hazardous Landfill |
| East Hall Farm, New Road, Rainham, RM13 9DS | Brett Aggregates Ltd | Live | Inert Landfill |

| SITE & ADDRESS | OPERATOR | STATUS | TYPE * |
|---|---|---|---|
| Baldwins Farm, Bramble Lane, Thurrock, RM15 5SD | Tarmac Aggregates Ltd | Closed | Inert Landfill |
| Ingrebourne Links, New Road, Rainham Road, RM13 9ED | Ingrebourne Valley Ltd | Live | Deposit for Recovery |
| Wennington Quarry, New Road, Rainham Road, RM13 9EE | Ingrebourne Valley Ltd | Live | Inert Landfill |
| Silt Lagoons, Marshes, Coldharbour Lane, RM13 9BJ | Land & Water Remediation Ltd. | Live | Non-Hazardous Landfill |
| South Hall Farm, New Road, Rainham, RM13 9EW | Havering Aggregates | Live | Inert Landfill |
| M25 Jnct. 28 Improvements, Grove Farm, Brentwood, CM14 5NG | John Graham Const. Ltd | Live | Deposit for Recovery |
| Mardyke Farm, Dagenham Road, RM13 7SR | Ebbcliff Ltd. | Live | Inert Landfill |

** Non-Hazardous Landfill = no threats to human health or the environment*
** Deposit for Recovery = waste materials (inert soils and aggregates) to be permanently deposited (and replace non-waste materials) on other land for restoration/improvement*
** Inert Landfill = no substances that are chemically or physically reactive (sub-category of "non-hazardous")*
** Landfill Gas Combustion = uses gases produced by the landfill to produce energy (for Rainham power station)*

3.6 The above table shows the 14 sites, including who operates them and the type of site it is. However, it should be noted that, in practice, it is considered that some of the operating sites have little or no activity going on (ie. no longer receiving waste.). Consequently, there may only be four sites that are actively operational:

- Rainham Landfill (*with Rainham Generation Plant as part of the same site)*
- East Hall Farm
- Wennington Quarry
- Silt Lagoons

**Illegal Sites Across the Borough**

3.7 The EA has stated that they are not aware of any substantive illegal waste sites or major fly-tipping sites within the Borough.

**Flood Risk Areas Across the Borough**

3.8 For context, as the situation that led to Zane's death involved the flooding of a river after heavy rainfall, a map of the Environment Agency river flooding risk areas for the borough of Havering is shown in Appendix 1.

3.9 The surface water drainage (overland run-off after heavy rainfall) flooding risk areas for the borough, over the next 100 years, are shown in Appendix 2.

3.10 The locations of historic flood reports during the period 2007 to 2023

are shown in Appendix 3.

3.11 Consequently, across the borough, four official EA landfill sites initially appear to potentially be in or closely adjacent to a medium or high flood risk area or near to locations of flood reports (2007-2023):

- East Hall Farm
- Wennington Quarry
- South Hall Farm
- M25 (jnct. 28)

3.12 No detailed analysis has been undertaken by the Council of these specific sites relative to their flood risks or to their location near to previous flood reports.

## Contaminated Land Inspection Strategy

3.13 Under the Environmental Protection Act 1990 Part 2A the Council is required to take a strategic approach to inspecting the borough to identify areas of contaminated land, set out its approach as a written strategy and to keep the strategy under periodic review.

3.14 Havering's most recent strategy was issued in 2016 to cover the period 2017 to 2021. The constraint on staffing resource and focus on Arnold's Field has meant that the strategy has not yet been able to be reviewed.

## Register of Contaminated Land

3.15 Local authorities are required to maintain a public register of Contaminated Land under Part 2A of the Environmental Protection Act 1990. This register details regulatory actions taken by the council regarding sites designated as contaminated, such as remediation notices, declarations of remediation, and any convictions for offences under the Act.

3.16 In Havering, the last register was published in 2017. However, no new determinations of contaminated were made between 2017 and 2024. No additional site investigations, leading to formal determinations, have been carried out by the Council during this period. The Arnold's Field site on Launders Lane has been added to the register in October 2025.

## Resource Challenges

3.17 Implementing Zane's Law would have significant resource implications on the Council and would require a significant injection of funding to avoid a substantive impact on other areas of work.

3.18 If the ambitions of Zane's Law are fully realised, it is essential that

the Government provide full funding to deliver on all the necessary activity related to inspection, testing, monitoring, enforcement and remediation in relation to issues of contamination and pollution. Without this funding, the Council would not be able to fulfil the ambitions stated.

## Lobbying Approach

3.19 To support this further, the following can be done to lobby for a new law. This includes:

- Sign and share the petition with residents - https://you.38degrees.org.uk/petitions/make-toxic-landfills-safe-support-zane-s-law?source=twitter_share_button&utm_medium=socialshare&utm_source=twitter&share=dcf1c7f8-5667-49fe-852c-e7aa10d82cba
- Write to our local MPs to ask them to support all efforts to get Zane's Law onto the statute book.
- Release a public statement and press release for media and Living
- Post on social media using the hashtag #ZanesLaw.

## REASONS AND OPTIONS

Whilst Zane Gbangbola's case took place outside of Havering, the principles and concerns about the matters arising have been the subject of local interest in the borough.

The options considered by officers were:

1) Do Nothing

   In light of criticism, from residents and the media, of the Council in relation to matters pertaining to land affected by contamination and the specific reference by local campaign groups to Zane's Law – doing nothing could result in heightened criticism of the Council (especially as other local authorities have already expressed support).

2) Proactive Expression of Support

   This was considered to be the best overall approach as it not only provides a platform to lobby for an improved regulation regime to monitor and address potential contamination/pollution and for the necessary resourcing to be provided by Government but also provides a framework to assist in protecting the health of local residents.

**IMPLICATIONS AND RISKS**

## Financial Implications and Risks

If “Zane’s Law” is passed, the resulting additional responsibilities will require extra staffing capacity within the Public Protection service, for which there is currently no financial provision. The Zane’s Law campaign proposes that full funding should be provided by Government.

## Legal Implications and Risks

This report is a member update with no separate direct legal implications at present.

## Human Resources Implications and Risks

If “Zane’s Law” is passed, the result would be an increase in workloads for which there may not be sufficient capacity currently. There are no other known HR implications and risks.

## Equalities Implications and Risks

Supporting the principles of Zane’s Law aligns with the Council’s Public Sector Equality Duty under the Equality Act 2010. Although this report does not in itself introduce a new policy or service, the subject matter – reducing risks from contaminated land and legacy landfill sites – has clear implications for equality, health, and wellbeing.

Environmental hazards can disproportionately affect certain groups, including children, older people, pregnant women, disabled residents (particularly those with pre existing medical conditions), and residents living in lower-income or flood-prone areas. National evidence also highlights that some Black, Asian and Minority Ethnic communities experience greater environmental risk exposure.

Indicators are that those living in proximity of residence to landfill sites, river flood areas and surface water risk areas are more likely to be those with deprivations and so the campaign proposals would have a beneficial impact on the reduction of inequalities.

By expressing support for Zane's Law, the Council demonstrates its commitment to ensuring all residents benefit equally from a safe and healthy environment. This approach contributes positively to reducing health inequalities and advancing environmental justice across Havering.

There are therefore **no negative** equality implications, but the proposal carries a **positive equality impact** in promoting fairness, protection, and wellbeing for vulnerable groups.

## Health and Wellbeing Implications and Risks

Landfill sites or other unregulated waste sites that are affected by climatic conditions (eg. sustained flooding, periods of extreme heat leading to increased risk and impact of wildfires) may cause pollutants to be released which may be harmful to both the physical and mental health of the public. Failure to express proactive support may add to the existing burden of mental ill-health (e.g. anxiety) associated with the perceived risk from an external source outside of an individual's control. This may be particularly impactful to residents living in close proximity to waste sites in the Borough where fires occur regularly.

## Environmental and Climate Change Implications and Risks

Climate change and the resulting increases in extreme weather events (such as increased periods of heavy rainfall) are likely to increase the risks of flooding which may impact landfill and other waste dumping sites close to flood risk areas.

In such circumstances, there is an increased risk (albeit limited on sites supervised by the Environment Agency) of pollution leaching into the environment with potential effects on the environment (flora, fauna and air quality).

## BACKGROUND PAPERS

Documents referenced or considered in the production of this report:

**Inquest Report (Reg. 28) – Zane Gbangbola – Action To Prevent Future Deaths**
September 2016, Surrey Coroner's Court
https://www.judiciary.uk/wp-content/uploads/2017/01/Gbangbola-2016-0328.pdf

**Factual Findings and Conclusions – Death of Zane Gbangbola**
September 2016, Surrey Senior County Coroner
https://democracy.spelthorne.gov.uk/documents/s38910/Appendix%201%20Coroners%20Findings%20and%20Conclusions.pdf

**Draft Local Flood Risk Management Strategy**
August 2024, Havering Council
havering-local-flood-risk-management-strategy/2024/draft

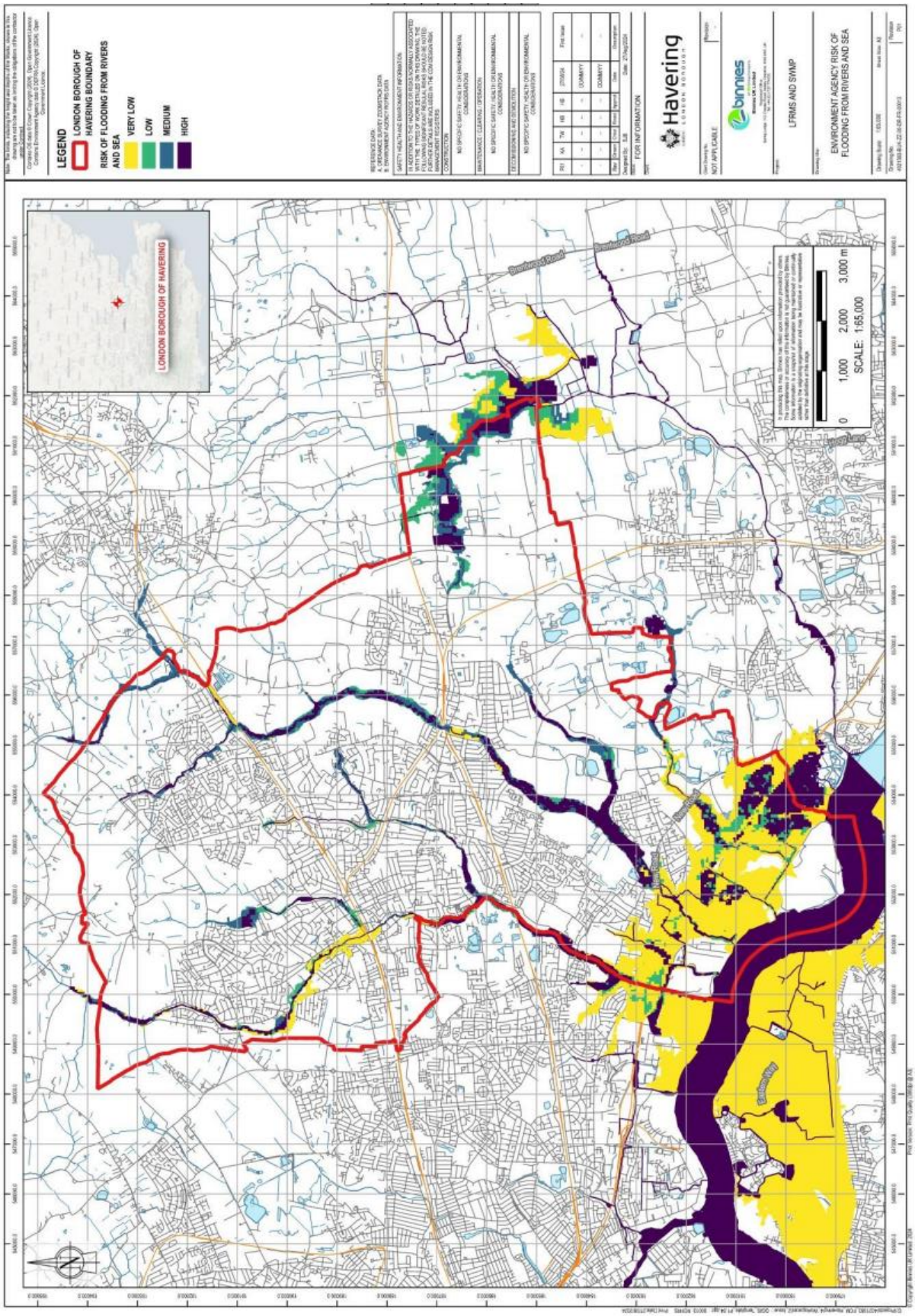
**Surface Water Management Plan**
2017, Havering Council (in process of being updated)
Strategic Flood Risk Assessment 2017 | London Borough of Havering

**Contaminated Land Inspection Strategy (2017-2021)**
November 2016 (Rev. 02), Havering Council
https://www.havering.gov.uk/downloads/file/537/contaminated-land-inspection-strategy

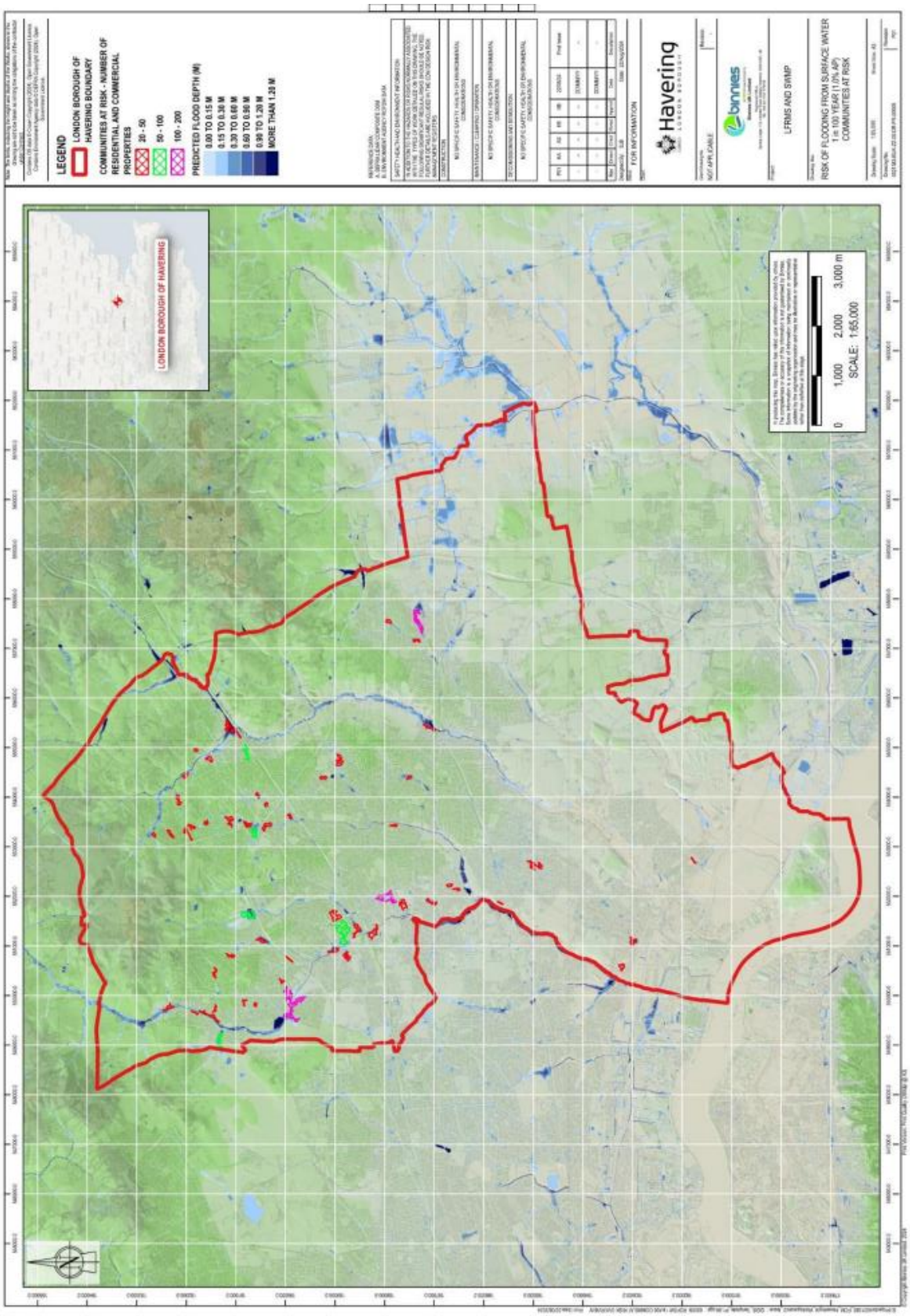
**Public Register of Contaminated Land**
December 2017, Havering Council
https://www.havering.gov.uk/downloads/file/536/public-register-of-contaminated-land

**Online Information from the Zane's Law Campaign**
https://zaneslaw.co.uk
https://www.truthaboutzane.com

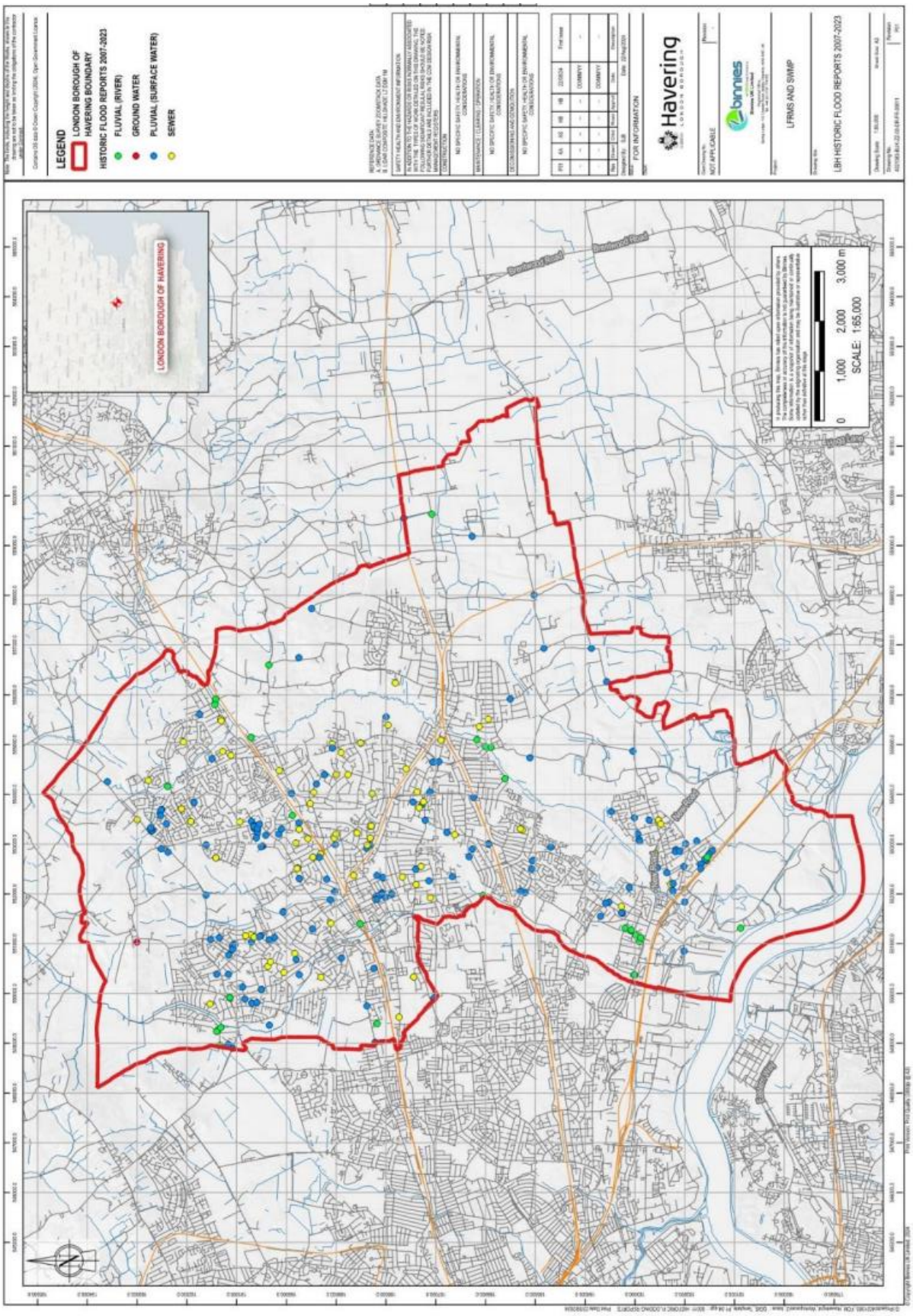
# APPENDIX 1 – River flood risk areas (Environment Agency)



# APPENDIX 2 – Surface water flooding risk areas (1 in 100 years)



# APPENDIX 3 – Historic Flood reports (2007-2023)



# CABINET

| | |
|---|---|
| **Subject Heading:** | **2026-2029 Medium Term Financial Strategy Update** |
| **Cabinet Member:** | **Councillor Chris Wilkins (Cabinet Member for Finance)** |
| **ELT Lead:** | **Kathy Freeman**<br>Strategic Director of Resources |
| **Report Author and contact details:** | Richard Tyler<br>Head of Financial Strategy and Business Intelligence<br>01708 433 340<br><br>Richard.Tyler@Havering.gov.uk |
| **Policy context:** | The report provides an update on the progress towards setting the 2026/27 budget and the development of the 2026-2029 Medium Term Financial Strategy |
| **Financial summary:** | This report includes:<br>• Update on the 2025/26 revenue monitoring position (Section 5)<br>• Update on the progress towards setting the 2026/27 budget (Section 6)<br>• Update on the Medium-Term Financial Strategy for 2026-29 (Section 6)<br>• Update on the MTFS Gap and continued engagement with MHCLG (Section 7) |
| **Is this a Key Decision?** | No |

## 1. EXECUTIVE SUMMARY

1.1. This report provides an update on the progress towards setting the Council's budget for 2026/27. The report includes:

- Background
- An update on National funding changes
- Update on the revenue monitoring position for 2025/26
- Updates made to the Medium-Term Financial Strategy and revised budget gap
- Financing the budget and engagement with MHCLG
- Next Steps
- Medium-term budget initiatives

## 2. RECOMMENDATIONS

2.1. Cabinet are asked to note the medium-term financial position set out in this report

2.2 Cabinet are asked to note the proposed savings and investment set out in this report and authorise officers to start the budget engagement process, including specific consultations (where required) to implement the savings in this report.

2.3 Cabinet are asked to authorise officers to action efficiency and invest to save proposals with immediate effect in 2025/26 where possible if the operational savings proposals are not public facing, and so therefore is not subject to consultation and an EQUIA.

2.4 Cabinet are asked to note the position regarding further exceptional financial support from the Government and to note that officers will continually review and update the Medium Term Financial Strategy from now through to when the Budget is signed off by Full Council.

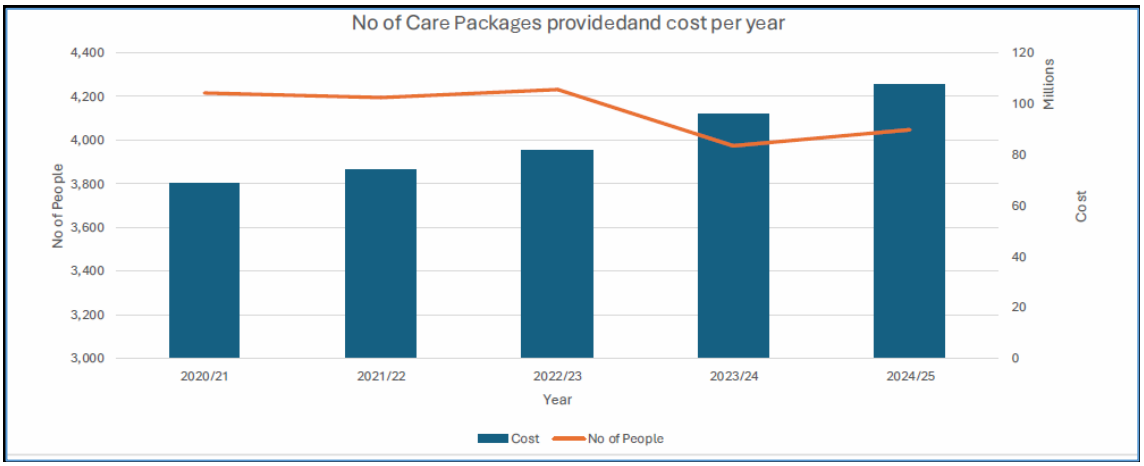
## 3. BACKGROUND

3.1. Havering is a cost-effective authority which has managed its budgets carefully over many years. In recent years the statutory costs of the Council have risen sharply, most notably in the provision of Social Care and in the additional demands of providing housing for residents to whom the Council has a statutory duty.

### 3.2 Increased Adult Social Care Costs:

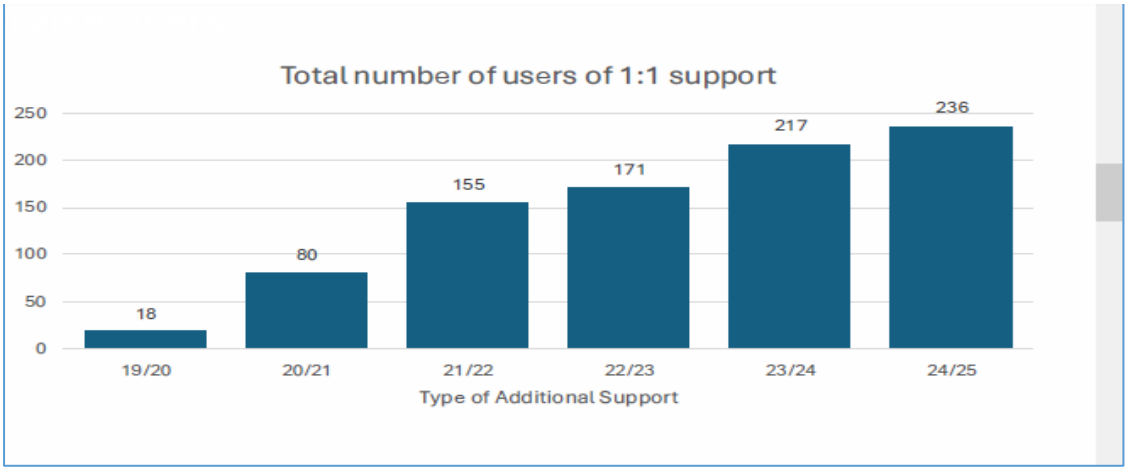
3.2.1 Overall expenditure within Adult Social Care is increasing significantly year on year, while the total number of care packages provided remains relatively stable. This is due to inflation and increasing complexity of packages. The chart below shows how costs have increased over the last 5 years which the number of care packages have actually declined slightly

**Numbers of Adult Social Care users and cost per year**




3.2.2 The rising costs are partially due to inflation. The National Living Wage which drives the labour cost market has risen by 35% over the last 5 years. Complexity of cases has also significantly increased with more users requiring both longer and more extensive packages. At the same time the numbers of self-funders are reducing, placing greater financial demands on the Council to meet its statutory duty. The chart below shows the increase in users requiring 1-1 support over the last 5 years.

**Increase in numbers of users requiring 1-2-1 support by year**




## 3.3 Children's Social Care costs

3.3.1 Children and young people now make up 23% of Havering's total population. There has been a rise in the proportion maintained despite this overall growth in Children and Young People (CYP) population. The Council is projecting continued growth and diversification in the child population with a 12% increase in the total child population by 2026. The 10.4% CYP population growth from 2011 to 2021 outpaced the London average of 7.7% However Havering's 6% rise in children since 2020 is double the next largest increase among Outer London boroughs.

3.3.2 Havering saw the largest net inflow of children among all London boroughs between 2016 -2020 and this trend also includes children from neighbouring boroughs. In contrast, ten of the other Outer London boroughs saw a decline in their child population since 2020. The trend is being driven by both inward migration from inner London Boroughs and new housing developments attracting young families to Havering's good and outstanding schools and green spaces.

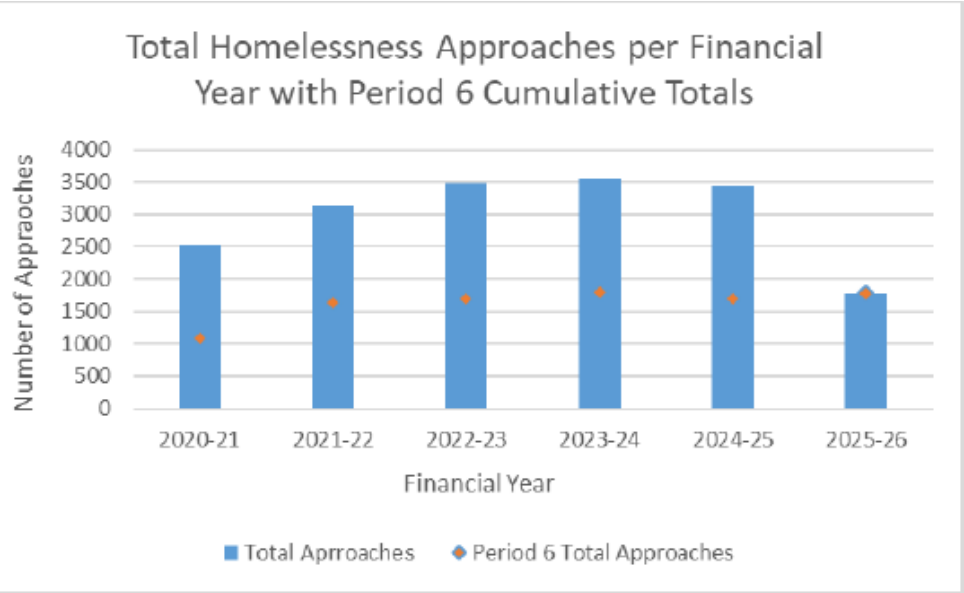
3.3.3 As the child population of the borough goes up there is an increasing incidence of children with disability (as shown by the 12% annual increase in Education Health and Care Plan's - EHCP's) and as a result the number of families eligible for support such as Home to School Transport, Direct Payments and Short Breaks has also increased. All these factors alongside sharply rising unit costs of residential placements with known profiteering in the market and increasing complex social care cases have resulted in the additional costs the Council has faced in Starting Well over the last few years

3.3.4 The Council has also responded to the recent Ofsted Children's Social Care judgement by further investing in its workforce for social care. This has resulted in reduced caseloads and has delivered better outcomes for our children and was one of the key recommendations of the Ofsted report

## 3.4 Rising cost of Housing Demand

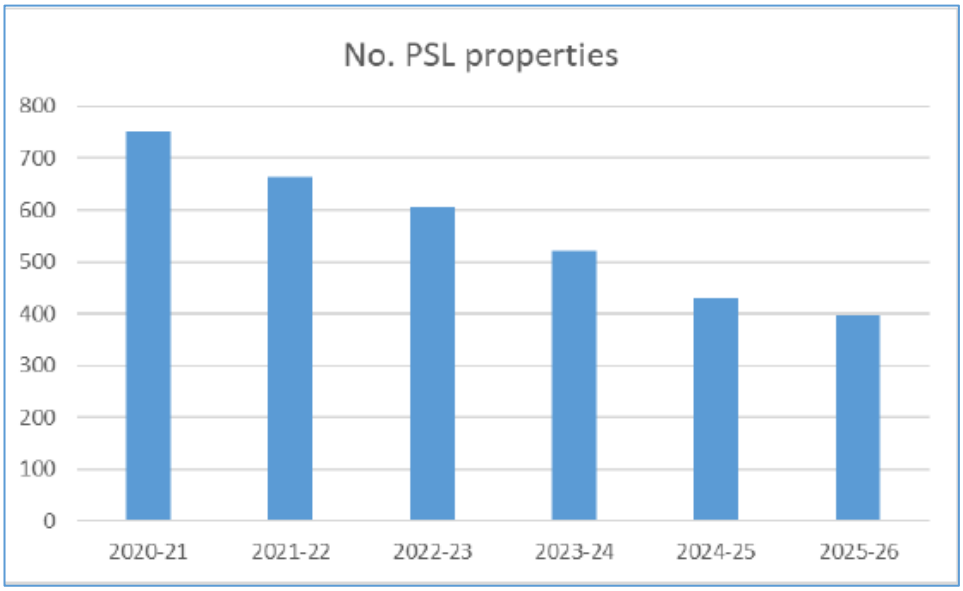
3.4.1 The number of approaches to the Council for support has increased significantly following COVID. This was driven primarily by the cost-of-living crisis and the impact of legislation on the Private Rental Sector, with PSLs exiting the market. In the last 18 months, the numbers have begun to plateau, however, with the cost of living still high and economic uncertainty this trend could easily alter. The graph below shows how approaches have increased over the last 5 years

**Numbers of homelessness approaches by year**



3.4.2 Approaches have been increasing at a time when the availability of accommodation has been declining. The number of Private Sector Leasing properties is steadily declining. In the current economic climate, many landlords find the open market more financially rewarding than leasing properties to the council at fixed rates. Recent tax changes and tighter regulations have led to a rise in landlords handing back PSL properties. As the number of PSLs reduce the amount spent on rent payable reduces as does the income received. The average annual cost of a PSL to the council is over £15k less than a hotel per year.

**Reduction in PSL Properties available over time**

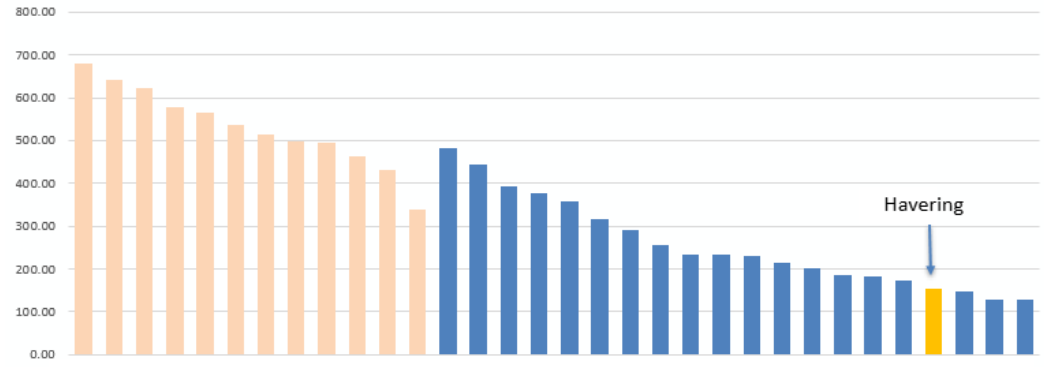



3.5 Central Government have provided additional grant in recent years to help meet the costs of Social Care and have given authorities permission to increase Council Tax through a precept to provide further funding. This total additional funding however has been far short of the amount the Council has needed to meet the rising demographic demand and unit costs.

3.6 This funding shortfall has been compounded for Havering by Central Government using historic data over a decade old to allocate funds between different authorities. Havering has seen the fourth fastest children's population nationally and significant relative change in its Adult's relative need since the formula was frozen in 2014, resulting in a shortfall in grant every year compared to the value up to date data would have provided.

The graph below shows that currently Havering receives the 4th lowest level of General grant support per head of population from the Government despite rapidly growing need over the last decade

**Settlement Funding per Head of Population compared to other London Boroughs**




3.7 Havering has acted robustly and has identified significant savings and efficiencies over many years to help balance its budget, delivering in excess of £160m of savings since 2010, much of which has been reinvested in front-line service provision. Since 2023/24 the inequality in grant has increased compared to rising demand to such an extent that the Council has had no choice but to request exceptional financial support from the Government.

3.8 The current Council budget for 2025/26 is underpinned by £88m of exceptional financial support from the Government which represented the worst-case scenario when the budget was set in February 2025. The Council continues to do everything it can to contain spend and the most recent revenue monitoring position projects the Council currently projected to spend under its most likely budget scenario of a £70.2m gap. This is a structural financial deficit as a result sharply rising costs not matched by adequate funding from Government.

3.9 The Council has developed and updated its Medium-Term Financial Strategy (MTFS) throughout the year in preparation for setting the 2026/27 budget and Council Tax. The plan includes an assumed structural deficit brought forward from 2025/26 of £69m before any new pressures and other budget changes are taken into account. This report provides an update on the MTFS and sets out the next steps towards setting the 2026/27 budget early next year

## 4. GOVERNMENT POLICY AND NATIONAL CONTEXT

4.1 The current central Government was elected in July 2024 and at an early stage announced plans to reform the Local Government Finance system in several ways. The announcements included

- **The fair funding review**: This review is aimed at updating the formulae and method used to apportion central funds between local authorities

- **Business Rate reform:** This will include a business rate reset and changes to the multipliers used to calculate business rates and the reliefs for various business rate categories

- **Local Government Reform:** At present, this does not directly affect London Boroughs. The proposals invite current districts and county councils to develop new unitary Councils. These changes are currently underway in Essex.

- **The Casey review of Social Care:** The Prime Minister has agreed that Baroness Louise Casey will chair an independent commission into adult social care. The commission will be undertaken in 2 phases with the final phase reporting back by 2028 to the Prime Minister.

4.1.1 The Government have also made other announcements which will have a direct impact on Local Councils. These include:

- 50% funding Cuts to running costs for Integrated Care Boards
- Collection of Food Waste to become a statutory requirement
- The Government target of building 1.5m new homes by 2029
- 35% increase in the National Living Wage over the last 5 years with next years increase to be announced as part of the November 2025 budget

4.2 **The Fair Funding Review:**

4.2.1 On 20th June 2025 the Government launched the Fair Funding Review with a consultation paper seeking views on a proposed new formula to distribute funding between local authorities. The consultation closed in mid-august and it is expected the Government will indicate their plans in a policy statement in early November and then action the reforms as part of the local government finance settlement announcement in December.

4.2.2 From Havering's point of view, this review has been long overdue, and the Council has lobbied for reform for many years for funding that matches the needs of our residents. The continued use of outdated data to distribute grant has adversely affected Havering and is a major contributor to the present financial situation the Council finds itself in. Havering therefore welcomes this review and is pleased that it would appear from the consultation proposals that the Government is fully committed to using up to date datasets to distribute grants moving forwards.

4.2.3 The Consultation paper provided exemplifications of the data that the Government is considering to use in the new formula and this has allowed modelling of the provisional outcome. The Government has indicated its intention to refine this data using information such as deprivation indices released since the publication of the consultation paper in June and as such there is significant uncertainty remaining over the final impact for each authority.

4.2.4 It is clear from the modelling that using up to date data is likely to benefit Havering and the Council can expect to receive a larger share of Government Funding than was previously the case. This confirms the position the Council has lobbied the Government about for several years. The fair funding review will not be backdated and whilst the new formula will be fairer, it will not close the structural gap brought forward by previous years underfunding. The Council continues to lobby the Government and meet MHCLG officials to put this point across.

4.2.5 The main proposals from the Government are

- A new formula to distribute grant based on updated relative need less each authorities ability to raise resources (Council Tax)
- The new formula to be phased in over a three-year period
- Other funding to include 4 specific grants for Public Health, Homelessness and Rough sleeping, Crisis and resilience and a Children Families and Youth grant
- The majority of the grants previously separated in Core Spending Power to be merged to one funding pot with new funding allocated in one larger grant via the new formula

4.2.6 Whilst Havering welcomes the introduction of the new formula, the Council is opposed to the phasing in of the new grant levels over three years. The new grant levels will be based on up-to-date data and as such should be introduced with immediate effect without transition. The Government has mechanisms such as Exceptional Financial Support to help any authorities with significant losses whilst they transition to their new correct grant level.

4.2.7 The Government are expected to signal their final intentions with regard to the review in a Policy statement which is expected to be announced by early to mid-November. The Chancellor has announced the budget speech on 26th November. These dates are later than the Government had originally planned and as a result the Local Government Finance settlement is not now expected until shortly before the Parliamentary recess on 18th December.

4.3 **Business Rate Reform**

4.3.1 The Government have announced that they plan to introduce business rate reforms this winter. Firstly there will be a Business Rate revaluation with those businesses who have large increases in their rateable value and therefore rates bill receiving transitional support.

4.3.2 From April 2026, the Government will introduce five new business rates multipliers. These will reflect both business type and property value. The five new multipliers will apply as follows:

- Small business Retail, Hospitality and Leisure (RHL) multiplier: RHL businesses with RV below £51,000
- Small business non-RHL multiplier: Non-RHL businesses with RV below £51,000
- Standard RHL multiplier: RHL businesses with RV between £51,000 and £499,999
- Standard non-RHL multiplier: Non-RHL businesses with RV between £51,000 and £499,999
- Large property multiplier: For all properties with RV of £500,000 and above

The Government have announced that the rates for these new multipliers will be announced as part of the budget statement on November 25th

4.3.3 These changes will impact the value of Business Rates the Council will collect. This will not however affect the resources available to the Council as the revised retained value will be part of the Council's funding calculated as part of the new relative needs formula. The introduction of different multipliers may have an initial administrative impact as the Council will need to update its systems to reflect the new rates.

4.3.4 The reset will change the amount of Business Rates that will need to be paid. Some businesses within Havering will benefit from this but for those with a significantly higher bill transitional relief will be made available to smooth changes.

### 4.4 The Casey review of Social Care

4.4.1 The review will be in two phases. The purpose of the first phase of the commission is to set out the plan for how to implement a national care service, a government manifesto commitment. This should report in **2026**. The commission should start a national conversation about what adult social care should deliver for citizens and build consensus with the public on how best to meet the current and future needs of the population. It will consider older people's care and support for working age disabled adults separately, recognising that these services meet different needs.

4.4.2 The second phase will then make longer-term recommendations for the transformation of adult social care, reporting back by 2028. This should build on the commission's medium-term recommendations to look at the model of care needed to address demographic change, how services must be organised to deliver this and discuss alternative models that could be considered in future to deliver a fair and affordable adult care system.

4.4.3 Havering along with many other authorities are concerned about the proposed timings of this review. Whilst the complexity of the issue is understood the shortfall in funding nationally for social care is becoming unsustainable. The Local Government Association, have indicated a significant and growing national shortfall in adult social care funding, estimated to be at least £2.3 billion for 2025-26. The Government Spending review announced in June 2025 did nothing to indicate this would be resolved over the next three years.

## 5. THE 2025/26 BUDGET PERIOD 6 REVENUE MONITORING

5.1. The Period 6 revenue monitor is the subject of a separate report to this cabinet meeting. The report shows a potential financial gap for 2025/26 of £62.6m This position is an improvement on the most likely budget scenario set out in the Council's budget setting report in February 2025 but will still require an offsetting Capitalisation direction to be used to balance the budget at year end. The position is set out in the table below:

**Table 1: Period 6 Revenue Monitoring Position 2025/26**

| | Revised Budget (£m) | Outturn Forecast (£m) | Outturn Variance to budget |
|---|---|---|---|
| People | 199.8 | 207.0 | 7.2 |
| Place | 19.3 | 16.0 | -3.3 |
| Resources | 29.2 | 29.8 | 0.6 |
| **Service Total** | **248.3** | **252.8** | **4.5** |
| Corporate | 26.3 | 14.2 | -12.1 |
| Corporate worst case budget | 17.8 | 0 | -17.8 |
| **Total Planned Spend** | **292.4** | **267.0** | **-25.4** |
| Council Tax and Govt grants | -204.4 | -204.4 | 0.0 |
| Reduction in EFS required | -88.0 | -62.6 | 25.4 |
| **Total Financing** | **-292.4** | **-267.0** | **25.4** |

5.2 The gap shown above is a structural gap in the Council's finances and this has been used as the base starting position when preparing the 2026/27 budget and MTFS. It should be noted that the budget position shown assumes approximately £1.7m of the savings forecast for 2025/26 will not be delivered. This has been reflected in the starting position for the 2026/27 budget. The Council will continue to try and deliver these proposals or identify alternative efficiencies and any progress on this will be included in both future monitoring reports and an updated starting position for the 2026/27 budget.

5.3 The final Council Tax setting report in February 2026 will use the latest monitoring position to assess the ongoing 2025/26 budget gap to be brought forward for use in the 2026/27 budget. Changes in legislation in planning and parking may result in additional income to the Council and these areas in particular will be reviewed to ensure any benefit is included in the 2026/27 budget and MTFS. This may include additional income budgets being included for 2026/27 based on the latest 2025/26 position and projected future income levels.

## 6. UPDATE ON THE 26/27 BUDGET GAP AND MTFS UPDATE

6.1. The medium-term financial strategy is a live document and is updated through the year before being presented to full Council in February each year as part of the Council Tax setting meeting. In February 2025 the medium-term financial strategy set out a potential gap of £112.1m for 2026/27.

**Table 2: MTFS position presented to full Council in February 2025**

| 2025-2029 MTFS | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) |
|---|---|---|---|
| Demographic and unit cost pressures | 14.0 | 14.5 | 15.0 |
| Other service pressures | 5.9 | 1.0 | 1.0 |
| Inflation and Pay award | 5.2 | 5.2 | 5.2 |
| Investment and Growth | -0.8 | 0.0 | 0.0 |
| Capital Financing | 5.9 | 2.2 | 0.9 |
| Other Corporate Pressures | 5.4 | 2.3 | 5.1 |

| | | | |
|---|---|---|---|
| **TOTAL PRESSURES** | **35.6** | **25.2** | **27.2** |
| Savings | -5.4 | -1.1 | -1.1 |
| Government funding | 5.1 | -2.1 | -2.3 |
| Fees and Charges | -0.7 | -0.7 | -0.7 |
| Underlying Budget gap | 70.2 | 112.1 | 144.7 |
| Financing costs of Underlying Budget Gap | 7.3 | 11.3 | 14.6 |
| **TOTAL GAP before EFS** | **112.1** | **144.7** | **182.4** |

6.2. Since February all the assumptions in the plan have been reviewed and tested to ensure they reflect the latest assumed position moving forward. The following sections highlights the changes made to the assumptions on demographic growth, inflation and government grant.

6.3. There are increased Demographic and Unit Cost Pressures since February (£14m assumed in the February Budget report now increased to £20.4m in 2026/27). The demographic pressures below will continue to be reviewed until the final budget report is produced in February 2026. Demographic growth will be allocated based on a set of most likely assumptions of user numbers and inflationary pressures. If these assumptions change after budget setting then any unutilised growth will be held corporately and will be declared as an underspend against the budget

**Adult Social Care Demographics**

6.3.1 The cost of providing Adult Social Care has been increasing year on year. The main driver is the economic climate that providers are working in the costs of which are driven by inflation rates. The cost base of most adult social care providers in Havering is dominated by staff wages close to the National Living Wage (NLW), Real Living Wage (RLW), or London Living Wage (LLW). The large increases in NLW in recent years has meant that cost inflation in adult social care will be significantly higher than the general inflation rate. The NLW has increased by 35% over the last 5 years and there will be an announcement on the April 2026 uplift as part of the Chancellors budget speech on November 26th 2025

6.3.2 Annual uplifts are assessed and agreed annually to providers in order to support and sustain the provider market. The other main element of the adult social care demographic growth is the increase in complexity of cases that are being seen year on year. This is increasing the costs with Adult Social Care and is demand led. Although numbers of users are remaining relatively stable for Adult Social Care, there is also an increase in costs annually, due to the cost of new starters packages being significantly higher than the cost of those users ending.

**Children's Social Care Demographics**

6.3.3 The costs for children's social care in Havering was one of the lowest in the country prior to the pandemic but has grown significantly in recent years. The total Children's Social

Care budget has grown by 60% since 22-23. This has been driven by sharply increasing unit costs for care and placements and there has also been considerable investment into staffing following the Ofsted report last year.

6.3.4 The modelling for the MTFS assumes a rise of 15 net children in care over the next two years. It is recognised however that there may in fact be more individuals coming and leaving care during any particular year. The average unit of care over all care areas has risen by an average of 12%. This has been driven by inflation and wage uplifts, market pressures, changes in the placement mix and increasing complexity of need. The modelling for Children's Social care assumes that there will be general price inflation increases of 5%.

6.3.5 It should be noted that the demographic growth calculation does not include asylum seeking children although there is a real risk that we may be asked to take on more cases via the national dispersal scheme. The cost of provision for those over 18 exceeds the grant provided by the Government so a significant increase in this area would present a pressure to the Council

**Increased Cost of Housing Demand**

6.3.6 The volume of demand for the service is now around 300 households a month and is causing significant pressure on need for emergency temporary accommodation. The average caseloads have become unsustainable at over 70 per officer which reduces the Councils ability to discharge its duty to households at pace is diminished with current resource levels. The demographic pressure request includes additional staffing to reduce these case levels.

6.3.7 Trends in recent years indicate a growth of 9 households each month requiring emergency temporary accommodation. Average households number of night stays in nightly paid accommodation is increasing

6.3.8 The supply of private sector lease (PSL) accommodation is losing 100 properties a year meaning by 2029 we will have under 50 PSL properties at the current loss rate. Can we add a chart to loss of PSL properties. Need to set out impact on average cost per household in TA between PSL and other accommodation.

6.3.9 The Council does have a number of mitigations which will help meet this growing need and these are set out in the savings section of this report. Allocation of Housing growth will be very closely monitored and will be based on a clear data showing transparent factors such as reductions in PSL's and increased requirement for temporary accommodation. The mitigations proposed in this report if approved will also be closely monitored both in terms of delivery timescale and anticipated benefit.

**Summary of Demographic Pressures**

6.3.10 The three areas described above all are likely to continue to experience additional demand over the next few years. These are National issues, and Havering is not alone in experiencing these pressures. It is hoped that the Government will recognise this National

need moving forward and will make further funding announcements in advance of the Casey review reporting schedule.

6.3.11 The table below summarises the forecast demographic growth which has been built into the Medium-Term Financial Strategy. The Council will continue to review these likely pressures and has also developed key mitigating processes such as Better Living and targeted reviews to partially offset these pressures

**Table 3: Revised Demographic Growth**

| Demographic Growth | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) |
|---|---|---|---|
| Adult Social Care | 12.300 | 9.700 | 10.500 |
| Children's Social Care | 4.100 | 4.400 | 5.000 |
| Housing Demand | 4.000 | 3.040 | 6.530 |
| TOTAL | **20.400** | **17.140** | **22.030** |

## 6.4. Growth and Investment

6.4.1 The Council's budget position is tight and the Council has strict spending controls in place to minimise costs wherever possible. In setting the budget however there is a recognition that investment is needed in key areas either to help deliver savings and efficiencies or where services need investment to continue to meet service levels.

6.4.2 The Council is proposing to invest £5.9m in 2026/27 to meet future demand and deliver future efficiencies as set out in the table below.

**Table 4: Growth and Investment by Directorate**

| Directorate | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) |
|---|---|---|---|
| Place | 2.330 | -0.420 | -0.200 |
| People | 2.610 | 1.800 | 2.230 |
| Resources | 0.930 | -0.280 | -0.050 |
| **Total** | **5.870** | **1.100** | **1.980** |

6.4.3 These growth items can be categorised to show which are needed to service improvement, which are to deliver savings and which are inflationary increase. This is set out in the table below

**Table 5: Growth and Investment by Category**

| Category | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) |
|---|---|---|---|
| Investment to deliver savings | 0.250 | -0.010 | 0.000 |
| One Off Projects | 1.090 | -0.810 | -0.200 |

| | | | |
|---|---|---|---|
| Ongoing Investment | 4.530 | 1.920 | 2.180 |
| **Total** | **5.870** | **2.320** | **3.280** |

6.4.4 **Growth will only be allocated** to projects where a clear business case has been produced, setting out the benefits and cashable benefits to be delivered from the investment. The growth maybe to deliver future efficiencies, cashable savings, or as a service requirement to modernise or adapt to meet future demand.

6.4.5 There are also several Capital proposals which will improve Council services and deliver future efficiencies. These Capital bids are listed below. The revenue financing costs of these bids has been assumed in the updated financing costs for the Council. Work will commence to develop business plans where appropriate for these projects

**Table 6: Capital Proposals**

| Category | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) |
|---|---|---|---|
| Build/ Buy two children's homes | 2.000 | 1.800 | 0.000 |
| Balgores new accommodation | 2.200 | 0.000 | 0.000 |
| Asbestos reviews | 0.500 | 0.000 | 0.000 |
| Condition Works | 0.000 | 2.000 | 0.000 |
| Parks Improvement | 0.200 | 0.200 | 0.200 |
| **Total** | **4.900** | **4.000** | **0.200** |

## 6.5. Savings Proposals

6.5.1 The Council already had identified a number of savings proposals for future years when the 2025/26 budget was set in February 2025. Since then, officers have reviewed these proposals to ensure they are still deliverable and have identified a further set of savings to help the budget position.

6.5.2 Some savings are internal efficiencies which any large organisation would annually identify and will be actioned as soon as possible. Any saving proposals that will have a public impact however will be subject to consultation and equality impact assessments where necessary. The table below sets out a summary of savings by Department with detailed templates for each new proposal shown in **Appendix A** of this report

**Table 7a: New and existing Savings Proposals**

| | 26/27 (£M) | 27/28 (£M) | 28/29 (£M) |
|---|---|---|---|
| Existing and already in MTFS | -5.440 | -1.100 | -1.100 |

| | | | |
|---|---|---|---|
| New Savings | -4.720 | -1.890 | -13.440 |
| **TOTAL** | **-10.160** | **-2.990** | **-14.540** |

**Table 7b: Savings by Directorate**

| | | | |
|---|---|---|---|
| Place | -0.620 | -0.480 | 0.000 |
| People | -7.170 | -1.410 | -13.440 |
| Resources | -0.070 | 0.000 | 0.000 |
| Corporate | -2.300 | -1.100 | -1.100 |
| **TOTAL** | **-10.160** | **-2.990** | **-14.540** |

## 6.6. Corporate Assumptions

6.6.1 The Medium-Term Financial Strategy contains a number of Corporate assumptions which are refreshed to include the latest estimates available. These assumptions include:

- **ELWA Waste Disposal Costs**. The cost of the levy is set to rise until December 2027 at which point there will be new contract arrangements which are expected to deliver a significant saving. There will be new contracts to deal with the various waste streams and revised contract process will be confirmed over the next 2 years as the various contracts are awarded. The figure included for 2028/29 in the Medium-Term Financial Strategy is therefore a high-level estimate which will be refined as future levy figures are confirmed

- **Concessionary Fares**. The cost of Concessionary fares is based on an annual negotiated settlement with TFL and the other transport providers. The agreed settlement is apportioned across boroughs on a usage basis. This negotiation is undertaken on behalf of all London Boroughs by London Councils and the MTFS includes the latest assumptions from their modelling.

- **Pay and Price Inflation**. The MTFS includes a 3% pay assumption for the next three years. The inflation provision includes departmental contractual inflation and the Council also holds corporate inflation to reflect expected increases in insurance, energy and business rate costs. Each 1% of pay inflation adds £1.2m to the budget.

- **Actuarial review of the Pension Fund.** There is a triennial review of the pension fund which also determines the recommended contributions the Council needs to make to the fund on an annual basis. The fund has performed well over the last three years and as a result the Council has been able to reduce the contribution it makes to the pensions fund generating a saving both to the general fund and the HRA.

- **Capital Financing Costs.** The MTFS contains assumptions regarding the financing costs of funding the borrowing required for the Capital programme. These forecasts reflect the prevailing interest rates and the updated profiling of the Capital programme. The Council also receives income from loans to Mercury Land Holdings and where these loans are in place income is assumed at market rates.

- **Capital Financing costs (EFS)** The MTFS contains the assumed borrowing and repayment costs for exceptional financial support based on the forecasted financial gaps in this report. The Council will continue to lobby the Government on flexibility regarding these costs but currently has no alternative but to assume these costs in its planning. The forecasts are based on a 5% interest cost and repayment over 20 years (5%)

- **Contribution to General Balances.** The Council currently holds a £5m budgeted contribution to general reserves. The **MTFS** assumes that in order to get to £25m of general reserves (which will represent around 8% of the net revenue spend by 2026/27) the Council will need to retain this budget for 2026/27 but it can be released thereafter. The CIPFA FM review was quite clear in the need for the Council to maintain general reserves at a level consummate with the size of the Council's budget

- **Other Corporate Adjustments.** The medium-term update also includes the latest estimates for contributions to the collection fund, reflection of one off savings in the 2025/26 budget and a review of all other corporate budgets to identify any funds that can be released to support the overall Council position

6.7. **Government Grant Assumptions:**

6.7.1 The report current excludes figures for Government grant pending the outcome of the fair funding review. Modelling by London Councils, assessing the exemplifications released by the Government in June indicate that the Council will significantly gain from the review but the exact amount is subject to further change. The Council will only find out the actual impact of the review when the provisional Local Government Finance Settlement is released in mid-December.

6.7.2 The Government have indicated that the model will be updated to include the most recent deprivation data. There may also be other changes as all the replies to the consultation are considered. Havering almost certainly will receive an improved grant level as a result of the fair funding review but the figures presented in this report are an estimate and will change when the formal settlement is announced in December. It should be noted that Havering despite having areas of high need is not as deprived as other areas of London and the country. There is therefore a risk that if a greater weighting in the final formula were placed on deprivation this would negate some of the benefit Havering is set to receive through updated relative need.

**Revised Medium Term Financial Strategy:**

6.8. The new assumptions have been brought together in the table below to show the latest projected position. This currently excludes grant changes as a result of the fair funding review which it is expected will help reduce the gap shown. It is clear however that the Council will be reliant on further exceptional financial support moving forward

**Table 8: Updated Medium Term Financial Strategy**

| MTFS | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) |
|---|---|---|---|
| Underlying Budget Gap | 69.000 | 93.600 | 111.060 |
| Demographic and unit cost pressures | 20.400 | 17.140 | 22.030 |
| New Investment requests | 5.870 | 1.100 | 1.980 |
| Corporate Adjustments | 7.390 | 4.010 | 2.040 |
| Financing Cost of EFS | 7.000 | 7.500 | 7.200 |
| **FUNDING** | | | |
| Increased Fees and Charges | -0.700 | -0.700 | -0.700 |
| Savings | -10.160 | -2.990 | -14.540 |
| Provision for non-delivery of savings | 3.000 | | |
| Council Tax (provisionally assumed at 4.99% but not agreed yet) | -8.200 | -8.600 | -9.000 |
| **TOTAL 3 YEARS** | **93.600** | **111.060** | **120.070** |

6.8.1 The underlying budget gap is assumed at £69.0m which takes account of all know ongoing pressures in the current year budget. The period 6 revenue monitoring position shows a gap of £62.6m but this contains underspends on treasury management and the pension fund which are already adjusted in the corporate line of the table above. The period 6 monitor shows an overspend on departmental spend but the ongoing effect of this overspend is also reflected in the demographic growth figure in the table above

6.8.2 The table above **excludes** the impact of the fair funding review and does not include any increase in Government grant for the Council. Modelling from the exemplifications provided in the Government's consultation paper would indicate that Havering could benefit by up to £40m over the three years of the medium-term financial strategy. There is still a high level of uncertainty regarding this and speculation that the formulae may be altered significantly before release so prudently Government grant changes have been excluded from the table until the Government make more formal indications in November

6.8.3 It is clear however that even if the Council benefits significantly from the fair funding review this will not close the structural gap that the Council has accumulated through previous years of inequitable funding. The Council continues to be in close dialogue with the Government regarding this and the significant effect of the financial costs due to EFS.

6.8.4 The MTFS assumes Council Tax increases will be at 4.99%. Final decisions on the level of Council Tax will be taken at full Council in February 2026 and as such the figures in the table above are merely estimates of the potential yield should Council Tax be increased at this level. It should be noted that a clear Government funding assumption is that Councils increase their Council Tax by 2% for Adult Social Care and 2.99% for general Council Tax. The general grant allocated by the Government will take into account an assumption on this additional yield to the Council.

6.9 There are assumptions in the Medium-Term Financial Strategy which could potentially change due to either Government decisions or prevailing inflation levels. All assumptions will be reviewed regularly in the lead up to budget setting in February, but the table below gives a guide to the impact of a change in these areas

**Table 9: Sensitivity analysis of cost and income drivers**

| Cost/Income Driver | Impact (£m) |
|---|---|
| 1% increase in Pay | 1.3 |
| 1% increase in NI Employer contributions | 1.3 |
| 1% increase in Adult Social Care placement costs | 1.1 |
| 1% increase in Starting Well budget | 0.8 |
| 1% increase in fees and charges | -0.2 |

## 7. FINANCING THE BUDGET GAP AND FURTHER ENGAGEMENT WITH MHCLG

7.1. The Council is working hard to close the medium-term financial gap and is committed to the following measures to help close the budget gap:

- Implementation of Savings and efficiencies as set out in **Appendix A**
- A Council Tax increase (level to be agreed at Council in February 2026)
- Ongoing reviews of all current and future spending through the recovery boards

7.2. The Council however has a structural deficit in its budget and even with the potential benefit of the fair funding review will not be able to balance the budget either in 2026/27 or over the three-year period. The Council is therefore in regular dialogue with MHCLG over its position with specific lobbying points including:

- Ask MLCLG to consider frontloading any benefits from the fair funding review into 2026/27 for authorities in financial difficulty such as Havering

- That MHCLG consider the detrimental impact of financing costs for EFS on the Councils budget

- That the Government recognise the shortfall in Social Care funding nationally and inject significant new funds to help address this imbalance whilst the Casey review develops the longer-term vision for Social Care

- Raise awareness on the need to have a financial solution to the schools funding deficit. Authorities including Havering have been allowed to carry forward high needs deficits on their balance sheets and this has now been extended to March 2028. Havering's deficit at the end of 2025/26 is forecast to be £66m increasing from £36m at the end of 2024/25 and a national solution needs to be found to this imbalance. The main reason for a DSG deficit is the overspending on the High Needs Block, which funds support for children with Special Educational Needs and Disabilities (SEND). This is driven by a rising number of children with SEND and increased costs for their support, which have outpaced funding increases.

7.3 The financial gap shown in Section 6 of this report will necessitate a further request to the Government for Exceptional Financial Support for 2026/27. Council officers have made MHCLG aware of this situation and whilst the Council will do everything it can to reduce the structural deficit the sheer size of the gap means it is inevitable EFS will be needed again in 2026/27. The Council will be in a position to confirm the value required after the Provisional Local Government Settlement has been announced in December.

## 8. OTHER IMPROVED OUTCOMES AND COST PREVENTION MEASURES

- Move towards opening the East Havering Data Centre Campus, Green Energy Infrastructure and Ecology Park Project. This will create significant opportunities for the borough including new local jobs and localised green energy aswell as bringing external investment to the borough.

**Focus on improving business as usual delivery**

- Continue to reduce high-cost agency and consultancy costs and increase the percentage of permanent Council staff, subject to funding being available.
- Review of staff resources to ensure the right capacity and capability supports delivery of efficiencies and savings
- Focus on collecting a greater level of arrears and other debts owed to the Council.
- Review Social care placements to ensure all are both appropriate for the service user and represent best value for the authority
- Complete the move to a Havering only IT service which will secure access to dedicated technical resources and a focused digital strategy.

**Examples of improved partnership working arrangements**

- Continued Joint work with Health and hospitals to ensure the NHS contributes appropriately for health elements of care packages provided to children and adults
- Support local economic growth, when feasible, and foster a procurement ecosystem that minimises waste and maximises resource utilisation.
- Reduce spend on energy across the Corporate Estate through both energy efficiency and improved procurement of supply

**Examples of improving outcomes for residents**

- Reduce spend on Home to school transport by promoting the use of a personal transport budget, encouraging independence and better longer-term outcomes for the young person.
- Continue the ward-led enablement pilot to help reduce patient deconditioning whilst in hospital and associated costs for discharge arrangements where patients have higher needs.

## 9. COMMUNICATION AND ENGAGEMENT APPROACH ON THE BUDGET

9.1. The Council has a number of communication plans to raise awareness of the Council's budget position including:

- Engagement with the media and press setting out Havering's position
- Joint work with other councils with similar pressures.
- Meetings with MHCLG and appropriate officials at the Government.
- Engagement with the national political parties and local MP's to raise awareness and to provide positive action
- Engagement with all Councillors on the budget position

## 10. IMPLICATIONS AND RISKS

10.1. **Financial Implications and Risks**

10.1.1 The financial implications of the Council's MTFS are the subject of this report and are therefore set out in the body of this report. The report sets out the difficulties being faced in setting the 2026/27 budget and the implications if the Council is unable to reduce its pressures in order to deliver a balanced budget.

10.1.2 The Council will need agreement of exceptional financial support with the Government in order to set a balanced budget for 2026/27. If this support is not forthcoming the Council will not be able to balance its budget and potentially will need to issue a S114 notice

10.1.3 The Council has a structural budget deficit which is forecasted to remain through the three years of the financial strategy. The duration of the plan matches the Government's three year phasing in of the fair funding review formulaic updates. At present the Council is still forecasting a significant gap for 2028/29. There is a risk that the Government may cease EFS for authorities once the fair funding review is completed and as such the Council will need to find savings and additional income in order to close the gap by that time.

10.1.4 The costs of EFS will potentially become an increasing part of the Council's revenue budget. The financing costs per year for each £10m of EFS will be around £1m at the current interest rates. Half of this cost is minimum revenue provision set aside to repay the borrowing with the remainder being an interest payment. The Council was able to use Capital Receipts to finance EFS for 2023/24 but by the end of 2025/26 will have had further capitalisation directions of £30.4m for 2024/25 and potentially £70m for 2025/26 with an ongoing revenue impact of around £10m per year.

10.2. **Legal Implications and Risks**

The Council is required under S151 of the Local Government Act 1972 to make

arrangements for the proper administration of its financial affairs.

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

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

10.3. **Human Resource Implications and Risks**

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

10.4. **Equalities and Social Inclusion Implications and Risks**

There are no immediate Equalities and Social Inclusion implications arising from the report. The savings proposals in this report where applicable will be subject to consultation and an EQUIA for any that have a direct impact on the public.

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## APPENDIX A - SUMMARY OF SAVINGS TEMPLATES

| Service | Summary Description | Value of Savings per Year (Net) | | |
|---|---|---|---|---|
| | | 2026/27 £m | 2027/28 £m | 2028/29 £m |
| **CORPORATE SAVINGS** | | | | |
| Corporate | Agency Levy transfer | -1.00 | | |
| Corporate | Charge to Pension Fund | -0.05 | | |
| Corporate | Delete contribution to Capital Reserve | -0.10 | | |
| **CORPORATE TOTAL** | | **1.15** | **0.00** | **0.00** |
| **PEOPLE SAVINGS** | | | | |
| Adult Social Care | CHC Review – to identify placements which qualify for health funding (one off) | 0.67 | -0.67 | |
| Adult Social Care | Direct payments claw-back (one off) | 0.80 | -0.80 | |
| Adult Social Care | Review current contract to change to provide flexible care support | 0.50 | | |
| Living Well Housing Demand | Inspired Solutions Scheme | | | 6.32 |
| Living Well Housing Demand | Mercury House (note this is one of a choice of two savings options for this building) | | | 3.63 |
| Living Well Housing Demand | Modular housing in Rainham using existing sites | | | 1.90 |
| Living Well Housing Demand | Move Mother and Baby Unit into QLM | 0.13 | | |
| Living Well Housing Demand | Resonance Pension Fund property acquisition programme | 0.15 | 2.05 | 0.33 |
| Culture & Leisure | SLM revised charging agreement | 0.70 | | |
| Starting Well / Corporate Parenting | Children with Disabilities Unit – saving from capital project | | 0.20 | 0.20 |
| Starting Well / Early Help | Childrens Contact Centre – extending operational hours | | 0.26 | |

## APPENDIX A - SUMMARY OF SAVINGS TEMPLATES

| Service | Summary Description | Value of Savings per Year (Net) | | |
|---|---|---|---|---|
| | | 2026/27 £m | 2027/28 £m | 2028/29 £m |
| Starting Well / Corporate Parenting | Savings as a result of Childrens Homes Capital Bid | | 0.35 | 1.04 |
| Starting Well / Corporate Parenting | CWD reduction to short breaks | | 0.03 | 0.02 |
| **PEOPLE TOTAL** | | **2.95** | **1.42** | **13.44** |
| **PLACE SAVINGS** | | | | |
| Corporate Estate | Surrender of the Council's lease on Mercury House (Note this is one of a choice of two savings on this building) | 0.15 | 0.15 | |
| Commercial Property | Estimated income expected from rent, lease and renewals | 0.15 | 0.07 | |
| Highways | Establishment of lane rental scheme | 0.25 | 0.25 | |
| Highways | Road adoption – drawdown from reserve | 0.07 | | |
| **PLACE TOTAL** | | **0.62** | **0.47** | **0.00** |

# Savings Template – Agency Levy

| Wards | Service | Directorate |
|---|---|---|
| All | Corporate | Corporate |

### Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off /Recurring |
|---|---|---|---|---|---|
| Gross Saving | -1.000 | | | -1.000 | Recurring |
| Investment Required COST* | 0.000 | | | 0.000 | |
| Net Saving | -1.000 | | | -1.000 | Recurring |

### Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| Current year forecast is 1.3m | None |

### Description of savings proposal

The Council charges Services an 8% overhead for agency workers which historically was added to the pension fund to recognise the loss of contributions to the pension fund through temporary staff rather than permanency. The Council has in recent years funded the past fund deficit through a lump sum held corporately the adequacy of which is tested by the actuary as part of the triennial review

The agency levy on services is therefore not required for the pension fund and so can be treated as a saving. The Council could cease the levy but the general view is that its existence incentivises services to proactively reduce agency levels. The saving is prudently assumed at £1m under the assumption that agency costs will reduce in 25/26 and continue to reduce in 2026/27.

### Dependencies and Potential Risks

The saving is set at a level below the current agency level and so is likely to be exceeded in reality. If the Council did reduce its agency level to such an extent that this saving was not fully achieved this would be an overall benefit as the agency bill across services would have reduced significantly

A 1m rebate would be generated by £12.5m of general fund agency spend. It should be noted that not all agency spend attracts the levy (excluded areas are ....)

### Investment Required to Deliver the Saving (if any)

No investment required

### Service Impact if Saving was to be Delivered, how will risks be mitigated

No service impact – Saving has been in place for several years but has been previously treated as one off

## Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| 03/09/2025 | R Tyler | K Freeman | R Tyler |

# Savings Template – Charge to Pension Fund

| Wards | Service | Directorate |
|---|---|---|
| All | Corporate | Corporate |

## Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off/Recurring |
|---|---|---|---|---|---|
| Gross Saving | -0.050 | | | -0.050 | Recurring |
| Investment Required COST* | 0.000 | | | 0.000 | |
| Net Saving | -0.050 | | | -0.050 | Recurring |

## Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| Current year forecast is 0.050m | None |

## Description of savings proposal

A number of staff work directly on pension fund matters but their salary and other associated costs are initially coded to the general fund then charged to the pension fund.

Over the last few years, the budget for these staff has increased through pay awards and general inflation but the recharge budget has not been altered for several years to reflect these changes.

The recharge budget can now be increased by £50k to match the expenditure budgets which will be charged to the pension fund

## Dependencies and Potential Risks

No dependencies – Only expenditure directly related to the pension fund will be recharged to that fund. This saving is simply realigning the recharge budget with current expenditure budgets

## Investment Required to Deliver the Saving (if any)

No investment required

### Service Impact if Saving was to be Delivered, how will risks be mitigated

No service impact

Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| 03/09/2025 | R Tyler | K Freeman | R Tyler |

## Savings Template – Delete Contribution to Capital Reserve

| Wards | Service | Directorate |
|---|---|---|
| All | Corporate | Corporate |

### Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off /Recurring |
|---|---|---|---|---|---|
| Gross Saving | -0.100 | | | -0.100 | Recurring |
| Investment Required COST* | 0.000 | | | 0.000 | |
| Net Saving | -0.100 | | | -0.100 | Recurring |

### Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| Current year forecast is 0.100m | None |

### Description of savings proposal

As part of the treasury budget there has been a historic budgeted contribution to capital reserves of £100k. This has allowed the capital reserve to build up over years to enable flexibility in the funding of capital projects

In order to make an ongoing saving to the revenue budget the planned contribution to reserves will be removed. At year end the section 151 officer will annually review the adequacy of reserves including the capital reserve and contributions can be made if necessary, by using any unspent contingent items.

### Dependencies and Potential Risks

No dependencies – The Capital reserve is closely monitored as part of the Council's budget monitoring review process and its adequacy is tested at the end of each year as part of the closedown process

### Investment Required to Deliver the Saving (if any)

No investment required

### Service Impact if Saving was to be Delivered, how will risks be mitigated

No service impact

Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| 03/09/2025 | R Tyler | K Freeman | R Tyler |

## Savings Template – Resource required for CHC Review

| Wards | Service | Directorate |
|---|---|---|
| All | Adult Social Care | People – Ageing Well |

### Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off/Recurring |
|---|---|---|---|---|---|
| Gross Saving | -0.670 | | | -0.670 | One Off |
| Investment Required COST* | 0.080 | | | 0.080 | One Off |
| Net Saving | -0.590 | | | -0.590 | One Off |

### Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| n/a | None |

### Description of savings proposal

The proposal seeks to invest £0.80m to recruit a Grade 9 social worker dedicated to reviewing high-cost care packages that may be eligible for NHS Continuing Healthcare (CHC) funding. By identifying and securing CHC funding for individuals whose care needs are primarily health-related, the project aims to aims to reduce Adult Social Care (ASC) expenditure and ensure legal compliance with the CHC Framework and Care Act 2014. This targeted approach is expected to deliver potential savings of up to £0.670m.

### Dependencies and Potential Risks

**Dependencies:**

- Successful recruitment of a suitably skilled CHC specialist.
- Cooperation from providers in supplying adequate evidence and records.
- Timely engagement and collaboration with health colleagues.
- Allocation of cases with potential CHC eligibility.

**Risks:**

- Delays or challenges in recruitment.
- Insufficient evidence from providers to support CHC applications.
- CHC eligibility may change over time, resulting in cases reverting to ASC.
- Risk of role dilution if the postholder is drawn into general casework or safeguarding.
- Some cases may have previously failed at dispute resolution stages.

### Investment Required to Deliver the Saving (if any)

An investment of **£0.80m** is required to fund a Grade 9 social worker post. This resource will focus on reviewing three high-cost cases, with projected cost reductions of **£0.670m**. The option is scalable and presents a lower risk compared to a larger team investment. This is a pilot and it will be reviewed at the end of the year to determine whether this should continue.

### Service Impact if Saving was to be Delivered, how will risks be mitigated

**Service Impact:**

- Improved compliance with legal frameworks.
- Positive impact through reduced financial pressure on ASC budgets.
- Enhanced partnership working with health colleagues.
- Increased staff awareness and understanding of CHC processes.

**Risk Mitigation:**

- Clear role definition to avoid dilution into general casework.
- Use of tracked CHC review processes and documentation to support applications.
- Early engagement with providers to ensure evidence availability.
- Ongoing support and briefing for ASC staff to strengthen CHC knowledge.
- Monitoring of CHC eligibility changes and proactive case management.

Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| 29/10/2025 | A Sykes | B Nicholls | E English |

## Savings Template – Resource for Direct Payment claw-back

| Wards | Service | Directorate |
|---|---|---|
| All | Adult Social Care/Living Well Adult Social Care | People - Ageing Well/People Living Well |

### Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off /Recurring |
|---|---|---|---|---|---|
| Gross Saving | -0.800 | | | -0.800 | One Off |
| Investment Required COST* | 0.050 | | | 0.050 | One Off |
| Net Saving | -0.750 | | | -0.750 | One off |

### Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| N/A | None |

### Description of savings proposal

Employing a dedicated grade 6 resource on a fixed term contract to clawback unused direct payments. Currently the Direct Payments (DP) team has insufficient capacity to review all DP accounts and where applicable, clawback unspent funds. An additional resource will help to prevent the accumulation of unused funds in service users' accounts. Significant underspends on users accounts can also serve as a prompt to review individual care needs, ensuring that allocated resources remain aligned with current needs

### Dependencies and Potential Risks

The achievement of the projected savings is contingent upon the timely recruitment to this post. Delays in appointing the successful candidate may result in a portion of the anticipated savings being deferred to 2027/28.

As these savings are one-off in nature, the recruitment for this role will be on a fixed-term contract basis only.

### Investment Required to Deliver the Saving (if any)

To deliver these savings of £0.800m, an investment of **£0.050 million** is required . This investment is also a one-off cost and will be used to employ a Grade 6 resource to undertake the work.

### Service Impact if Saving was to be Delivered, how will risks be mitigated

- The service will benefit from a more robust approach to managing direct payments, ensuring that unused funds are reclaimed efficiently and redirected to where they are most needed.
- Employing a dedicated Grade 6 resource will help to maintain financial integrity and prevent the accumulation of surplus monies in users' accounts. This will also support regular reviews of care needs, ensuring that allocations remain appropriate and responsive to individual circumstances.
- Reduce financial pressure on Adult Social Care and support with delivery of savings

**Risk Mitigation**

- Risks associated with the delivery of savings, such as delays in recruitment, will be mitigated by closely monitoring the appointment process and setting clear timelines for onboarding.
- Robust processes, clear procedures, and a well-defined remit will be established for the role, ensuring the appointed individual remains fully focused on recovering unused direct payments.
- Regular reviews and audits will be implemented to ensure that clawback procedures are consistently followed and that any emerging issues are addressed promptly.
- The contract's fixed duration offers flexibility to terminate upon project completion.

Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| 11/09/25 | Lurleen Trumpet | B Nicholls | E English |

## Savings Template – Flexible Care Support

| Wards | Service | Directorate |
|---|---|---|
| All | Adult Social Care | People – Ageing Well |

## Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off /Recurring |
|---|---|---|---|---|---|
| Gross Saving | 0.500 | | | 0.500 | Recurring |
| Investment Required COST* | 0.000 | | | 0.000 | Recurring |
| Net Saving | 0.500 | | | 0.500 | Recurring |

## Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| No impact | None |

## Description of savings proposal

**Redesign of Extra Care Criteria**

This proposal seeks to revise the current contract to enable the delivery of more flexible care support, including adaptable hours based on individual needs. Presently, eligibility is limited to individuals who either receive or require a formal care package. However, this excludes a cohort of vulnerable individuals who may need general support. These individuals could greatly benefit from extended, community-based interventions that help mitigate associated risks.

To support this shift, proactive steps will be taken to optimise the use of any available void flats. This includes identifying both community and residential care options that could be more effectively managed within Extra Care settings. If implemented successfully, this approach would allow for a reduction in the number of individuals placed in residential or nursing care due to a lack of suitable housing options—particularly those awaiting discharge from hospital who are currently placed in long-term care by default.

## Dependencies and Potential Risk:

Savings Dependencies

- The Commissioning team’s ability to complete a timely contract review and implement the proposed changes effectively.

- Adult Social Care (ASC) swiftly identifying and transitioning appropriate individuals into Extra Care settings to fully realise the benefits of the revised eligibility criteria.
- Strong engagement with key stakeholders—including care providers, residents, and families—to ensure understanding and support for the new service model.
- Continued collaboration with health partners to identify individuals who would benefit most from flexible, community-based support
- Maximising the use of available void flats by aligning placements with individuals whose needs can be safely and effectively supported within Extra Care settings, thereby reducing reliance on more costly residential care.

Potential Risks:

- Changes in the needs or circumstances of identified individuals may limit the ability to achieve projected savings.
- Delays in the contract review or implementation process could postpone the realisation of financial benefits.
- The introduction of new tenants with complex needs may affect the stability of the service and require enhanced support or risk management strategies.

### Investment Required to Deliver the Saving (if any)

No additional investment is required; review of the contract is currently being undertaken by Commissioning.

### Service Impact if Saving was to be Delivered, how will risks be mitigated

- Delivers improved outcomes for adults through more flexible and less restrictive support models
- Encourages independence by embedding strength-based practices into care delivery
- Helps reduce overall care costs, easing financial pressures on Adult Social Care (ASC)
- Supports the preventative agenda by addressing needs early and promoting long-term wellbeing

Sign Off

| Date | Prepared By Lurleen Trumpet | Signed Off By | Finance sign off |
|---|---|---|---|
| 11/09/2025 | Lurleen Trumpet | B Nicholls | E English |

## Savings Template – Inspired Solutions Scheme

| Wards | Service | Directorate |
|---|---|---|
| ALL | Living Well Housing Demand | People |

### Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off /Recurring |
|---|---|---|---|---|---|
| Gross Saving | 0.000 | 0.000 | 6.320 | 6.320 | Recurring |
| Investment Required COST* | 0 | 0 | 0 | 0 | Recurring |
| Net Saving | 0. | 0 | 6.320 | 6.320 | Recurring |

### Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| | |

### Description of savings proposal

Inspired Solutions is an option to build to rent up to 600 temporary accommodation properties at the local housing allowance. It is a scheme that is delivered based on the following model:

- 40-year nominations argreement
- 40-year underwriting of the management of the properties for voids and bad debts.
- Rents capped at LHA 2024 and increasing only when LHA rates are uplifted.

The scheme will be delivered using a vehicle provided by Inspired Solutions. This would mean it is eligible to issue Assured Shorthold Tenancies (or their successors), at the local housing allowance 2024.

2028/29 Assumes delivery of up to 200 properties at the beginning of 2028/29 financial year.LBH will need to cover voids, bad debts and any repairs over general maintenance.  Detailed modelling will need to be undertaken to ascertain the likely costs.

### Dependencies and Potential Risks

Dependencies include:

Inspired Solutions ability to deliver to timeframes

Land availability and Planning permission

### Investment Required to Deliver the Saving (if any)

No investment required. When detailed costings have been received, an amount will need to be set aside to cover voids, bad debts and repairs above general maintenance.

### Service Impact if Saving was to be Delivered, how will risks be mitigated

The service would be able to rapidly exit out of its nightly rate property portfolio delivering cost avoidance of £6.32m.
Risks will be that households choose against moving and make suitability review requests that delay moves. We will make an offer of accommodation and discharge our duty in the event of refusals of a suitable property.

### Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| 08.09.25 | Darren Alexander Assistant Director Housing Demand | Patrick Odling-Smee | E English |

## Savings Template – Mercury House

| Wards | Service | Directorate |
|---|---|---|
| All | Living Well Housing Demand | People |

### Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off/ Recurring |
|---|---|---|---|---|---|
| Gross Saving | 0. | 0 | 3.630 | 3.630 | Recurring |
| Investment Required COST* | 0 | 0 | 0 | 0 | Recurring |
| Net Saving | 0. | 0 | 3.630 | 3.630 | Recurring |

## Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| | |

## Description of savings proposal

Mercury House is an option to convert a former 13 storey office block into 115 residential unit for homeless families. It is a scheme that can be delivered in the same model as Royal Jubilee Court on a 26+ year lease at the Local Housing Allowance 2024 with no CPI indexation.

The properties will be let at the Local Housing Allowance 2024 and be managed on General Fund land so has the possibility of sitting within Queen's Lettings Management (QLM) so the Council can achieve the higher rent level.

Please note this is one of two proposals for the Mercury House site and final consideration will be needed for all aspects of both business cases before a final decision is taken on the next steps

## Dependencies and Potential Risks

Relinquishing the lease to the Freeholder who may have different views of the use of the property for temporary accommodation.

Any delays to delivery will impact on the timescales for delivery of the saving.

Savings modelling is currently based on a set of assumptions and this may vary as more details become available. The Saving figure included at present is a high level estimate which will be refined as detailed business cases are formulated

## Investment Required to Deliver the Saving (if any)

Significant investment may be required, dependent on the route taken to convert Mercury House into residential units. This will be subject to a separate business case. However, limited investment will be required if the Council enters into a leaseback arrangement, other than the relinquishing of the current lease.

## Service Impact if Saving was to be Delivered, how will risks be mitigated

Savings only achieved if moving from nightly paid accommodation or avoidance directly into nightly paid.

### Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| | | | |

| | | | |
|---|---|---|---|
| 08.09.25 | Darren Alexander Assistant Director Housing Demand | Patrick Odling-Smee | E English |

## Savings Template – Modular Housing in Rainham

| Wards | Service | Directorate |
|---|---|---|
| ALL | Living Well Housing Demand | People |

### Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | Once-off/Recurring |
|---|---|---|---|---|---|
| Gross Saving | 0 | 0 | 1.900 | 1.900 | Recurring |
| Investment Required COST* | 0 | 0 | 0 | 0 | Recurring |

| | | | | | |
|---|---|---|---|---|---|
| Net Saving | 0 | 0 | 1.900 | 1.900 | Recurring |

## Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| | |

## Description of savings proposal

Modular Housing in Rainham using existing sites that have been disposed of during a Joint Venture agreement with Notting Hill Genesis. A land assembly of those sites will undergo feasibility studies to deliver up to 60 permanent modular homes for families.

The properties will be let at the Local Housing Allowance 2024 and be managed on General Fund land so has the possibility of sitting within Queen's Lettings Management (QLM) so the Council can achieve the rent level.

## Dependencies and Potential Risks

Land assembly for modular housing
Grant from GLA to mitigate costs of site ground works.

## Investment Required to Deliver the Saving (if any)

No Capital investment is required to buy the units as they can be leased. Remaining capital will be applied to the ground works and site preparation. This can be met through grant by the Greater London Authority (GLA).

## Service Impact if Saving was to be Delivered, how will risks be mitigated

Service will continue to aim to reduce the use of hotels and nightly paid accommodation however without significant supply this will continue to be a risk to service.

### Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| 08.09.25 | Darren Alexander Assistant Director Housing Demand | Patrick Odling-Smee | E English |

## Savings Template – Mother & Baby Unit

| Wards | Service | Directorate |
|---|---|---|
| ALL | Living Well Housing Demand | People |

### Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off/ Recurring |
|---|---|---|---|---|---|
| Gross Saving | 0.130 | 0 | 0 | 0.130 | Recurring |
| Investment Required COST* | 0 | 0 | 0 | 0 | Recurring |
| Net Saving | 0.130 | 0 | 0 | 0.130 | Recurring |

## Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| N/A | None |

## Description of savings proposal

The Mother and Baby Unit is a 12-unit studio bed scheme on Mawney Road. It is managed by the hostels team with an existing 2-year lease.

With the incorporation of the Queen's Lettings Management (QLM) Community Interest Company (CIC) this property which is currently subject to LHA 2011 less 10% the Mother and Baby Unit is eligible for exempt housing benefit status where the cost of the site can be met almost exclusively by the Housing Benefit amount.

## Dependencies and Potential Risks

Agreement to move asset into QLM

Secure exempt Housing Benefit for the Mother and Baby Unit.

Risk of eligibility for the full enhanced rate.

Risk if we do not proceed with QLM model.

## Investment Required to Deliver the Saving (if any)

No investment required just a structural adjustment i.e. where the asset lease currently sits in the general fund will need to be moved to QLM (CIC).

## Service Impact if Saving was to be Delivered, how will risks be mitigated

Service will continue to support mothers and their babies however, the staffing costs to provide support and security services will be met by the enhanced housing benefit rate as opposed to the general fund subsidy.

The building rent level will be set within the LHA 2024 level.

An application for exempt housing benefit can be made to achieve the enhanced housing benefit rate.

## Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| | | | |

| | | | |
|---|---|---|---|
| 08.09.25 | Darren Alexander Assistant Director Housing Demand | Patrick Odling-Smee | E English |

## Savings Template – Resonance Pension Fund Property acquisition programme

| Wards | Service | Directorate |
|---|---|---|
| ALL | Living Well Housing Demand | People |

### Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off/ Recurring |
|---|---|---|---|---|---|
| Gross Saving | 0.150 | 2.050 | 0.330 | 2.530 | Recurring |
| Investment Required COST* | 0 | 0 | 0 | 0 | Recurring |

| | | | | | |
|---|---|---|---|---|---|
| Net Saving | 0.150 | 2.050 | 0.330 | 2.530 | Recurring |

## Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| N/A | None |

## Description of savings proposal

The Resonance Group will plan a property acquisition programme using strategically allocated funds with Pensions to deliver up to 80 properties over the next 3 years. The Evergreen Funds where monies will be allocated to will require £35 million investment from the Pensions Fund to initiate the acquisition of the properties within and outside of Havering.

The properties will be let at the Local Housing Allowance 2024 and be managed by a third party registered provider, Notting Hill Genesis

## Dependencies and Potential Risks

Agreement with Pensions to allocate 5% of its strategic fund to affordable housing and invest £35million into the Evergreen Fund

LCIV have begun due diligence on the fund and will need require approval by Pensions Committee to agree allocation

## Investment Required to Deliver the Saving (if any)

No investment required from LBH but a significant allocation of Pension Fund assets to deliver affordable housing. The allocation of the Pension Fund must be aligned with the Fund's Investment Strategy.

## Service Impact if Saving was to be Delivered, how will risks be mitigated

Service will continue to progress with reducing the use of hotels and nightly paid accommodation however without significant supply this will continue to be a risk to the service.

The property rent levels have been set within the LHA 2024 level.

### Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| 08.09.25 | Darren Alexander Assistant Director Housing Demand | Patrick Odling-Smee | E English |

## Savings Template – SLM Agency Model

| Wards | Service | Directorate |
|---|---|---|
| All | Culture and Leisure | People – Living Well |

### Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off/ Recurring |
|---|---|---|---|---|---|
| Gross Saving | 0.700 | | | 0.700 | Recurring |
| Investment Required COST* | 0.000 | | | 0.000 | |

| | | | | | |
|---|---|---|---|---|---|
| Net Saving | 0.700 | | | 0.700 | Recurring |

## Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| The service returns a surplus each year which is incorporated into the Council's budget. | The management of the VAT recovery will require finance resource to process the payments and recover the VAT. This however will be managed internally |

## Description of savings proposal

**Leisure Management Contract – Agency Model (In Practice)**
Under the Agency Model, all income from the leisure facilities is treated as Council income, with any VAT due accounted for in the Council's VAT returns. As leisure services provided by local authorities are classed as a non-business activity, the Council can recover VAT on charges from the operator (e.g. SLM) and on facility-related costs. This approach keeps income within the Council, allows VAT recovery, and is anticipated to deliver savings of around £0.700m per annum.

## Dependencies and Potential Risks

Under the Agency Model, the Council benefits from VAT recovery and projected savings of £0.700m per year, but it also carries key risks. These include financial exposure if income falls, responsibility for compliance with complex VAT rules, reliance on the operator's performance and potential costs for facility maintenance or service disruption.

## Investment Required to Deliver the Saving (if any)

N/A

## Service Impact if Saving was to be Delivered, how will risks be mitigated

The £0.700m annual saving will to be delivered without reducing frontline services, as efficiencies come mainly from VAT recovery and improved contract arrangements. Risks will be managed through close performance monitoring of the operator, clear contractual responsibilities for maintenance, ongoing financial oversight and specialist VAT advice to ensure compliance. Regular reporting and contingency planning will help protect service quality and minimise disruption.

## Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|

| | | | |
|---|---|---|---|
| 31/10/25 | Manny Manoharan | Patrick Odling-Smee | E English |

## Savings Template – Children with Disabilities (CWD) Capital Request

| Wards | Service | Directorate |
|---|---|---|
| Squirrels Heath | Corporate Parenting | Starting Well |

### Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off/ Recurring |
|---|---|---|---|---|---|
| Gross Saving | | -0.200 | -0.200 | -0.400 | Recurring |
| Investment Required COST* | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| Capital Investment | 3.800 | | | 3.800 | Once off |
| Net Saving | | -0.200 | -0.200 | -0.400 | Recurring |

### Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| N/A | None |

### Description of savings proposal

The savings are based on a business case (Aldwych Business Case) presented a few years ago recommending that running our own short breaks unit would be commercially viable. This business case is currently being reworked for a centre to be built next to the Balgore's site providing short breaks and 2 long stay home places for CWD.

Currently, short breaks go to Kent and Essex and there is a need for services in the borough. The 2 local long stay home places for CWD would mean that children can continue in their local school. This would mean that their needs would be met through additional high needs funding for mainstream schools, rather than an out of borough placement at an independent provision, which is significantly more costly.

The Investment will deliver cost avoidance in the following ways:

- Unit cost on purchasing care for current children. - estimated to be £100 cheaper per night cheaper than private sector.
- Avoidance of children going long term into care, due to families being under pressure in the absence of short break provision leading to families collapsing and children coming into care when they don't need to.
- Bigger cost avoidance for residential children going to out of borough schools would result in placement cost savings of around £100k per child per year.
- Additional cost avoidance would be felt across the service in social work care costs, cost of families going to visit which we cover, home to school transport costs.

### Dependencies and Potential Risks

Dependent on capital investment as below

### Investment Required to Deliver the Saving (if any)

The gross capital cost is £3.8m to build the home. The Council is bidding for money from NHS England, to deliver the short breaks side of that building.

This would result in £2.2m of income to offset the cost. However, the decision-making process in NHS is subject to a different timeline and so the Capital bid uses the total cost of £3.8m as a worst-case scenario.

The NHS Income decision goes to expert board in December, and the Council should know the outcome by January with the money potentially being available in April.

### Service Impact if Saving was to be Delivered, how will risks be mitigated

The cost avoidance would result in both a positive financial impact as well as a positive service impact by reducing unit costs on purchasing care for current children, avoiding children going into long term care by alleviating some pressure through short breaks provision, cost avoidance for residential children who will not need to attend out of borough schools saving placement and transport costs.

Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| 04/11/2025 | S Brown | T Geere | K Heffernan |

## Savings Template – Children's Contact Centre – extending operational hours

| Wards | Service | Directorate |
|---|---|---|
| Elm Park | Starting Well – Early help | People |

### Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off/ Recurring |
|---|---|---|---|---|---|
| Gross Saving | | -0.260 | | -0.260 | Recurring |
| Investment Required COST* | | 0.110 | | 0.110 | Recurring |
| Net Saving | | -0.150 | | -0.150 | Recurring |

## Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| | None |

## Description of savings proposal

This business case proposes extending the operational hours of Elm Park Children's Centre to 8 AM–8 PM, seven days a week, and repurposing three rooms within the centre to host private supervised contact (family time) sessions.

The aim is to align the room hire and supervised contact charges with those of other Local authorities like Sutton Family Centre, which generates income by offering supervised contact, room hire, and drop-off services. The aim is to increase the centre's income and close its current operating deficit.

**FINANCIAL PROJECTIONS (**Assuming 100% UTILISATION)

1. **SUPERVISED CONTACT SESSIONS**

- Charge: £90 per hour (including supervisor and report)
- Projected Weekly Sessions at 100% Utilization: 40 sessions
- Annual Income Potential:
- 40 sessions x £90 x 52 weeks = £187,200

2. **ROOM HIRE FOR PRIVATE CONTACT (NO SUPERVISOR)**

- Charge: £70 per hour
- Projected Weekly Hours at 100% Utilization: 15 hours
- Annual Income Potential:
- 15 hours x £70 x 52 weeks = £54,600

3. **DROP-OFF SERVICE FOR HANDOVERS**

- Charge: £30 per session
- Projected Weekly Drop-offs at 100% Utilization: 10 drop-offs
- Annual Income Potential: 10 drop-offs x £30 x 52 weeks = £15,600

**TOTAL ANNUAL INCOME AT 100% UTILISATION**

- Supervised Contact Sessions: £0.19m
- Room Hire for Private Contact: £0.05m
- Drop-off Service for Handovers: £0.02m
- Total Income: £0.26m

**FINANCIAL IMPACT WITH FULL UTILISATION**

With an operational cost of £0.110m the net income at 100% utilization would be:

- Total Income at 100% Utilization: £0.26m

- Estimated Operational Cost: £0.11m
- **Surplus: £0.150m**

At 100% utilisation, the centre would generate a substantial surplus of £0.150m annually, positioning it well for reinvestment and enhanced services for the community.

### Dependencies and Potential Risks

There is a risk that it will not achieve 100% utilisation. But even at 50% utilisation the centre would still operate with a surplus, generating approximately £0.024m annually, covering its current deficit and contributing to financial sustainability.

### Investment Required to Deliver the Saving (if any)

£43k has already been invested from the corporate landlord budget to carry out refurbishment works and valley gutter roof repairs.

### Service Impact if Saving was to be Delivered, how will risks be mitigated

At 100% utilisation, the centre would generate a substantial surplus of £0.150m annually, positioning it well for reinvestment and enhanced services for the community.

There is a risk that it will not achieve 100% utilisation. But even at 50% utilisation the centre would still operate with a surplus, generating approximately £0.024m annually, covering its current deficit and contributing to financial sustainability.

Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| 04/11/2025 | D Dasilva | T Geere | K Heffernan |

## Savings Template – Savings from Children's Homes Capital Bid

| Wards | Service | Directorate |
|---|---|---|
| Tbc | Corporate Parenting | Starting Well |

### Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off/Recurring |
|---|---|---|---|---|---|
| Gross Saving | | -1.040 | -3.120 | -4.160 | Recurring |
| Investment Required COST* | | 0.690 | 2.080 | 2.770 | Recurring |
| Capital Investment | 0.550 | | | | One Off |

| | | | | | |
|---|---|---|---|---|---|
| Net Saving | | -0.350 | -1.040 | -1.390 | Recurring |

### Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| N/A | None |

### Description of savings proposal

| Assumed % Increase per Year for service user group | Basis/Rationale |
|---|---|
| Provision for 3 to 6 children depending on needs and complexity. | Two separate establishments that can provide homes for small numbers of children with highly complex needs. |
| Net weekly unit cost of around £7k to £8k a week | Through strong commissioning and close partnership, we expect to be able to negotiate a cost of care that is much lower than is usually obtained on the open market. This would be a saving of around £5k per week allowing a potential net benefit of up to £1.2m a year. If not required for LBH children we would expect to sell beds to other LAs. |

### Investment Required to Deliver the Saving (if any)

| |
|---|
| £2.2m gross cost |
| (£1.1m DfE funding) |
| (£0.55m Health funding) |

### Service Impact if Saving was to be Delivered, how will risks be mitigated

This proposal is a key measure to provide an alternative to the current care placement market and as such allows us to mitigate the strong upwards pressure in this budget.

#### Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| 04/11/2025 | S Brown | T Geere | K Heffernan |

## Savings Template – CWD reduction to short breaks

| Wards | Service | Directorate |
|---|---|---|
| All | Corporate Parenting | Starting Well |

### Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off/ Recurring |
|---|---|---|---|---|---|
| Gross Saving | | -0.025 | -0.025 | -0.050 | Recurring |
| Investment Required COST* | 0.090 | | | | One Off |
| Net Saving | | -0.025 | -0.025 | -0.050 | Recurring |

## Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| N/A | None |

## Description of savings proposal

CWD Independent Reviewing Officer (IRO) reviewing short breaks

- £90k - 1 IRO fixed term for 1year. to urgently review inconsistent practice and explore savings opportunities for CWD placements.
- This is an area of inconsistent practice that needs urgent review. With rising demand and spend. It may also deliver savings if it is found some packages can be reduced .

£25k savings set as an initial target. It will need monitoring. If it works, it will deliver continued savings.

## Dependencies and Potential Risks

This approach is expected to deliver savings assuming some packages can be reduced but this is not guaranteed.

£25k savings set as a target. It will need monitoring. If it works, it will deliver continued savings.

## Investment Required to Deliver the Saving (if any)

£90k - 1 IRO fixed term for 1 year to urgently review inconsistent practice and explore savings opportunities for CWD placements.

## Service Impact if Saving was to be Delivered, how will risks be mitigated

Positive service impact as it will benefit from more consistent practice and potential savings

### Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| 04/11/2025 | K Cheema | T Geere | K Heffernan |

## Savings Template – Surrender of the Council's lease on Mercury House *(One or other of Live Well proposal above)*

| Wards | Service | Directorate |
|---|---|---|
| Romford Town | Capital Delivery & Corporate Estate | Place |

### Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off/Recurring |
|---|---|---|---|---|---|
| Gross Saving | -0.145 | -0.150 | | -0.295 | Recurring |
| Investment Required COST* | | | | | |
| Net Saving | -0.145 | -0.150 | | -0.295 | Recurring |

### Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| £0.45m Spend Forecast<br>£0.15m Pressure | None |

### Description of savings proposal

Surrender of the council's lease of Mercury House

### Dependencies and Potential Risks

Currently subject to negotiations with Landlord on potential surrender options for Mercury House.

A formal decision on the future of Mercury House is due to be put forward in the Autumn once the financial position has been clarified.

### Investment Required to Deliver the Saving (if any)

Discussions around the surrender of the lease will clarify if any investment is required.

### Service Impact if Saving was to be Delivered, how will risks be mitigated

If not achieved the empty building will continue to incur running costs and the building will continue to deteriorate.

### Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| 01/09/ 2025 | Danielle Goldsmith | Paul Walker | J Gandy |

## Savings Template – Estimated income expected from rent, lease and renewals

| Wards | Service | Directorate |
|---|---|---|
| All | Commercial Property | Place |

### Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off/Recurring |
|---|---|---|---|---|---|
| Gross Saving | -0.150 | -0.075 | | -0.225 | Recurring |
| Investment Required COST* | 0 | | | | |
| Net Saving | -0.150 | -0.075 | | -0.225 | Recurring |

## Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|
| (£4.235m) Total income<br>£0.441m current under-recovery | No impact on staffing. |

## Description of savings proposal

Estimated income of approximately (£0.150m) expected from rent and lease renewals due in 2026/27, with a further (£0.075m) from full year effect impacts of the renewals.
.

## Dependencies and Potential Risks

Dependant on the reviews and renewals completing within 2025/26.

Rental income (General Fund) from the Council's retail and other commercial assets is currently generating a cumulative annual revenue stream of £4.65m
It is expected that the agreement of outstanding rent review and lease renewal transactions in-year may serve to mitigate the current shortfall reducing the projected shortfall to £0.200m.

## Investment Required to Deliver the Saving (if any)

None.

## Service Impact if Saving was to be Delivered, how will risks be mitigated

If not achieved this will cause further pressure in Commercial property.

### Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| 01/09/2025 | Danielle Goldsmith | Paul Walker | J Gandy |

# Savings Template - Implementation of a Lane Rental Scheme

| Wards | Service | Directorate |
|---|---|---|
| All | Highways | Environment |

## Value of Savings per Year

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off/Recurring |
|---|---|---|---|---|---|
| Gross Saving | -0.250 | -0.250 | | -0.500 | Recurring |
| Investment Required COST* | 0.125 | 0.125 | | 0.250 | Recurring |
| Net Saving | -0.125 | -0.125 | | -0.250 | Recurring |

## Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|

| | |
|---|---|
| Street works<br><br>Current Budget (£0.415m)<br>P5 Forecast (£0.300m)<br>P5 forecast variance £0.115m<br><br>Pressure relates to unachievable income budgets. Highways online overall. | Three additional staff (included as requested growth) will be required to administer the scheme.<br><br>The staff costs and other costs (IT, management oversight) are met from the additional income generated from the lane rental scheme. |

### Description of savings proposal

The council has powers through The New Roads & Street Works Act 1991 (NRSWA) and the Traffic Management Act 2004 (TMA) to introduce and operate a lane rental scheme.

A lane rental scheme applies to the borough's busiest roads at the busiest times only. It gives works promoters working on these roads at these times incentive to find alternatives and speed up their works, reducing congestion and disruption.

Lane rental charges are set low, medium and high and range from £1,000 to £2,500 per day.

Cabinet will be required to approve the implementation of the scheme during 2025/26 following an application to the Secretary of State for Transport (to approve the boroughs scheme).

An assessment as to the anticipated volume of applicable road works, following any behaviour changes, has been made and lane rental income is predicted to be between £1.0m and £1.4m per annum.

Additional costs to administer the scheme, met by this income, will be incurred. This has been estimated to be £0.250m per annum.

The boroughs own road works will be included.

The surplus from the scheme, estimated to be £0.250m can be used for:

- Highway works which reduce congestion.
- To support innovative techniques and technologies for speeding up street and road works.

The council, as well as other works promoters in the borough, can make bids to use the surplus.

Within the statutory guidance it is stated that the government intends to also allow up to 50% of the surplus to be used for highway maintenance and intends to change the relevant legislation later in 2025 (and this has recently been consulted on).

Accordingly, whilst the surplus (and therefore saving) is expected to be beyond £0.250m this could fluctuate each year due to others potentially bidding to access the surplus.

Many of the costs to develop and apply for scheme approval are being incurred in 2025/26.

### Dependencies and Potential Risks

The proposal and scheme is still in development stages. To adopt the scheme a number of milestones must be delivered. These are listed below

The adoption of a Lane Rental Scheme will require Cabinet approval.

An application to the SoS is required. The DfT will assess the councils submission before reporting to the SoS. This presents a risk to both timeframe and acceptability. Amendments may be required, for example.

DfT reviews submissions to the SoS at set periods of time in the year. Current applications have been delayed meaning future assessment periods may be pushed back. Therefore, deadlines set by Department for Transport may mean any scheme could not be implement until much later in 2026/7.

The proposal to allow 50% of surplus being used for maintenance may not come into force. This would hinder Havering's use of the surplus and reduce the saving.

A new scheme could drive significant behaviour change meaning lane rental income is much lower than predicted. This would mean the saving would be unachievable - albeit a conservative view on behaviour change has been made.

The spending and allocation of surplus funds must be discussed and decided at a board comprising of key stakeholders. Risk is therefore attached to the council accessing the surplus, or gaining board approval, although set criteria for spending surplus provides some protection to the council. The rules also reduce the potential for others to access the fund.

### Investment Required to Deliver the Saving (if any)

Existing, fully funded (from existing budgets) staff will develop and implement the scheme. This is estimated to be around £0.010m in 2025/26 and 2026/27.

Small on off cost during 2025/26 to produce a permit scheme report which can be contained from existing resources.

### Service Impact if Saving was to be Delivered, how will risks be mitigated

Improvement to traffic conditions and reduction of congestion. Associated environmental improvements

A scheme would require the council to coordinate its own work to avoid charges where possible. This can be achieved.

Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| 30/10/25 | Mark Hodgson | Imran Kazalbash | Joel Gandy |

## Savings Template - Road Adoption Fund

| Wards | Service | Directorate |
|---|---|---|
| All | Highways | Environment |

**Value of Savings per Year**

| | 2026/27 (£m) | 2027/28 (£m) | 2028/29 (£m) | Total (£m) | One-off/Recurring |
|---|---|---|---|---|---|
| Gross Saving | -0.075 | | | -0.075 | Recurring |
| Investment Required COST* | N/A | | | | |
| Net Saving | -0.075 | | | -0.075 | Recurring |

### Current Service Projection and Impact on Staffing

| Current Service Projection/Forecast Spend | Impact on Staffing/Numbers add no |
|---|---|

| | |
|---|---|
| Budget: £2.76m<br><br>Forecast at P5: £2.73m<br><br>Forecast variance: (£0.03m) | No impact. |

### Description of savings proposal

The Council will utilise its S38 and S278 Reserve by drawing down £0.075m per annum to reduce the net highway budget required thereby producing a saving.

When the council enters into Highway Act s38 and s278 agreements there is usually a condition that the third party (developer) pays a contribution to future maintenance of the highway asset built. The authority takes responsibility for the adopted asset in terms of maintaining it within its wider infrastructure maintenance programme.

The contribution is based on a percentage of the build cost. At present the contribution is held in reserve and over the years the reserve has built up.

This saving is to drawdown £0.075m per annum from the reserve, until further notice.This will allow the general revenue contribution to highway maintenance to be reduced by the same amount.

### Dependencies and Potential Risks

Slowing down of developer activity meaning fewer agreements and less contributions.

The reserve reducing to zero after 12 years if it is not replenished.

The true cost of maintenance of the network will continue to rise because of developer works. By offering a saving equal to the drawdown this will add future pressure to maintenance budgets. The situation will be kept under review and growth requests submitted if and when required or additional drawdown.

### Investment Required to Deliver the Saving (if any)

None

### Service Impact if Saving was to be Delivered, how will risks be mitigated

No further risks other than those above

## Sign Off

| Date | Prepared By | Signed Off By | Finance sign off |
|---|---|---|---|
| 30/10/2025 | M Hodgson | I Kazalbash | J Gandy |

Havering
LONDON BOROUGH

| | |
|---|---|
| **CABINET** | **12 November 2025** |
| **Subject Heading:** | ***Second Quarter of Financial Year 2025/26 Revenue and Capital Monitoring Report*** |
| **Cabinet Member:** | Councillor Chris Wilkins (Cabinet Member for Finance.) |
| **SLT Lead:** | Kathy Freeman, Strategic Director of Resources and Sec 151 Officer. |
| **Report Author and contact details:** | ***Katherine Heffernan, Philippa Farrell, Heads of Finance Business Partnering***<br>***01708 432406***<br>***Katherine.heffernan@havering.gov.uk, philippa.farrell@havering.gov.uk*** |
| **Policy context:** | ***This report provides a summary of the Council's forecast financial position for 2025/26 as at the end of September 2025.*** |
| **Financial summary:** | At the end of quarter two of the Financial Year the Council is forecasting an underspend of £7.65m against its General Fund budget of £292m. This includes use of Exceptional Financial Support. The DSG is forecasting an in year overspend that will bring the total deficit to £65m. |
| **Is this a Key Decision?** | No – the report is for noting |
| **When should this matter be reviewed?** | |
| **Reviewing OSC:** | |

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

Resources – Enabling a resident-focused and resilient Council - x

Place - A great place to live, work and enjoy

People – Supporting Our Residents to Stay Safe and Well

## SUMMARY

1.1.1. This report gives an overview of the Council's financial position setting out the forecast revenue expenditure as at the end of September 2025 with an explanation of the significant variances. It also provides an update on progress towards savings targets and an overview of the capital programme at the end of quarter two.

## RECOMMENDATIONS

2.1 Councillors are asked to note the revenue monitoring position of the Council as at the end of September 2025 (quarter two of the financial year.) This includes a forecast underspend on the Council's General Fund of £7.65m (sections 4, 5 and 6), an underspend on the HRA of £2.33m (Section 8) and an overspend of £28m DSG budgets that will bring the overall DSG deficit to £65m (section 9). The consequent impact on the Council's reserves is set out in section 11).

2.2 Councillors are asked to note the progress toward the delivery of savings as set out in the Council's MTFS as at the end of September 2025 (quarter two of the financial year) as set out in section 7

2.3 Councillors are asked to note the capital monitoring position of the Council as at the end of September 2025 (quarter two of the financial year) as set out in section 12

2.4 Councillors are asked to note the update in section 10 on the position of the Council's maintained schools and to delegate to the Director of Starting Well in conjunction with the Strategic Director for Resources and the appropriate Cabinet members the ability to grant a licensed deficit to qualifying schools.

## REPORT DETAIL

### 3. THE COUNCIL'S REVENUE BUDGET FOR 2025/26

3.1 The Council is currently in a period of intense financial pressure as a result of long-standing government underfunding at a time of rapid demographic change and growth. Although Havering is an efficient council with low unit costs in comparison with its neighbours, it was unable to set a balanced

budget for 2024/25 and was required to make use of Exceptional Financial Support and capitalise £30.4m of expenditure.

3.2 With no substantial change to funding arrangements for 2025-26 while the population continues to grow this unsatisfactory situation has persisted. The budget has been set on the basis that at least £71.2m of Exceptional Financial Support will be required with the worst-case potential of £88.0m. The total budget requirement in the realistic "mid" case scenario is £274.6m against available funding from Council tax and Settlement Funding Assessment of £204.6m. A contingency of £17.8m has been also added for the worst-case scenario taking the total budget to £292.4m.

3.3 The Exceptional Financial Support allows the Council to use capitalisation for its revenue pressures, funding them with either capital receipts or borrowing. It is subject to stringent conditions and strict government oversight but has allowed the Council to set a balanced budget for this financial year. However, in making use of capitalisation the Council will incur financing costs in the form of MRP and interest on any borrowing.

## 4. The Revenue Monitoring Position as at the end of Quarter Two

4.1 As at the end of quarter two, the Council is forecasting an underspend of £7.65 against the worst-case budget of £292.4m as shown in the table below. This however, assumes that the whole of the £17.8m worst case contingency is used. This is not currently expected to be required so the position is forecast to be an underspend against the mid case only. This will still however require the use of around £64m of exceptional financial support

Table One – The Council's Revenue Position at the end of Quarter two.

| | Revised Budget 2025-26 £m | Actuals YTD as Period 6 £m | Outturn Forecast at end of Sept £m | Forecast Outturn Variance £m | As % of Budget % |
|---|---|---|---|---|---|
| People | 199.84 | 105.87 | 207.00 | 7.16 | 4% |
| Place | 19.34 | 9.17 | 16.04 | -3.30 | -17% |
| Resources | 29.16 | 16.99 | 29.82 | 0.66 | 2% |
| **TOTAL SERVICE DIRECTORATES** | **248.34** | **132.03** | **252.86** | **4.52** | **1%** |
| Corporate Budgets | 46.42 | 2.31 | 34.25 | -12.15 | -26% |
| HRA/DSG - Contribution | -2.37 | 0.00 | -2.37 | 0.00 | 0% |

| | | | | | |
|---|---|---|---|---|---|
| **TOTAL COUNCIL REVENUE** | **292.39** | **134.34** | **284.74** | **-7.65** | **1%** |
| Budget Financing | -292.39 | -200.46 | -292.39 | 0.00 | 0% |
| **TOTAL NET** | **0.00** | **-66.12** | **-7.65** | **-7.65** | **1%** |

4.2 Since Period 3 there have been some adjustments to the budget with over allocated budget growth having been withdrawn from Starting Well (£0.6m) and Place (£1.2m). The 2025/26 budget was allocated based on the overspends forecast in Autumn of 2024/25 and transferred back when the year-end position resulted in outturn figure. The impact of this varied the service forecast variances. The pay award budget has also been allocated to services.

4.3 At the mid-point of the year forecasts are still being prepared on a prudent basis, with reasonable assumptions made about in year continuing increases in activity based on recent trends. This assumption avoids large swings in forecasts especially in the demand led social care budgets. To date, the monthly increases in Ageing and Living Well care commitments has been broadly in line with the assumed trends. However, in Housing Demand and Starting Well growth has been somewhat higher which has led to an increase in forecast pressures.

4.4 Where services have forecast potential overspends, managers will be asked to identify and implement further mitigation actions to offset or reduce these pressures. Conversely there are a number of risks that could impact the position adversely. Although the current forecast position is an underspend of £7.65m, the total potential range for the final outturn is an **underspend of between £11.6m to £2.8m** against the mid case scenario.

Table two: The top risks to the Council's Revenue Position

| Risk | Directorate | Description | Value £m |
|---|---|---|---|
| MTFS Savings in People Services | Adult Social Care – Ageing Well and Living Well | Targeted Reviews and Better living savings have become increasingly harder to deliver. The transition saving is also unlikely to be achieved | £0.5m |
| Decanting from Regen Estates | Housing Demand | 23 Families at risk of having to move out of properties and into nightly charged from Sep | £0.5m |
| Launders Lane | Place/PPP | There could be further costs associated with this land but is not possible to quantify at this time. The landowner should be liable but uncertain if defaults. | Non-quantifiable |

| | | | |
|---|---|---|---|
| Planning Performance Agreement (PPA) - EHDC | Place/PPP | The authority has committed expenditure to the project in advance of signing the updated PPA agreement. The PPA has now been signed. The milestones still need to be reached and costs maintained to forecast to receive income. | Up to £1.629m |
| Rental Income | Place - Housing & Property | IRisk of rent income loss from voids especially for some properties which cannot be relet or are hard to let pending Regeneration Programme. Renegotiated leases, being less than previous agreements. Stock numbers reduced due to the Regeneration Programme. | TBC |
| ICT | Resources/Shared | The cost of ICT is difficult to model accurately as there are some unknowns at this stage in the year, namely, the cost of consumption once migration to cloud has completed, the approach to splitting certain types of cost with Newham and the timing of phased return of staff to sovereign control. Growth has been built into the budget but there until migration is completed there is a small risk it may not be sufficient. | £0.3m |

## 5. Key Service Variances

5.1 As table one above shows there is a forecast overspend of £4.5m across service budgets. This is made up of £7.16m relating to People services where the current intense demographic pressures are felt most strongly, partly offset by forecast underspends of £3.3m within Place mostly relating to an improved income position. There is also £0.65m of forecast overspend in Resources.

5.2 A detailed budget monitoring pack is provided as an appendix, but a summary of the main issues is given below.

### 5.3 People – Ageing Well

5.3.1 Ageing Well is forecasting a **£0.8m overspend** against budget driven primarily by an increase in the number of clients coming into the service and the complexity of their needs. However, the rate of increase in the price paid for care has slowed significantly showing that the Council has successfully brought about a change in market conditions through its new procurement and commissioning approach.

### 5.4 Living Well

5.4.1 There is a forecast **overspend of £5.7m** of which £3.6m relates to Housing Demand and £2.4m relates to Adult Social Care, offset by underspends in Culture and Leisure.

5.4.2 As for Ageing Well the Social Care pressures mostly arise from the number of new clients. However, since period 3 this increase is within the budget assumptions so the pressure has not been growing.

5.4.3 On the other hand the pressures on Housing Demand are continuing from last year. Although the number of new presentations is not currently increasing, the length of time for which households require support is lengthening, resulting in greater costs overall and the availability of PSL accommodation is reducing forcing increased use of more expensive nightly lets

5.4.4 These overspend pressures are partly offset by Culture and Leisure which is forecasting an underspend of £0.3m from the renegotiated SLM contract for Leisure services.

### 5.5 Starting Well

5.5.1 There is a net **overspend of £0.59m** across the whole of Starting Well which is an increase of £0.43m from period 3 to period 6. However, £0.60m was removed from the budget at P4 in Education for reasons set out in paragraph 4.2. Excluding this adjustment, the variance would be an overall decrease in forecast variance of £0.17m.

5.5.2 Although over allocated growth for Home to School transport was surrendered there is now a small overspend of £0.17m as a result of two new bus routes being required compared to the forecast assumptions. Further analysis will be carried out as to why this is required but increased journey times may be factor.

5.5.3 The other significant area of overspending is Children in Care which is being driven by a small number of very high-cost residential placements.

### 5.6 Place

5.6.1 There is an **underspend in Place of £3.3m** which is driven by additional income which has been even more buoyant than expected at quarter one so there is still an underspend despite the clawback of over allocated growth. This is partly the result of the increase in the Parking penalty charge notice amount. Over time, there may be a behaviour change in response, but this is not yet evident.

### 5.7 Resources

5.7.1 There is an **overspend of £0.65m** across Resources. The pressures previously reported relating to Housing Benefit have been assessed slightly downwards and are now mostly contained within the Housing Demand service.

5.7.2 There are additional overspends in Partnerships due to an unachieved historic saving. This area is undergoing restructuring as the partnership arrangements with the NHS are coming to an end in response to NHS budgetary pressures and cuts. There is also an overspend of £0.35m in OneSource shared services relating to the cost of interim legal staff and shortfalls in Enforcement income.

## 6. Corporate Items

6.1 The Council holds a number of Corporate budgets for central costs including capital financing costs, levies and treasury management. At period 6 these budgets are forecast to underspend against budget by £12.1m.

6.2 The amount the Council contributes to the Pension Fund is determined every three years by an actuarial review of the pension fund. The next review is due to conclude in April 2026 but in advance of the review the actuary has indicated that the Council can reduce its past fund contribution in 2025/26 by £2.0m. This contribution reduction will be split between the HRA and the general fund with a reduction to the General Fund of approximately £1.8m

6.3 The Council sets its Capital financing budgets each February based on the latest forecast of capital expenditure at that time. The MRP for 2025/26 is calculated using the Capital Financing Requirement as at 31st March 2025. As there was capital slippage between budget setting and outturn there is an underspend of £1.1m on the MRP budget for 2025/26

6.4 Within the Capital financing budgets there is a planned contribution to reserves of £0.3m. The adequacy of capital reserves was reviewed at year end for 2024/25 and it was concluded that the reserves were sufficient that this contribution was not needed in 2025/26. These budgets will be further reviewed as part of the 2026/27 budget setting process to ascertain future requirements

6.5 The Council budgets for income due on known loans from Mercury Land Holdings (MLH). The Council is expected to receive £0.5m of income above that budgeted due to interest due on the working capital loan to MLH.

6.6 The Council has used internal borrowing to delay the need for external borrowing for both EFS and general Capital spend resulting in a GF

underspend of £2.0m and has also been able to generate additional interest on its short-term deposits creating an underspend of £0.5m

6.7 The food waste collection rollout is now forecast to commence in 2026/27 resulting in a saving to the planned budget of £2.1m and there has been £1.8m of other returned growth to the corporate budget.

6.8 The Council holds a contingent budget in relation to Business Rate under indexation. This budget will not be needed in 2025/26 and can also be deleted on an ongoing basis as part of the 2026/27 budget process releasing an underspend of £2.4m

## 7. Progress Towards Delivery of Savings

7.1 There are £10.2m of MTFS savings required to be delivered in this financial year. At this stage (end of June) £3.13m has been entirely delivered of which £0.6m relates to restructuring in the Resources department that took place during the last financial year and £1.2m is the result of targeted reviews and other demand management activity in People. £1.2m has been delivered from tax base increases.

7.2 A further £4.6m of savings are currently expected to be delivered but most of these are further reviews and demand management and are rated amber.

7.2 The remaining £2.5m of savings are highly uncertain and are not expected to be delivered in year. These include two Corporate savings (the agency levy saving (£0.2m) and the Business Rate Pool £0.3m) which are likely to underachieve creating a £0.5m shortfall. There have also been delays in some People savings including the Family Welcome Centre, supported living units at Mowbrays and Mawneys and the new ways of delivering family support in Starting Well.

## 8. Housing Revenue Account (HRA)

8.1 The HRA is forecasting a £2.3m underspend which is an improvement of £2.2m since Period 3. This is primarily due to greater than budgeted interest received including interest on loans relating to a partnership agreement. Other contributing factors are lower borrowing needs for 25/26 (£0.9m) and improvements in income collection that means reduced rent voids (£0.3m) and Bad Debt Provision (£0.2m). Communal utility bills, grounds maintenance and use of agency are also lower than forecast.

8.2 This is partly offset by increased costs in hostels and £0.5m of costs associated with the Housing Replacement IT system which had previously been included in the Capital programme but which are better accounted for as revenue costs.

Table Three: Housing Revenue Account

| HRA Income and Expenditure | 2025-26 Budget | Period 6 Forecast | Variance |
|---|---|---|---|
| | £m | £m | £m |
| Dwelling Rents | -62.44 | -62.73 | -0.29 |
| Charges for Services and Facilities - Tenants | -8.25 | -8.85 | -0.6 |
| Charges for Services and Facilities - Leaseholders | -3.48 | -3.48 | 0 |
| Other Income | -0.71 | -0.81 | -0.1 |
| **Total Income** | **-74.88** | **-75.87** | **-0.99** |
| Repairs and Maintenance | 14.88 | 15.05 | 0.17 |
| General Management | 22.42 | 22.66 | 0.24 |
| Special Services, Grounds Maint & Tree Works | 6.75 | 7.17 | 0.42 |
| Utilities and other expenditure | 2.25 | 2.24 | 0.01 |
| Depreciation | 10.88 | 10.88 | 0 |
| Bad debt | 0.67 | 0.5 | -0.17 |
| **Total Expenditure** | **57.85** | **58.5** | **0.67** |
| **Net Cost of HRA Services** | **-17.03** | **-17.37** | **-0.32** |
| Interest Payable | 17.03 | 15.04 | -1.99 |
| **HRA Period 3 Surplus** | **0** | **-2.33** | **-2.31** |

## 9. Dedicated Schools Grant (DSG)

9.1 There is a forecast overspend of £28.5m on the High Needs Block which is available to fund the costs of support for pupils with Special Educational Needs. This block has been overspending for a number of years now and **by the end of the year the cumulative deficit is expected to be £65m** although the statutory override has been extended for another two years.

9.2 The pressure on this budget is driven entirely by demand for additional support which has been increasing very sharply over recent years and is outstripping the increase in grant funding. The Council already has a very inclusive approach to high needs and most spend is in the form of additional support in mainstream schools and special units which is both the preferred setting for many students and the lowest cost.

## 10. Maintained Schools

10.1 The Council has 38 maintained and Voluntary Aided schools including one Special School and the rest Infant, Junior or Primary schools. These

schools are part of the Council's financial position but have delegated budgets and carry forward their balances from one year to the next.

10.2 In recent years the rate of increase in Education Funding has not kept pace with inflation and many schools have also seen increasing numbers and complexity of children with special educational needs. These combined factors have created severe budgetary pressures and a number of schools are now facing financial difficulties and are in an overall deficit. At the end of 24/25 there were 15 such schools with an overall deficit balance of £6.48m.

10.3 Under the School Financing Regulations schools are not normally permitted to set a deficit budget but it is recognised that this cannot always be avoided. In such circumstances the Local Authority may issue a licensed deficit for a defined period. However this can only be done after a school has prepared a recovery plan to allow it to return to surplus over a number of years.

10.4 When Schools submitted their three year budget plans at the end of the summer term it became apparent that in addition to the existing deficit schools a further six are unable to balance their budget this year. ]

10.5 The authority will work with all 22 schools in order to agree recovery plans in line with the regulations. Cabinet are asked to delegate the issue of a licensed deficit to the Director of Starting Well and the Strategic Director of Resources once the plans are in place.

## 11. Earmarked and General Reserves

11.1 The Council's levels of Earmarked and General Reserves are monitored closely and will be reported on throughout the financial year. The Council currently has £15.2m of General Balances and has budgeted to increase this value to £20.2m in 2025/26.

11.2 The Council is committed to building General Reserves to approximately 10% of the net spend in the medium term to safeguard against future risks and uncertainties. The current net spend is £275m and therefore approximately 10% would require a General Balance of £27m.

11.3 The Council held £40.0m of General Fund Earmarked reserves at 31st March 2025. These reserves are split into three main areas being Risk, Contractual and Service projects as displayed in the table below.

**Table 4: Earmarked Reserves**

| RESERVE TYPE SUMMARY | Opening Balance 25/26 £m | Forecast Balance 25/26 £m | Forecast Balance 26/27 £m | Forecast Balance 27/28 £m |
|---|---|---|---|---|

| | | | | |
|---|---|---|---|---|
| Risk Mitigation Reserves | (16,845) | (11,318) | (9,972) | (7,807) |
| Contractual Reserves | (9,796) | (9,745) | (9,745) | (9,745) |
| Internally Earmarked Projects | (13,409) | (10,059) | (9,659) | (9,759) |
| **TOTAL** | **(40,050)** | **(31,122)** | **(29,376)** | **(27,311)** |

11.4 These reserves are kept under constant review and the Council fully recognises the need to maintain Risk and Contractual reserves to offset future risk. In provisionally agreeing the exceptional financial support for recent years the Government fully recognised and agreed with the need to maintain reserves and balances at a level to safeguard the Council in the future The Council's Capital Position

## 12. Capital Programme

12.1 The current position on the Council's capital programme is set out in Appendix 2. The total in year budget is £412m of which £190m is General Fund and £222m is HRA. This incorporates budget slippage from 24/26. Excluding previous years spend of £588.815m (shown for information in the table above), the total capital programme for 2025/26 and beyond is £1,825.932m split between the GF (£395.732m) and HRA (£841.385m).

12.2 Forecast expenditure this year is £241 which is £9m lower than forecast at quarter one. £80m of this expenditure is General Fund and £161m is HRA. Most of the reduction in forecast is in the HRA.

12.3 Capital expenditure as at the 30th September is £48.065m to date. Notable achievements so far for 2025/26 are as follows.

- Spend of £10.648m on the Council Housing Acquisitions Programme, £4.060 on building of a new hostel and over £14m on improving the housing stock across the borough.
- £2.377m on improving the quality of our roads and infrastructure.
- £2.668m on enhancing our schools and educational facilities.
- £2.545m on the 12 Estates project to improve housing across borough.
- £0.870m on the regeneration of Bridge Close.
- £392k the purchase of Public Realm (Parks) & (Bereavement Services) vehicles.
- £395k spent on home adaptations to allow residents to continue living in their own homes.

## IMPLICATIONS AND RISKS

**Financial implications and risks:**

This report sets out the Council's financial position at the end of quarter one and the main risks to that position. The position and these risks will be carefully monitored throughout the year with updates being brought regularly to Cabinet. Pressures that go beyond the boundary of the financial year will be addressed as part of the Medium-Term Financial Planning process.

**Legal implications and risks: - tbc**

There are no legal implications arising directly from the recommendations in this report.

**Human Resources implications and risks:**

There are no HR implications arising directly from this monitoring report. Where changes to the workforce are required in response to financial issues then these will be managed in accordance with the Council's policies and procedures.

**Equalities implications and risks:**
There are no Equalities implications arising directly from this monitoring report. All future changes to Council services made in response to financial pressures will have had an EQIA and consultation carried out as part of their implementation.

**Health and Wellbeing implications and Risks**

There are no Health and Wellbeing implications arising directly from this monitoring report.

**BACKGROUND PAPERS**

***1*** ***The Council's 2025/26 Budget and 2025-2029 Medium Term Financial Strategy***

Havering
LONDON BOROUGH

# Service Revenue Budget Monitoring
# Period 6 – September 2025

# Appendix Contents


1. Overall Position
2. High Level Risk and Opportunities
3. Savings summary
4. Pillar Detail
   - People
   - Ageing Well
   - Living Well
   - Starting Well
   - Place
   - Environment
   - PPP
   - Housing Operations, Assets and Property
   - Resources
   - Resources Non-Shared
   - One Source

5.Dedicated Schools Grant (DSG)

6.HRA

# High Level Summary

The Council overall is forecasting a £7.65m UNDERSPEND as at Period 6

| TOTAL NET | Revised Budget 2025-26 | Actuals YTD as Period 6 | Outturn Forecast at end of September | Forecast Outturn Variance | As % of Budget | Change in Forecast Variance to P3 |
|---|---|---|---|---|---|---|
| **TOTAL NET** | £m | £m | £m | £m | £m | |
| PEOPLE | 199.84 | 105.87 | 207.00 | 7.16 | 4% | 2.10 |
| PLACE | 19.34 | 9.17 | 16.04 | (3.31) | -17% | 0.43 |
| RESOURCES | 29.16 | 16.99 | 29.82 | 0.65 | 2% | (0.88) |
| **TOTAL SERVICE DIRECTORATES** | **248.34** | **132.03** | **252.86** | **4.50** | **2%** | **1.65** |
| Corporate Budgets | 46.42 | 2.31 | 34.25 | (12.15) | -26% | (8.32) |
| HRA & DSG - Contribution to Corporate | (2.37) | 0.00 | -2.37 | 0.00 | 0% | 0.00 |
| **TOTAL COUNCIL REVENUE** | **292.39** | **134.34** | **284.74** | **-7.65** | **-3%** | **-6.67** |
| Budget Financing | (292.39) | (200.46) | (292.39) | 0.00 | 0% | 0.00 |
| **TOTAL NET** | **0.00** | **-66.12** | **-7.65** | **-7.65** | **-3%** | **-6.67** |



There has been an overall reduction in the forecast of **£6.67m**. This is primarily driven by underspends within the Corporate Budgets, which has shown a **£8.32m** reduction. The reduction in budgets within Starting Well (£0.6m) and Place (£1.25m) from Period 3 to Period 6 has contributed to the underspend within the Corporate Budgets.

The demand led services within People are forecast an overspend of **£7.16m**. Since Period 3 there have been increased pressures for Children's Residential Placements and Housing Demand. There are also overspends in Resources. This is being offset by income and other underspends in Place resulting in a net services pressure of **£4.5m.** This brings the Council's overall forecast to an underspend of **£7.65m** against the mid-case scenario.

Although the position is an underspend against the budget it will still require **£68m** of Exceptional Financial Support capitalisation so managers should continue to work to reduce spend further wherever possible. The Local Government Pay Award was implemented in September and budget has been allocated to services to match.

# High Level Summary of Risks and Opportunities

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The current main forecast for the Council is an **underspend against the mid case scenario of £7.65m**. However, a number of risks to this position have been identified that amount to a potential £4.8m of additional cost. £2.2m of this is in People and mostly relates to the potential for further increases in demand above the expected levels. There is £2.2m of risk within Place, of which the largest component is £1.63m relating to the Planning Performance Agreement with EHDC. However the likelihood of this materialising has decreased as the agreement has now been signed. There is also £0.4m of risk in Resources mostly relating to ICT.

The services have also identified **£3.9m of opportunities and mitigation action** that can be taken that could improve the situation - £3.3m of which relates to initiatives in People services to increase income or to manage demand and market costs and £0.6m in Place also from income or productivity improvements.



This means that the potential range for the final outturn is an **underspend of between £11.6m to £2.8m** against the mid case scenario.

The Council still has a **central budget of £18m for the worst-case scenario** that would allow us to remain within the boundary of the capitalisation direction. It is not currently expected that this will need to be used.

The top risks across the whole council are listed on the next slide.

# High Level Risks

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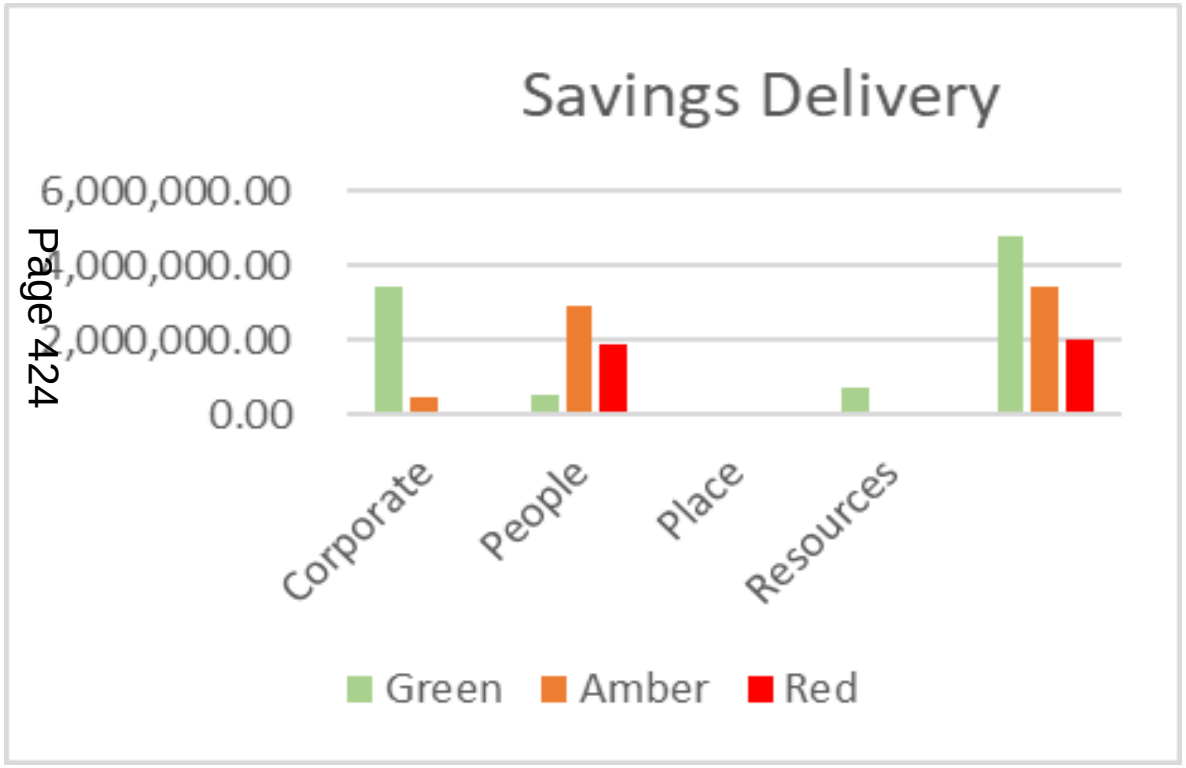
| Risk | Directorate | Description | Value | RAG |
|---|---|---|---|---|
| Savings achievement | Living Well Social Care | Targeted Reviews and Better living savings have become increasingly harder to deliver. The transition saving is also unlikely to be achieved | 500k | |
| Decanting from Regen Estates | Housing Demand | 23 Families at risk of having to move out of properties and into nightly charged from Sep | 500k | |
| Launders Lane – following Judicial Review | Place/PPP | There could be further costs associated with this land but is not possible to quantify at this time. The landowner should be liable but uncertain if defaults. | Non-quantifiable | |
| Planning Performance Agreement (PPA) - EHDC | Place/PPP | The authority has committed expenditure to the project at risk, however, the risk level reduced in Period 4 due to the PPA being signed. The milestones still need to be reached and costs maintained to forecast to receive income. | Up to £1.629m | |
| Rental Income | Place - Housing & Property | Issues with void properties, some of which have been impacted by the Regeneration Programme. Renegotiated leases, being less than previous agreements. Stock numbers reduced due to the Regeneration Programme. | TBC | |
| ICT | Resources/Shared | The cost of ICT is difficult to model accurately as there are some unknowns at this stage in the year, namely, the cost of consumption once migration to cloud has completed, the approach to splitting certain types of cost with Newham and the timing of phased return of staff to sovereign control. | £0.3m | |



*Key: Opportunities should be RAG rated - Red means opportunity is unlikely to materialise– Anything under 34% chance of probability should be red. Amber is significant chance of materialising - 35 – 79% probability. Green the opportunity is likely to matieralise – 80% + Finance would recommend green opportunities are included in the forecast.

# Saving Summary

There is a target of £10.25m savings to be delivered in year. Of this £3.13m has already been delivered and a further £4.6m are forecast. This leaves £2.5m that are at risk.




**RED** Savings include the family welcome centre which is due next year and the review of care provision for young people in transition where action is being carried out but the impact may be less than originally estimated.

There have also been delays in Mowbrays, the change to delivery of family support and some of the Temporary Accommodation schemes that mean some of the savings will be delayed till next year.

The **AMBER** savings are mostly in People and relate to schemes to manage and mitigate demand pressures such as increasing internal fostering, targeted reviews, the Better Living project and Housing Demand initiatives. These are being closely monitored.

# PEOPLE Summary

The forecast across People is a pressure **of £7.16m OVERSPEND** which is 4% of the budget.

| PEOPLE | Revised Budget 2025-26 | Actuals YTD as Period 6 | Outturn Forecast at end of September | Forecast Outturn Variance | As % of Budget | Change in Forecast Variance to P3 |
|---|---|---|---|---|---|---|
| **PEOPLE** | £m | £m | £m | £m | £m | £m |
| People - Starting Well | 82.70 | 42.43 | 83.29 | 0.59 | 1% | 0.43 |
| People - Ageing Well | 62.07 | 36.27 | 62.88 | 0.81 | 1% | (0.29) |
| People - Living Well | 55.07 | 27.17 | 60.83 | 5.76 | 10% | 1.96 |
| **TOTAL PEOPLE** | 199.84 | 105.87 | 207.00 | 7.16 | 4% | 2.10 |

The People pillar continues to be under budgetary pressure as a result of high levels of demographic need and demand. There has been an increase in Starting Well forecasts for Children in Care because of four new high-cost residential placements in one month and an increase in staffing costs.

The budget has been reduced since P3 by £0.6m as overallocated growth for Home to School Transport has been removed.

There have been increased care packages in Ageing and Living Well, but these are mostly in line with the previous trends so have not added significantly to the outturn forecast.

# PEOPLE: Ageing Well

Ageing Well is forecast a pressure of **£0.810m overspend** which is 1% of the budget.

| People - Ageing Well | Revised Budget 2025-26 | Actuals YTD as Period 6 | Outturn Forecast at end of September | Forecast Outturn Variance | As % of Budget | Forecast Variance P3 | Change in Forecast Variance from P3 |
|---|---|---|---|---|---|---|---|
| **PEOPLE - AGEING WELL** | £m | £m | £m | £m | £m | £m | £m |
| Adult Social Care | 59.64 | 35.42 | 60.42 | 0.78 | 1% | 1.11 | -0.33 |
| Ageing Well Principal Social Workers | 0.73 | -0.16 | 0.74 | 0.01 | 1% | 0.01 | 0.00 |
| Adult Safeguarding | 1.69 | 1.01 | 1.72 | 0.02 | 1% | -0.02 | 0.04 |
| **TOTAL PEOPLE - AGEING WELL** | 62.07 | 36.27 | 62.88 | 0.81 | 1% | 1.10 | -0.29 |



The overspend of **£0.810m** is driven by an increase in placements and an increase in the complexity of existing cases. However, what is clear is that the market rate the Council is offering is now being widely accepted which is a positive change in market behaviour. Complexity is a clear area of focus for in year mitigation with double handling and 121s being under constant review by the service.

Between Period 3 and Period 6 the variance has reduced by £0.290m. This is due to the forecast calculated pressure from Placements and Complexity actuals having a lower run rate to date than anticipated. Therefore, the contingency built into the forecast for placement growth has been reduced. This reduction has also offset poorer performance in income generation against forecast.

# PEOPLE: Living Well

Living Well is forecast a pressure of **£5.71m overspend** which is 10% of the budget.

| People - Living Well | Revised Budget 2025-26 | Actuals YTD as Period 6 | Outturn Forecast at end of September | Forecast Outturn Variance | As % of Budget | Forecast Variance P3 | Change in Forecast Variance from P3 |
|---|---|---|---|---|---|---|---|
| **PEOPLE - LIVING WELL** | £m | £m | £m | £m | £m | £m | £m |
| Housing Demand | 11.35 | 1.39 | 15.00 | 3.65 | 32% | 1.76 | 1.89 |
| Culture & Leisure | -0.34 | 1.63 | -0.61 | -0.27 | 79% | -0.30 | 0.03 |
| Living Well Adult Social Care | 44.06 | 24.16 | 46.44 | 2.38 | 5% | 2.34 | 0.04 |
| **TOTAL PEOPLE - LIVING WELL** | 55.07 | 27.17 | 60.83 | 5.76 | 10% | 3.80 | 1.96 |



Living Well is forecasting a pressure of **£5.71m** overspend, 10% of Budget. This is being driven by Housing Demand and Living Well Social Care. Both of which are seeing increased demands in service requirement. Culture and Leisure is forecasting an underspend driven by the SLM contract negotiation.

Housing Demand is seeing a constant demand in temporary accommodation; the cost increase is being driven by two key factors an increase in the length of stay of people in temporary accommodation and the hand back of PSL properties which is driving demand at the front door and a lack of supply of accommodation to move people out of temporary accommodation.

Living Well Social Care pressure is being driven by the complexity and volume of cases against the assumptions in the budget. Clients within this group can be extremely expensive and one placement coming into the service can have a significant impact.

# PEOPLE: Starting Well

There is a forecast pressure of £0.59m at P6 which is a 1% overspend against the revised budget.

| People - Starting Well | Revised Budget 2025-26 | Actuals YTD as Period 6 | Outturn Forecast at end of September | Forecast Outturn Variance | As % of Budget | Forecast Variance P3 | Change in Forecast Variance from P3 |
|---|---|---|---|---|---|---|---|
| **PEOPLE - STARTING WELL** | **£m** | **£m** | **£m** | **£m** | **%** | **£m** | **£m** |
| Safeguarding and Corporate Parenting | 57.88 | 27.53 | 58.75 | 0.87 | 2% | 0.80 | 0.07 |
| Education | 15.30 | 9.58 | 15.60 | 0.30 | 2% | -0.45 | 0.75 |
| Early Help and Partnerships | 5.11 | 3.59 | 5.00 | -0.11 | -2% | 0.29 | -0.40 |
| Departmental Central Costs | 1.80 | 0.95 | 2.03 | 0.23 | 13% | 0.40 | -0.17 |
| Children's Principal Social Worker | 2.61 | 0.79 | 1.91 | -0.70 | -27% | -0.88 | 0.18 |
| **TOTAL PEOPLE - STARTING WELL** | **82.70** | **42.44** | **83.29** | **0.59** | **1%** | **0.16** | **0.43** |



The forecast overspend pressure for Starting Well has increased by £0.43m from period 3 to period 6. However £0.60m was removed from the budget at P4 in Education. Excluding this adjustment, the variance would be an overall decrease in forecast variance of £0.17m.

**Safeguarding and Corporate Parenting** The variance in this area is driven by £866k overspend in LAC placements and CWD placements.

**Early Help and Partnerships** The £0.40 decrease in forecast in this area as £400k was moved from reserves in troubled families to be used across the service.

**Education** The forecast variance has increased by £0.75m. £0.60 m of this relates to budget which was taken away at P4 for HTS transport. The remaining variance is driven mainly by £0.23m savings in Attendance due to additional funding received from the DSG, offset by additional forecasted costs in Transport of £0.17m.

Savings in **Children's Principal Social Worker** are offset by **Departmental Central Costs** as the staffing budgets span across both areas. The total variance movement from P3 across the 2 areas is 0.01m.

# PLACE Summary

Forecast **(£3.310m)** underspend (17% of budget) for the Place Pillar. An adverse movement of **£0.430m** from prior quarter position.

| PLACE | Revised Budget 2025-26 | Actuals YTD as Period 6 | Outturn Forecast at end of September | Forecast Outturn Variance | As % of Budget | Change in Forecast Variance to P3 |
|---|---|---|---|---|---|---|
| **PLACE** | £m | £m | £m | £m | | £m |
| Place - Planning & Public Protection | 5.20 | 3.31 | 4.97 | (0.24) | -5% | (0.06) |
| Place - Environment | 12.17 | 1.67 | 9.09 | (3.08) | -25% | 0.64 |
| Place - Housing & Property | 1.97 | 4.19 | 1.98 | 0.01 | 1% | (0.15) |
| **TOTAL PLACE** | 19.34 | 9.17 | 16.04 | (3.31) | -17% | 0.43 |



**Planning & Public Protection (£0.240m)** underspend is forecast driven by staffing vacancies in Enforcement, Planning and the Assistant Director position now appointed to. There are significant one-off pressures (Launders Lane/FSA) which are offset by the fees relating to a revised Planning Performance Agreement (PPA). **(£0.060m)** improvement from Quarter 1 due to improved planning fees caused by national fee increase this year, of which, half of this benefit has been offset by a Mortuary Fees contract issue under discussion.

**Environment (£3.080m)** underspend largely driven by Parking where PCN fees have risen since April 7th.

- Since Quarter 1, the directorate has returned £1.250m of budget no longer required and has additionally improved its underlying forecast (£0.610m) mainly from Parking income to achieve a net movement of **£0.640m**.

**Housing and Property £0.010m** a minor overspend reported. Since Quarter 1, there has been an improvement of **(£0.150m)** mainly due to reduced utility forecasts.

# RESOURCES and oneSource Summary

| RESOURCES | Revised Budget 2025-26 | Actuals YTD as Period 6 | Outturn Forecast at end of September | Forecast Outturn Variance | As % of Budget | Forecast Variance P5 | Change in Forecast Variance | Forecast Variance P3 | Change in Forecast Variance to P3 |
|---|---|---|---|---|---|---|---|---|---|
| **RESOURCES** | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| Resources - Public Health | -0.09 | -3.66 | -0.09 | 0.00 | 0% | 0.00 | 0.00 | 0.00 | 0.00 |
| Resources Non-Shared LBH | 1.34 | 3.52 | 1.58 | 0.23 | 17% | 0.20 | 0.03 | 0.96 | (0.73) |
| Resources - HR & OD | 2.62 | 1.33 | 2.67 | 0.05 | 2% | 0.04 | 0.01 | 0.00 | 0.05 |
| Resources - Customer Services Transformation & IT | 3.00 | 3.26 | 3.02 | 0.02 | 1% | 0.25 | -0.23 | 0.30 | (0.28) |
| Resources - Finance | 6.57 | 3.19 | 6.27 | -0.30 | -5% | -0.36 | 0.06 | (0.25) | (0.05) |
| Resources - Communication | 0.78 | 0.97 | 0.81 | 0.03 | 4% | 0.03 | 0.00 | 0.13 | (0.10) |
| Resources - Partnerships | 0.55 | 1.17 | 0.85 | 0.30 | 54% | 0.24 | 0.06 | 0.39 | (0.09) |
| oneSource Cost Share LBH Adjustment | 11.46 | 5.28 | 11.81 | 0.35 | 3% | 0.20 | 0.15 | 0.00 | 0.35 |
| Resources - Public Health - Non Grant | 2.93 | 1.93 | 2.90 | -0.03 | -1% | 0.00 | -0.03 | 0.00 | (0.03) |
| **TOTAL RESOURCES** | 29.16 | 16.99 | 29.82 | 0.65 | 2% | 0.60 | 0.05 | 1.53 | -0.88 |



Forecast £0.65m overspend, 2% of budget, an improvement of (£0.88m) compared to period 3. Much of this improvement is because £0.6m of pressure relating to Housing Benefit for Temporary Accommodation is now showing in Living Well.

There are overspends in Partnerships relating to a historic saving that cannot be achieved. The service is responding to cuts to NHS budgets which will result in the return of the integrated partnerships team to the Council. The improvement from period 3 of £0.09m relates to vacancy management.

# Corporate Summary – forecast underspend £12.1m

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| CORPORATE | Revised Budget 2025-26 | Outturn Forecast at end of Sept | Forecast Outturn Variance |
|---|---|---|---|
| **CORPORATE** | £m | £m | £m |
| Treasury Management and Capital Financing | 18.2 | 13.9 | -4.4 |
| Pension Fund Contributions | 8.5 | 6.7 | -1.8 |
| Concessionary Fares | 7.3 | 7.2 | -0.1 |
| Levies | 18.8 | 18.8 | 0.0 |
| Service Growth held Corporately | 4.8 | 4.8 | 0.0 |
| Grant Income held Corporately | -49.9 | -49.9 | 0.0 |
| Contingency and contribution to general reserves | 6.0 | 3.6 | -2.4 |
| Provision for pay and price inflation | 7.6 | 7.6 | 0.0 |
| Other Corporate Budgets | 11.5 | 7.1 | -3.4 |
| Worst Case Contingent budget held centrally | 17.8 | 17.8 | 0.0 |
| **TOTAL CORPORATE** | 50.6 | 38.5 | -12.1 |

# Corporate Summary (Continued)

Havering LONDON BOROUGH

**Minimum Revenue Provision (GF Underspend £1.1m)**
The Council sets its Capital financing budgets each February based on the latest forecast of capital expenditure at that time. The MRP for 2025/26 is calculated using the Capital Financing Requirement as at 31st March 2025. As there was capital slippage between budget setting and outturn there is an underspend of £1.1m on the MRP budget for 2025/26

**Budgeted contribution to reserves not required in 2025/26 (GF Underspend £0.28m)**
Within the Capital financing budgets there is a planned contribution to reserves of £0.28m. The adequacy of capital reserves was reviewed at year end for 2024/25 and it was concluded that the reserves were sufficient that this contribution was not needed in 2025/26.

**Regeneration Income on MLH Loans (Forecast Underspend £0.5m)**
The Council budgets for income due on known loans from MLH. The Council is expected to receive £0.5m of income above that budgeted due to interest due on the working capital loan to MLH

**Reduction to the borrowing cost for EFS and General Borrowing (gf Underspend £2.0m)**
The Council has used internal borrowing to delay the need for external borrowing for both EFS and general Capital spend resulting in a GF underspend

**Increased interest receivable (GF Underspend £0.5m)**
The Council has been able to generate additional interest to forecast budget on its short term deposits creating an underspend

# Corporate Summary (Continued)

Havering LONDON BOROUGH

**Contributions to the pension fund: (GF underspend £1.8m)**
In advance of the next actuarial review the actuary has indicated that the Council can reduce its past fund contribution in 2025/26 by £2.0m. This contribution reduction will be split between the HRA and the general fund with a reduction to the General Fund of approximately £1.8m

**Food Waste (GF Underspend £2.1m)**
Food waste collection rollout is now forecast to commence in 2026/27 resulting in a saving to the planned budget

**Returned Growth from Services (GF Underspend £1.8m)**
A review of service budgets identified growth which could be returned to the Corporate centre and presented as an underspend

**Shortfall in Savings (GF Overspend 0.5m)**
There are two Corporate savings which are likely to underachieve creating a £0.5m shortfall. These are the agency levy saving (£0.2m) and the Business Rate Pool £0.3m) . The agency levy shortfall is due to reduced agency levels across the Council which overall is godd financially but results in a shortfall in the levy. The Business Rate Pool shortfall is due to a reduction in the levy Thurrock now is liable to pay to the Government as a result of appeals and retail discounts. This reduction will result in a reduced benefit from the joint pool with Thurrock Havering and LBBD

**Concessionary Fares (GF Underspend £0.15m)**
Concessionary fares are set each December at a meeting of London Council's technical committee. In March after the Council had set its budget it was announced the Councils would receive a rebate of concessionary fares of £0.15m for 2025/26

**Release of Contingent Item (GF Underspend £2.4m)**
The Council holds a contingent budget in relation to Business Rate underindexation. This budget will not be needed in 2025/26 and can also be deleted on an ongoing basis as part of the 2026/27 budget process

# Dedicated Schools Grant (DSG) Summary

**Forecast £28.5m Overspend** 14.8% of Budget – no change from previous period reporting

| DSG Block | Post-recoupment budget - LA responsible for | Forecasted Expenditure | Forecast Outturn Variance | % of budget | Notes |
|---|---|---|---|---|---|
| Schools Block | 98,731 | 98,731 | 0 | 0.0% | £1.291 transfer from Schools Block to High Needs Block |
| Central Schools Services Block | 1,912 | 1,912 | 0 | 0.0% | Expected to be nil or small underspend |
| High Needs Block | 43,721 | 72,200 | 28,479 | 65.2% | Projected expenditure based on current demand |
| Early Years Block | 47,819 | 47,819 | 0 | 0.0% | Expected to be nil or small underspend |
| **DSG overall** | **192,183** | **220,662** | **28,479** | **14.8%** | |



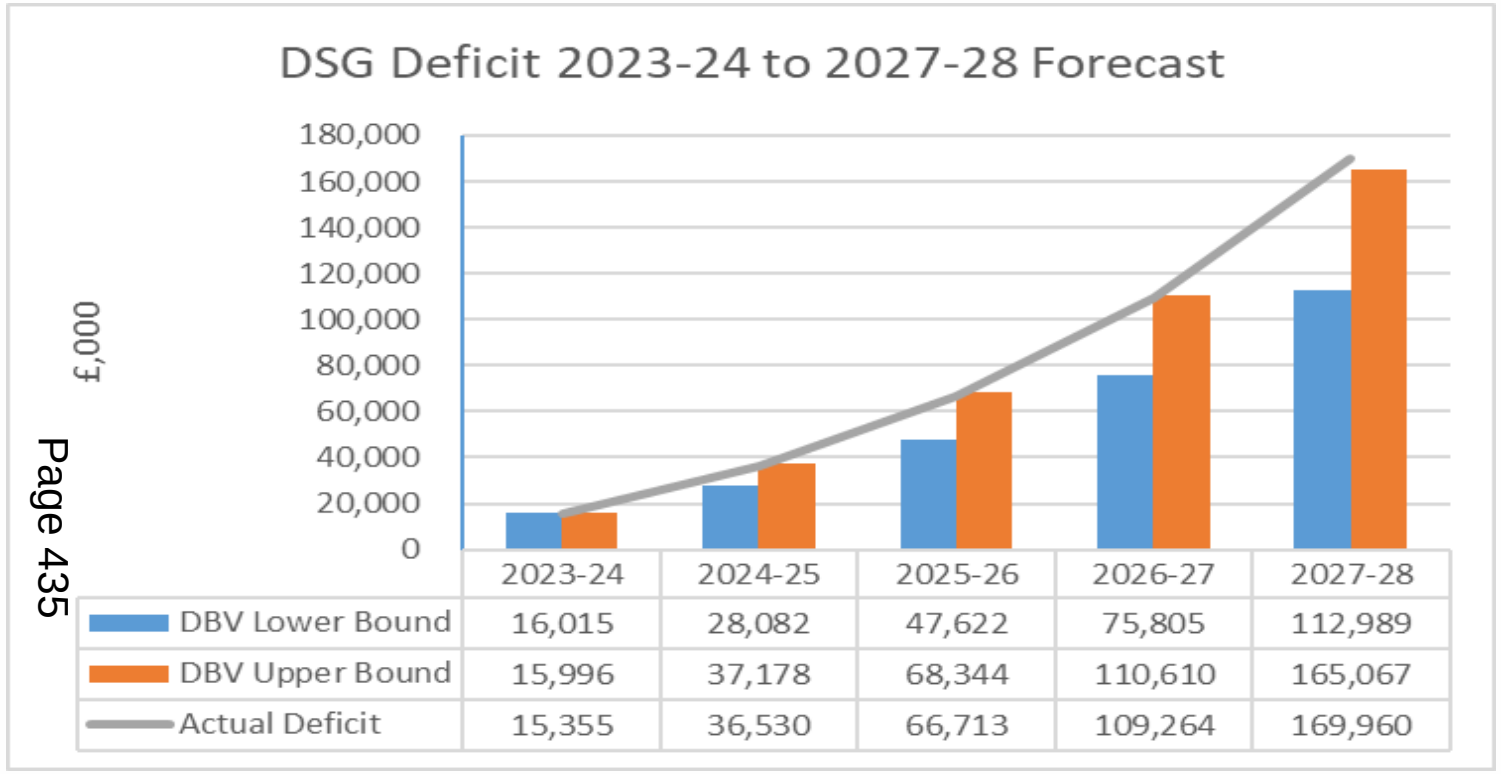
The material variance within the DSG is in the DSG High Needs Block. **The cumulative overall DSG deficit forecasted to be carried forward to 2026-27 is expected to be £64.9m.**

There is a national shortage of funding for Special Educational Needs with most Local Authorities reporting an overspend in this area. The government have committed £760 million from the Transformation Fund over three years for the SEND reform, which will be a systemic reform to SEND and is due to be outlined in a forthcoming Schools White Paper.

The overspend for Havering is driven by high levels of demand with increasing numbers of children requiring support in school to achieve good outcomes. We also receive lower levels of funding per head than other London Boroughs because part of the DSG is funded based on historic patterns that do not reflect our current population.

The Department for Levelling Up, Housing and Communities (DLUHC) regulations has extended the **Statutory Override for DSG until the end of financial year 2027-28**, This reduces the overall financial risks posed by the deficit falling on the council unearmarked general fund reserves.

# DSG Deficit




Havering is one of 55 LAs that were part of the concluded DfE Delivering Better Value (DBV) programme. A consultancy Newtons, was commissioned by the DfE, to investigate the drivers of the over spend. They found that Havering expenditure was value for money and that there were no issues identified in the management of its funding for DSG centrally. The recommended strategies were to enhance SEN support, review EHCP assessment processes and collaborate with schools to drive cultural change and parental confidence. However this has only had a limited impact on the underlying issue which is increasing demand.

The model is based on 2023/24 numbers for EHCPs and assumptions made from that point in time.
The upper bound assumes continual growth in EHCPs over the 5 years based on historical trends (around 12%).
The lower bound assumes a lower number of EHCPs as a % of the U25 population (around 3.5% for 2024).
There are further assumptions about unit costs, the upper bound assuming historical trends plus 3% inflation, the lower bound assumes growth is capped.

The actual deficit forecast assumptions are in line with the upper bound assuming continued growth in numbers of EHCPs and unit costs.

# Place: Housing Revenue Account (HRA) – Period 6 Position

| Items | 2025/26 Budget £'m | 2025/26 Forecast £'m | 2025/26 Variance £'m |
|---|---|---|---|
| Dwelling Rents | (62.436) | (62.731) | (0.295) |
| Service Charges - Tenants | (8.250) | (8.850) | (0.600) |
| Service Charges - Leaseholders | (3.483) | (3.483) | 0.000 |
| Other Income | (0.708) | (0.809) | (0.100) |
| Interest Receivable | 0.000 | (1.100) | (1.100) |
| **Total Income** | **(74.877)** | **(76.973)** | **(2.095)** |
| Repairs and Maintenance | 14.876 | 15.047 | 0.172 |
| General Management | 22.420 | 22.664 | 0.244 |
| Special Services | 5.534 | 6.054 | 0.520 |
| Other Expenditure | 3.473 | 3.358 | (0.116) |
| Interest Payable | 17.033 | 16.137 | (0.896) |
| Depreciation | 10.877 | 10.877 | 0.000 |
| Bad Debt | 0.665 | 0.500 | (0.165) |
| **Total Expenditure** | **74.877** | **74.635** | **(0.241)** |
| **HRA - (Surplus)/Pressure** | **0.000** | **(2.335)** | **(2.335)** |

The change from Period 3 of **(£2.186m)** is mainly the result of the projected interest from Wates (£1.100m), the projected HRA borrowing requirement for 25/26, being less than the budget by (£0.896m), void loss (£0.300m), communal utility bills (£0.249m), BDP (£0.165m), grounds maintenance (£0.105m), 8% agency costs (£0.102m) and the TIS (£0.050m).

This has been partly offset by the cost of the Housing Replacement IT System, £0.503m, and an increase in Hostels costs of £0.235m.

Main risk is possible impairment. This may arise if the Council decided to cancel any of the HRA funded regeneration schemes.

## APPENDIX 2 – CAPITAL MONITORING UPDATE Quarter 2

### 1. CAPITAL MONITORING

1.1. The Capital programme for 2025/26 through to 2029/30 was agreed at Council in February 2025. Since then slippage from 2024/25 has been added as per the capital outturn report and there have been some additions to the programme resulting in a summary programme as set out in the table below.

| Summary of Existing Approved Capital Programme | Previous Years Budget £m | 2025-26 Budget £m | 2026-27 Budget £m | 2027-28 + Budget £m | Total Budget £m |
|---|---|---|---|---|---|
| Ageing Well | 6.159 | 6.022 | 0.000 | 0.000 | 12.181 |
| Living Well | 28.280 | 4.171 | 0.815 | 3.353 | 36.620 |
| Starting Well | 6.006 | 37.693 | 5.700 | 2.400 | 51.799 |
| **People** | **40.446** | **47.886** | **6.515** | **5.753** | **100.600** |
| Environment | 32.278 | 20.593 | 7.000 | 21.000 | 80.871 |
| Housing & Property (GF) | 64.470 | 109.968 | 130.881 | 41.688 | 347.008 |
| Housing & Property (HRA) | 440.213 | 222.145 | 170.235 | 441.306 | 1,273.898 |
| Planning & Public Protection | 0.703 | 1.103 | 0.000 | 0.000 | 1.806 |
| **Place** | **537.664** | **353.809** | **308.116** | **503.994** | **1,703.583** |
| Customer Services | 6.886 | 0.088 | 0.000 | 0.000 | 6.974 |
| Finance | 0.065 | 2.461 | 0.000 | 0.000 | 2.526 |
| IT Digital and Customer | 3.450 | 8.161 | 0.300 | 0.000 | 11.911 |
| Public Health | 0.305 | 0.032 | 0.000 | 0.000 | 0.337 |
| **Resources** | **10.705** | **10.744** | **0.300** | **0.000** | **21.749** |
| **Grand Total** | **588.815** | **412.439** | **314.931** | **509.747** | **1,825.932** |

| GF / HRA Split | Previous Years Budget £m | 2025-26 Budget £m | 2026-27 Budget £m | 2027-28 + Budget £m | Total Budget £m |
|---|---|---|---|---|---|
| General Fund | 148.602 | 190.294 | 144.696 | 68.441 | 552.034 |
| Housing Revenue Account | 440.213 | 222.145 | 170.235 | 441.306 | 1,273.898 |
| **Grand Total** | **588.815** | **412.439** | **314.931** | **509.747** | **1,825.932** |

1.2. Financing - The Council finances its capital expenditure through a combination of resources both internal and externally generated. Each funding stream is considered in terms of risk and affordability in the short and long term. The current and future climates have a significant influence on capital funding decisions. As a result, the planned disposals and borrowing costs are kept

under regular review to ensure timing maximises any potential receipts or reduces borrowing costs.

1.3. Excluding previous years spend of £588.815m (shown for information in the table above), the total capital programme for 2025/26 and beyond is £1,825.932m split between the GF (£395.732m) and HRA (£841.385m). Funding for the planned capital expenditure for both the GF and HRA is set out in the 2 tables below.

| General Fund Financing | 2025/26 Financing Budget £m | 2026/27 Financing Budget £m | 2028/29+ Financing Budget £m | Total Financing Budget £m |
|---|---|---|---|---|
| Capital Receipts | 15.007 | 2.550 | 9.060 | **26.617** |
| Revenue & Reserves | 0.583 | 1.042 | 0.000 | **1.625** |
| Grants & Other Contributions | 77.235 | 25.903 | 2.455 | **105.593** |
| Borrowing | 97.469 | 104.202 | 60.227 | **261.897** |
| **Total GF Financing** | **190.294** | **133.696** | **71.742** | **395.732** |

| HRA Financing | 2025/26 Financing Budget £m | 2026/27 Financing Budget £m | 2028/29+ Financing Budget £m | Total Financing Budget £m |
|---|---|---|---|---|
| Capital Receipts | 51.797 | 40.104 | 110.979 | **202.880** |
| Revenue & Reserves | 12.911 | 12.955 | 38.380 | **64.246** |
| Grants & Other Contributions | 19.073 | 13.000 | 0.568 | **32.641** |
| Borrowing | 138.364 | 115.175 | 288.078 | **541.617** |
| **Total HRA Financing** | **222.145** | **181.235** | **438.005** | **841.385** |

## 2. Capital Achievements as at 30th September 2025

2.1. Capital expenditure as at the 30th September is £48.065m to date. Notable achievements so far for 2025/26 are as follows.

- Spend of £10.648m on the Council Housing Acquisitions Programme, £4.060 on building of a new hostel and over £14m on improving the housing stock across the borough.
- £2.377m on improving the quality of our roads and infrastructure.
- £2.668m on enhancing our schools and educational facilities.
- £2.545m on the 12 Estates project to improve housing across borough.
- £0.870m on the regeneration of Bridge Close.
- £392k the purchase of Public Realm (Parks) & (Bereavement Services) vehicles.

- £395k spent on home adaptations to allow residents to continue living in their own homes.

## 3. 2025/26 Capital Programme

3.1. The report below sets out the Period 6 position for the Council's capital programme for the 2025/26 financial year.

| | 2025/26 Forecast Period 3 £m | 2025/26 Forecast Period 6 £m | 2025/26 Variance £m |
|---|---|---|---|
| Starting Well | 1.206 | 4.520 | 3.314 |
| Living Well | 3.496 | 3.496 | 0.000 |
| Ageing Well | 4.364 | 3.899 | (0.465) |
| **People** | **9.066** | **11.915** | **2.849** |
| Housing & Property (GF) | 48.743 | 46.857 | (1.886) |
| Housing & Property (HRA) | 171.655 | 161.484 | (10.171) |
| Planning & Public Protection | 0.997 | 0.333 | (0.664) |
| Environment | 12.975 | 14.152 | 1.177 |
| **Place** | **234.370** | **222.826** | **(11.544)** |
| IT Digital and Customer | 6.678 | 6.431 | (0.247) |
| Customer Services | 0.000 | 0.085 | 0.085 |
| Finance | 0.000 | 0.000 | 0.000 |
| Public Health | 0.032 | 0.032 | 0.000 |
| **Resources** | **6.710** | **6.548** | **(0.162)** |
| **Total** | **250.146** | **241.289** | **(8.857)** |

| | 2025/26 Forecast Period 3 £m | 2025/26 Forecast Period 6 £m | 2025/26 Variance £m |
|---|---|---|---|
| General Fund | 78.491 | 79.805 | 1.314 |
| Housing Revenue Account | 171.655 | 161.484 | (10.171) |
| **Total** | **250.146** | **241.289** | **(8.857)** |

3.2. The forecast expenditure for 2025/26 is £241.289m with actual expenditure at the end of Period 6 of £48.065m. Whilst most project budgets are on track to be spent over the full MTFS period there are a number of projects where expenditure has slipped back into future years, the explanations for the main programmes that contribute towards changes in the slippage are provided below:

## 3.3. **PEOPLE**

### 3.3.1. Starting Well

| Programme Area /Service/ Directorate | 2025/26 Forecast Period 3 £m | 2025/26 Forecast Period 6 £m | 2025/26 Variance £m |
|---|---|---|---|
| Childrens Social Care Programme | 0.234 | 0.234 | 0.000 |
| Schools | 0.972 | 4.286 | 3.314 |
| **Education** | **1.206** | **4.520** | **3.314** |
| **Starting Well** | **1.206** | **4.520** | **3.314** |

**Schools – Increase in forecast of £3.314m**

The increase in forecast is as a result of improved forecasting of the Basic needs programme, which is funded from education capital grants. The slippage in the Basic needs programme is as a result of delays in delivery of SEND Units at Harrow Lodge, Harold Wood and expansion of RJ Mitchell and Lime Academy Forest Approach. In additional there have been delays in deciding on Gidea Park expansion.

### 3.3.2 Living Well

| Programme Area /Service/ Directorate | 2025/26 Forecast Period 3 £m | 2025/26 Forecast Period 6 £m | 2025/26 Variance £m |
|---|---|---|---|
| Art & Culture | 0.000 | 0.000 | 0.000 |
| Leisure Other | 2.064 | 2.064 | 0.000 |
| Leisure SLM | 0.792 | 0.792 | 0.000 |
| **Housing Demand (GF)** | **2.856** | **2.856** | **0.000** |
| Libraries | 0.640 | 0.640 | 0.000 |
| **Culture Leisure Heritage and Libraries** | **0.640** | **0.640** | **0.000** |
| **Living Well** | **3.496** | **3.496** | **0.000** |

There is no significant movement in the P6 forecast compared to the expenditure forecast in P3.

### 3.3.3 Ageing Well

| Programme Area /Service/ Directorate | 2025/26 Forecast Period 3 £m | 2025/26 Forecast Period 6 £m | 2025/26 Variance £m |
|---|---|---|---|
| Adults Social Care - DFG | 3.052 | 2.606 | (0.446) |
| Adults Social Care - Other | 1.312 | 1.293 | (0.019) |
| **Adults Social Care** | **4.364** | **3.899** | **(0.465)** |
| **Ageing Well** | **4.364** | **3.899** | **(0.465)** |

There is no significant movement in the P6 forecast compared to the expenditure forecast in P3.

## 3.4. **PLACE**

### 3.4.1. Housing and Property – General Fund

| Programme Area /Service/ Directorate | 2025/26 Forecast Period 3 £m | 2025/26 Forecast Period 6 £m | 2025/26 Variance £m |
|---|---|---|---|
| Mercury Land Holdings | 23.572 | 21.153 | (2.419) |
| Bridge Close - School | 0.000 | 0.180 | 0.180 |
| Rainham & Beam Park | 1.761 | 1.720 | (0.041) |
| Regeneration - Other | 8.463 | 8.751 | 0.288 |
| Regeneration - TFL | 0.000 | 0.000 | 0.000 |
| **Regeneration & Place Shaping** | **33.796** | **31.804** | **(1.992)** |
| Corporate Buildings | 4.362 | 4.362 | 0.000 |
| Health & Safety | 0.051 | 0.015 | (0.036) |
| Pre Sale Expenses | 0.078 | 0.078 | 0.000 |
| Schools Building Maintenance | 4.074 | 4.074 | 0.000 |
| Schools Expansions | 4.258 | 4.258 | 0.000 |
| Vehicle Replacement | 2.124 | 2.070 | (0.054) |
| **Housing, Property and Assets** | **14.947** | **14.857** | **(0.090)** |
| Insight, Policy & Strategy | 0.000 | 0.196 | 0.196 |
| **Insight, Policy & Strategy** | **0.000** | **0.196** | **0.196** |
| **Housing & Property (GF)** | **48.743** | **46.857** | **(1.886)** |

**MLH – Increase in Slippage of £2.419m**

Forecasts are based on latest information received from the MLH Finance Director, and are based on latest Business Plan projections.

### 3.4.2. Housing & Property (HRA)

| Programme Area /Service/ Directorate | 2025/26 Forecast Period 3 £m | 2025/26 Forecast Period 6 £m | 2025/26 Variance £m |
|---|---|---|---|
| 12 Estates | 6.455 | 6.268 | (0.187) |
| Bridge Close Acquisitions | 18.219 | 18.511 | 0.292 |
| Bridge Close Regeneration | 0.434 | 0.412 | (0.022) |
| HRA Regeneration | 74.676 | 67.026 | (7.650) |
| **Regeneration & Place Shaping** | **99.784** | **92.217** | **(7.567)** |
| HRA Stock | 71.871 | 69.267 | (2.604) |
| **Housing, Property and Assets** | **71.871** | **69.267** | **(2.604)** |
| **Housing & Property (HRA)** | **171.655** | **161.484** | **(10.171)** |

**HRA Regeneration – Increase in Slippage of £7.650m**

The increase in slippage is due to the following –

- Forecasts are based on the current 12 sites programme with slippage currently forecast for the following - £10.3m for Chippenham Rd demolition/PCSA/ Construction start, £4.9m for Farnham and Hilldene scheme including demolition start, £1.6m Waterloo estate to progress first phase through planning. £748k total consultancy and staff costs. £19m budgeted for 75 unsold units to be acquired at a 33% discount at Park Rise assuming sales are stalled.

**HRA Stock – Increase in Slippage of £2.604m**

The increase in slippage is as a result of the following –

- The Residents Safety budget, as the works are not expected on site until April 26 these budgets will be slipped into 2026/27.
- The Housing I.T project, which has now been identified as a cloud-based software system hence revenue funded.
- The Decent Homes works spend on boiler replacements indicates an underspend of £1m and spend on Communal Doors is now likely to underspend by £0.4m as fewer doors have been identified for replacement.

### 3.4.3. Planning & Public Protection

| Programme Area /Service/ Directorate | 2025/26 Forecast Period 3 £m | 2025/26 Forecast Period 6 £m | 2025/26 Variance £m |
|---|---|---|---|
| Enforcement | 0.970 | 0.306 | (0.664) |
| Planning TfL | 0.027 | 0.027 | 0.000 |
| **Planning & Public Protection** | **0.997** | **0.333** | **(0.664)** |
| **Planning & Public Protection** | **0.997** | **0.333** | **(0.664)** |

**Enforcement – Increase in Slippage of £0.664m**

The increase in slippage relates to the Enforcement CCTV project, with the scheme experiencing changes in the timeframe of the project, resulting in further slippage in the schedule.

### 3.4.4. Environment

| Programme Area /Service/ Directorate | 2025/26 Forecast Period 3 £m | 2025/26 Forecast Period 6 £m | 2025/26 Variance £m |
|---|---|---|---|
| Environment - TfL | 2.274 | 2.614 | 0.340 |
| Highways & Street Lighting | 9.635 | 10.149 | 0.514 |
| Environment - Parking | 0.109 | 0.109 | 0.000 |
| Public Realm - Grounds Maintenance | 0.014 | 0.014 | 0.000 |
| Public Realm - Parks | 0.827 | 1.150 | 0.323 |
| Public Realm - Waste | 0.116 | 0.116 | 0.000 |
| **Environment** | **12.975** | **14.152** | **1.177** |
| **Environment** | **12.975** | **14.152** | **1.177** |

**Highways & Street Lighting – Increase in forecast of £0.514m**

The increase relates to higher levels of capital spend now being forecast on resurfacing of the Authority's Roads and Pavements.

## 3.5. RESOURCES

### 3.5.1. IT Digital and Customer

| Programme Area /Service/ Directorate | 2025/26 Forecast Period 3 £m | 2025/26 Forecast Period 6 £m | 2025/26 Variance £m |
|---|---|---|---|
| ICT Cloud Migration | 1.644 | 1.644 | 0.000 |
| ICT Modern Device Management | 2.101 | 1.854 | (0.247) |
| Transformation | 2.933 | 2.933 | 0.000 |
| **IT, Digital & Transformation** | **6.678** | **6.431** | **(0.247)** |
| **IT Digital and Customer** | **6.678** | **6.431** | **(0.247)** |

There is no significant movement in the P6 forecast compared to the expenditure forecast in P3.

### 3.5.2 Customer Services

| Programme Area /Service/ Directorate | 2025/26 Forecast Period 3 £m | 2025/26 Forecast Period 6 £m | 2025/26 Variance £m |
|---|---|---|---|
| Cemeteries and Crematorium | 0.000 | 0.085 | 0.085 |
| **Bereavement & Registration Services** | **0.000** | **0.085** | **0.085** |
| **Customer Services** | **0.000** | **0.085** | **0.085** |

There is no significant movement in the P6 forecast compared to the expenditure forecast in P3.

### 3.5.3 Public Health

| Programme Area /Service/ Directorate | 2025/26 Forecast Period 3 £m | 2025/26 Forecast Period 6 £m | 2025/26 Variance £m |
|---|---|---|---|
| Insight, Policy & Strategy | 0.032 | 0.032 | 0.000 |
| **Insight, Policy & Strategy** | **0.032** | **0.032** | **0.000** |
| **Public Health** | **0.032** | **0.032** | **0.000** |

There is no significant movement in the P6 forecast compared to the expenditure forecast in P3.