



# CABINET

<b>7.00 pm</b>	<b>Wednesday 14 January 2026</b>	<b>Council Chamber - Town Hall</b>
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Members 9: Quorum 3

Councillor Ray Morgon (Leader of the Council), Chairman

**Cabinet Member responsibility:**

Councillor 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](mailto:bernadette.lynch@havering.gov.uk)**



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

**Cabinet, 14 January 2026**

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

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

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

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

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

Reporting means:-

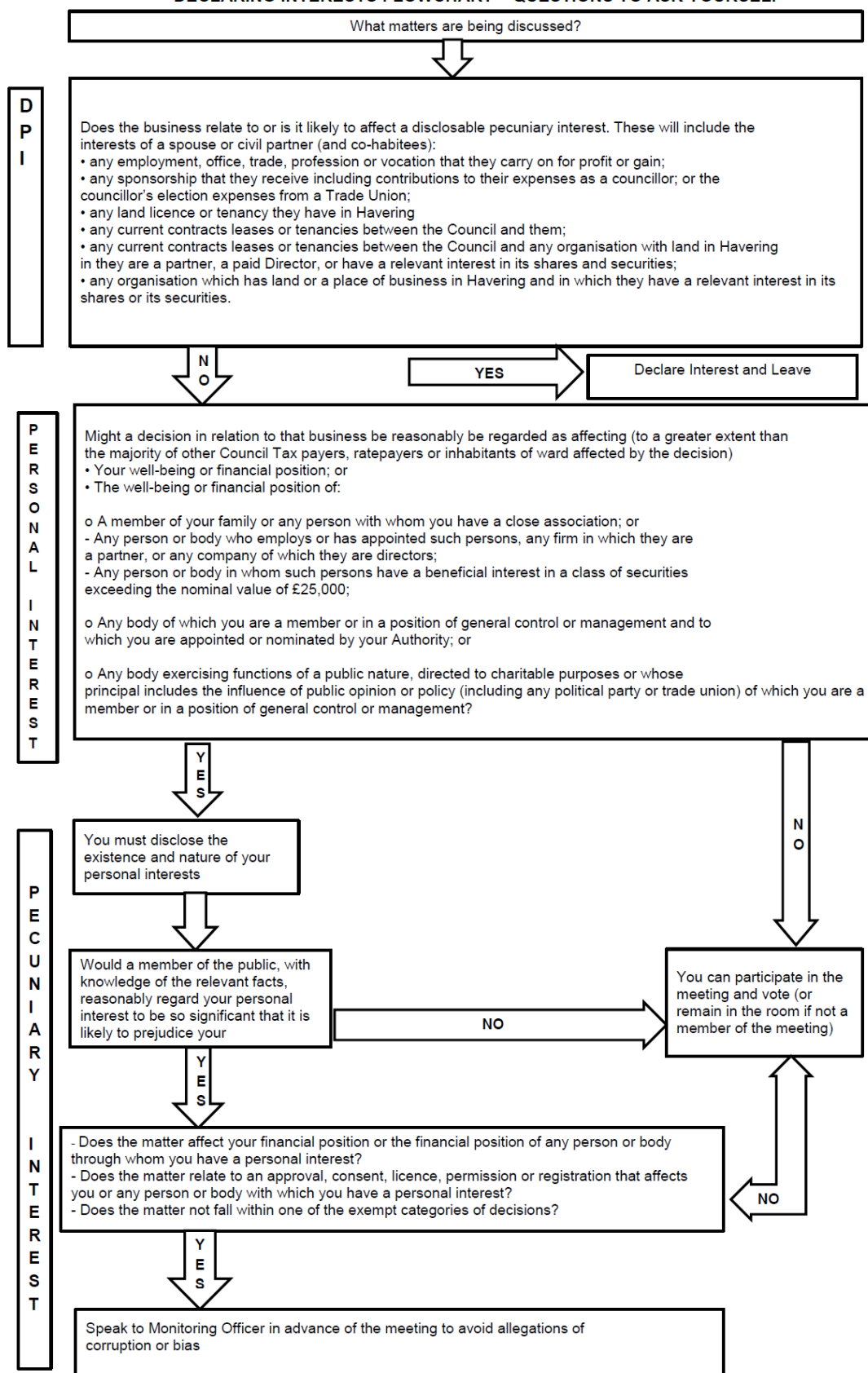
- filming, photographing or making an audio recording of the proceedings of the meeting;
- using any other means for enabling persons not present to see or hear proceedings at a meeting as it takes place or later; or
- reporting or providing commentary on proceedings at a meeting, orally or in writing,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

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

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

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

**DECLARING INTERESTS FLOWCHART – QUESTIONS TO ASK YOURSELF**





Principles of conduct in public office

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

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

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

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

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

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

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

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

## **AGENDA**

### **1 ANNOUNCEMENTS**

On behalf of the 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 - 20)

To approve as a correct record the minutes of the meeting held on **10<sup>th</sup> December 2025**, and to authorise the Chair to sign them.

### **5 HAVERING COMMUNITY SAFETY PARTNERSHIP PLAN 2026-29** (Pages 21 - 98)

Report attached.

### **6 ADOPTION OF NEW CCTV POLICY** (Pages 99 - 130)

Report attached.

### **7 APPROVAL OF THE REVISED INCLUSIVE GROWTH STRATEGY** (Pages 131 - 176)

Report attached.

### **8 ADOPTION OF SOCIAL VALUE GUIDANCE POLICY** (Pages 177 - 202)

Report attached.

### **9 APPROVAL OF THE EDUCATION EMPLOYMENT SKILLS STRATEGY** (Pages 203 - 230)

Report attached.

### **10 SITE SELECTION FOR FAMILY HUB** (Pages 231 - 252)

Report attached.

### **11 ARNOLD'S FIELD WORKS- CONTRACTS AWARD (PHASE 1)** (Pages 253 - 266)

Report attached.

**12 JOINT PEOPLE/PLACE OVERVIEW & SCRUTINY COMMENTS - LAUNDER'S LANE (ARNOLD'S FIELD)** (Pages 267 - 270)

Report and recommendations of Places Overview and Scrutiny Sub-Committee attached for response by Cabinet

**13 2026/27 COUNCIL TAXBASE REPORT** (Pages 271 - 278)

Report attached.

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**MINUTES OF A CABINET MEETING**  
**Council Chamber - Town Hall**  
**Wednesday, 10 December 2025**  
**(7.00 - 8.40 pm)**

**Present:**

Councillor Ray Morgon (Leader of the Council), Chairman

**Cabinet Member responsibility:**

Councillor Oscar Ford

Lead Member for Children & Young People

Councillor Paul McGeary

Lead Member for Housing & Property

Councillor 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 Michael White (CON), Councillor Keith Darvill (LAB), Councillor Martin Goode (EHRG), Councillor Keith Prince (REF UK)

**47 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.

**48 APOLOGIES FOR ABSENCE**

Apologies received from Councillor Paul Middleton, Councillor Barry Mugglestone and Councillor Gillian Ford (Cllr Ford joined the meeting via video link)

**49 DISCLOSURES OF INTEREST**

Councillor Christopher Wilkins declared an interest (as a Havering property owner) relating to item 8 on the agenda and did not vote on the decision.

**50 MINUTES**

The minutes of the meetings held on **12<sup>th</sup> November 2025**, were agreed as a correct record and the Chair signed them

**51 IMPLEMENTATION OF A 30 PLACE SPECIAL EDUCATIONAL NEEDS & DISABILITIES (SEND) UNIT AT ROYAL LIBERTY SCHOOL FOR PUPILS WITH COMMUNICATION & INTERACTION (C&I) NEEDS**

Report Title: **Implementation of a 30 place Special Educational Needs & Disabilities (SEND) Unit at Royal Liberty School for pupils with Communication & Interaction (C&I) need**

Presented by: **Councillor Oscar Ford – Cabinet Member for Children and Young People.**

**Summary:**

To support the implementation of a SEND Unit at The Royal Liberty School from September 2027.

School	SEND Unit	No of pupils
The Royal Liberty School	Communication & Interaction Needs (ASD – Autistic Spectrum Disorder and SLCN – Speech Language and Communication Needs)	30 (11-16 years)

The cost of Building works required to provide a SEND unit at Royal Liberty School has been estimated at £2.7m and this will be funded from within the High Needs Provision Capital Allocation (HNPCA)

SEND Units in Havering will be normally funded in accordance with a Place Led Funding approach that complies with the Government's SEND Funding Reforms that came into effect in April 2018.

For each place in the SEND unit, The Royal Liberty School will receive £30,000 from Revenue grant funding (DSG). This is made up of £10,000 'place funding' and £20,000 (2025/26 rate) 'top-up funding'.

**Cabinet:**

**Agreed** the release of funding up to a total value of £2.7m to SFAET LTD to proceed with build works for the SEND Unit at The Royal Liberty School through a funding agreement – Appendix 3

**52 PERMISSION TO PROCURE A HAVERING SHORT BREAKS OPEN FRAMEWORK**

Report Title: **Proposal to procure an Open Flexible Framework and interim arrangements for Havering's Children's with Disabilities Statutory Short Breaks.**

Presented by: **Councillor Oscar Ford – Cabinet Member for Children and Young People.**

**Summary:**

The children with Special Educational Needs and Disability (SEND) population in Havering continues to grow, with the largest groups being children with Autistic Spectrum Disorder and Speech, Language and Communication Needs. A comprehensive internal review and options appraisal of the Short Breaks offer for children and young people with SEND has been carried out to inform recommendation in this decision paper.

Aim of this report is to:

1. Establish a Short Breaks open framework from 01/10/2026 to 30/09/2031, extend existing provision for a period of 6 months pending go live of the new framework.
2. Delegate authority to the Director of Starting Well to make the decision to award and manage the Framework contract.
3. It is proposed the framework will be open to other North East London Commissioning Partnership boroughs (NEL CP). This is reflective of the general agreement for co-operation between NEL CP boroughs which will support economic of scale and improve partnership working.

**Cabinet:**

1. **Agreed** to procure a Havering Short Breaks open framework commencing on 01 October 2026 for a term of five-years at an estimated value to the Council of £13.136m, noting the price: quality evaluation ratio to be used of 30:70.
2. **Agreed** to extend the current two Havering Short Breaks contracts with Family Information Group (FIG) and Disablement Association of Barking & Dagenham (DABD) for six months from 01 April 2026 until 30 September 2026 to support the interim arrangements.
3. **Agreed** to extend the arrangements for provision of Short Breaks via Individual Placement Agreements (IPAs) with existing providers and if required with new providers until the commencement of the new Short Breaks' framework on 30 September 2026.
4. **Delegated** authority to the Director of Starting Well to:

- a. enter all arrangements and documentation necessary to give effect to 2 and 3 above
  - b. establish the Short Breaks Framework and award initial framework contracts; and open the framework and award framework contracts as required throughout the term of the framework.
  - c. set the fee for access to the Short Breaks Framework and enter into access agreements as required
5. **Noted** that call off contracts throughout the term of the framework will be awarded in line with the Council's financial scheme of delegation

53 **PERMISSION TO EXTEND THE ADULTS DRUG & ALCOHOL CONTRACT FOR 3 YEARS AND APPROVAL FOR AN UPLIFT**

Report Title: **Permission to extend the Adults Drug & Alcohol Contract for 3 years and approval for an uplift to the contract value**

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

**Summary:**

This report proposed that Cabinet approves the three-year extension of the Adults Drug and Alcohol Service contract in Havering, delivered by Change, Grow, Live (CGL), from 1 April 2026 to 31 March 2029, along with an uplift of £501,205 to the contract value for this period. The intended outcome is to ensure the continued delivery of high-quality, integrated prevention, treatment, and recovery services for adults in Havering who misuse drugs and alcohol. The extension and uplift are necessary to address rising operational costs and maintain service quality and capacity, thereby supporting vulnerable residents, meeting statutory responsibilities, and aligning with national and local strategies to reduce substance misuse harms.

Since 2013, the service has been funded by the Council's Public Health Grant to deliver support services for the prevention, treatment and recovery of adults in Havering who misuse drugs and alcohol. The service leads on supporting adults recover from their misuse working closely with key local services to ensure primary care, social care, mental health, housing and criminal justice pathways are in place and effective. In addition, the service provides harm reduction services including education and training, needle exchange services across the borough, psychosocial and pharmacological treatment as well as pathways to relevant employment and training services

**Cabinet agreed:**

- A) **To enact** the 3-year extension option within the contract with Change, Grow, Live Services Limited for the Adults Drugs & Alcohol Service for years 26/27 27/28 28/29 with a total value



over the 3-year period of £4,474,904 commencing on 1st April 2026 and,

- B) **Approved** an uplift in cost over the 3 years totalling £501,206 (as compared to the base contract), to be funded from the Public Health grant.

54 **PRIVATE SECTOR HOUSING ENFORCEMENT SCHEME. NEW DESIGNATIONS FOR ADDITIONAL LICENSING FOR HOUSING OF MULTIPLE OCCUPATION & SELECTIVE LICENSING.**

Report Title: **Private Sector Housing Enforcement Scheme. New designations for Additional Licensing for Housing of Multiple Occupation and Selective Licensing**

Presented by: **Councillor Ray Morgon, Leader of the Council obo Councillor Barry Mugglestone, Cabinet Member for Environment**

**Summary:**

- 1.1. In 2018 and 2021 the Council introduced additional HMO licensing schemes to ensure safety standards of tenants living in smaller houses in multiple occupation (HMOs) and also a selective licensing scheme which extended licensing to all private rented properties in three wards. These schemes expire on 24 January 2026.
- 1.2. On 11 April 2025, Council agreed the decision to launch a statutory consultation seeking stakeholders' views on proposals to introduce a new boroughwide additional HMO licensing scheme and a selective licensing scheme of all other private rented accommodation in seven wards in the borough.
- 1.3. An extensive public consultation, with landlords, tenants, residents, stakeholders and other interested parties started on the 14 April 2025 and ran for 12 weeks, concluding on 6 July 2025. The council used digital and print media to advertise the consultation, as well as in-person methods.
- 1.4. The main feedback method was via an online or paper questionnaire. The Council also hosted two virtual public meetings with landlords, tenants, residents, and landlord groups. 403 individuals or organisations completed the online or postal questionnaire. Qualitative feedback was received at deliberative meetings with interested groups and from written responses from interested parties. In summary it was found that residents (including private tenants) and businesses were in favour of the schemes and landlords letting or managing agents less in favour. Of those who returned the questionnaire 55% were residents or local businesses, 43% were landlords or agents and 2% were other stakeholders.

- 1.5. The consultation looked at the level of support for introducing additional HMO and selective licensing schemes, and looked at views on the proposed licence conditions, fees, scheme objectives and the respondents' perceptions on the issues affecting poor property conditions and anti-social behaviour (ASB) in the borough.
- 1.6. The findings of the consultation exercise are provided in the consultation report (Appendix 2).
- 1.7. This report makes recommendations in relation to designating a new additional HMO licensing scheme to the whole area of the borough and a selective licensing scheme in the seven ward areas of Beam Park, Harold Wood, Rainham & Wennington, Rush Green & Crowlands, Squirrels Heath, St Albans and St Edwards with effect from 01 February 2026.

**Cabinet:**

- 2.1 **Considered and noted** the evidence supporting the implementation of Additional HMO and Selective Licensing schemes as detailed in the Scheme Implementation Evidence Report (Appendix 1).
- 2.2 **Considered** the outcome of the consultation process detailed in the Consultation Report (Appendix 2), the representations received and the Council's consideration and response to these representations (Appendix 3).
- 2.3 **Noted** that the document to support undertaking this public consultation (consultation evidence pack) (Appendix 4) and Housing Conditions and Stressors Report (Appendix 5) highlight the scale of problems arising from poorly managed private rented properties, identifies the objectives that the proposed licensing schemes would help the Council achieve and alternatives to licensing which have been considered.
- 2.4 Upon consideration of the matters at (2.1) and (2.2) and using its powers under s.56 Housing Act 2004, **agreed** to designate a new Additional Licensing area of the whole of the London Borough of Havering from 18/03/2026 as delineated and edged in red on the map in the draft designation in Appendix 6 for a five-year period. (The designation will be finalised ahead of publication).
- 2.5 Upon consideration of the matters at (2.1) and (2.2) and using its powers under s.80 Housing Act 2004, **agreed** to designate a new Selective Licensing area in the seven ward areas of Beam Park, Harold Wood, Rainham & Wennington, Rush Green & Crowlands, Squirrels Heath, St Albans and St Edwards and from 18/03/2026 as delineated and shaded in red on the map in the draft designation in Appendix 7 for a five-year period. (The designation will be finalised ahead of publication).

- 2.6 **Agreed** to the proposed licensing scheme objectives as set out in Appendix 8.
- 2.7 **Agreed** the proposed additional HMO licensing conditions that would accompany any granted HMO licence as set out in Appendix 9.
- 2.8 **Agreed** the proposed selective licence conditions that would accompany any granted selective licence as set out in Appendix 10.
- 2.9 **Agreed** that the proposed fee structure for licence applications made under the additional and selective licensing schemes at Appendix 11.
- 2.10 **Considered** and **noted** the result of the Equality and Health Impact Assessment in Appendix 12.
- 2.11 Subject to the agreement of recommendations 2.4 and 2.5 above, **delegated** to the Director of Planning and Public Protection in consultation with the Portfolio Lead Member for Environment and where appropriate the Deputy Director of Legal and Governance, to:
  - a. **Agree** any minor changes to the proposed implementation and delivery of the schemes including administration and changes to licence fees and conditions where necessary
  - b. ensure all statutory notifications are carried out in the prescribed manner for the licensing designation
- 2.12 **Agreed** to delegate to the Director of Planning and Public Protection in consultation with the Chief Finance Officer to approve the carry forward of any surplus or deficits to the established ring-fenced trading account each financial year for both schemes as and when necessary.

55 **BRIDGE CLOSE REGENERATION - MAKING OF THE COMPULSORY PURCHASE ORDER**

Report Title: **Bridge Close – Proposed Making of the Planning Compulsory Purchase Order**

Presented by: **Councillor Graham Williamson, Cabinet Member for Development and Regeneration**

**Summary:**

- 1.1 The purpose of this report is to fulfil a recommendation within the Bridge Close Regeneration LLP Business Plan Refresh 2025-26 report approved by Cabinet on the 5<sup>th</sup> February 2025.
- 1.2 That recommendation requested that Cabinet:

“Note that the Strategic Director of Place, in consultation with the Strategic Director of Resources the and the Deputy Director of Legal and Governance, will bring forward a report providing status of the proposed making of the Compulsory Purchase Order (CPO) for the Bridge Close Regeneration scheme at the appropriate time in the financial year 2025-2026.”

1.3 Cabinet also noted that the Council would support Bridge Close Regeneration LLP (BCR LLP) in the implementation of the land acquisition process as set out in the BCR LLP Land Acquisition Strategy through the deployment of its CPO powers to enable the acquisition of the land interests required for the regeneration development scheme and infrastructure which cannot be acquired by private treaty.

1.4 A hybrid planning application with reference P1765.23 was submitted and validated on 29 November 2023 for the redevelopment of land at Bridge Close, Romford (the Scheme), to provide a high quality mixed-use residential quarter delivered across three phases. On 28<sup>th</sup> August 2025, Strategic Planning Committee (SPC) resolved to grant planning permission for the Scheme.

1.5 This paper is brought to Cabinet setting out details on;

- The proposed CPO within the Order Plan; and
- Requests that Cabinet approves the making of a CPO and related powers in respect of the land, interests and rights to obtain vacant possession, where necessary, to enable the delivery of the regeneration of Bridge Close where it has not been possible to acquire the land, interests and rights by agreement. The scheme, which is shown on the CPO Map of the Order Land at Appendix B, provides for the comprehensive regeneration of Bridge Close, Romford, including the following:

- i. Up to 1,070 new homes (incl. between 35% and 50% affordable homes subject to viability)
- ii. A 3-form entry primary school with nursery and SEND provision
- iii. Community and cultural space
- iv. Local health facilities
- v. Commercial floor space, including affordable work space
- vi. Improved east-west links, including a new pedestrian and cycle bridge
- vii. Environmental improvements to the River Rom.

**Cabinet:**

1. **Agreed** to the Council making Compulsory Purchase Order(s) (CPO) pursuant to the statutory powers contained in section 226 of the Town and Country Planning Act 1990 (as amended), and section 13 of the Local

Government (Miscellaneous Provisions) Act 1976 and all other necessary powers to facilitate acquisition of all property and other proprietary interests on the land, including where appropriate new rights, located within the outline on the CPO Order Plan at Appendix B, for the purpose of securing the comprehensive regeneration of Bridge Close, Romford ("Order Land").

2. **Agreed** that the Strategic Director of Place after consultation with the Leader of the Council, the Strategic Director of Resources and Deputy Director of Legal Services be authorised to;

- a) Make the CPO to enable the acquisition of land, interest and rights within the CPO Map of the Order Land as attached to this report at Appendix B;
- b) Appoint surveyors, barristers and any other professionals required to promote the CPO and to facilitate the vacant possession of interests located within the CPO Order Plan;
- c) Settle the final form and content of the CPO and associated documentation to include the:
  - ☐ Draft Map of the Order Land, see Appendix B
  - ☐ Draft Schedule Freehold and Leasehold Interests, see Appendix C
  - ☐ Draft Statement of Reasons, see Appendix D
  - ☐ Draft Equalities Impact Assessment, see Appendix E
  - ☐ Draft Statement of Community Involvement, see Appendix F
- d) Take all necessary steps to secure the making, confirmation and implementation of the CPO, including issuing notices on land owners and stakeholders with a view to obtaining information to facilitate deduction of title under section 16 Local Government (Miscellaneous Provisions) Act 1976, publication and service of CPO notices, addressing any objections to the CPO, presentation of the Council's case at Public Inquiry, or Court should such representation be necessary and entering into agreements with objectors/stakeholders;
- e) Take such actions so as to facilitate Bridge Close LLP acquiring properties and proprietary interests within the CPO Map of the Order Land by agreement, such actions to include; the relocation of businesses, 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; and
- f) Amend the number of properties and leasehold acquisitions within the CPO Map of the Order Land at Appendix B and including the extension and revision of the blue line, should such amendments be required to deliver the overall comprehensive regeneration of Bridge Close.
- g) Undertake any further actions and matters incidental to progressing the CPO and facilitating the acquisition of the Order Land.

3. **Agreed** that the Strategic Director of Place after consultation with the Leader of the Council, the Strategic Director of Resources and Deputy

Director Legal Services be authorised following the confirmation of the CPO by the Secretary of State to secure vacant possession of all properties and proprietary interests located within the confirmed CPO Blue Line land to include:

- a) to take all necessary actions to secure the making and service 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
- b) to appropriate to planning / or housing purposes any parcel of land within the CPO Order Plan; and
- c) to; transfer, or grant a license over, all properties and proprietary interests acquired pursuant to the CPO to the relevant development or contractor partner; and
- d) if necessary, make representation of the Council's case such as at the Upper Tribunal (Lands Chamber) or court should such representation be necessary.

4. **Agreed** that in the event that the Cabinet approves recommendations 2 and 3 above, and upon the Deputy Director of Legal Services being satisfied that further information and all the Equalities Impact Assessment recommendations have been considered to not require reference back to Cabinet, that the Deputy Director of Legal Services be authorised to affix the common Seal of the Council to the CPO, GVD(s), maps and elsewhere and to take all steps as necessary, such as to issue notices and sign certificates to attain the resolutions above.

## **56 FUTURE PROPOSALS FOR FORMER LIBRARY PREMISES**

Report Title: **Future proposals for former library premises**

Presented by: **Councillor Graham Williamson, Cabinet Member for Development & Regeneration**

### **Summary:**

Following the Cabinet decision in February 2025 to close three branch libraries as part of the wider budget-savings requirements, this report summarises subsequent actions and proposals for each site emerging from the Asset Review process, with relevant approvals sought, as appropriate, in each case.

A lengthy discussion was had relating to the information and decisions included in the report, with concerns raised regarding the lack of clarity on the proposals.

### **Cabinet:**

**Approved in principle** the re-purposing of the former Gidea Park Library site for the development of a 6-person accommodation facility for

children with disabilities, subject to a separate business case being submitted by the Director of Starting Well.

**Endorsed** a request for capital expenditure in the sum of £120,000 and approve the submission of any related planning application for the demolition of the former library building at Gidea Park, to provide a cleared site.

**Noted** the ongoing evaluation of the proposal received from the Harold Wood Foundation in respect of use of the former Harold Wood library premises.

**Agreed** to the disposal of the former South Hornchurch library site, as identified in Appendix A, at a value representing the best consideration reasonably obtainable to the Council.

**Endorsed** a request for capital expenditure in the sum of £110,000 and approve the submission of any related planning application for the demolition of the former library building at South Hornchurch – the final decision to demolish will be subject to the evaluation of offers received following marketing of the site and premises.

**Delegated authority** to the Assistant Director of Regeneration & Place Shaping, in consultation with the Deputy Director of Legal and Democratic Services to conduct all appropriate steps to progress and conclude the asset disposals in a manner that satisfies all legal/regulatory requirements. This delegation to include any appropriation of the assets for planning purposes.

## 57 **CORPORATE PLAN - Q2 PERFORMANCE REPORT (2025/26)**

Report Title: **Corporate Plan Q2 Performance Report:  
(2025/26)**

Presented by: **Councillor Ray Morgon – Leader of the Council**

### **Summary:**

The Council's Corporate Plan was formally adopted in April 2024. A review of the metrics took place towards the end of the financial year and the updated corporate plan was agreed and formally adopted at cabinet in April 2025.

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

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

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

The Overall KPI status page identifies where the Council is performing well (Green) and not so well (Amber and Red). KPIs which are narrative only, or for which it is not appropriate to set a target, are shown in Blue. RAG ratings for 2025/26 are as follows:

- Red = Below target
- Amber = Below target but within target tolerance
- Green = On or above target

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

- Short-term performance – with the previous quarter (Quarter 1 2025/26)
- Long-term performance – with the same time the previous year (Quarter 2 2024/25, where available)

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

**Cabinet:**

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

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**Chairman**





## CABINET

### Subject Heading:

Approval of the Havering Community Safety Partnership, Partnership Plan 2026 to 2029

### Cabinet Member:

Councillor Barry Mugglestone, Cabinet Member for Environment

### ELT Lead:

Helen Oakerbee, Director of Planning and Public Protection

### Report Author and contact details:

**Diane Egan**

[diane.egan@haverling.gov.uk](mailto:diane.egan@haverling.gov.uk)

01708 432 927

### Policy context:

Havering Community Safety Partnership Plan: People will be safe, in their homes and in the community.

The Council has a statutory duty under the Crime and Disorder Act 1998 to produce an annually refreshed community safety plan

### Financial summary:

There are no direct cost associated with the adoption of the Partnership plan. The costs of individual projects within the plan will be met through existing external funding streams.

### Is this a Key Decision?

(c) Significant effect on two or more Wards

### When should this matter be reviewed?

*October 2026*

### Reviewing OSC:

*People*

## 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**

The Havering Community Safety Partnership has a statutory responsibility to produce a 3 year partnership plan which sets out how the partnership will tackle Crime and Disorder within Havering.

## **RECOMMENDATIONS**

To agree the revised Havering Community Safety Partnership Plan 2026-29 set out in Appendix 1

## **REPORT DETAIL**

1. The Havering Community Safety Partnership (HCSP) conducted its annual strategic assessment (SA) of crime and disorder in the calendar year of 2024 over the summer of 2025. As part of the SA the HCSP also conducted a public survey of resident's experience and views of crime in Havering. 385 residents participated, with 95% living or working in Havering, providing vital community insights.

- 43% of residents are satisfied with their neighbourhood (↓5% from 2024).
- 49% feel fairly or very safe (↑17% from 2024); 35% feel unsafe (↓14%).
- 42% say crime is high / very high (↓8% from 2024).
- 74% believe crime increased in the last year (↓7%).
- 73% cite personal or close contacts' experience.
- 67% influenced by social media and news.

The HCSP also considered the findings from the Havering Youth Wellbeing Census results on safety and crime to inform priority development.

2. Key areas of concern remain Violence, Acquisitive crime and ASB. This has informed the priority area of Improving Feelings of Safety within the Partnership Plan (see priorities set out below) and a comprehensive Community Engagement plan will be developed.

3. A multi-agency workshop was held on the 6<sup>th</sup> of October, attended by over 60 representatives from statutory partners of the HCSP (council, Police, Fire Brigade, Probation and Health) and the voluntary sector. The workshop considered the findings of the annual strategic assessment 2025 and then a table top exercise was conducted to develop future priorities and key themes for the 3 year partnership plan. The recommendations from the workshop were presented to the HCSP board on the 5<sup>th</sup> of November and the following strategic priorities were agreed:-

1. **Reducing Violence** – In 2024, violence against the person accounted for just over 30% of all total notifiable crimes in Havering, making it a significant factor driving demand across Council departments and partner agencies. Although there was a 6.9% decrease in violent offences compared to the previous year, the majority of the 6,074 recorded incidents occurred in St Edward's ward (755 offences, 12.6% of all violent offences) and Heaton ward (595 offences, 9.9%). These figures highlight both the scale of the issue and the concentration of violence in specific areas, reinforcing the need for targeted partnership responses. This category includes serious youth violence, with Havering ranking 15th out of 32 London boroughs for combined offences of possession of weapons, robbery, sexual offences, and violence against the person where suspects were under the age of 25.
2. **Tackling Violence against Women and Girls** - Remains a critical priority in Havering, as these offences experience the highest rates of repeat victimisation, with domestic abuse alone accounting for 12% of all total notifiable crimes in 2024. Confidence among affected groups in the Criminal Justice System and support networks remains low. For analytical purposes, VAWG figures are drawn from sexual offences, violence against the person, and public order offences where the victim self-identified as female, together representing 26% of notifiable offences in 2024. The Home Office defines VAWG as a range of serious crimes - including rape, stalking, domestic abuse, 'honour'-based abuse, and others - that disproportionately affect women and girls. This definition shapes both national policy and London's public-health approach, which emphasizes prevention, victim support, perpetrator accountability, and rebuilding trust in policing. Notably, in 2024, St Edward's ward ranked joint 14th among all 686 London wards for VAWG offences, highlighting the need for targeted action in specific areas.
3. **Reducing reoffending, especially substance misuse and group related** – A small number of offenders are responsible for a large share of solved crimes, with alcohol and drugs often contributing to violence and serious acquisitive offences. Close-knit groups of offenders tend to commit fewer but more serious crimes. In 2022/23, 21% of offenders in Havering reoffended - a rate unchanged from the previous year but higher than in 2020/21. While the proportion of reoffenders has stabilised, those who do reoffend are committing more crimes on average, rising from 2.7 to 3.3 offences per person over two years. Persistent theft-related offending remains a key concern, making it essential to focus on this small group of repeat offenders to reduce overall reoffending.
4. **Tackling ASB** – In 2024, Havering experienced an 8% increase in anti-social behaviour (ASB) calls to police, reaching the highest level in three years. This rise was not uniform across the borough; fourteen of twenty wards saw increases, with the most dramatic surges in Cranham, South Hornchurch, and Rush Green & Crowlands - areas that contributed significantly to the overall increase, with Cranham alone seeing calls rise

by nearly 80%. The growth in ASB is particularly concentrated in certain communities and during peak times, especially in smaller wards with disproportionately high rates. This uneven and intensifying pattern means ASB is becoming more disruptive and damaging to local quality of life. Without targeted prevention and enforcement, the harm and impact of ASB will continue to grow, further undermining public confidence and community wellbeing.

**5. Tackling Acquisitive Crime** - Acquisitive crime remains a significant concern in Havering, accounting for 6,543 incidents in 2024 and continuing to drive a large share of overall crime. Theft is the most common offence, with 4,761 incidents and clear seasonal peaks, while robbery is on the rise - driven by repeat offending and emerging hotspots—and personal robbery reports have steadily increased over recent years. Burglary, though showing some stabilisation and even decline in recent quarters, has continued an upward trajectory since 2022, with 1,230 offences recorded in 2024. These trends reveal that acquisitive crime is both persistent and dynamic, with certain periods and locations at higher risk. Without sustained and targeted prevention - especially around theft in spring and summer, and focused interventions for robbery and burglary - the harm and disruption caused by these offences will continue to impact communities and undermine public confidence.

**6. Improving feelings of safety** – Fear of crime is disproportionately high in Havering and impacts on the quality of life of those who live and work in the Borough. We aim to tackle this through improved communications particularly around awareness of crime prevention and self-awareness regarding safety.

4. The Priorities were also presented to the public at the Annual Crime Summit on the 10<sup>th</sup> of November.

5. The Cabinet Report includes the following appendices:

Appendix 1 Havering Community Safety Partnership, Partnership Plan 2026 to 2029

Appendix 2- EQIA

## **REASONS AND OPTIONS**

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

The reason for the decision is to respond to the Crime and Disorder Act 1998 which places obligations on Community Partnerships to produce a three-yearly (or rolling annual) Community Safety Plan. This also responds to the Mayor of London's

statutory obligation for Community Safety Partnerships to produce a Police and Crime Plan. The Community Safety Partnership Plan (also referred to as a Crime and Disorder Reduction Plan) is a statutory document, as set out under Part 2, Articles of the Constitution.

**Other options considered:**

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

**IMPLICATIONS AND RISKS**

**Financial implications and risks:**

This report seeks approval to adopt the Havering Community Safety Partnership Plan 2026–2029. There are no immediate financial implications associated with its adoption. Delivery will be managed within existing budgets and external funding streams already secured by partner agencies.

**Legal implications and risks:**

This Strategy has been devised by the Havering Community Safety Partnership. It sets out the plans and actions that the Partnership aspires to as a result of this year's Strategic Assessment, which is an analysis of the crime and disorder trends in Havering over the last twelve months. This approach is in line with the Crime & Disorder Act 1998, Police and Justice Act 2006 and Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007/1830.

Regulation 10 provides:—

- (1) The strategy group shall prepare a partnership plan for the area.
- (2) Before the start of each year the strategy group shall revise the partnership plan.
- (3) When revising the partnership plan the strategy group shall consider the strategic assessment and community safety agreement produced during the year prior to the year referred to in paragraph (2).

Regulation 11 provides.—

- (1) The partnership plan shall set out—
  - (a) a strategy for the reduction of re-offending, crime and disorder and for combating substance misuse in the area;
  - (b) the priorities identified in the strategic assessment prepared during the year prior to the year referred to in regulation 10(2);

- (c) the steps the strategy group considers it necessary for the responsible authorities to take to implement that strategy and meet those priorities;
- (d) how the strategy group considers the responsible authorities should allocate and deploy their resources to implement that strategy and meet those priorities;
- (e) the steps each responsible authority shall take to measure its success in implementing the strategy and meeting those priorities; and
- (f) The steps the strategy group proposes to take during the year to comply with its obligations under regulations 12, 13 and 14.

12.—

(1) For the purposes of preparing the strategic assessment and preparing and implementing the partnership plan the strategy group shall make arrangements for obtaining the views of persons and bodies who live or work in the area about—

(a) the levels and patterns of re-offending, crime and disorder and substance misuse in the area; and

(b) The matters which the responsible authorities should prioritise when each are exercising their functions to reduce re-offending, crime and disorder and to combat substance misuse in the area.

(2) The arrangements under paragraph (1) shall, so far as is reasonable, provide for consultation with—

(a) persons who appear to the strategy group to represent the interests of as many different groups or persons within the area as is reasonable; and

(b) Persons who appear to the strategy group to represent the interests of those groups or persons within the area likely to be particularly affected by the implementation of the partnership plan.

(3) In making the arrangements under paragraph (1) the strategy group shall have regard to any other consultation with persons who live or work in that area that is undertaken by the responsible authorities in relation to the matters specified in sub-paragraphs 1(a) and (b) other than under these Regulations.

(4) The arrangements made under paragraph (1) shall provide that—

(a) the strategy group hold one or more public meetings during each year;

(b) that such meetings are attended by persons who hold a senior position within each of the responsible authorities;

(c) the strategy group shall take steps as it considers appropriate to bring to the attention of persons who live or work in the area, or who might otherwise be interested, information about

(i) when such meetings are held; and

(ii) What was discussed at such meetings.

Whenever a public body consults it must do so meaningfully, in other words it must consult before any final decisions have been taken, give enough time and information to consultees and then conscientiously take into account the responses to the consultation before making a final decision.

Accordingly, provided that the plan addresses each of the points in Regulation 11 and the consultation under Regulation 12 has been undertaken meaningfully and the decision maker takes into account the responses to the consultation there do not appear to be any legal risks in approving the plan.

**Human Resources implications and risks:**

There are no HR implications in this decision.

**Equalities implications and risks:**

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

**Health and Wellbeing implications and Risks**

The proposed activities within the plan covers a range of services from prevention violent crime, reducing reoffending, rehabilitation to protecting people from exploitation and violence and supporting victims. The activities have been evidence based or will produce evidence to effectively implement local intervention. The funding came from a number of external grants but the local partners will apply local insights and evidence to implement the plan to deliver the priorities identified for Havering.

Anti-social behaviour, violence, criminal activities and hate crime have wider impacts to health via its impacts on safety, wellbeing, quality of life, physical activity, education and social activity.

The plan will continue to improve coordinated efforts by the partner agencies in community safety and will impact positively on health and wellbeing of the residents in both short-term and long-term.

<p><b>ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS</b></p>
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<p>None identified</p>
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<p><b>BACKGROUND PAPERS</b></p>
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***HCSP annual strategic assessment of Crime and Disorder for Havering 2025***

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# Havering Community Safety Partnership Plan

2026 to 2029

V3

# Document Control

## Document details

<b>Name</b>	Community Safety Partnership Plan 2026-2029
<b>Version number</b>	V2
<b>Status</b>	DRAFT
<b>Author</b>	Diane Egan
<b>Lead Officer</b>	Diane Egan, Community Safety and Intelligence Manager
<b>Approved by</b>	Havering Community Safety Partnership
<b>Scheduled review date</b>	

## Version history

Version	Change	Date	Dissemination
V0.1	Initial Draft	01.10.2025	CS TEAM
V0.2	Added data and recommendations	22.10.2025	CS TEAM and HCSP members
V0.3	Changes to format	12.11.2025	Business partners
V0.3			
Final			

## Approval history

Version	Change	Date	Approving body
Final			

## Equality analysis record

Date	Completed by	Review date
October 2025	Diane Egan	

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## 1. Foreword

Thank you for reading the Partnership Plan for improving Community Safety in the London Borough of Havering.

This Community Safety Partnership Plan is produced by the Community Safety and Intelligence team on behalf of the Havering Community Safety Partnership. It sets out the plans and actions that the Partnership aspires to as a result of this year's Strategic Assessment, which is an analysis of the crime and disorder trends in Havering over the last twelve months.

An annual strategic assessment was conducted across Havering in October 2025. In recent years, violent crime has become an increasing concern across the UK, and Havering is no exception to this. In addition, the Council's local intelligence shows that crime, disorder and fear of crime continue to rank very highly in a list of public concerns amongst Havering residents and amongst the wider community that works in and visits the borough. This plan is the result of the focused analysis of the annual strategic assessment process, and sets out actions for the various partnership groups who are charged with bringing this plan to fruition.

Havering Community Safety Partnership has continued to achieve notable successes in impacting on crime, fear of crime and disorder. Overall, Havering continues to be one of the safest boroughs in London. This plan represents our commitment to ensuring that Havering remains a safe place in which to live, work or visit.

The Community Safety Partnership continues to work closely with Partners across the East Area Basic Command Unit and Mayor of London to tackle crime and disorder.

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

## 2. Executive summary

The Havering Community Safety Partnership (HCSP) is comprised of five responsible authorities<sup>1</sup> who, by law, are required to work together to tackle crime, disorder, substance misuse and reoffending. There is also a statutory requirement that the HCSP produces an annual strategic assessment of these issues in coordination with a community safety strategy or plan.

An annual strategic assessment of crime and disorder was conducted across October 2025. The strategic assessment assesses and evaluates the progress towards priorities set out in the previous Community Safety partnership plan, and recommends any changes required to the strategic priorities, if applicable, for the forthcoming years. The strategic assessment has identified six strategic priorities the forthcoming plan.

### Strategic Priorities

The proposed strategic priorities for Havering are set out below. For each priority, it should be possible to identify those agencies and resources that are best placed to respond and deliver improvements with consideration of short, medium and long-term requirements. Most strategic priorities will require a balance between prevention, harm reduction, enforcement and reassurance. It is important that responses can specifically identify how they will better control offenders, improve guardianship and management of places.

- 1. Reducing Violence** – In 2024, violence against the person accounted for just over 30% of all total notifiable crimes in Havering, making it a significant factor driving demand across Council departments and partner agencies. Although there was a 6.9% decrease in violent offences compared to the previous year, the majority of the 6,074 recorded incidents occurred in St Edward's ward (755 offences, 12.6% of all violent offences) and Heaton ward (595 offences, 9.9%). These figures highlight both the scale of the issue and the concentration of violence in specific areas, reinforcing the need for targeted partnership responses. This category includes serious youth violence, with Havering ranking 15th out of 32 London boroughs for combined offences of possession of weapons, robbery, sexual offences, and violence against the person where suspects were under the age of 25.
- 2. Tackling Violence against Women and Girls** - Remains a critical priority in Havering, as these offences experience the highest rates of repeat victimisation, with domestic abuse alone accounting for 12% of all total notifiable crimes in 2024. Confidence among affected groups in the Criminal Justice System and support networks remains low. For analytical purposes, VAWG figures are drawn from sexual offences, violence against the person, and public order offences where the victim self-identified as female, together representing 26% of notifiable offences in 2024. The Home Office defines VAWG as a range of serious crimes—including rape, stalking, domestic abuse, 'honour'-based

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<sup>1</sup> London Borough of Havering, Clinical Commissioning Group, Metropolitan Police, London Fire & Emergency Planning Authority and Probation Service.

abuse, and others—that disproportionately affect women and girls. This definition shapes both national policy and London’s public-health approach, which emphasizes prevention, victim support, perpetrator accountability, and rebuilding trust in policing. Notably, in 2024, St Edward’s ward ranked joint 14th among all 686 London wards for VAWG offences, highlighting the need for targeted action in specific areas.

3. **Reducing reoffending, especially substance misuse and group related** – A small number of offenders are responsible for a large share of solved crimes, with alcohol and drugs often contributing to violence and serious acquisitive offences. Close-knit groups of offenders tend to commit fewer but more serious crimes. In 2022/23, 21% of offenders in Havering reoffended—a rate unchanged from the previous year but higher than in 2020/21. While the proportion of reoffenders has stabilised, those who do reoffend are committing more crimes on average, rising from 2.7 to 3.3 offences per person over two years. Persistent theft-related offending remains a key concern, making it essential to focus on this small group of repeat offenders to reduce overall reoffending.
4. **Tackling ASB** – In 2024, Havering experienced an 8% increase in anti-social behaviour (ASB) calls to police, reaching the highest level in three years. This rise was not uniform across the borough; fourteen of twenty wards saw increases, with the most dramatic surges in Cranham, South Hornchurch, and Rush Green & Crowlands—areas that contributed significantly to the overall increase, with Cranham alone seeing calls rise by nearly 80%. The growth in ASB is particularly concentrated in certain communities and during peak times, especially in smaller wards with disproportionately high rates. This uneven and intensifying pattern means ASB is becoming more disruptive and damaging to local quality of life. Without targeted prevention and enforcement, the harm and impact of ASB will continue to grow, further undermining public confidence and community wellbeing.
5. **Tackling Acquisitive Crime** - Acquisitive crime remains a significant concern in Havering, accounting for 6,543 incidents in 2024 and continuing to drive a large share of overall crime. Theft is the most common offence, with 4,761 incidents and clear seasonal peaks, while robbery is on the rise—driven by repeat offending and emerging hotspots—and personal robbery reports have steadily increased over recent years. Burglary, though showing some stabilisation and even decline in recent quarters, has continued an upward trajectory since 2022, with 1,230 offences recorded in 2024. These trends reveal that acquisitive crime is both persistent and dynamic, with certain periods and locations at higher risk. Without sustained and targeted prevention—especially around theft in spring and summer, and focused interventions for robbery and burglary—the harm and disruption caused by these offences will continue to impact communities and undermine public confidence.
6. **Improving feelings of safety** – Fear of crime is disproportionately high in Havering and impacts on the quality of life of those who live and work in the Borough. We aim to tackle this through improved communications particularly around awareness of crime prevention and self-awareness regarding safety.

### 3. Introduction

#### 3.1 Purpose and scope

Each year it is a statutory requirement that Community Safety Partnerships (CSPs) across England and Wales must conduct a strategic assessment of crime, disorder, and substance misuse and community safety issues<sup>2</sup>. The purpose of the assessment is to help decision makers set priorities. It is also the key background document used in the development of the Havering CSP Partnership Plan.

A strategic assessment for Havering was completed in October 2025 which included a comprehensive analysis of the level and patterns of crime, disorder and substance misuse, and changes in the short, medium and long term across Havering. The assessment utilised a wide range of data from appropriate sources. The assessment was structured around the Problem Analysis Triangle elements of victims (*including vulnerable people, facilities and targets*), offenders and locations (*including priority communities*). This approach has enabled the partnership to identify both crosscutting issues and underlying drivers and motivations for offending.

##### 3.1.1 Havering crime data

Over the past 12 months (2024 calendar year), Havering experienced a 4.6% decrease in Total Notifiable Offences (TNOs), falling from 21,182 in 2023 to 20,211 in 2024.

This follows a notable 10.5% increase in TNOs between 2022 and 2023, indicating that while crime rose sharply the previous year, there has now been a significant reduction.

MPS Havering	2022	2023	2024	Variance 2024 vs. 2023	% Change 2024 vs. 2023	% Change 2023 vs. 2022
Total Notifiable Offences	19,173	21,182	20,211	-971	-4.6%	10.5%

##### 3.1.2 Police recorded crime summary

The chart below, comparing Havering, Barking & Dagenham, Redbridge, and London, shows that London has the highest rate of *Total Notifiable Offences* (TNOs) per 1,000 residents, while Havering has the lowest in 2024.

<sup>2</sup> The Strategic Assessment is an annual statutory requirement for every Community Safety Partnership, as is the production of a local three yearly (annually renewable) strategy or partnership plan – S6 Crime & Disorder Act as amended by S97 and S98 of the Police Reform Act, and as amended by the Police and Justice Act 2006; and S1 of the Clean Neighbourhoods and Environment Act 2005.

*Acquisitive Crime* rates are also significantly higher in London (44.3 per 1,000) compared to the local area, with Havering recording just 25.0 per 1,000.

For *Violence Against the Person*, Barking & Dagenham has the highest rate, followed by London, then Havering, with Redbridge having the lowest.

Since the last HCSP Strategic Assessment in 2024, Havering’s rate of *Total Notifiable Offences* (TNOs) has decreased by 3.7 crimes per 1,000 residents. In comparison, Barking & Dagenham also saw a reduction, Redbridge experienced an increase, and the rate in London overall remained unchanged.

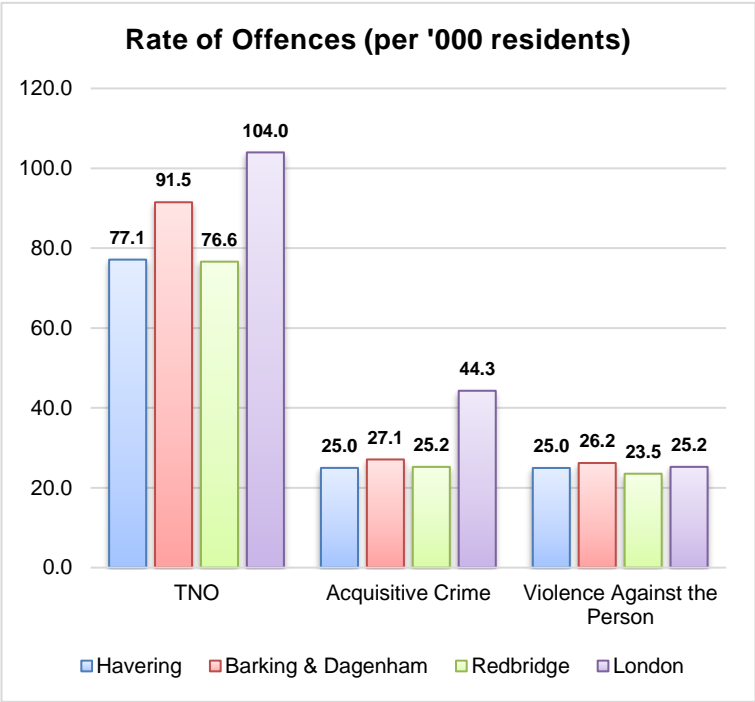


Figure 2.2 Rate per 1,000 Population, MPS & ONS data

Havering experienced a slight increase in the rate of *Acquisitive Crimes* in 2024, rising from 23.9 to 25.0 per 1,000 residents. In contrast, Barking & Dagenham saw a decrease (from 28.8 to 27.1), Redbridge’s rate increased (from 20.5 to 25.2), and London as a whole also saw a modest rise (from 42.4 to 44.3).

During this time, Havering has seen an increase in *Violence Against the Person* of 0.1 crimes per 1000 residents, compared to a reduction seen across the rest of the BCU (Barking & Dagenham saw -5.8, Redbridge saw – 1.8) and London as a whole (saw -3.4).

Drawing on the data, Havering stands out for having achieved the lowest overall rate of *Total Notifiable Offences* among the areas compared, with a notable reduction since the last assessment. However, unlike Barking & Dagenham, Redbridge, and London as a whole—which all saw reductions in the rate of *Violence Against the Person*—Havering experienced a slight increase in this category. Similarly, while *Acquisitive Crime* rates rose modestly in Havering, Barking & Dagenham saw a decrease, and London’s increase was less pronounced. These trends suggest that, despite overall improvements, Havering faces emerging challenges in specific offence types that require continued vigilance and targeted intervention.

The data table on the following page presents the current trends for recorded crime in Havering based on Metropolitan Police official crime data. It shows the volume of crime for each category, percentage changes over rolling 12-month periods, proportionate breakdowns against the Havering total, short-term direction of travel, and borough ranking among the 32 London boroughs, where 1st represents the highest rate of offending and 32nd the lowest.



The column headed ‘% of TNO’ indicates the contribution of each crime category to the total notifiable offences in Havering. Categories may group several types of crime under a common feature, such as hate crime or gun crime, so the total figure is not a simple sum of all categories shown.

Havering TNO's	2022	2023	2024	% of all crime 2023	% of all crime 2024 ▼	% change 22/23	% change 23/24	Borough Rank
Violence Against the Person	6,094	6,521 ▲	6,074 ▼	30.8%	30.1% ▼	7.0%	-6.9%	24 <sup>th</sup>
Theft	3,740	4,648 ▲	4,852 ▲	21.9%	24.0% ▲	24.3%	4.4%	25 <sup>th</sup>
Vehicle Offences	3,152	3,271 ▲	2,499 ▼	15.4%	12.4% ▼	3.8%	-23.6%	23 <sup>rd</sup>
Arson and Criminal Damage	1,455	1,512 ▲	1,589 ▲	7.1%	7.9% ▲	3.9%	5.1%	23 <sup>rd</sup>
Public Order Offences	1,273	1,376 ▲	1,360 ▼	6.5%	6.7% ▲	8.1%	-1.2%	24 <sup>th</sup>
Burglary	1,090	1,212 ▲	1,248 ▲	5.7%	6.2% ▲	11.2%	3.0%	25 <sup>th</sup>
Drug Offences	962	1,135 ▲	1,007 ▼	5.4%	5.0% ▼	18.0%	-11.3%	21 <sup>st</sup>
Sexual Offences	591	551 ▼	614 ▲	2.6%	3.0% ▲	-6.8%	11.4%	26 <sup>th</sup>
Robbery	328	476 ▲	555 ▲	2.2%	2.7% ▲	45.1%	16.6%	26 <sup>th</sup>
Miscellaneous Crimes Against Society	300	275 ▼	283 ▲	1.3%	1.4% ▲	-8.3%	2.9%	15 <sup>th</sup>
Possession Of Weapons	188	205 ▲	130 ▼	1.0%	0.6% ▼	9.0%	-36.6%	18 <sup>th</sup>
<b>Total</b>	<b>19,173</b>	<b>21,182 ▲</b>	<b>20,211 ▼</b>	<b>100%</b>	<b>100%</b>	<b>10.5%</b>	<b>-4.6%</b>	<b>25<sup>th</sup></b>

In the most recent 12-month period, *Violence Against the Person* remains the largest contributor to recorded crime in Havering, accounting for 30.1% of all offences with 6,074 incidents. Although this category saw a reduction of 6.9% compared to the previous year, it continues to dominate the overall crime profile.

*Theft* has increased slightly, now representing 24% of total crime with 4,852 offences, reflecting a 4.4% rise on the previous year and a substantial increase since 2022.

*Vehicle Offences* have shown the most significant improvement, falling by 23.6% to 2,499 offences and reducing their share of total crime to 12.4%.

*Robbery* presents a contrasting picture, with offences rising sharply by 16.6% compared to 2023 and 45.1% since 2022, reaching 555 incidents.

*Possession of Weapons* has declined markedly, dropping by 36.6% to 130 offences, continuing a downward trend observed in previous years.

*Public Order Offences* remain relatively stable, with a marginal decrease of 1.2%, while *Burglary* and *Arson & Criminal Damage* have both recorded modest increases of 3% and 5.1% respectively.

*Drug Offences* fell by 11.3%, and *Sexual Offences* rose by 11.4%, reversing the previous year's decline.

Overall crime in Havering decreased by 4.6% compared to 2023, following a 10.5% increase the year before. The borough ranks 25th out of 32 for total crime volume, placing it in the best-performing quartile.

*Domestic Abuse* remains a significant concern, though recent trends suggest progress. Between Q1 2022 and Q4 2024, Havering recorded seasonal fluctuations, with peaks in the third quarter followed by declines in the fourth. In 2024, this pattern shifted to a steady reduction throughout the year, falling from 653 offences in Q1 to 538 in Q4—the lowest point in three years. This sustained decrease indicates that interventions or changing circumstances may be having a positive effect. Despite this, localised risk persists: Heaton ward ranked 7th highest and Gooshays joint 16th among all 686 London wards for domestic abuse offences, while Havering overall ranked 19th of 32 boroughs. These figures underline the need for targeted resource allocation, as borough-level averages can mask concentrated harm.

*Violence Against Women and Girls (VAWG) offences*, derived from sexual offences, violence against the person and public order offences involving female victims, totalled 5,220 in Havering during 2024, placing the borough 24th of 32. While this suggests moderate levels compared to inner London, harm remains significant. St Edward's ward ranked joint 14th among all London wards for VAWG offences, highlighting localised vulnerability. Conversely, wards such as Hacton, Emerson Park and Cranham recorded some of the lowest counts in London. These disparities emphasise the importance of nuanced strategies that address pockets of high risk rather than relying solely on borough-wide averages.

*Youth Violence* continues to present challenges, particularly in relation to robbery and interpersonal violence. Havering ranked 15th of 32 boroughs for youth violence offences in 2024, a mid-range position that masks concerning patterns. Most incidents involved violence against the person, with robbery disproportionately affecting those aged 15–17. Possession of weapons was most frequent among 18–24-year-olds, while sexual offences were less common but spread across the 10–24 age range. These trends highlight the need for early intervention and targeted support for teenagers, particularly before they reach the age groups most associated with robbery and weapon possession.

*Hate Crime* in Havering followed a similar seasonal pattern to London overall, peaking in Q3 before declining in Q4. The borough recorded 533 hate crimes in 2024, down from 584 in 2023 but still above the 2022 baseline of 492. Racist and religiously aggravated offences remain the main driver, though disability-related hate crime has risen steadily, reaching its highest point in 2024. Homophobic offences spiked sharply in 2023 before easing, while transphobic offences remained low and variable. These patterns suggest progress in some areas but also highlight

emerging concerns, particularly around disability-related hostility, which warrants closer monitoring and engagement with affected communities.

*Anti-Social Behaviour (ASB)* calls to police increased by 8% year on year, rising from 5,005 in 2023 to 5,404 in 2024—the highest level in the three-year series. Seasonal trends persisted, with demand peaking in summer before easing in autumn. Nuisance ASB accounted for the majority of reports, while Personal ASB saw the sharpest proportional increase. Growth was concentrated in late spring and summer, suggesting that prevention and enforcement efforts will be most effective when focused on these months. Ward-level analysis shows uneven distribution: Cranham, South Hornchurch and Rush Green & Crowlands recorded the largest increases, while Emerson Park and several others saw notable declines. These variations underline the need for targeted interventions that reflect localised patterns rather than borough-wide averages.

Overall, the data illustrates that Havering continues to maintain one of the lowest overall crime rates in London, reflecting a generally safe environment compared to neighbouring boroughs and the capital as a whole. However, the modest rise in acquisitive crime and the slight increase in violence against the person, alongside persistent challenges in areas such as domestic abuse, youth violence, and hate crime, signal that progress is not uniform. These trends highlight the importance of sustaining targeted interventions, particularly in wards with concentrated risk, while continuing to build on the borough's strengths. Strategic focus should remain on prevention, early intervention, and partnership working to address emerging issues and ensure that reductions achieved in recent years are not only maintained but extended across all crime categories.

*Source: Metropolitan Police Recorded Crime*

### **3.2 Vision**

We will continue to reduce risk and harm to local communities and maintain Havering's position as one of the safest boroughs in London. The Community Safety Partnership will make the most efficient use of scarce resources through partnership working, sharing knowledge of what works, replicating good practice and being data driven and intelligence led in our approach with a managed and accountable delivery structure.

### 3.3 Aims and Objectives

The aim of the Havering Community Safety Partnership is to reduce crime, disorder, anti-social behaviour and other behaviour negatively affecting the local environment, as well as reducing the misuse of drugs, alcohol and other substances, reducing the fear of crime and increasing public confidence in our service.

The strategic themes for Havering based on the strategic assessment are set out below:-

#### 3.3.1 Reducing Violence

Violence against the person is responsible for 30.1% of all total notifiable crimes in Havering and is a key demand driver across Council departments and partnership agencies.

The Havering Community Safety Partnership has worked with the MOPAC Violence Reduction Unit to develop a Violence Reduction Plan for Havering. Tackling violence requires a multi-agency response and a comprehensive programme of work.

The HCSP has established a Violence Reduction Strategic group to oversee the delivery of the Violence Reduction Action Plan. The Violence Reduction Plan is refreshed annually and can be found in **Appendix 5**.

Key areas of work for the next year will include

- Delivery of the Violence reduction plan which will be refreshed annually.
- The Provision of a night marshal service in Romford Town Centre until March 2029.
- Targeted days of action in identified violence hotspots
- Delivery of the My Ends programme in RTC and targeted youth provision in identified hotspot areas.
- Further roll out of the Safe Haven scheme
- Explore funding to roll out further knife bins within Havering
- Further roll out of bleed kits across the Borough
- Seek to secure funding to further expand the provision of youth diversionary activity across Havering

#### 3.3.2 Tackling Violence against Women and Girls (VAWG)

All women and girls should be able to live their lives in safety and confidence but sadly harassment, abuse and violence remains a part of everyday experience for many. Equally, women and girls should be able to have confidence that the police and criminal justice service will treat them professionally.

Havering published a 4 Year VAWG strategy and action plan in April 2025. The VAWG action plan can be found in **Appendix 6**

In 2024, Havering recorded 2,431 domestic abuse offences, which equates to a borough rate of 9.3 per 1,000 residents. In 2024 Heaton ward was the 7<sup>th</sup> highest of the total number of London wards (686) for domestic abuse offences, with Gooshays ward in 16<sup>th</sup> place.

Sexual offences make up 3% of total notifiable crime in Havering. In 2024 St Edwards ward was the 7<sup>th</sup> highest of the total number of London wards for sexual offences. Confidence among these groups with the Criminal Justice System and support networks overall is low.

The Government launched a Tackling violence against women and girls strategy in July 2021. The Strategy highlighted a number of key themes-

- Prioritising Prevention
- Supporting Victims
- Pursuing Perpetrators
- Strengthening the System

Havering's current VAWG strategy ends in 2029. The Council, through the VAWG strategic group will work with partners across the Borough to refresh the VAWG delivery plan to ensure it includes all the recommendations within the Government VAWG strategy and Domestic Abuse Bill 2021.

Key areas of work for the next year will include

- Delivery of a 4 year VAWG action plan
- Continued provision of Refuge accommodation within Havering
- Delivery of Domestic Abuse awareness training
- Delivery of a Domestic Abuse Perpetrator programme for Havering
- Delivery of a weekly Domestic Abuse Multi Agency Risk Assessment Conference (DVMARAC) to ensure high risk victims of domestic abuse are identified and supported.
- Embed lessons learnt from Domestic Homicide reviews
- Explore opportunities to further tackle stalking, harassment and misogyny.
- Community engagement opportunities across the borough to raise awareness of VAWG.

### **3.3.3 Reducing reoffending**

A small proportion of offenders account for a high proportion of solved crimes. Alcohol and drugs are significant enhancers contributing to violence and serious acquisitive crimes. Drug offences were responsible for 5%; burglary was responsible for 6.2% and Motor vehicle crime for 12.4% of all TNOs in the most recent strategic assessment. Small groups of offenders known to one another are disproportionately responsible for low volume but more harmful serious crimes. It is important to note that, whilst offender management is core business of the National Probation Service (NPS) and the Secure Estate, achieving reductions in reoffending with the most prolific and persistent offenders requires the cooperation of a variety of agencies in order to address the many challenges that these offenders face. The London Borough of Havering is committed to supporting those who want to take a positive path in life, regardless of their previous history. We believe that all adults have choices to make in life, and it is part of our role to work with partnerships and families to help ex-offenders choose a positive pathway.

Key areas of work for the next year will include

- Provision of the Integrated Offender Management (IOM) Scheme and associated risk panel. This will include an audit of current procedures to ensure that best practise is embedded in Havering.
- Provision of the Multi-Agency Public Protection Arrangement (MAPPA).
- Delivery of the Criminal Behaviour Order panel
- Work with partners to tackle substance misuse across Havering which can lead to offending behaviour. This work will be delivered through the Combatting Drugs and Alcohol partnership.
- Explore the possibility of establishing a Havering IOM Hub based model, whereby agencies can be co-located and individuals on IOM can access all necessary services in one location on a given day and time.

### **3.3.4 Tackling ASB**

In 2024, total ASB calls rose 8% year on year (5,404 vs 5,005) and 14% on 2022 (4,747), the highest of the three-year series. Demand followed the usual seasonal pattern—building from winter to a summer peak before easing in autumn—with 1,201 in Q1, 1,454 in Q2 and a series-high 1,536 in Q3, before dipping to 1,213 in Q4 (-9% vs Q4 2023).

Nuisance ASB continued to dominate and drive seasonality, totalling 4,593 in 2024 (~85%), up 7% year on year and peaking at 1,304 in Q3. Personal ASB rose more sharply in proportional terms to 605 (+18%), also peaking in Q3 (180), while Environmental remained low and stable at 206, with little seasonal movement (~51–52 per quarter).

Overall, growth in 2024 was concentrated in late spring and summer—primarily Nuisance, with a secondary uplift in Personal—suggesting prevention and enforcement will be most impactful when focused on those months. Havering ranked 24th of 32 London boroughs for ASB reports.

Key areas of work for the next year will include

- A refresh of the Councils ASB policy to ensure Improved use of ASB powers across the Borough
- Explore the development of a dedicated ASB Team
- Delivery of the Joint Enforcement Tasking process to ensure ASB cases are identified and addressed in a timely manner.
- Targeted action to tackle fly tipping and environmental crime
- Delivery of the Community MARAC to support high risk victims of ASB and tackle perpetrators. This will include an audit of current procedures to ensure that best practise is embedded in Havering.
- Promotion of the ASB case review process and establishment of an ASB Case Review panel
- Refresh of the Romford Town Centre Public Space Protection Order.
- Informing the HARM (Havering Adolescent Risk Management) Panel of any hotspot areas coming to notice and notifying IASS (Integrated Adolescent Safeguarding Service) of any young people identified as being involved in ASB in the community

### **3.3.5 Tackling Acquisitive Crime**

In 2024, acquisitive crime remained a key concern, with 6,543 incidents recorded across theft, robbery, and burglary. Theft was the most common offence, totalling 4,761 incidents, and peaking in Q2 with 1,314 offences—suggesting seasonal or environmental factors at play. In 2024, Havering recorded a total of 1,230 burglary offences, continuing the upward trajectory observed since 2022. The composition of burglary offences in 2024 reveals important shifts. Domestic burglary remained the dominant category, accounting for 835 incidents, while business and community burglary rose to 395 incidents—its highest annual total in the three-year period. This increase in non-residential burglary suggests growing vulnerability among commercial and community premises, particularly in the early part of the year.

Key areas of work for the next year will include

- Establish an Acquisitive crime working group to oversee delivery of a dedicated action plan
- Improved Community Engagement by Police and the Community safety on safety awareness available to residents, schools and shop owners.
- Targeted action against perpetrators of acquisitive crime
- Explore better use of ASB legislation to tackle shoplifting
- Days of action to provide property marking for residents and local businesses

### **3.3.6 Improving feelings of safety and Public Confidence**

Community Safety remains a consistent concern for residents in Havering. The recent budget consultation identified Community Safety as the number one priority for residents. Fear of crime is historically disproportionately high in Havering.

The Community Safety Residents Survey was conducted over 6 weeks (28th July – 8th September 2025). 385 individuals completed the survey. It should be noted that not every individual answered every question so the analysis totals will not always amount to the total number of participants.

Of the 385 participants, 95% either live or worked in Havering.

When asked 'How satisfied are you with your neighbourhood as a place to live or work?' – 43% of respondents said they were either fairly or very satisfied, which is a 5% decrease compared to the 2024 survey.

Meanwhile, 42% stated they were either fairly or very dissatisfied, marking a 5% increase from the previous year.

Key areas of work for the next year will include

- Delivery of an annual crime summit
- Delivery of an annual crime survey to inform the refresh of the Community Safety Plan
- Continued support for the Havering Safer Neighbourhood Board
- Roll out of Met Engage across the Borough

- Delivery of Community Engagement roadshows
- Delivery of quarterly Safer Havering Newsletter
- Delivery of Junior Citizen Scheme. Consideration to be given to expanding the scheme to senior schools.
- 

### 3.4 Timescales

The Partnership Plan is a three-year plan which is refreshed annually as part of the Strategic Assessment process. We are in the first year of this plan which is due to end by March 2027.

### 3.5 Related documents

The work of the community safety partnership is closely linked with a number of other strategies in Havering. **Appendix 2** lists all related strategies and documents relevant to this plan.



## 4. Authorisation and communication

The Crime and Disorder Act 1998, amended by the Police and Justice Act 2006, places a duty on responsible authorities to produce a three-yearly (annually renewable) Community Safety Partnership Plan.

The partnership plan is authorised to the Havering Community Safety Partnership and a final draft requires approval by all representatives of the responsible authorities (see Appendix 4), before it is made publicly available on the [Havering Data Intelligence Hub](#).

## 5. Implementation and monitoring

The strategic themes will be implemented and monitored through the existing Havering Community Safety Partnership structure and delivery model. Each sub-group and operational group of the Havering Community Safety Partnership will retain a strong link to the strategic themes and will use the strategic assessment to develop specific action plans and performance monitoring frameworks. Quarterly reports on progress against key themes will be provided to the HCSP. An annual report will be provided to Cabinet as part on the annual refresh of the Community Safety Plan.

The Havering Community Safety Partnership Board oversees the wider delivery and implementation. This group also is responsible for long term strategic work. The second tier of the HCSP structure contains the priority delivery groups and the third tier contains the operational sub-groups, as outlined below – these are all accountable to the Havering Community Safety Partnership Board.

See **Appendix 7** for the HCSP structure chart.

## 6. Authorisation and communication

The Crime and Disorder Act 1998, amended by the Police and Justice Act 2006, places a duty on responsible authorities to produce a three-yearly (annually renewable) Community Safety Partnership Plan.

The partnership plan is authorised to the Havering Community Safety Partnership and a requires approval by all representatives of the responsible authorities (**see Appendix 4**), before it is made publicly available on the [Havering Data Intelligence Hub](#).

## 7. Evaluation and review

The next evaluation of the partnership plan will commence in Quarter 4 2026-7 as part of the wider Strategic Assessment process for Community Safety.

This is the first year of a new rolling strategy and our performance targets from the Mayor's Office of Policing and Crime (MOPAC) are set out following the Action Plan at the end of this document. The performance targets include those set out in the Police and Crime Plan for London, and the key local outcomes which are linked to MOPAC crime prevention fund spend.

## 8. Further information

Please contact Diane Egan, Community Safety and Intelligence Manager on 01708 on 017082927 or by email at [diane.egan@haverling.gov.uk](mailto:diane.egan@haverling.gov.uk)

## Appendix 1: Equality Analysis

## Appendix 2: Related Documents

### Local Documents

- Havering Community Safety Partnership Strategies
  - Serious Violence Strategy 2024 --2027
  - Violence Against Women & Girls Strategy 2025-2029
- Havering Corporate Vision
- Havering Strategic Assessment of Crime, Disorder and Anti-Social Behaviour 2025

### National and Pan-London Documents

- Anti-Social Behaviour, Crime and Policing Act 2014: Reform of anti-social behaviour powers
- Domestic Abuse Act 2021
- Mayoral Strategy on Violence against Women & Girls 2018-2021 (ending)
- Government national strategy on Tackling Violence against Women and Girls 2021
- MOPAC Policing and Crime Plan 2021-25 (consultation draft)
- MOPAC Safer Neighbourhood Boards Guidance
- MOPAC Strategic Ambitions for London: Gangs and Serious Youth Violence (expired) – see HM Government national strategy on Ending Gang Violence and Exploitation

## Appendix 3: Data Sources

Data sources used for the Annual Strategic Assessment –

<b>Data</b>	<b>Type</b>	<b>Source</b>
ONS	Population / Census Data	<a href="https://www.ons.gov.uk/visualisations/areas/E09000016/">https://www.ons.gov.uk/visualisations/areas/E09000016/</a>
NOMIS	Population / Census Data	<a href="https://www.nomisweb.co.uk/">https://www.nomisweb.co.uk/</a>
MPS Stats and Data	Recorded Crime Data	<a href="https://www.met.police.uk/sd/stats-and-data/">https://www.met.police.uk/sd/stats-and-data/</a>
Havering Data Intelligence Hub	Borough Research Data	<a href="https://www.haveringdata.net/">https://www.haveringdata.net/</a>
London Borough of Havering	Borough Policy and Research Data	<a href="https://www.havering.gov.uk/">https://www.havering.gov.uk/</a>
Data.Police.uk	Recorded Crime Data	<a href="https://data.police.uk/data/">https://data.police.uk/data/</a>
Wikipedia	Borough Geographic Data	<a href="https://en.wikipedia.org/wiki/London_Borough_of_Havering">https://en.wikipedia.org/wiki/London_Borough_of_Havering</a>
SafeStats	Recorded Crime Data	<a href="https://safestats.london.gov.uk">https://safestats.london.gov.uk</a>
Gov.uk – Ministry of Justice	Recorded Probation Services / Reoffending Data	<a href="https://www.gov.uk/government/collections/proven-reoffending-statistics">https://www.gov.uk/government/collections/proven-reoffending-statistics</a>
MPS Policy on Investigation of Domestic Abuse 2021	Research Data	<a href="https://www.met.police.uk/SysSiteAssets/foi-media/metropolitan-police/policies/domestic-abuse-policy.pdf">https://www.met.police.uk/SysSiteAssets/foi-media/metropolitan-police/policies/domestic-abuse-policy.pdf</a>

Ward information and outcomes can also be found at [www.police.uk](http://www.police.uk)

## Appendix 4: Membership of the Havering Community Safety Partnership

Responsible Authorities (those required to be involved by statute)

- London Borough of Havering (including Public Health)
- Clinical Commissioning Group
- Metropolitan Police
- London Fire and Emergency Planning Authority
- Probation Service

Other Organisations

- Barking, Havering and Redbridge University Trust
- Greater London Authority Member
- Victim Support
- Havering Women's Aid
- Job Centre Plus
- Mayor's Office for Policing and Crime (MOPAC)
- North East London Foundation Trust
- Safer Neighbourhood Board

## Appendix Five - Violence Reduction Action Plan

## Appendix Six – VAW Action Plan

## Appendix Seven – HCSP Structure Chart



# Equality & Health Impact Assessment (EqHIA)

## Document control

<b>Title of activity:</b>	<i>Havering Community Safety Partnership, Partnership Plan 2026-9</i>
<b>Lead officer:</b>	<i>Diane Egan Community Safety and Intelligence Manager</i>
<b>Approved by:</b>	<i>Chris McAvoy HOS Community Safety and Enforcement Neighbourhoods Director : Helen Oakerbee</i>
<b>Date completed:</b>	<i>5 November 2025</i>
<b>Scheduled date for review:</b>	<i>November 2029</i>

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

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

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

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



# 1. Equality & Health Impact Assessment Checklist

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

## About your activity

1	Title of activity	<i>Havering Community Safety Partnership, Partnership Plan 2026-9</i>		
2	Type of activity	<i>Multi-agency plan to tackle crime and disorder in Havering co-ordinated by the Community Safety and Intelligence Team</i>		
3	Scope of activity	<i>- to reduce crime and disorder in Havering based on key priorities agreed by the Havering Community Safety Partnership</i> <i>-</i>		
4a	Are you changing, introducing a new, or removing a service, policy, strategy or function?	No	If the answer to <u>any</u> of these questions is 'YES', please continue to question 5.	If the answer to <u>all</u> of the questions (4a, 4b & 4c) is 'NO', please go to question 6.
4b	Does this activity have the potential to impact (either positively or negatively) upon people (9 protected characteristics)?	Yes		
4c	Does the activity have the potential to impact (either positively or negatively) upon any factors which determine people's health and wellbeing?	Yes		
5	If you answered YES:	<b>Please complete the EqHIA in Section 2 of this document.</b> Please see Appendix 1 for Guidance.		
6	If you answered NO:	<i>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.</i>  <i>Please keep this checklist for your audit trail.</i>		

Completed by:	<i>Diane Egan Community Safety and Intelligence manager</i>
Date:	

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

### Background/context:

Havering council Community Safety and Intelligence Team co-ordinates and leads on the development of policies and strategies (on behalf of the Havering Community Safety Partnership, from here on HCSP) which aim to improve the quality of life for all people in Havering. This is achieved by creating a safer environment, contributing to a clean, safe and proud borough. We aim to deliver efficient, high quality services that represent excellent value for money.

Organisation and staffing – we work closely with key partners, including the Metropolitan Police, National Probation Service, London Fire and Rescue Service, Health Service Providers and Mayor's Office for Policing and Crime (MOPAC), to tackle crime and disorder within Havering. Each of these organisations have equality and diversity policies in place and are part of the HCSP governance. Priority areas of work are identified through rigorous needs analyses which are agreed annually and discussed with partners.

Services to the community – HCSP is comprised of five responsible authorities (LB Havering, Metropolitan Police, Probation, London Fire and Rescue Service and Health) who, by law, are required to work together to tackle crime, disorder, substance misuse and reoffending. As stated under Section 17 of the Crime and Disorder Act 1998 'without prejudice to any other obligation imposed upon it – exercise its function with due regard to the need to do all it reasonably can to prevent crime and disorder in its area'. The act reinforces that tackling crime should be a partnership matter and organisations should achieve a shared strategy, with the local authority required to establish the Community Safety Partnership.

The Community Safety Partnership must prepare a joint strategic assessment which analyses levels and patterns of crime, disorder and substance misuse; changes in the levels and patterns of crime; and why these have occurred. This is a requirement of The Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007, amended in 2011. Section 115 of the Crime and Disorder Act 1998 ensures partners have the power to share information relevant to the completion of a strategic assessment – power to share information for the purpose of reducing crime and disorder, strengthened by Schedule 9 (5) of the Police and Justice Act which introduced a duty on the aforementioned agencies. This duty (section 17A) requires the sharing of depersonalised data.

Furthermore, there is a statutory requirement that the HCSP produce and implement a strategy for the reduction of crime and disorder in the area (including anti-social behaviour and other behaviour adversely affecting the local environment in contravention of laws); and a strategy for combatting the misuse of drugs, alcohol and other substances in the area as required by the Police and Justice Act 2006. The annual strategic assessment guides the partnership as to the priorities, based on analysis and information available, and highlights where there are gaps in information of service provision which may impact adversely on specific locations or communities. The strategic assessment is the background document which assists the formulation of the strategy (partnership plan).

The strategic assessment and partnership plan are then used by HCSP to prioritise and allocate resources in respect of preventing crime and disorder. The partnership provides services which are designed to 1) prevent residents and visitors to Havering becoming victims of crime or anti-social behaviour, and protecting those at-risk of further victimisation; 2) manage offenders or those at-risk of becoming involved in crime, and to provide services designed to increase the likelihood of desistance from crime; and 3) focus on geographical areas which suffer disproportionately from higher levels of crime and disorder.

The strategic priorities of the HCSP for next three years (2026-29) are as follows:

1. **Reducing Violence** – In 2024, violence against the person accounted for just over 30% of all total notifiable crimes in Havering, making it a significant factor driving demand across Council departments and partner agencies. Although there was a 6.9% decrease in violent offences compared to the previous year, the majority of the 6,074 recorded incidents occurred in St Edward's ward (755 offences, 12.6% of all violent offences) and Heaton ward (595 offences, 9.9%). These figures highlight both the scale of the issue and the concentration of violence in specific areas, reinforcing the need for targeted partnership responses. This category includes serious youth violence, with Havering ranking 15th out of 32 London boroughs for combined

offences of possession of weapons, robbery, sexual offences, and violence against the person where suspects were under the age of 25.

2. **Tackling Violence against Women and Girls** - Remains a critical priority in Havering, as these offences experience the highest rates of repeat victimisation, with domestic abuse alone accounting for 12% of all total notifiable crimes in 2024. Confidence among affected groups in the Criminal Justice System and support networks remains low. For analytical purposes, VAWG figures are drawn from sexual offences, violence against the person, and public order offences where the victim self-identified as female, together representing 26% of notifiable offences in 2024. The Home Office defines VAWG as a range of serious crimes—including rape, stalking, domestic abuse, 'honour'-based abuse, and others—that disproportionately affect women and girls. This definition shapes both national policy and London's public-health approach, which emphasizes prevention, victim support, perpetrator accountability, and rebuilding trust in policing. Notably, in 2024, St Edward's ward ranked joint 14th among all 686 London wards for VAWG offences, highlighting the need for targeted action in specific areas.
3. **Reducing reoffending, especially substance misuse and group related** – A small number of offenders are responsible for a large share of solved crimes, with alcohol and drugs often contributing to violence and serious acquisitive offences. Close-knit groups of offenders tend to commit fewer but more serious crimes. In 2022/23, 21% of offenders in Havering reoffended—a rate unchanged from the previous year but higher than in 2020/21. While the proportion of reoffenders has stabilised, those who do reoffend are committing more crimes on average, rising from 2.7 to 3.3 offences per person over two years. Persistent theft-related offending remains a key concern, making it essential to focus on this small group of repeat offenders to reduce overall reoffending.
4. **Tackling ASB** – In 2024, Havering experienced an 8% increase in anti-social behaviour (ASB) calls to police, reaching the highest level in three years. This rise was not uniform across the borough; fourteen of twenty wards saw increases, with the most dramatic surges in Cranham, South Hornchurch, and Rush Green & Crowlands—areas that contributed significantly to the overall increase, with Cranham alone seeing calls rise by nearly 80%. The growth in ASB is particularly concentrated in certain communities and during peak times, especially in smaller wards with disproportionately high rates. This uneven and intensifying pattern means ASB is becoming more disruptive and damaging to local quality of life. Without targeted prevention and enforcement, the harm and impact of ASB will continue to grow, further undermining public confidence and community wellbeing.
5. **Tackling Acquisitive Crime** - Acquisitive crime remains a significant concern in Havering, accounting for 6,543 incidents in 2024 and continuing to drive a large share of overall crime. Theft is the most common offence, with 4,761 incidents and clear seasonal peaks, while robbery is on the rise—driven by repeat offending and emerging hotspots—and personal robbery reports have steadily increased over recent years. Burglary, though showing some stabilisation and even decline in recent quarters, has continued an upward trajectory since 2022, with 1,230 offences recorded in 2024. These trends reveal that acquisitive crime is both persistent and dynamic, with certain periods and locations at higher risk. Without sustained and targeted prevention—especially around theft in spring and summer, and focused interventions for robbery and burglary—the harm and disruption caused by these offences will continue to impact communities and undermine public confidence.
6. **Improving feelings of safety** – Fear of crime is disproportionately high in Havering and impacts on the quality of life of those who live and work in the Borough. We aim to tackle this through improved communications particularly around awareness of crime prevention and self-awareness regarding safety.

*\*Expand box as required*

## Who will be affected by the activity?

Staff individuals and groups – community safety can affect everybody, including members of staff across the wider HCSP. Approximately 70% of staff members reside within the local community, and the remaining are commuting to Havering, therefore all are likely to be affected by the proposal to a higher or lesser degree. The impact on staff has therefore been considered as part of the community sections.

Community individuals and groups (including voluntary organisations) – community safety can affect everybody including local residents, those working, educated in or visiting the borough, and businesses. The risk and potential risk for victimisation, or becoming involved in offending, can vary by crime problem (i.e. burglary, violent crime), location, socio-economic status, age, gender, ethnicity, sexual orientation and disability for example.

The rate of total recorded crime in Havering, that is crime reported to police and subsequently recorded as an official crime, is below the regional average for London. Havering was the 7th safest borough regionally of 32 at the last strategic assessment. However, it should be noted that the recorded rate of Domestic Abuse (19th best), Serious Youth Violence (15th best), and Violence against the person (9th best) and Sexual Offences (11th best) performed less favourably in a regional context. This demonstrates that whilst overall crime is below average, when divided into specific areas we can identify variations in the level and type of need. In the case of Havering, there is greater level of identified need affecting women and children.

As previously stated, the analysis of the strategic assessment is key to identifying varying degrees of risk and need, which takes into consideration offenders' and victims' main protected characteristics, types of problems, geographical variations and local prevalence.

### Community

According to the 2021 Census the total resident population for the London Borough of Havering was 262,000. This is a 10.4% increase on 10 years ago. This is above the national average (6.6%) and the London average (7.7%), but we are one of the lower increases in East London, which has seen significant population increases. We have seen the smallest increase in East Area; Barking & Dagenham's population has increased by 17.7% and Redbridge's by 11.2%.

We have seen significant increases in our younger population; there are 19.7% more young people aged under 15 than there were, four times the national average increase of 5%. Children and young people (up to 24) account for 30% of our population. According to the latest data (2019/20) from the Joseph Rowntree Foundation, Child Poverty affects 34% of children in Havering.

We have also seen a significant 21% increase in our population aged 30-44, which is not seen in the regional or national picture. 18% of Havering's population is aged 65+. While the country's older population has boomed in the last decade, Havering has only seen a 9.3% increase in this group, half the national rate.

Havering has higher levels of employment than the national and regional averages. Locally 82.4% of the population were in employment in the 2021/22 financial year, compared to 75.2% across London and England. As of July 2022, 3.6% of the population were claiming out-of-work benefits, below the London average of 4.7% and in line with the national average of 3.7%

Havering is ranked 179th of 317 local authorities in the 2019 Indices of Multiple Deprivation, this is an improvement from the 2015 index. Only one Lower Super Output Area falls within the 10% most deprived nationally, within the Gooshays ward. We rank within the worst 100 local authorities for the deprivation areas of crime and Education, Skills & Training.

Updated data on demographics and housing will be available in the next tranches of census data, expected later in the year.

Data sources: <https://www.haveringdata.net/jsna/> (This is Havering: a demographic and socioeconomic profile; Mental Health JSNA).

Data sources: Strategic Assessment of Crime and Disorder for Havering 2016 version, Violence Against Women and Girls Strategic Problem Profile 2016, MOPAC Hate Crime Dashboard, Female Genital Mutilation Datasets HSCIC

\*

*\*Expand box as required*

Protected Characteristic - Age: Consider the full range of age groups		
Please tick (✓) the relevant box:		<b>Overall impact:</b> <ul style="list-style-type: none"> <li>Children and young people 14-24 disproportionately represented as both victims and offenders of crime. It is important that victim and offender interventions are designed with young people in mind.</li> <li>The 0-17 age group is projected to increase notably in Havering, including the peak offending years (which are 14-17). There is an associated risk that reported crime levels will increase as a result if there is no plan to address key risk and protective factors of youth offending.</li> <li>The Youth Justice Plan for Havering addresses risk factors associated with offending and victimization of children and young people (poor parental supervision, families with attitudes that condone anti-social behaviour and criminality, low income, poor housing, low achievement beginning in primary school, aggressive behaviour, living in disadvantaged communities for example).</li> <li>By the time offenders come to the notice of community safety partnership services (typically between the ages of 13-18), the opportunity for early prevention and intervention may have been</li> </ul>
Positive	✓	
Neutral		
Negative		

		<p>missed.</p> <ul style="list-style-type: none"> <li>• Adverse childhood experiences, including abuse by adults, time spent in public care and domestic abuse, can disproportionately impact on risk of offending and victimization in later years.</li> <li>• Since the last EIA the council has conducted a serious violence needs assessment which informed the development and implementation of a Violence Reduction Plan which focusses on tackling the most serious violence against young people under 25 years of age.</li> <li>• Introduced the MY Ends Partnership to deliver targeted youth diversionary activity and intervention – including mentoring in Romford Town centre.</li> <li>• Use of MOPAC funds to deliver targeted youth diversionary projects in the Harold Hill area.</li> </ul>
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*\*Expand box as required*

#### **Evidence:**

- Early Help services
- Multi-Agency Safeguarding Hub
- Serious Violence Needs assessment and violence reduction plan
- Youth Justice Plan
- My Ends Programme

*\*Expand box as required*

#### **Sources used:**

- Havering Community Safety Partnership Strategic Assessment
- Havering Data Intelligence Hub
- Youth Justice Board: Risk and Protective Factors Report

*\*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:

**Positive**

#### **Overall impact:**

Information that would be useful for strategic analysis and service provision remains underdeveloped in respect of disability, with crime and incident data significantly underreported.

**Neutral**

✓

Qualitative research shows that those with disabilities are more likely to be targeted for hate crime, financial and sexual abuse and exploitation

<b>Negative</b>		<p>(i.e. labour).</p> <p>Access to police crime data has not improved since the previous EIA despite. This is a pan London issue and the chair of the HCSP has written to MOPAC to seek improvements.</p> <p>Met Police Hate crime data is available with a Disability flag via the Safer Neighborhood Dashboard however reported numbers are low with only 28 reported cases in Havering in 2024</p>
<i>*Expand box as required</i>		
<b>Evidence:</b> <ul style="list-style-type: none"> <li>- Anti-Social Behaviour Community Multi-Agency Risk Assessment Conference (ASBMARAC), Cohesion Strategy.</li> <li>Safer Neighbourhoods Dashboard – London Datastore</li> </ul>		
<i>*Expand box as required</i>		
<b>Sources used:</b> <ul style="list-style-type: none"> <li>- An overview of Hate Crime in England and Wales (Home Office, ONS and Ministry of Justice)</li> <li>- Havering Community Safety Partnership Strategic Assessment</li> </ul>		
<i>*Expand box as required</i>		

Protected Characteristic - Sex/gender: Consider both men and women		
Please tick (✓) the relevant box:		<b>Overall impact:</b> <ul style="list-style-type: none"> <li>• Males and females experience similar proportions of crime overall, however, there are notable differences by type of crime.</li> <li>• Gender based violence (significant proportions of domestic abuse) and sexual violence disproportionately affect women (predominantly within the broad age range 16-59). Domestic abuse services for women include refuge provision, support group and Independent domestic violence advocates.</li> <li>• Stranger and alcohol-related violence occurring within public spaces (night time economy) and serious group/gang violence disproportionately affects men (predominantly under the age of 24). Night Marshalls have been introduced to act as additional visible guardians in Romford Town centre to deter violent crime.</li> <li>• Males account for over 80% of all offenders, therefore services</li> </ul>
<b>Positive</b>	✓	
<b>Neutral</b>		
<b>Negative</b>		



		<p>to address and support offenders should bear this in mind.</p> <ul style="list-style-type: none"> <li>• A dedicated men's service for male victims of domestic abuse has been introduced as it was identified that men were not accessing the traditional support services which were seen as women only.</li> </ul>
<i>*Expand box as required</i>		

#### Evidence:

- Violence against Women & Girls Strategy, Strategic Group and Multi-Agency Risk Assessment Conference – established to identify, support and protect people at-risk of domestic abuse, sexual violence, FGM, honour based violence and forced marriage, sexual exploitation and prostitution.
- Equality Impact Assessment for Violence Against Women & Girls Strategy and Commissioned Services
- Commissioned services for victims of domestic abuse
- Commissioned services to address violence within the night time economy (Street Triage), and Safe and Sound Night Time Economy group
- Reducing Reoffending Strategy, Equality Impact Assessment and Action Plan
- Violence reduction action plan and commissioned services

*\*Expand box as required*

#### Sources used:

- Havering Community Safety Partnership Strategic Assessment
- Metropolitan Police Crime Recording Information System (CRIS)
- Violence against women and girls strategic problem profile

*\*Expand box as required*

#### Protected Characteristic - Ethnicity/race: Consider the impact on different ethnic groups and nationalities

Please tick (✓) the relevant box:

Positive	
Neutral	✓
Negative	

#### Overall impact:

- BME groups are disproportionately represented as victims of crime generally, and in particular crime motivated by racial and religious prejudice, and targeting of Asian households for Asian gold.
- There is no specific service which serves to protect BME groups in Havering, however, there is a BME forum which is represented at the Safer Neighbourhood Board.
- A growing BME community in Havering, particularly within the



		<p>Black African group, may require in the future specialist services should it be mirrored by disproportionate growth in incidence and prevalence of crime.</p> <ul style="list-style-type: none"> <li>Met Police Hate crime data is available with a Racist and Religious flag via the Safer Neighborhood Dashboard reported with only 461 reported cases in Havering in 2024</li> </ul>
<i>*Expand box as required</i>		
<p><b>Evidence:</b></p> <ul style="list-style-type: none"> <li>- Anti-Social Behaviour Panel and Community Multi-Agency Risk Assessment Conference</li> <li>- Cohesion Strategy for Havering</li> </ul>		
<i>*Expand box as required</i>		
<p><b>Sources used:</b></p> <ul style="list-style-type: none"> <li>- Havering Community Safety Partnership Strategic Assessment</li> <li>- Metropolitan Police Crime Recording Information System (CRIS)</li> <li>- Violence against women and girls strategic problem profile</li> <li>- Safer Neighbourhoods Dashboard – London Datastore</li> </ul>		
<i>*Expand box as required</i>		

Protected Characteristic - Religion/faith: Consider people from different religions or beliefs including those with no religion or belief		
Please tick (✓) the relevant box:		<p><b>Overall impact:</b></p> <ul style="list-style-type: none"> <li>Information that could be useful for strategic analysis and service provision is currently underdeveloped and underreported in Havering. Qualitative research identifies that individuals with particular religious beliefs are more likely to be victims of hate incidents and hate crime.</li> <li>The changing dimension of faith which may result from a growing BME community in Havering may require in the future specialist services should it be mirrored by a growth in the volume and prevalence of hate crime. There are clear gaps in data and reporting that need to be addressed and the partnership will be taking steps to engage with people from all religious groups and those with no religious belief to address those gaps.</li> <li>Met Police Hate crime data is available with 461 reported cases in Havering in 20214 with a Racist and Religious flag and 54</li> </ul>
Positive		
Neutral	✓	
Negative		

		with a Faith flag .
<i>*Expand box as required</i>		
<b>Evidence:</b>  Community Multi-Agency Risk Assessment Conference (CMARAC), - Cohesion Strategy in development for Havering		
<i>*Expand box as required</i>		
<b>Sources used:</b>  - An overview of Hate Crime in England and Wales (Home Office, ONS and Ministry of Justice) - Havering Community Safety Partnership Strategic Assessment - Safer Neighbourhoods Dashboard – London Datastore		
<i>*Expand box as required</i>		

<b>Protected Characteristic - Sexual orientation:</b> Consider people who are heterosexual, lesbian, gay or bisexual		
<i>Please tick (✓) the relevant box:</i>		<b>Overall impact:</b> <ul style="list-style-type: none"> <li>Information that could be useful for strategic analysis and service provision is currently underdeveloped in Havering. Nationally LGBT groups are much less likely to report hate incidents or hate crimes. Qualitative research found that this protected characteristic was more likely to be targeted as victims of hate crime, violence and domestic abuse.</li> <li>Whilst underreporting is significant and volume of reported cases are low, there are specialist services available to LGBT residents of Havering, including a liaison police officer and same-sex domestic abuse services.</li> <li><i>Met Police Hate crime data is available with a Homophobic flag however reported numbers are low with 55 reported cases in Havering in 2024</i></li> </ul>
<b>Positive</b>		
<b>Neutral</b>	✓	
<b>Negative</b>		
		<i>*Expand box as required</i>
<b>Evidence:</b>  - Community Multi-Agency Risk Assessment Conference (CMARAC). - Cohesion Strategy for Havering - LGBT Police Officer within Havering - LGBT support services available for victims of domestic abuse in same-sex relationships		

*\*Expand box as required*

**Sources used:**

- An overview of Hate Crime in England and Wales (Home Office, ONS and Ministry of Justice)
- Havering Community Safety Partnership Strategic Assessment
- Safer Neighbourhoods Dashboard – London Datastore

*\*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:

**Positive**

**Neutral**

**Negative**

✓

**Overall impact:**

- Information that could be useful for strategic analysis and service provision is currently underdeveloped in Havering. Nationally this protected characteristic is less likely to report victimisation, including hate incidents or hate crimes.
- Met Police Hate crime data is available with a transgender flag however reported numbers are low with 7 reported cases in Havering in 2024.

*\*Expand box as required*

**Evidence:**

- Community Multi-Agency Risk Assessment Conference (CMARAC),
- Cohesion Strategy for Havering

*\*Expand box as required*

**Sources used:**

- An overview of Hate Crime in England and Wales (Home Office, ONS and Ministry of Justice)
- Havering Community Safety Partnership Strategic Assessment
- Safer Neighbourhoods Dashboard – London Datastore

*\*Expand box as required*

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

Please tick (✓) the relevant box:		<b>Overall impact:</b> Services provided by Havering Community Safety Partnership are inclusive to all marital status'. In terms of community safety partnership issues, married/civil partners (or separated) are most notably overrepresented within domestic abuse crimes, given their nature. Domestic abuse services are available to everyone regardless of marital status.  <i>*Expand box as required</i>
Positive		
Neutral	✓	
Negative		

**Evidence:**

- Violence against Women & Girls Strategy, Strategic Group and Multi-Agency Risk Assessment Conference – established to identify, support and protect people at-risk of domestic abuse, sexual violence, FGM, honour based violence and forced marriage, sexual exploitation and prostitution.
- Equality Impact Assessment for Violence Against Women & Girls Strategy and Commissioned Services

*\*Expand box as required*

**Sources used:**

- Havering Community Safety Partnership Strategic Assessment
- Violence against women and girls strategic problem profile

*\*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:		<b>Overall impact:</b> This protected characteristic has been identified as at higher risk of domestic abuse. Previous research has identified that as much as 30% of domestic abuse begins during pregnancy, therefore, requiring capacity within maternity and pre-natal services to identify risks and refer appropriately to relevant support services.  <i>*Expand box as required</i>
Positive	✓	
Neutral		
Negative		

**Evidence:**

- Violence against Women & Girls Strategy, Strategic Group and Multi-Agency Risk Assessment Conference – established to identify, support and protect people at-risk of domestic abuse, sexual violence, FGM, honour based violence and forced marriage, sexual exploitation and prostitution.
- Equality Impact Assessment for Violence Against Women & Girls Strategy and Commissioned Services
- Domestic Abuse Policy for BHRUT and Havering CCG
- Independent Domestic Abuse Advisor within Queens hospital
- Domestic Abuse training and DV Champions within pre-post natal staff, health visitors etc

*\*Expand box as required*

**Sources used:**

- Havering Community Safety Partnership Strategic Assessment
- Metropolitan Police Crime Recording Information System (CRIS)
- Violence against women and girls strategic problem profile

*\*Expand box as required*

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

*Please tick (✓) the relevant box:*

**Positive**

**Neutral**

**Negative**

**Overall impact:**

*Some categories of crime may be disproportionately impact on people of different socio-economic status. For example:*

- *Households with higher disposable income and means to purchase desirable items targeted by offenders, are more likely to become victims of household burglary – they may subsequently improve their home security. Households in lower income thresholds are less likely to afford more sophisticated home security measures to protect themselves.*
- *Whilst all people can be affected by domestic abuse, reporting rates are disproportionately higher for low income thresholds, as are disclosure rates from victimisation surveys (Crime Survey for England and Wales).*
- *Robbery victims are more likely to be from middle and higher income backgrounds, whereas robbery offenders are disproportionately from lower income backgrounds, specifically targeting those they perceived to be better off.*
- *Rates of violence generally disproportionately impact on those residing in the most multiply deprived areas.*

*The rate of reported and recorded crime affecting those from low income households may be heightened due to the inability to protect themselves (i.e. do not have finances available for appropriate*

		<p><i>insurance; investing in security; covering the loss of stolen items and repairs; and the subsequent burden this may place on already stretched incomes.</i></p>
<i>*Expand box as required</i>		
<p><b>Evidence:</b>  Services provided by Havering Community Safety Partnership are inclusive to all socio-economic groups.</p>		
<i>*Expand box as required</i>		
<p><b>Sources used:</b>  Crime Survey for England and Wales  - Youth Justice Board: Young People and Street Crime  - Strategic Assessment  -</p>		

<p><b>Health &amp; Wellbeing Impact:</b> 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.</p>		
<p>Please tick (✓) all the relevant boxes that apply:</p>		<p><b>Overall impact:</b></p>
Positive	✓	<p><i>Being a victim of crime can be detrimental to both physical and mental health</i></p>
Neutral		<p><i>By reducing crime and disorder in Havering we will seek to reduce the impact on people's physical and mental health.</i></p>
Negative		<p><i>Health partners are members both of the overarching HCSP Board but also the strategic groups and associated risk panels to ensure that health and wellbeing is considered in the development of strategies, policies and associated commissioned services.</i></p> <p><i>Risk panels are in place for domestic abuse, Anti-social behaviour and serious group violence and include risk assessment tool for identifying those at high risk.</i></p> <p><i>Consideration is given to the health needs of both identified victims and perpetrators to ensure that appropriate safeguarding procedures and referral pathways are in place</i></p> <p style="text-align: right;"><i>*Expand box as required</i></p> <p><b>Do you consider that a more in-depth HIA is required as a result of this brief assessment?</b> Please tick (✓) the relevant box</p> <p style="text-align: right;"><b>No</b> ✓</p>

**Evidence:**

- Minutes of HCSP , associated strategic groups and risk panels
- Terms of reference and referral pathways for DVMARAC, Community MARAC and SGV panel
- Terms of reference for Integrated offender Management panel

*\*Expand box as required*

**Sources used:**

- Havering Data Intelligence Hub
- London Datastore
- Office for National Statistics (ONS)

*\*Expand box as required*

### 3. Health & Wellbeing Screening Tool

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

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

Lifestyle	YES	NO	Personal circumstances	YES	NO	Access to services/facilities/amenities	YES	NO
Diet Exercise and physical activity Smoking Exposure to passive smoking Alcohol intake Dependency on prescription drugs Illicit drug and substance use Risky Sexual behaviour Other health-related behaviours, such as tooth-brushing, bathing, and wound care		✓	Structure and cohesion of family unit Parenting Childhood development Life skills ✓ Personal safety Employment status Working conditions Level of income, including benefits Level of disposable income Housing tenure Housing conditions Educational attainment Skills levels including literacy and numeracy			to Employment opportunities to Workplaces to Housing to Shops (to supply basic needs) to Community facilities to Public transport to Education to Training and skills development to Healthcare to Social services to Childcare to Respite care to Leisure and recreation services and facilities		✓
Social Factors	YES	NO	Economic Factors	YES	NO	Environmental Factors	YES	NO
Social contact Social support Neighbourliness Participation in the community Membership of community groups ✓ Reputation of community/area Participation in public affairs ✓ Level of crime and disorder ✓ Fear of crime and disorder ✓ Level of antisocial behaviour ✓ Fear of antisocial behaviour Discrimination Fear of discrimination ✓ Public safety measures Road safety measures			Creation of wealth Distribution of wealth Retention of wealth in local area/economy Distribution of income Business activity Job creation Availability of employment opportunities Quality of employment opportunities Availability of education opportunities Quality of education opportunities Availability of training and skills development opportunities Quality of training and skills development opportunities Technological development Amount of traffic congestion			Air quality Water quality Soil quality/Level of contamination/Odour Noise levels Vibration Hazards Land use Natural habitats Biodiversity Landscape, including green and open spaces Townscape, including civic areas and public realm Use/consumption of natural resources Energy use: CO2/other greenhouse gas emissions Solid waste management Public transport infrastructure		





# 4.Outcome of Assessment

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

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

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

## 5.Action Plan – to be reviewed

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

Protected characteristic	Identified negative impact	Action taken to mitigate impact*	Outcomes and monitoring**	Timescale	Lead officer
Disability	Information that would be useful for strategic analysis and service provision remains underdeveloped in respect of disability.  Qualitative research shows that those with disabilities are more likely to be targeted for hate crime, financial and sexual abuse and exploitation (i.e. labour).	Identify and engage with disability groups within Havering. Gauge collective experiences of victimisation, access to services and satisfaction with services. Gauge opinions and insight that can be used to improve access and services for this protected group.	Increased reporting of victimisation. Improved access to available services.	March 2027	Community Safety Manager
Religion / Faith	Information that could be useful for strategic analysis and service provision is currently underdeveloped and underreported in Havering. Qualitative research identifies that	Identify and engage with faith groups within Havering. Gauge collective experiences of victimisation, access to services and satisfaction with services.	Increased reporting of victimisation. Improved access to available services.	March 2027	Community Safety Manager

	<p>individuals with particular religious beliefs are more likely to be victims of hate incidents and hate crime.</p> <p>The changing dimension of faith which may result from a growing BME community in Havering may require in the future specialist services should it be mirrored by a growth in the volume and prevalence of hate crime. There are clear gaps in data and reporting that need to be addressed and the partnership will be taking steps to engage with people from all religious groups and those with no religious belief to address those gaps.</p>	Gauge opinions and insight that can be used to improve access and services for this protected group.			
Gender Reassignment	Information that could be useful for strategic analysis and service provision is currently underdeveloped in Havering. Nationally this protected characteristic is less likely to report victimisation, including hate incidents or hate crimes.	Identify and engage with any gender reassignment groups within Havering. Gauge collective experiences of victimisation, access to services and satisfaction with services. Gauge opinions and insight that can be used to improve access and	Increased reporting of victimisation. Improved access to available services.	March 2027	Community Safety Manager

		services for this protected group.			
All protected characteristics	This EIA is an overview level assessment for the HCSP Partnership Plan. Specific areas of work and funding of commissioned projects will require bespoke EIA's to be completed.	Violence Against Women & Girls and Domestic Abuse services to have overarching EIA. Serious Group Violence Strategy and commissioned services / risk panels to have overarching EIA. Reducing Reoffending Board and associated operational groups to have overarching EIA. MOPAC funded projects to have EIAs.	Equality needs are identified and addressed for each respective specialist area.	December 2027	Community Safety officer IDVAs ASB officers

**Add further rows as necessary**

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

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

## 6.Review

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

**Review:**

The EqHIA will be reviewed annually as part of the statutory annual strategic assessment of crime and disorder

**Scheduled date of review:**

**Lead Officer conducting the review:** Community Safety and Intelligence Manager

*\*Expand box as required*

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



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Theme	Action No	Actions	Named CSP Lead	Lead organisation	Start date	End date	Supporting organisation(s)	Progress	Previous Comments	Latest Update	Update for January Meeting	RAG status
<b>7. POSITIVE DIVERSION FROM VIOLENCE</b> Recognising that children and young people should be offered interventions which help them move away from criminality	1	Those in the CJS committing violent crime offences (both pre-court diversion where appropriate, and post conviction) to be provided with bespoke community sentence interventions, including access to behavioural change programmes relevant to their offending.	Lydia Bennett	LBH	Continuous		MPS; Probation	Implementation /delivery	In 2023- 2024, we have delivered the Turnaround Programme to meet our target of 29 children. For 2024- 2025, we are currently working to achieve our Turnaround target and have a waiting list. All families on the waiting list are receiving weekly telephone calls from a manager or a qualified social worker to ensure risk is monitored and signposting to appropriate services (including mentoring services) are being completed to prevent delay in the family receiving the support required to achieve positive outcomes.	updated figures required		G
	2	Support the effective operation of IOM, in line with the London IOM framework - to focus partner agencies on persistent, violent offenders who pose at least a medium risk of violent reoffending, including domestic abuse offences, as the core/fixed IOM cohort - through co-ordination of resources to proactively manage local priority offenders with partners, and make effective use of referrals into pan-London IOM violence reduction services	Steven Calder	NPS	Continuous		HCSP Members	Implementation /delivery	Havering has adopted the Pan London IOM Framework. As a result those with higher levels of violence will be accepted onto the IOM. The Oasis Violence Prediction scorings will also form part of the central filtering process for referral generation into IOM. Partner agencies are going to be able to share information through a single online system, Ecins. This will allow for better collaboration for working with medium to high level offenders who are out in the community. Further work is taking place to incorporate centralised IOM Programmes such as Together UK and electronic monitoring into the standardised way of iom working.	update IOM figures	At the end fo Dec 24 (Q3), we have a total of 60 cohorts on Havering IOM. 19 are RAG Blue (in custody), 27 are RAG Red, 10 are RAG Amber, and 2 are RAG Green. 5 are female (12%), and the rest are male.	G
	3	Probation Service bespoke license conditions for violent offenders should include opportunities for training, employment, education and housing and to complete interventions specifically related to reducing the risk of violence, coercive and controlling behaviour, weapon offending and improved personal well-being.	Steven Calder	NPS	Continuous		HCSP Members	Implementation /delivery	Probation has implemented the EPF2 tool which assist practitioners in identifying appropriate licence conditions.  Conditions to reduce violence can vary and may include exclusion zones, GPS tags or attendance at an appropriate intervention. Probation has commissioned a range of providers to provide services including wellbeing. Probation has co-commissioned an extension to Havering mentoring service to include 18-25 year olds	numbers of early release for Havering have been extremely low. The introduction of reset cases initially casued significant increase in work for officers, however has since allowed an allevation of case workload for front line probation officers. We are however, unaware of public perception of early release, nor would we imagine victims of crime would be overly pleased with these changes		G
	4	New: Children arrested for violence, robbery, weapons, or drug offences, are referred to support services on being bailed or NFA'd, in an attempt to prevent involvement in violence.	Lydia Bennett	LBH	Continuous		HCSP Members	Implementation /delivery	In 2023- 2024, we have delivered the Turnaround Programme to meet our target of 29 children. For 2024- 2025, we are currently working to achieve our Turnaround target and have a waiting list. All families on the waiting list are receiving weekly telephone calls from a manager or a qualified social worker to ensure risk is monitored and signposting to appropriate services (including mentoring services) are being completed to prevent delay in the family receiving the support required to achieve postive outcomes.	need updated figures	We are continuing to work with children on the Turnaround project. We just need to start intervention with 3 more children by the end of March to meet our 24/25 target. We have 6 children on the waitlist who have given consent and are engaging with weekly calls with a manager.  All of our children are given a SLT and CAMHS screening, in addition to this we can evidence that 43% of our children have been referred onto other services  Wize up have worked with 66 of our individuals this financial year, 15 of which were referrals from statutory work in the YJS and 10 from non statutory intervention.	A
Page 77		HAVERING ACTION: Review the Adolescent Safeguarding Offer in Havering	Tara Geere	LBH	01/02/24	31/01/25	HCSP Members	Planning	Recommended action from the Serious Violence Strategy for first year of delivery.	update if this is possible this year, or needs to be deferred?		G

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Theme	Action No and Theme	Actions	Outcomes	Organisation Responsible	Timescales	RAG Rate	Comments
Preventing and Reducing VAWG  Page 79	1 - Education and Awareness	<b>a) Safe and Together</b> - continue the role out of the safe and together training to ensure all social workers are equipped to achieve best possible outcomes for survivors and their children whilst focusing on the perpetrators behaviour.	These actions will collectively aim to create a safer, more informed, and supportive environment for all individuals affected by VAWG.	LBH Social Care - Childrens / Adults Restart	Business As Usual March 2029		23/07/2025 - The MOU and DSA for 2025/2026 has been signed off and our Havering Social Care Academy will be shortly making contact with the training provider to compile a rolling training programme for the rest of the year.  12/10/2025 - Another core training block has been booked for Nov 2025.
		<b>b) Domestic Homicide Review</b> - ensure the action plan and learning from DHR's are embedded to improve existing practice and response to victims/survivors.		Community Safety Team Havering Community Safety Partnership	Business As Usual March 2029		12/10/2025 - 1 DHR has been published, the action plan is live and working towards completion. The other is current with the home office for review.
		<b>c) Young Person's Healthy Relationship</b> - Help young people to identify the warning signs of VAWG within their own home, their own developing relationships and within the community.		LBH Education Community Safety Team Neighbourhood Police Officers	Business As Usual March 2029		12/10/2025 - Community safety have a number of planned events during the 16 days of action and the local colleges to help raised awareness. The Junior citizens agenda was revised this year to reflect VAWG in the learning for the year 6 children in attendance.

<p><b>d) In-House Training</b> - bespoke training tailored to services, in order to upskill front line officers on how to manage VAWG cases, support victims/survivors and their families. E.g. training programme for all CYPs social workers.</p>	<p>LBH Social Care - Childrens / Adults Safeguarding Partnerships Board MET Police Havering Community Safety Partnership MARAC SPOCs</p>	<p>Business As Usual March 2029</p>		<p>12/10/2025 - The community safety team deliver 2 DA Awareness training sessions and 2 DASH RIC sessions a year. 20/05/2025 - 13 delegates attended DA awareness and on 12/06/2025 - 16 delegates attended DASH RIC training. New sessions are planned for Dec and Jan.</p> <p>Other training provide by external partners include, FGM, Harmful practices, working with perpetrators and safe and together.</p>
				<p>12/10/2025 - This has yet to be planned as a specific training piece, but the Community Safety team are delivering bespoke bystander sessions at different events. In Dec 2025 we will be back at Havering 6th Form delivering on the bystander intervention.</p> <p>However Bystander training is freely accessible online for people to self read and learn should they want to.</p>
				<p>12/10/2025 - There is currently a vast training offer, however, this is due to review and community safety will be working with</p>
<p><b>e) Bystander Training</b> - increase to number of bystanders across the partnership and also the number of bystanders in the community, by including bystander training with workshops/engagements across the borough.</p>	<p>Community Safety Team Safeguarding Partnerships Board</p>	<p>Business As Usual March 2029</p>		
<p><b>f) HCSP training offer</b> - HCSP commit to the delivery of a robust and varied VAWG training packaging.</p>	<p>Community Safety Team Safeguarding</p>	<p>Business As Usual March 2029</p>		

2 - Policy and Framework				Partnerships Board			partners in the coming weeks to review the current offer and see where improvements can be made.
	a) <b>DAPO (Domestic Abuse Protection Notices/Orders)</b> - ensure that the partnership are equipped to support the delivery of the DAPO when rolled out across London. This will include education and applications being made by front line officers.			MET Police Community Safety Team	TBC		Pilot commences in 5 LAs across the UK October 2024
	b) <b>SPO (Stalking Protection Order)</b> - ensure partners are able to identify patterns of stalking behaviour to ensure that more opportunities are explored to obtain SPO's.	These actions aim to enhance the protection and support for victims of domestic abuse and stalking, improve public and professional awareness, and ensure the safety and well-being of staff members.		MET Police Community Safety Team	Business As Usual March 2029		12/10/2025 - Community Safety are working on a staff policy regarding Stalking. SPO opportunities are explored at MARAC when Stalking is a risk for the victim. Suitability and referrals are made according to what evidence there is for the matter to be successful in court.
	c) <b>Claire's Law/Sarah's Law</b> - awareness raising of both law's so that members of the public understand their rights to ask for disclosure. Ensuring professionals are utilising the 'right to know' pathway of Clare's law to support the risk management of victims/survivors.			MET Police Community Safety Team	Business As Usual March 2029		12/10/2025 - Clare's Law remains a part of the training on DA awareness. The team has also delivered bespoke sessions on Clare's Law e.g. Havering Sixth form college. When case consultations are made, professionals are encouraged to apply for Clare's Law rather than signposting the victim. EA BCU have the high rate to RTK applications across the Met.

		<b>d) Stalking Policy</b> - the introduction of a new stalking guidance/policy in order to protect Havering staff members from the impact of stalking. This will include the review of existing policies such as the Employee Assault policy, to cover the psychological impact of staff.		Community Safety Team LBH HR Action for Stalking Havering Community Safety Partnership	Apr-25		12/10/2025 - There has been some delay due the arranged consultant pulling out of this piece of work. Community Safety are still committed on delivering this piece of work. A meeting with HR yesterday confirmed continued support for the team to draft a Stalking guidance for managers and staff.
	<b>3 - Support and Resources</b>	<b>a) Safe Accommodation</b> - ensure that the LA continue to provide refuge accommodation and other forms of safe accommodation to ensure victims with priority need are offered safe accommodation.	These actions aim to ensure the safety and support of victims through continued safe accommodation and targeted, female-cantered programs that address VAWG	LBH Housing Havering Womens Aid Community Safety Team	Sep-27		Contract for HWA provision ends Sept 2027 - with a 2 year extension clause Sept 2029
		<b>b) My Ends Programme</b> - project providers e.g. youth unity, look to deliver female centred programmes that incorporate education, support and risk management of VAWG.		Community Safety Team My Endz Partnership	Mar-26		Launch of Third Space Youth - WAVE programme. This was introduced in response to feedback from young girls who requested a dedicated, safe environment. It caters to girls aged 13–17, providing a space where they can feel secure and supported as part of the My Ends Partnership and raises awareness of healthy relationships, sexual health and builds resilience through creative means.
	<b>4 - Community Engagement</b>	<b>a) Partnership</b> - maintain and develop the VAWG specific partnerships to ensure all services	These actions aim to foster stronger partnerships, raise community	Havering Community Safety Partnership	Business As Usual March 2029		12/10/2025 - there are some partners that regularly attend and engage. There are other partners that are not as forthcoming to

	support the community and VAWG engagement opportunities.	awareness, and enhance the capacity of teams to respond to domestic abuse, ultimately creating a safer and more supportive environment	VAWG Strategic Partnership Community Safety Team			meetings and events. VAWG chair to write to these partners and express the need to for consistent input.
	<b>b) Community Events and Communications</b> - the continuation of community events to raise VAWG awareness in public places, schools/colleges and night time economy. This is to include a weekly drop in in Heaton ward highlighted as a hot spot area for DA.		Community Safety Team LBH Communications Team LBH Education Services MET Police Havering Women's Aid LBH Children's services	Business As Usual March 2029		12/10/2025 - Community events are usually at least once a month. The Heaton drop in seems to have halted. Recent conversations with HWA have identified a lack of timely response and a request to change venue. The request of venue change is not suitable as it does not fall with the Heaton Ward. Early Help and HWA continue to find a resolution.
	<b>c) DA Champions Network</b> - to increase the number of champions across the partnership, to ensure teams are equipped with the correct knowledge to respond to domestic abuse and assess risk.		Community Safety Team Safeguarding Partnerships Board	Business As Usual March 2029		12/10/2025 - the network is slowly depleting and many existing champions are expiring. Training attendance in comparison to 2021-2023 have dropped significantly. During this time there was an average of 40 in attendance at each session. Now the average is 15. VAWG start leaders to identify teams and personnel and ensure they attend the next available training sessions to increase numbers again.
<b>5 - Safety Initiatives</b>	<b>a) Tent and Hub</b> - to utilise both recourses to ensure that there is a safe location to support	These actions aim to provide safe spaces,	MET Police Community Safety Team	Mar-25		12/10/2025 - The tent was utilised once a month for a period of 6 months. Sadly the funding was not



6 - Programs/Initiatives	victims/survivors of VAWG in the night time economy.	continuous support, and sustained early intervention for victims and survivors of VAWG, particularly in the night-time economy.				renewed and the initiative has come to an end.
	<b>b) Night time economy initiative</b> - continue to roll out of Ask Angela, WAVE training, night marshals and medics, in order to support victims/survivors of VAWG in the night time economy.		Romford BID Safe & Sound LBH Enforcement Team	Business As Usual March 2029		12/10/2025 - Business as usual. Next night time economy event is planned for 6/12/2025
	<b>c) Restart</b> - Explore funding opportunities to continue the Restart DA early intervention pilot when MOPAC funding comes to an end in March 2025.		LBH Childrens / Adults Services Restart	Mar-25		12/10/2025 - Restart was refunded for 1 year, but will need review for additional funding in the very near future. The risk of losing the programme reduces the perpetrator offer in Havering, the Training offer in Havering and loses the re-housing of perpetrators element of the project. All are vital to ensure we provide adequate perpetrators resource in line with the strategy and Domestic Abuse Act 2021.
	<b>a) My Ends</b> - Programme of engagement and activities for young people focusing on Sports based, Creative (music, arts) and Mentoring. Utilising local grassroots organisations to build on existing promising practice and develop hyperlocal interventions, which will be designed with and for young people who live in or	These actions aim to engage and support young people, raise awareness about VAWG, provide immediate assistance to those in need, and educate the community on	Community Safety Team My Endz Partnership	Mar-26		My Ends is continuing to deliver in Romford and in some Alternative provisions in Havering; there are 6 organisations currently delivering work including 1 organisation that is specified for young girls aged 13-17 to help with confidence and resilience building, raising awareness around healthy relationships and delivering contextual safeguarding measures.



access Romford Town Centre/ St. Edwards Ward on a daily basis.	healthy relationships				
<b>b) Safe Adventures Library Project</b> - the role out of the library project to include VAWG matters/books and introducing concepts of safe relationships to early years children		Community Safety Team LBH Public Health	Business As Usual March 2029		Not being delivered this year due to capacity
<b>c) Safe Havens</b> - Romford Town Centre provide support for individuals in need of help by providing a safe, comfortable environment where people can receive immediate help and get signposted to connect to other long-term, support services		Community Safety Team Enforcement Team Voluntary Sector	Business As Usual March 2029		Safe Havens is being delivered as part of a joint effort alongside Havering Council, MPS and Safer Neighbourhood Board. 4 businesses have registered in Harold Hill, unfortunately uptake is low in Romford however we will continue to raise awareness of the scheme along with Ask for Angela
<b>d) Junior Citizens</b> - explore opportunities for a healthy relationships slot at JC, to support VAWG education.		Community Safety Team Enforcement Team MET Police Public Health LBH Education Services	Business As Usual March 2029		12/10/2025 - the JC programme in 2025 was reviewed and it was felt that the Bystander intervention piece was better suited to the wider programme. The wider programme includes imagery online, other crime types. All of which can be linked into being a Bystander.

		e) <b>Project development</b> - ongoing projects regarding VAWG to help educate and raise awareness e.g. 16 days of action.		Community Safety Team VAWG Strategic Partnership MET Police Havering Community Safety Partnership	Business As Usual March 2029		12/10/2025 - This is an ongoing piece of work. This years 16 days of action theme is 'Men Challenging Men' about VAWG.
Page 86 Supporting all victims and survivors	1 - Support Services	a) <b>HWA</b> - explore funding the provision provided by HWA including, floating support, group support, counselling and MENDAS.	These actions aim to maintain and enhance support services for victims (including children), ensure adequate provision of IDVA support, secure funding for specialist services, and promote behaviour change in perpetrators to reduce repeat victimisation.	Havering Womens Aid Community Safety Team Havering Community Safety Partnership Safer Neighbourhood Board	Annually March 2029		12/10/2025 - The last contract meeting identified cuts in funding and service. These cuts do not affect the services covered by the LBH contract. However it does mean a reduction in the number of groups that can be held. The YPVA service and coffee mornings have come to a complete end.
		b) <b>IDVA</b> - strengthen/increase the IDVA provision within Havering, ensuring we are providing the correct amount of IDVA support for the number of cases coming into the LA.		Community Safety Team	Mar-25		12/10/2025 - We current have 1 F/T senior and 3 IDVA's. However the team has very recently been affected by sickness
		c) <b>Specialist IDVA's</b> - support and explore funding opportunities for specialist IDVA services in the LA, particularly the YPDA service that could potentially end in May 2025.		LBH Childrens Services LBH Housing LBH Adults Services Havering Womens Aid	May-25		12/10/2025 - There are currently no specialist IDVA's roles funded in the LA. Victims Support have access to specialist IDVA's but only support those victims that self refer or are referred by police officers.

2 - Community Engagement and Awareness				<p>Havering Community Safety Partnership</p>			
		<p><b>d) Perpetrator provision</b> - continue to provide perpetrator interventions to support the behaviour change of perpetrators to prevent repeat episodes of victimisation in current and new relationships.</p>		<p>Community Safety Team Cranstoun Drive</p>	Mar-25		<p>12/10/2025 - The MMP contract has been extended until March 2029. The Drive and Restart contract are both due to end March 2026.</p>
		<p><b>e) Provision for young victims</b> - explore funding opportunities for specific support for children/young people who are exposed/are victims of DA.</p>		<p>LBH Childrens Services</p>	Mar-26		<p>CYPS - to update</p>
		<p><b>a) Coffee Mornings</b> - HWA to provide coffee mornings across the borough for victims/survivors to engage in peer support.</p>	<p>These actions aim to provide supportive environments for victims/survivors and increase public awareness and education on VAWG</p>	<p>Havering Womens Aid</p>	Mar-25		<p>12/10/2025 - this is current not feasible due to funding cuts.</p>
		<p><b>b) VAWG events/stalls</b> - community safety team to work with partners and plan events across the LA to raise awareness of VAWG. Including opportunities to educate members of the public regarding VAWG. e.g. Bystander training at college events.</p>		<p>Community Safety Team MET Police LBH Enforcement Team LBH Communications Team</p>	<p>Business As Usual March 2029</p>		<p>12/10/2025 - these continue across the borough. The night being 22/10/2025 at the crime meeting, followed by stalls during the 16 days of action.</p>

3 - Housing and Safety	<b>a) Housing Processes</b> - Review of existing housing processes to improve outcomes for survivors of VAWG and ensure it limits change for families. E.g. When a family are in overcrowded TA, there DA need and overcrowding need are jointly managed.	These actions aim to improve housing processes and support for survivors, manage risks associated with perpetrators, ensure adequate housing provision, and enhance the overall response to VAWG within the housing sector.	LBH Housing	Mar-27		Alfreda - to update
	<b>b) Housing Perpetrators</b> - explore pathways to house perpetrators as a way to manage risk the victims, causing less disruption to victims and their families.		LBH Housing	Mar-27		12/10/2025 - Those accessing support via Restart can access alternative housing during the period of intervention. Then is scope to offer further housing if they are not returning to the relationship.
	<b>c) Refuge/Accommodation</b> - ensure the LA continues to provide adequate housing for victims of DA.		Community Safety Team Havering Womens Aid	Sep-27		12/10/2025 - Business as usual. All 23 bedrooms are full. We continue to be a full capacity, with one family out and one straight in.
	<b>d) DAHA</b> - ensure that the DAHA processes and accreditation is completed		LBH Housing	Mar-26		Alfreda - to update
	<b>e) DA housing panel</b> - Strengthen the DA housing panel process ensuring clear governance structures and that there are measurable outcomes for victims, survivors and perpetrators presented at the meeting.		LBH Housing	Mar-25		Alfreda - to update
	<b>f) Housing department</b> - strengthen the response to VAWG within all departments, including		LBH Housing	Mar-26		Alfreda - to update

	training, risk management, a larger team to respond to DA.					
4 - Policy and Compliance	a) DV MARAC (Domestic Violence Multi-Agency Risk Assessment Conference) - ensure the MARAC functions to support the highest risk victims of DA and Harmful practices. Including a review of the protocol and modernisation of thresholds and the RIC.	These actions aim to enhance support for high-risk victims, ensure compliance with the Domestic Abuse Act, provide robust HR policies for staff, and streamline the DHR process for timely and effective responses.	Community Safety Team MARAC Steering Group VAWG Strategic Partnership	Business As Usual March 2029		12/10/2025 - Completed - Threshold review has been completed and the protocol review too. However, we are looking to re-review in the coming months, should the new pilot with referral forms be successful.
	b) DA Act Compliance - continue to support partners to embedded the Domestic Abuse Act 2021 within their own services areas, keeping partners up to date with changes and embedding of new practice, e.g. DAPO's.		Community Safety Team MARAC Steering Group VAWG Strategic Partnership	Business As Usual March 2029		12/10/2025 - DAPO has not reached EA BCU yet, the pilot is still very much underway in other LA's. However EA BCU are piloting a new enforcement model of DVPO's that will be rolled out across the Met if successful.
	c) HR policies - creation and review of policies in order to support members of staff that are identified as victims/survivors of VAWG or perpetrators of VAWG.		Community Safety Team LBH HR	Business As Usual March 2029		12/10/2025 - A meeting will be held on 20/10/2025 to restart this piece of work. This will include the DA Staff policy and new stalking guidance. Community Safety work a part of the working group for the dignity at work policy too.
	d) DHR guidance note - to create and implement a local DHR guidance note for partners, in order to respond to enquiries and complete DHR's as efficiently as possible and within home office timescales.		Community Safety Team	Mar-25		12/10/2025 - this has yet to be produced. However there is a new scoping template document that is easy to use and read. Community Safety team will work on producing a suitable info graphic to share to help understanding , in line with DHR statutory guidance.

5 - Improved response to identify the wider crimes of VAWG	a) <b>Training</b> - Ensure the Safeguarding Partnerships Board continues to offer training on these specific areas.	These actions aim to enhance training, raise awareness, ensure effective use of specialist services, and improve referral processes for those in need	Safeguarding Partnerships Board Havering Community Safety Partnership	Business As Usual March 2029		12/10/2025 - there is still a VAWG training offer, but this is due to for review in Oct 2025.
	b) <b>Communications</b> - VAWG communications continue to raise awareness of these particular forms of VAWG.		Community Safety Team MET Police Comms LBH Comms	Business As Usual March 2029		12/10/2025 - VAWG comms to sent out publically via social media and also Havering Living newsletter. Internally comms are presented in Via engage.
	c) <b>Specialist service</b> - Professionals utilise and refer to the specialist services provided by the London VAWG consortium.		Havering Community Safety Partnership VAWG Strategic Partnership	Business As Usual March 2029		12/10/2025 - the VAWG consortium is a bespoke offer, however for many services there are set criteria's, one being that they do not accept high risk cases.
	d) <b>Referral pathways</b> - Review and update, referral pathways for those involved in modern day slavery/prostitution with substance misuse needs.		Community Safety Team MARAC Steering Group VAWG Strategic Partnership	Annually March 2029		12/10/2025 - outstanding.
holding perpetrators to account	1 - Accountability Mechanisms	These actions aim to enhance the management of high-risk perpetrators, reduce re-offending, improve community	Community Safety Team MET Police	Mar-27		12/10/2025 - due to capacity community safety are not in a position to lead on this. However we welcome our Met colleagues to arrange a panel for us to attend on behalf of the LA.
	b) <b>MARAC (Multi-Agency Risk Assessment Conference)</b> - ensure there is a SPOC from perpetrator		Cranstoun Drive	Mar-25		12/10/2025 - Completed. Cranstoun are now present at every MARAC meeting. Drive only

services at MARAC to explore opportunities of behaviour change programmes.	safety, and ensure a coordinated response to local issues				attend when there are Drive cases to be discussed.
<b>c) Integrated Offender Management (IOM) Panel</b> - The panel aims to reduce crime and re-offending by coordinating a multi-agency approach to managing persistent and problematic offenders. The panel works to improve community safety and public confidence in the criminal justice system by addressing the root cause of criminal behaviour and ensuring offenders face appropriate consequences.		Community Safety Team Probation MET Police	Mar-25		21/10/2025 - The Havering IOM Panel takes place on a monthly basis and is co-chaired by the Probation Service and MET Police. The IOM Coordinator reviews the DV MARAC casesheet on a weekly basis, and notifies the DV MARAC Coordinator if an individual being discussed at DV MARAC is known to IOM. Those on the IOM cohort have access to coordinated, multi-agency support, as well as co-commissioned support services (3SC and Together) that they would be unable to access if they were not on the IOM cohort. IOM enables greater multi-agency supervision and risk management of persistent, violent offenders, enabling swift enforcement action to be taken when needed to keep the public and victims safe.
<b>d) Joint Enforcement Tasking Meeting</b> - aims to coordinate efforts between various enforcement agencies to address local issues such as crime, anti-social behaviour, and environmental concerns. The collaborative approach ensures a		Community Safety Team Enforcement Team	Business As Usual March 2029		12/10/2025 - Business as usual. Fortnightly meeting held. There have been a number of cases where VAWG offenders have been identified and recourse has been provided to apprehend them with an Achilles heal approach.

	more efficient and effective response to community problems, leveraging the strengths and resources of each agency.					
2 - Programmes and Interventions	a) <b>Cranstoun/Drive/Restart Programmes</b> - to ensure that projects supporting perpetrators remain in the borough and explore funding opportunities.	These actions aim to maintain and enhance support for perpetrators, provide comprehensive substance misuse services, and ensure social workers are well-trained to address domestic abuse effectively	Cranstoun Drive Restart Community Safety Team	Mar-25		12/10/2025 - MMP contract has been renewed until March 2029. Restart and Drive funding comes to an end March 2026. It is unclear what the position of the funding is from MOPAC and whether the LA will be responsible for any funding.
	b) <b>Change Lives Grow Programme/Mental Health</b> - ongoing commitment to commission suitable substance misuse provision to support victims and perpetrators.		Havering Public Health NELFT Change Lives Grow	Business As Usual March 2029		12/10/2025 - CGL attend MARAC weekly as well as refer victims/perps to suitable services when appropriate.
	c) <b>Safe and Together</b> - continue to ensure that all SW's receive core training on the model, as this focuses on holding perpetrators to account.		LBH Social Care - Childrens / Adults Restart	Mar-25		12/10/2025 - Restart is only funded until March 2026. It is highly likely further funding will need to be sourced from CYPS for this to continue.
3 - Policy and Compliance	a) <b>Review of Council Policies</b> - review all policies that could support victims of VAWG and identify perpetrators of VAWG. This will include the creation of a stalking guidance document.	These actions aim to provide comprehensive policy support, improve collaboration and understanding of	Community Safety Team Havering HR	Business As Usual March 2029		12/10/2025 - A meeting will be held on 20/10/2025 to restart this piece of work. This will include the DA Staff policy and new stalking guidance. Community Safety work a part of the working group for the dignity at work policy too.



		<b>b) Understanding Probation Changes</b> - ensure there is an increased understanding of the new changes to probation so that partners can work together to support victims of VAWG as early as possible when prisoners are released early.	probation changes, ensure partners are informed about new protective orders, and enhance the identification and management of stalking cases	Probation Service	Mar-25		12/10/2025 - At our most recent MARAC steering group, Probation delivered some slides on the changes. They have agreed to produce a crib sheet to share to make these changes easy to understand. This can be shared with a wider audience.
		<b>c) DAPO Orders</b> - ensure that partners are aware of the new DAPO and how this will impact on perpetrator management whilst offering protection to victims.		Community Safety Team MARAC Steering Group VAWG Strategic Partnership MET Police	TBC		Pilot commences in 5 LAs across the UK October 2024
		<b>d) SPO</b> - ensure that victims of stalking are identified quickly and there is case oversight to explore the possibility of an SPO to help manage the risk of the perpetrator.		Community Safety Team MARAC Steering Group VAWG Strategic Partnership MET Police	Business As Usual March 2029		12/10/2025 - SPO's remain a key focus for EA BCU. They have a dedicated SPO SPOC leading on cases. MARAC is used to identify cases and action the request of SPO's where suitable.
	4 - Data and Technology Utilisation	<b>a) CRM</b> - Explore the need of a case management recording system to ensure a joint up approach across ASB, offender management, enforcement and VAWG.	These actions aim to improve case management, leverage technology for offender apprehension, and enhance surveillance to support the safety and	Safeguarding Partnerships Board Community Safety Team	Mar-26		12/10/2025 - there is currently a pilot for Ecins in place to see if the CRM is suitable.
		<b>b) Continue to utilise Tech (e.g., Op Alas, facial recognition technology, CCTV)</b> in order to support the apprehension of VAWG offenders.		MET Police Safe & Sound	Business As Usual March 2029		12/10/2025 - This is ongoing. Op Atlas is now a Met wide resource.

		c) Improved CCTV - new CCTV systems to help support and apprehend perpetrators of VAWG	protection of victims	CCTV	Business As Usual March 2029		12/10/2025 - completed. New CCTV operations room is complete.
<div> <div>Building Trust and Confidence</div> <div>Page 99</div> </div>	1 - Cultural Change and Awareness	a) Challenging Misogyny - a partnership agreement to challenging misogyny in the workplace and in the community. utilising recourses such as Bystander to increase education in this area.	These actions aim to challenge and reduce misogyny, enhance professional use of Clare's Law, and gather valuable community insights to improve VAWG initiatives.	Community Safety Team Havering Community Safety Partnership Safeguarding Partnerships Board MARAC Steering Group VAWG Strategic Partnership	Business As Usual March 2029		12/10/2025 - this years 16 days of action is to focus on this topic. You Thrive are presenting specifically on Misogyny. Community safety are also working with their My Endz partnership to raise awareness.
		B) Clare's Law - continue to educate professionals and encourage the use of the 'right to know' pathway as an additional way to share information about possible domestic abusers.		MET Police Community Safety Team	Business As Usual March 2029		12/10/2025 - Clare's Law remains a part of the training on DA awareness. The team has also delivered bespoke sessions on Clare's Law e.g. Havering Sixth form college. When case consultations are made, professionals are encouraged to apply for Clare's Law rather than signposting the victim. EA BCU have the high rate to RTK applications across the Met.
		c) Survey (to gather feedback and insights) - yearly VAWG survey to be shared among residents to monitor VAWG concerns and also look for positive reported changes.		Community Safety Team	Business As Usual March 2029		12/10/2025 - VAWG survey was completed as a part of the consultation process for the VAWG strategy.

	2 - Community Engagement and Support	a) <b>Coffee Mornings</b> - continue the role out of the VAWG coffee mornings across the borough, giving victim and survivors an opportunity to engage with others facing similar issues.	These actions aim to provide continuous support and engagement for victims and survivors, raise awareness, and maintain ongoing communication and visibility on VAWG issues	Havering Womens Aid Community Safety Team Safer Neighbourhood Board	Mar-25		12/10/2025 - funding cuts as bought this initiative to an end.
		b) <b>Walk &amp; Talk Programme</b> - continue to roll out of the programme, including some joint working opportunities to raise a partnership awareness of VAWG.		MET Police Community Safety Team	Business As Usual March 2029		12/10/2025 - business as usual. Walk Talk and Do's are held across the BCU in various locations. Some walks are in collaboration with LBH partners and voluntary organisations.
		c) <b>Communications and Engagement/Visibility Engagement</b> - ongoing communications through the year to offer advice and guidance on VAWG. completed through newsletters, social media, face 2 face interactions.		Community Safety Team LBH Comms MET Police	Business As Usual March 2029		12/10/2025 - Events occur once a month within the Community Safety Work plan. All are opportunities to raise awareness about VAWG. The next planned event is 22/10/2025, followed by 10/11/2025 and then the 16 days of action. The work plan will continue month by month.
	3 - Training	a) <b>Training Police Officers (Response and CSU)</b> - training to be offered to increase their knowledge of DA, how best to engage victims of DA and the MARAC process.	These actions aim to enhance the knowledge and skills of police officers, expand training opportunities, and increase public awareness and education on VAWG	MET Police Community Safety Team	Mar-26		12/10/2025 - Community safety team have produced the training package. As of yet, logistics and now met changes have put this on hold.
		b) <b>Training package</b> - HSPB continue to offer and roll out VAWG training, whilst exploring opportunities of other free VAWG		Safeguarding Partnerships Board Community Safety Team	Business As Usual March 2029		12/10/2025 - To date, bystander training does not form a part of the HCSB training package. This will be further explored at the training

	related training, including Bystander training.					review. However it is available free online for self-development.
	<b>c) VAWG engagement opportunities</b> - explore what VAWG engagement opportunities are suitable to use an educational opportunity to raise VAWG awareness with members of the public.		LBH Education Community Safety Team Neighbourhood Police Officers	Business As Usual March 2029		12/10/2025 - Events occur once a month within the Community Safety Work plan. All are opportunities to raise awareness about VAWG. The next planned event is 22/10/2025, followed by 10/11/2025 and then the 16 days of action. The work plan will continue month by month.
<b>4 - Data and Accountability Sharing</b>	<b>a) Audits and Best Practice</b> - Audits and best practice exercises to be conducted to help support safety planning, MARAC pathway and improved outcomes for victims of VAWG.	This action aims to enhance the effectiveness of safety planning and the MARAC process, ultimately improving support and protection for victims.	Safeguarding Partnerships Board Community Safety Team MARAC Steering Group	Business As Usual March 2029		12/10/2025 - A MARAC audit was conducted in July 2025, with a focus on filial violence. 10 cases were reviewed, 5 were Elder victims and 5 were where the victim or perp was under 18.
<b>5 - Policy and Governance</b>	<b>a) Improve Court Response/CPS/CJS (Criminal Justice System)</b> - explore to opportunities of training and education for the courts to support better outcomes for victims.	These actions aim to enhance the response of the Criminal Justice System to VAWG cases and ensure effective governance and coordination of VAWG initiatives	Havering Community Safety Partnership VAWG Strategic Partnership	Business As Usual March 2029		12/10/2025 - This have yet to be explored with Romford courts directly. However concerns have been referred to the DA commissioner, who has recently published a paper on the court response to DA. There have been some alarming findings. VAWG partnership should look to engage with local courts to build on

						relationships leading to improvements for Havering victims.
		<p><b>b) Governance</b> - the VAWG strategic partnership to oversee VAWG governance e.g. MARAC steering group, changes to policy etc.</p>		<p>Havering Community Safety Partnership VAWG Strategic Partnership MARAC Steering Group</p>	<p>Business As Usual March 2029</p>	<p>12/10/2025 - Business as usual.</p>

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## CABINET

**Subject Heading:**

Adoption of New CCTV Policy

**Cabinet Member:**

Councillor Barry Mugglestone, Cabinet Member for Environment

**ELT Lead:**

Helen Oakerbee – Director of Planning and Public Protection

**Report Author and contact details:**

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Chris.mcavoy@havering.gov.uk

**Policy context:**

Updated CCTV Policy

**Financial summary:**

No direct financial implications arise from this decision should the CCTV Policy be adopted.

**Is this a Key Decision?**

Yes - new Policy decision covering the whole borough

**When should this matter be reviewed?**

Subject to service requirements/legislative updates

**Reviewing OSC:**

People (Crime and Disorder sits within People for scrutiny purposes)

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

**People - Supporting our residents to stay safe and well – x**

Place - A great place to live, work and enjoy

Resources - Enabling a resident-focused and resilient Council

## **SUMMARY**

This report seeks the adoption of a new Closed-Circuit Television (CCTV) and Body Worn Video (BWV) Policy. This is to primarily improve compliance of the regulation and administration of the Council's CCTV function.

The policy also underpins how the Council meets its statutory obligations. These obligations fall under Section 17 of the Crime and Disorder Act 1998, which requires local authorities to consider crime and disorder reduction in all their functions, and under the Police, Crime, Sentencing and Courts Act 2022, which places a duty on councils and their partners to address serious violence (Serious Violence Duty-SVD) in the borough by using the technologies legally and ethically.

## **RECOMMENDATIONS**

For Cabinet to note the contents of and agree to the publication of the new CCTV Policy, appended to this report at Appendix x.

## **REPORT DETAIL**

1. A CCTV Policy is required because the use of surveillance technology by a local authority must be carefully governed to ensure it is lawful, proportionate, and effective in meeting statutory duties. Without a clear policy, there is a risk of misuse, lack of accountability, and challenges to public trust.
2. CCTV and BWV are vital tools, helping to deter offending, provide evidence for investigations, and reduce the fear of crime among residents. By deploying these technologies, the Council can support the police and other agencies in tackling issues such as knife crime, anti-social behaviour, and other forms of serious violence, while also ensuring transparency and accountability in its own enforcement activities.
3. The CCTV Policy demonstrates Havering's commitment to a proactive, partnership-based approach to crime reduction, combining prevention, detection, and reassurance to create safer communities across the borough.
4. Examples of offences included in the Serious Violence Duty (SVD) are:
  - Homicide (murder and manslaughter)
  - Knife-enabled crime (stabblings, possession of bladed articles)
  - Firearms offences (shootings, possession of guns)
  - Grievous Bodily Harm (GBH) and other serious assaults
  - Robbery where violence or threat of violence is used
  - Additional offences that may be included depending on local context:
  - Domestic abuse (particularly where it involves serious injury or risk to life)
  - Sexual violence (rape, sexual assault)



- Child criminal exploitation (e.g., county lines drug trafficking involving coercion and violence)
  - Violence against women and girls
5. It is useful to outline these offences as defined by the SVD, as CCTV can clearly be used to tackle these issues and has been doing successfully since its inception. CCTV has also been outlined in our wider strategies as a key tool in fighting crime.
  6. Robberies, drug related violence, ASB, Assaults and VAWG all occur within our Town Centres and CCTV is one of the most effective strategies in deterring or detecting these offences.
  7. The CCTV team proactively record approximately 20,000 actions each year showing the highly proactive and tangible use of CCTV in contributing to our various duties.
  8. The Havering Community Safety Partnership (HCSP) analyses crime on an ongoing and regular basis. This is examined monthly at the Precision Crime Fighting (PCF) group and quarterly performance reports made to the HCSP. This data is fed into the annual Strategic Needs Assessment and the HCSP then creates three-yearly Community Safety Plans on how to address those issues. These figures are also reported to the public via publicly accessing website and at annual Crime Summits.
  9. The Policy is primarily aimed to cover the use of all CCTV which is installed and monitored by the Enforcement and Community Safety Teams and also covers BWV for any officer that wears it for the functions outlined in the policy.
  10. The intention as part of a longer term strategy is to review all outlying standalone CCTV systems that are not part of the network monitored from the Council's CCTV Control Room and to bring them in under one umbrella to ensure consistent standards are applied and compliance is achieved to the Surveillance and Camera Commissioners guidelines.
  11. The Policy will be published in line with our own Data Protection Processing policy, the Surveillance Camera Commissioners Code of Practice and the Nolan Principles of transparency.

## **REASONS AND OPTIONS**

According to the Home Office Surveillance Camera Code of Practice (2013) which references the Human Rights Act 1998, having a CCTV Policy is a requirement for those operating a surveillance camera system or processing related data.

**Reasons for the decision:**

It is a requirement under the relevant legislation to operate a CCTV system under a CCTV Policy

**Other options considered:**

Not having a CCTV policy – this was rejected due to it being a requirement in the CCTV legislation mentioned above

<b>IMPLICATIONS AND RISKS</b>
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It is a risk not to operate a CCTV system in a compliant manner, and the CCTV Policy sets out how the requirements will be followed.

**Financial implications and risks:**

There are no direct financial implications associated with publishing the new CCTV Policy.

However, failure to adopt the policy could result in financial risks particularly in the event of a legal challenge.

**Legal implications and risks:**

It is best practice and a requirement to have a CCTV Policy as part of operating a Local Authority CCTV system.

Not adopting a policy could have legal implications through such challenge.

**Human Resources implications and risks:**

There are no HR implications concerning the implementation of this policy.

All relevant staff will be sighted on the relevant Policy once published

**Equalities implications and risks:**

An EQIA has been completed, this policy is noted to have a neutral effect across the borough with regards to equality impact.

It must be noted and explained that the main driving force behind the creation of a CCTV Policy is to ensure that the Council has due regard to the Human Rights Act 1998, the Crime and Disorder act 1998, the Surveillance Camera Code of Conduct and ultimately the Protection of Freedoms Act 2012 whose primary purposes are to safeguard everyone's rights to privacy, ensure the Council is doing all it can to reduce crime and disorder whilst ensuring the protection of data obtained and processed is paramount.

The main purpose of setting up a Surveillance Camera system is to prevent and detect crime, reduce the number of offences committed (and therefore victims) and to solve crime and reduce actual and perceived crime in an area.

It is therefore strongly felt that the implementation of a robust CCTV Policy will only enhance protection of all residents including those with vulnerable characteristics.

It is not envisaged that there are any negative impacts towards any group by implementing a sound CCTV policy.

It shows good governance and transparency to have a published Policy, especially one that impacts visitors to and residents of Havering.

## **EQIA**

[CCTV Policy EQIA 2025.docx](#)

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

The main purpose of setting up a Surveillance Camera system is to prevent and detect crime, reduce the number of offences committed (and therefore victims) and to solve crime and reduce actual and perceived crime in an area.

It has been evidenced that the CCTV team witness on average 20,000 incidents each year and have a close working relationship with Police and other partners in order to proactively and reactively address crime and ASB.

Residents have commented frequently via social media, public surveys, crime and community safety surveys, letters to Councillors and at other forums that they feel strongly that the installation of CCTV across Havering should be prioritised in order to reduce crime and the fear of crime.

Therefore, by ensuring that any Local Authority CCTV is operated correctly and with good governance, it will inspire confidence and trust and positively contribute towards health and wellbeing.

There are no direct health and wellbeing implications arising from the adoption of the proposed CCTV policy.

Adoption of the policy supports the consistent, transparent and appropriate use of CCTV in public places, and can support improved public confidence in use of these surveillance measures. Being a victim of crime or experiencing fear of crime can have both physical and psychological implications for health and wellbeing, which the use of CCTV as part of wider crime prevention and reduction methods, can help to address.

<b>ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS</b>
There are no Climate implications or risks from the implementation of the CCTV Policy

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<b>BACKGROUND PAPERS</b>
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# Havering Council CCTV Policy 2026



V1.0 - 01/03/2025

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### Section 1 Document Control

Date	Reason for Issue	Issued by
01/02/2025	Initial Issue	Chris McAvoy
01/03/2025	Minor Amendments	Chris McAvoy
30/05/2025	Signed off by all BPs	Chris McAvoy
24/09/2025	Addition of BWV	Mel Gadd
25/11/2025	Signed off by all BPs	Mel Gadd

## Part 1 Overview

### Section 2

Closed Circuit Television (CCTV) is a tool used by Havering Council to prevent and detect and reduce the fear of crime.

The Council uses Closed Circuit Television systems in many of its buildings, public spaces and car parks across the borough of Havering for public space surveillance.

For clarity, this Policy is to outline the operation of Havering Council's Public Space and Housing Estate (HRA) CCTV systems operating within the borough and details how CCTV will be used by the Council, employees, and contractors and accessed by law enforcement organisations.

This policy also sets out the framework for the use of Body Worn Video equipment by Havering staff, outlining the aims operational procedures, data handling, and individual rights associated with its use.

This policy applies to all Havering staff and authorised officers involved in the use, review, and management of BWV equipment and data. Non-compliance may result in disciplinary action.

The Council has a separate CCTV camera system for traffic enforcement. The use of CCTV cameras for traffic enforcement is regulated by the Code of Practice published by The London Councils Transport & Environment Committee and is out of scope of this Policy document.

Other standalone camera systems such as those in schools, libraries and other council buildings and depots also fall outside of the scope of this policy document.

Our CCTV Operations Policy reflects the 12 Guiding Principles listed in the **Surveillance Camera Code of Practice 2013**:

1. Use of a surveillance camera system must always be for a specified purpose which is in pursuit of a legitimate aim and necessary to meet an identified pressing need.
2. The use of a surveillance camera system must consider its effect on individuals and their privacy, with regular reviews to ensure its use remains justified.
3. There must be as much transparency in the use of a surveillance camera system as possible, including a published contact point for access to information and complaints.
4. There must be clear responsibility and accountability for all surveillance camera system activities including images and information collected, held and used.
5. Clear rules, policies and procedures must be in place before a surveillance camera system is used, and these must be communicated to all who need to comply with them.
6. No more images and information should be stored than that which is strictly required for the stated purpose of a surveillance camera system, and such images and information should be deleted once their purposes have been discharged.
7. Access to retained images and information should be restricted and there must be clearly defined rules on who can gain access and for what purpose such access is granted; the disclosure of images and information should only take place when it is necessary for such a purpose or for law enforcement purposes.
8. Surveillance camera system operators should consider any approved operational, technical and competency standards relevant to a system and its purpose and work to meet and maintain those standards.
9. Surveillance camera system images and information should be subject to appropriate security measures to safeguard against unauthorised access and use.

10. There should be effective review and audit mechanisms to ensure legal requirements, policies and standards are complied with in practice, and regular reports should be published.
11. When the use of a surveillance camera system is in pursuit of a legitimate aim, and there is a pressing need for its use, it should then be used in the most effective way to support public safety and law enforcement with the aim of processing images and information of evidential value.
12. Any information used to support a surveillance camera system which compares against a reference database for matching purposes should be accurate and kept up to date.

## **Part 2 CCTV**

### **Section 3 Council's CCTV Scheme Aim and Objectives**

The following are objectives of London Borough of Havering's CCTV scheme:

- Deterring crime and assist in the detection of criminal offences
- Deterring anti-social behaviour and assist in the detection of anti-social behaviour incidents
- Reducing the fear of crime and anti-social behaviour
- Improving the safety and security of residents, visitors and the business community who use the facilities covered by the CCTV scheme.
- Assisting the emergency services in the location of missing vulnerable persons.
- CCTV evidence for police investigations and prosecutions

The Council will not use its CCTV for:

- Monitoring the activities of anyone for reasons of age, gender, religion or race and who have not come to the attention of the operators of the system for one of the above reasons;
- Monitoring anyone lawfully going about their business, unless circumstances are such that give rise to concerns for that person's safety;
- Intrude into the privacy of any individual unless in pursuit of one of the above authorised uses; and/or
- For purposes of entertainment.

The CCTV systems will not be used for any other purpose than those set out in this document without prior consultation with and the authorisation of the Executive Director of the Place department

### **Section 4 Ownership and Management of the CCTV System**

The public space CCTV system is wholly owned by Havering Council.

The day-to-day management of the CCTV scheme is the responsibility of the service manager responsible for CCTV, supported by the CCTV Control Room team.

The Metropolitan Police South Area BCU Commander will be responsible for ensuring that all police officers and other Metropolitan Police Service employees involved in the CCTV scheme adhere to this Policy.

#### **4.1 Senior Responsible Officer (SRO)**

The Chief Executive of Havering has overall responsibility for ensuring that all CCTV systems owned by Havering Council are operated in accordance with all relevant guidance and

legislation and has been designated as the Senior Responsible Officer (SRO) as defined in guidance issued by the Surveillance Camera Commissioner.

#### **4.2 Single Point of Contact (SPOC)**

For the purposes of this policy only, Havering Council has designated the Head of Enforcement and Community Safety as the Single Point of Contact (SPOC), responsible for Public Realm and HRA CCTV.

For the purpose of parking and traffic enforcement, the Head of Community Safety shall delegate the SPOC to the Parking Enforcement Manager.

Other CCTV schemes across the council have their own local SPOCs. The SPOC's role for each system is for all operational matters relating to specific surveillance camera systems.

Each of the SPOCs will support the Chief Executive Officer (the SRO) regarding overall CCTV compliance.

The SPOCs should ensure that any staff across the Council operating surveillance cameras are properly trained, kept up to date on changes to legislation and are operating systems correctly.

### **Section 5 Administration and Management of the CCTV System**

#### **5.1 Contributors to the Policy**

This Policy has been prepared in consultation between the Council, Metropolitan Police Service and other partners. and complies with the Home Office Surveillance Camera Code of Practice, issued by the Home Office which is overseen by the Surveillance Camera Commissioner and in particular the 'Guiding Principles' set out within that code; and 'In the Picture: A Data Protection Code of Practice for Surveillance Cameras and Personal Information' issued by the Information Commissioner's Office.

#### **5.2 Future Revision and Consultation**

This Policy will be subject to regular review, which will at the very least be annual. This Policy is supported by a Standard Operating Procedure (SOP) Manual, which is a restricted document and is for the use of CCTV Staff only.

### **Section 6 CCTV Equipment**

#### **6.1 Cameras**

The public space CCTV scheme consists of 87 permanent networked colour CCTV cameras of various designs, some of which are static, and others have a pan, tilt and zoom (PTZ) facility. These cameras are predominantly in the Town Centres across Havering. The scheme was previously merged with the 260 Housing Estate cameras. (\*CCTV numbers are likely to expand in 2025-26 due to the CCTV refresh project and new housing development builds)

The images from these cameras are transmitted back to CCTV Control Room via hard wired or wireless systems.

The CCTV Control Room houses the command-and-control equipment for the cameras as well as the central digital video recorder.

CCTV Operators review a selection of the above cameras every shift.

A location map and list of the cameras will be made available on our CCTV web page.

## **6.2 Rapid Deployment (Mobile) Cameras and the JET group**

Havering Council currently has 8 rapid deployment cameras (RDC) that can be moved from time to time to priority locations in the borough. These cameras are not monitored continuously but they do record 24/7 and can be checked retrospectively by the Control Room staff. The deployment of these cameras is bid for by partners at the monthly Joint Enforcement Tasking (JET) meetings which are attended by council officers, emergency services and other partners with a responsibility for community safety. The typical deployment for these cameras is usually three months at a given location, but each camera is assessed on a case-by-case basis at the JET meetings with some cameras being deployed for longer if required. These cameras are generally deployed to deal with ASB and Enviro-crime hotspots.

Footage obtained from any of the council's CCTV cameras may be used to seize vehicles involved in serious environmental crime and/or prosecute the owners where appropriate or to issue Fixed Penalty Notices (FPNs) to offenders. These actions can be carried out under the Environmental Protection Act 1990 and Control of Pollution Act 1979 powers.

The council makes no distinction between networked and rapid deployment cameras, and all are operated in line with this Policy.

## **6.3 Dummy & Covert Cameras**

The council does not currently deploy dummy CCTV cameras.

## **6.4 Recording of Audio**

Cameras forming part of the Havering Council public space CCTV scheme do not have the facility to capture and record audio.

## **6.5 Signage**

The council has a consistent CCTV signage policy. All areas where CCTV is in use will have clear signs exhibited to comply with the Data Protection Act 2018; this is to advise people that they are in or are about to enter an area covered by CCTV cameras. The signs will also act as an additional deterrent.

Signs will carry the outline of a CCTV camera. The information on the sign will explain why the CCTV camera(s) are there, including traffic enforcement purposes, who operates them (Havering Council) and contact details including a telephone contact number as well as an email or web address directing people to the council's CCTV web page. The signs, position and the message will be large enough to enable people to easily read the information on it. *(An example of the current CCTV design can be found in Appendix 1.)*

## **6.6 Network Maintenance**

To ensure compliance with the Surveillance Camera Commissioner's (SCC) Code of Practice, especially principle 8, and to ensure that images recorded continue to be of appropriate evidential quality, Havering Council have entered into a maintenance contract to provide fault rectification and pre-planned preventative maintenance with an approved specialist provider.

## **Section 7 Control Room Management**

### **7.1 Control Room Location**

The control room is now on the Havering Town Hall Campus. However, it is not a public facing facility and visits to the control room other than by authorised persons are not permitted.

### **7.2 Control Room Standards**

The Control Room is managed to meet the minimum requirements set out in the Surveillance Camera Commissioner's Guidance for in-house monitoring centres who monitor their own surveillance camera systems only, and do not have contracts to monitor third party surveillance camera systems.

### **7.3 Hours of Operation and Staffing of the Control Room**

The Control Room is managed, monitored and controlled by Havering Council. All staff currently monitoring the cameras and operating the intelligence are directly employed by Havering Council. The Control Room is staffed 24 hours a day, 365 days a year other than by exception due to illness or mandatory staff training.

### **7.4 Authority for Control Room Access**

The manager responsible for CCTV is authorised to decide on behalf of the Council who has access to the Control Room.

This will normally be:

- Staff employed to operate the Control Room
- Police Officers authorised in a manner agreed between the Metropolitan Police and Havering Council
- Requiring viewing recorded data of a particular incident, or
- Taking written statements from a member of the Control Room staff who viewed a specific incident being investigated or
- Collecting recorded media being considered or used for evidential purposes or other specifically agreed purpose
- Acting as liaison officers for major events or operations
- Other enforcement agencies by prior agreement
- Building, network and Control Room systems maintenance contractors by prior arrangement
- Accompanied visitors by prior arrangement with the manager responsible for CCTV or their nominee

### **7.5 Authority for Access by Others**

Any request to visit the Control Room that fall outside of those detailed above by private companies or individuals will be dealt with by the manager responsible for CCTV or their nominee.

### **7.6 Normal Operation of the CCTV System**

The control of the CCTV system will remain with Havering Council at all times. Only those authorised members of staff with responsibility for using the equipment housed within the Control Room will have access to the operating controls.

## **7.7 Secondary Control**

The Borough BECC (Borough Emergency Control Centre) may be set up in the conference room within the CCTV Control Centre. Secondary monitoring facilities are accessible for viewing by Emergency Planning staff in the event of a Borough Emergency where the BECC is opened and where CCTV is relevant to an incident. However, Control Room staff will have primacy of control of the cameras at all times.

The Control Room also has the facility to send images to the Metropolitan Police Command and Control Centre at Lambeth which may assist with Tactical scene management.

## **7.8 Out of Hours Contact Centre**

The Council's CCTV team currently takes calls from Blue Light services and other local partners in the BID districts and private shopping malls. The CCTV control room also take emergency calls from residents trapped in lifts via the lift alarms.

The CCTV control staff also have immediate contact with stakeholders using the Town Centre radio system and the Met Police Airwave Radio systems. As the BECC is contained within the CCTV control room, staff may become involved in related communication with regards to an emergency incident, however, this is usually a very rare occurrence.

All other calls to the council go via the main switchboard separate to the CCTV Control Room.

## **Section 8 Operational Personnel**

### **8.1 Security Screening**

All staff employed in the Control Room are required to undergo a DBS (Disclosure and Barring Service) check due to the nature of the work undertaken. This DBS check is carried out on behalf of the manager responsible for CCTV by the human resources department of Havering Council and renewed every three years. Staff are not currently required to undergo any additional vetting.

### **8.2 Confidentiality**

All staff employed in the management and operation of the CCTV system will observe strict confidentiality in respect of all information gained and observed during the course of undertaking the management and operation of the CCTV scheme. This shall prohibit the disclosure of any such information to any third party except as may be required by law or other lawful process which may include sharing with consent.

All staff are required to complete mandatory Data Protection and Security training as employees of LB Havering.

Any breach of this condition of employment will be dealt with by Havering Council as a serious breach of discipline or considered a possible a criminal offence.

### **8.3 Requirement to Give Evidence**

Control Room staff are required to cooperate with the police and other enforcement agencies and provide witness statements and occasionally appear in court when requested to do so.

### **8.4 Initial Training**

All staff will be trained before they are allowed to take up a solo position in the CCTV Control Room.



All staff training will be provided and supervised by persons qualified and experienced in all aspects of the management and operation of the CCTV system and Control Room.

All staff training will take place “in house” or by qualified third party training organisation, using training courses approved by London Borough of Havering and where appropriate the Security Industry Authority (SIA).

All permanent staff will have or undertake the BTEC Level 2 CCTV Operator Course or equivalent as a mandatory qualification. Where temporary or agency staff are employed, a basic level of competency training will be offered to ensure that basic services can be provided.

### **8.5 On-going Training**

All staff will be provided with regular ‘refresher’ training to ensure that the highest operating and management standards are maintained. Training records will be maintained for each member of staff employed in the Control Room.

## **Section 9 Use of the System**

The purpose of the CCTV cameras is to provide surveillance of public areas only. All camera locations have clearly visible signage that will give a clear warning that CCTV is in use.

Cameras will be sited and configured to view public areas only and not overlook private dwellings or other areas where privacy is expected. However, it is not always possible to achieve this, and certain cameras may have the capacity of viewing private/unwanted locations e.g. through the zoom facility. These cameras have privacy zones installed to prevent any unnecessary infringement of privacy.

Control Room staff will only use the cameras to view public space areas and will not use the cameras to look into the interior of any premises or any other area. This clause also includes anything that may be deemed as the inappropriate invasion of personal privacy even though the person concerned may be in a public area. Any such breach of this condition will be dealt with as a serious disciplinary matter and may lead to dismissal.

### **9.1 Regulation of Investigatory Powers Act 2018 & Directed Surveillance**

On rare occasions the CCTV cameras may be used in covert directed surveillance, as defined by the Regulation of Investigatory Powers Act 2018 (RIPA) by judicially authorised law enforcement agents. In those cases, the CCTV Control Room staff will assist them in undertaking covert directed surveillance.

Before this occurs, approval should be sought from the Senior Responsible Officer, Head of Service or Service Manager

Operators of the council’s CCTV System are trained and fully aware of RIPA issues associated with using CCTV and that continued, prolonged systematic surveillance of an individual may require an authorisation.

The use of RIPA will be undertaken in line with Havering Council’s RIPA Policy (Currently under review).

Havering Council reserves the right to refuse the use of its public space CCTV system for covert surveillance if it considers that to do so would be counter to council policies, OSC Guidance or it is reasonably believed that it is likely to result in an unwarranted breach of an individual’s right to privacy and/or where the perceived risk is unacceptable.



## **Section 10 Data Recording**

### **10.1 Ownership of Copyright**

All data captured by the CCTV cameras and related equipment and stored on any form of recording media held either internally or externally will remain the property of Havering Council.

### **10.2 Recording Retention Period of Personal Data**

Recorded data will be stored for a maximum period of 31 days. The Video Management System (VMS) automatically deletes footage every 31 days and continuously overwrites data unless stored for investigation or individual rights requests. In the event incidents are brought to our attention, in particular for investigation or prosecution purposes then personal data may be held on for a longer period.

### **10.3 Security of Recorded Data**

All images from the CCTV system will be recorded onto encrypted hard drives forming part of the Video Management System (VMS) installed within the system.

The recorded data will only be used by Havering Council, police or other enforcement agencies for the following authorised purposes:

- Investigation or identification of Person(s) suspected of criminal or anti-social behaviour;
- Production in court of law by Police or other law enforcement agency for evidential purposes;
- Use by the Council to support the undertaking of the Councils statutory duties;
- For training and promotional purposes

Under no circumstances will the recorded data be issued, given, shared with, or sold to any third parties by the Council without the approval

## **Section 11 Use of Recorded Data for Enforcement Purposes**

### **11.1 Reason to View Recorded Data**

When the police or other enforcement agency believes that footage of an incident has been recorded, they may request access to view the specified incident on the appropriate recording. A police officer, police community support officer or other authorised law enforcement agent will be permitted to view the recording at the Control Room on a workstation provided for this purpose and will be under the supervision of Control Room staff.

### **11.2 Release of Data to Police or Other Enforcement Agency**

At no time shall the images supplied to the police or other law enforcement agency be used for anything other than the purpose specified and identified when the images were released from the CCTV Control Room.

The responsibility for the images safekeeping and integrity will transfer to the police or other law enforcement agency once the media has left the CCTV Control Room. The council will not be liable for any mishandling, compromise in security or other misuse of the recording media whilst in the custody of the police or other law enforcement agency.

## **Section 12 Use of Visual Data**

### **12.1 Continuity of Evidence**

Any images released from the CCTV Control Room to the police or other law enforcement agency will be dealt with under their existing property and exhibit handling procedures before leaving the CCTV Control Room.

### **12.2 Copies of Original Recorded Data**

The council will not routinely store copies of recorded data. For cases outside of those used evidentially, only in exceptional cases of serious incidents or those of substantial magnitude data be retained otherwise. (e.g staff misconduct)

### **12.3 Handling of Recorded Data after use in Court**

At the conclusion of the need to retain any original recording the police or other enforcement agency will store the recording in accordance with their procedures. Recordings will not be returned to Havering Council for storage. The police or other enforcement agency will become responsible for the destruction of the recorded data once there is no further use for it.

### **12.4 Request to View Recorded Data by Non-Enforcement Agencies**

The procedures for handling and logging the recorded data are as described for the police or other enforcement agency, however commercial agents such as insurance companies or private law firms may be charged a fee to cover administration costs where requests for data to support civil claims or accidents are made.

Any requests from members of the general public or a third party will be dealt with under the provisions of the Data Protection Act 2018 or the Freedom of Information Act 2000.

### **12.5 Release of Images for Entertainment Purposes**

The Council will not release any images, either directly or indirectly, to any organisation for inclusion in any television or other media production designed purely for entertainment purposes or educational/factual programs. Likewise, material can only be released to the media as part of an ongoing crime investigation by Police with the permission of the Head of Enforcement & Community Safety.

## **Section 13 Data Protection**

### **13.1 Introduction**

The Council takes the security and privacy of data seriously and is committed to being transparent about how we collect and use personal data and meet our data protection obligations.

#### **13.1.1 Data Controller**

We are registered as a “data controller” with the Information Commissioner’s Office (ICO) and will comply with our legal obligations under the Data Protection Act 2018 (the “2018 Act”) and the UK General Data Protection Regulation (“GDPR”).

### **13.2 Data Protection Officer**

The Council has appointed an Information Governance Manager who is the Data Protection Officer (DPO). Their role is to inform and advise the council of its obligations under data

protection legislation and to monitor the council's compliance. The Data Protection Officer also acts as the single point of contact for the Information Commissioner's Office (ICO) and provides advice and assistance on Data Protection Impact Assessments (DPIA).

The DPO can be contacted at [DPO@Havering.gov.uk](mailto:DPO@Havering.gov.uk). Further information is available on the council's website.

### **13.3 Data Protection Definitions**

There are two types of data under the Data Protection Act 2018:

- Personal Data – any information relating to an individual who can be identified from that information (Data Subject) on its own or when taken with other information. This may include facts and expressions of opinion about the subject and indications of the council or others in respect of the subject. It does not include anonymised data.
- Special Category Data – which means processing information about a person's racial, ethnic origin, political opinions, religious beliefs, trade Union membership, health data, sex or sexual orientation as well as genetic and biometric data.

Images collected by the Havering Council public space CCTV scheme will normally fall under the "Personal data" category.

### **13.4 Lawfulness of processing**

The Council uses CCTV cameras as a proportionate response to support the Community Safety Strategy of the Council and work with its partners to reduce both the level and fear of crime. It achieves this in several areas including:

Assisting the police and other law enforcement agencies in the apprehension and prosecution of those committing crime and public disorder;

- Evidence gathering by a fair and accountable method
- Providing a visible deterrent to crime, thereby providing reassurance to residents and business alike;
- Assisting in aspects of town centre management and traffic enforcement;
- Improving the safety and security of residents, visitors and the business community who use the facilities in the areas covered.
- Assisting with the location of missing persons notified to the Control Room by police. This will be carried out under the UK General Data Protection Regulation under Article 6 (d) "vital interests" which is described as the processing of information necessary to protect someone's life.

The lawful basis used to process CCTV images as set out in the UK data protection legislation are:

- UK GDPR Article 6(1)(c) Legal obligation: the processing is necessary for us to comply with the law
- UK GDPR Article 6(1)(e) Public task: the processing is necessary for us to perform a task in the public interest or for our official functions, and the task or function has a clear basis in law
- UK GDPR Article 6(1)(f) Legitimate Interests: the processing is necessary for our own legitimate interests

Where we process special category data, the lawful basis is:

- UK GDPR Article 9(2)(g): processing is necessary for reasons of substantial public interest, on the basis of Union or Member State law which shall be proportionate to the aim pursued, respect the essence of the right to data protection and provide for suitable and specific measures to safeguard the fundamental rights and the interests of the data subject.

The relevant basis in UK law is set out in section 10(3) of the DPA 2018. This means that we're required to meet one of the 23 specific substantial public interest conditions set out in Schedule 1. The substantial public interest condition is one or more of the following:

- Sch 1 para 7: Administration of justice
- Sch 1 para 10: Preventing or detecting unlawful acts
- Sch 1 para 11: Protecting the public
- Sch 1 para 20: Insurance

Where personal data relating to criminal allegations or offences is processed, this will be carried out only where authorised under UK law in compliance with UK GDPR Article 10 and will meet one or more of the following conditions set out Schedule 1, Part 3 of the Data Protection Act 2018:

- Sch 1 para 33: Legal Claims
- Sch 1 para 36: Substantial Public Interest
- Sch 1 para 37: Insurance Claims

### **13.5 Data Subject Access Requests**

Individuals have the right to request a copy of their personal data being processed by the council. In the case of CCTV footage this will always be in electronic form.

Havering Council will not permit viewings or release images to people being investigated by an enforcement agency including the police where images have been handed over as part of the investigation. The responsibility for investigating and disclosing images to those involved in the investigation are covered by the Police and Criminal Evidence Act 1984 (PACE) and the Crown Prosecution Service (CPS) Evidence and Disclosure Policy which prosecuting authorities are required to follow. It should be noted that other enforcement agencies will operate under other legislation but the use of and disclosure of evidence rests with them.

The council will respond within one month unless the request is complex or numerous in which case the period can be extended by a further two months. If an extension is necessary, the council will write to the individual within one month of receiving the original request to explain why an extension may be necessary.

If a subject access request is manifestly unfounded or excessive the council is not obliged to comply with it. Alternatively, the council may charge a fee based on the administrative cost of responding to the request.

The council will explain to an individual if they refuse to respond to a request and of their right to complain to the Information Commissioner's Office.

Requests for CCTV footage can be made by using the forms that can be found on the council's CCTV website.

The Council may need to ask for identification before the request can be processed.

### **13.6 Data Security**

The council takes the security of personal data seriously. The council has internal policies and controls in place to protect personal data against loss, accidental destruction, misuse or disclosure and to ensure that data is not accessed, except by those who have lawful authority in connection with the proper performance of their duties.

The council recognises that the personal data it holds is valuable and must be managed properly as accidental loss, unlawful destruction or damage may cause distress to individuals concerned.

Examples of our security of CCTV footage include:

- Encryption - meaning that information is hidden so that it cannot be read without special knowledge (such as a password). This is done with a secret code or what is called a “cypher”. The hidden information is said to then be “encrypted”.
- Controlling access to systems and networks allows us to stop people who are not allowed to view personal information from getting access to it.
- Regular testing of technology and upgrading security measures including keeping up to date on the latest security updates (commonly called “patches”).
- Training of staff to make them aware of how to handle personal information and how and when to report when something goes wrong.

### **13.7 Staff Training and Guidance**

Everyone who works for or on behalf of the council has responsibility for ensuring data is collected, stored and processed appropriately in line with the Data Protection Act 2018 and relevant policy.

The council has in place a Data Protection Policy which explains the obligations of employees, workers, consultants, volunteers, interns and apprentices when obtaining, processing or storing personal data in the course of working for or on behalf of the council.

### **13.8 Further Information**

If you require any further assistance the council's website <https://www.Havering.gov.uk> contains a range of information regarding information management. A link to the Councils Privacy Notice can be found here [CCTV Privacy Notice](#)

## **Section 14 CCTV System Review**

### **14.1 Operational Requirements**

Operational requirements are used by the council to thoroughly assess the necessity of CCTV cameras and systems to ensure full consideration has been made of all implications relating to their installation. An Operational Requirement is “A statement of needs based on a thorough and systematic assessment of the problems to be solved and the hoped for solutions.”

Pertinent questions are:

- What is the problem?
- Will CCTV help solve the problem?
- What other solutions have been considered? Can we afford what we want?
- Is what we do compatible with existing infrastructure and technology? The period of retention of data/images;
- The frame rate suitable to achieve minimum evidential quality and the compression method.

Only once the above questions have been satisfactorily answered will the council install additional CCTV cameras.

Any additional cameras will be installed in compliance of the ‘Surveillance Camera Code of Practice Pursuant to Section 29 of the Protection of Freedoms Act 2012’.

## **14.2 Privacy Impact Assessments**

All Public Realm and Housing camera deployments will be covered by Privacy Impact Assessments (PIA). A PIA is a separate process from compliance checking and will be completed when a new CCTV system is being considered, or an existing system is modified (i.e. if re-deployable units are moved)

## **Section 15 Legal Requirements**

### **15.1 CCTV Staff Legal Requirements**

At all times, and without exception, Havering Council's CCTV Control Room and its staff will comply with all legislation, directives, policies, codes of practice and guidelines relating to the operation of the CCTV System.

All officers, supervisors and staff of Havering Council's CCTV system are trained in all their responsibilities to meet the requirements under the above paragraph, with a planned ongoing review programme in place.

### **15.2 Applicable Legislation**

In addition to council policies, procedures, guidelines and codes of practice, operational procedural manuals, CCTV and its operation are subject to legislation under:

- The Data Protection Act 2018 –& UK GDPR ensuring that all personal data is protected and private
- A Data Protection Code of Practice for Surveillance cameras and Personal Information
- The Human Rights Act 1998 – Article 8 gives individuals the right to privacy, Article 6 gives individuals a right to a fair trial and Article 5 gives the right to Liberty and Security.
- The Regulation of Investigatory Powers Act 2018 – applying to directed surveillance from our overt CCTV systems
- The Freedom of Information Act 2000 – all applies to all recorded data held by the Council apart from Environmental Information that is covered by the Environmental Information Regulations 2004 and personal data that is covered by The Data Protection Act 2018
- The Private Security Industry Act 2001– where required by the Act, operators of CCTV will be licensed under the Act
- Section 17 of the Crime and Disorder Act 1998, which requires the key partners to the strategy to integrate crime reduction within their mainstream activities
- The Protection of Freedoms act 2012 which sets out the criteria where PSS cameras justify a 'Pressing Need'
- Surveillance Camera Code of Practice

## **Section 16 Complaints Procedures and Comments**

### **16.1 The Procedure for Complaints against the CCTV System**

Any complaint received regarding CCTV operations will be dealt with by following the complaints procedure laid down by London Borough of Havering.

Information on how to complain is contained on Havering Council's website

## **16.2 Comments Regarding the CCTV System**

Anyone wishing to make comments or observations about the CCTV system should write or email the manager responsible for CCTV [CCTV@Havering.gov.uk](mailto:CCTV@Havering.gov.uk)

### **16.2.1 Complaints about private CCTV**

Private CCTV systems are not covered by this CCTV Policy. However, all private CCTV systems should also be operated with the same principles as the above.

Advice on what to do if you have concerns about a private CCTV system can be found on the ICO Website at the following location [Home CCTV systems | ICO](#)

If you are a Council tenant or Leaseholder living in a Havering Council owned property you must seek permission from the Housing Department before installing any CCTV equipment. Failure to do so may result in the Council taking legal action requiring you to remove the equipment.

## **Section 17 Provision of Public Information**

### **17.1 Annual Report**

Factual information on the numbers of the cameras, their location and statistical findings of their effectiveness will form part of the evaluation process and may be published to a limited extent periodically and/or subject to regular scrutiny by the relevant Overview and Scrutiny Committee.

## **Part 3 Body Worn Video**

## **Section 18**

### **18.1 General**

The Information Commissioner's Office considers BWV systems as being likely to be more intrusive than conventional CCTV. As such, any use of BWV should be proportionate, necessary and meet a pressing social need. Accordingly, the Council has established four aims for the use of BWV, ensuring the organisation's broad use of BWV is compatible with this requirement. These are:

- **Improve Staff Safety:** Utilising BWV to improve staff safety by capturing objective evidence of threats or assaults, strengthening the ability of the Council and the police to prosecute those responsible. Additionally, the visible presence of BWV can serve to discourage threats or assaults as perpetrators are aware that they are at greater risk of being identified.
- **Reduce Complaints:** By capturing objective evidence of interactions between staff and individuals, false or frivolous accusations are reduced, while providing useful evidence to resolve legitimate complaints.
- **Improve Enforcement:** BWV provides a valuable tool that staff can use to document incidents and capture evidence, providing an additional, powerful tool to assist investigation and enforcement activity.

- Support Problem Solving: BWV provides a practical tool for staff to gather information that can easily be shared. By using BWV to gather information that may not otherwise be recorded, the effectiveness and efficiency of the Council's enforcement services as a whole can be maximised.

Unless being used for a specific evidential or problem-solving purpose, the camera must be positioned to capture a clear view of interactions between the officer and the public. When in use, the camera must be positioned in such a manner that it is visible to an individual being recorded by that camera (for example, it should be worn on top of the officer's outer layer of clothing).

Each officer must sign out and return their assigned camera at the beginning and end of each shift. This ensures accurate records are maintained of which member of staff used which device, allowing footage to be correctly attributed. When returning the camera at the end of their shift, the member of staff must re-dock it to enable the video to be uploaded and battery recharged.

BWV equipment used by officers should be set up so that live video images are not displayed on the camera while it is in use. This will ensure that potential confrontations are not escalated by an individual's knowledge that an officer has activated their camera during an exchange. Staff must provide a clear warning to inform individuals they are being recorded.

All staff must receive appropriate training and a full briefing on the use of BWV prior to or at the time of issue. This ensures they are fully equipped to operate the equipment safely and in accordance with this policy.

Staff using BWV must provide details of how an individual can obtain a copy of any video footage captured.

## **18.2 Using Cameras**

The situations where staff are expected to make use of BWV will vary, and their judgement will be required to determine whether they need to make use of BWV equipment, in line with the BWV aims.

**Improving Staff Safety:** BWV cameras should be activated in situations where the staff feel unsafe, or where they believe that there is a risk of physical injury or harm or verbal assault to themselves, other officers or members of the public. Additionally, if a member of staff is subject to an assault, or witnesses such an assault, they must activate their camera as part of evidence gathering process.

**Reducing Complaints:** While the majority of interactions between members of staff and the public are peaceful and do not result in complaints, there is a risk that some individuals will not perceive their experience to be a positive one. BWV cameras provide an opportunity to capture an objective record of an interaction, providing clear evidence of the behaviour of the individuals involved. As such, staff should activate their BWV camera (after giving a clear verbal warning they are doing so) if they identify a situation as being one where a potential confrontation could occur and that a recording would be beneficial to both parties in providing a record. Particular consideration should be given to situations where enforcement action is taking place with the individual present (for example, issuing a PCN when the driver is present), and may seek to challenge the conduct of the CEO carrying out that enforcement.

**Improving Enforcement:** BWV cameras support the gathering of video evidence in real time when undertaking enforcement activities or associated inspection work. Staff should therefore activate their cameras in situations where the evidence gathered through the recording will be



evidentially beneficial to the conducting of investigations or enforcement, such as to provide evidence of a particular situation or to facilitate the subsequent identification of individuals. Discretion must be shown to avoid unnecessary or excessive intrusions into the privacy of individuals, particularly third parties, beyond that required to document a potential incident, while balancing the other enforcement aims.

**Supporting Problem Solving:** As part of the broader approach to problem solving and integrated enforcement, services may request that other enforcement services look out for particular issues or information when carrying out their duties that they would not otherwise report. In these situations, recording this information on BWV provides an opportunity to gather and share this information quickly and effectively, without requiring an extensive time commitment from staff focused on their core duties.

All use of BWV equipment must be in line with at least one of the Council's four BWV aims. Inappropriate use of BWV equipment, particularly in situations where recording is excessive and causes unnecessary intrusion (for example, in breach of the Voyeurism (Offences) Act 2019) may be subject to disciplinary action.

### **18.3 Authorised Officers**

Authorised officers are typically managers or supervisors, who will have responsibility for reviewing recorded BWV footage as required, as well as for editing and sharing footage in line with the BWV aims.

Authorised officers are required to confirm that they are aware of the potential sensitivity of the data that they are accessing, that they are aware of the Council's responsibilities under the General Data Protection Regulations (GDPR), Data Protection Act 2018 (DPA2018), as well as the need to ensure that BWV recordings are used appropriately and in line with the BWV aims.

### **18.4 Viewing and Editing Recordings**

Just as the use of BWV equipment must align with at least one of the Council's four BWV aims, the processing and use of recordings must also align with at least one of these four aims, and be proportionate, necessary and meet a pressing social need.

BWV equipment will be configured by default not to allow video to be played back on the device itself, with authorisation to allow device playback requiring the agreement of an authorised officer or the relevant senior manager. While it is acknowledged that instant playback may be beneficial to officers in some situations, restriction of this feature limits the ability for misuse, as an authorised officer is required to provide playback access.

The ability to delete or edit recordings within the device will be restricted. This is to ensure confidence in the recordings, by providing assurance that officers who may be involved in an altercation are not able to modify recordings themselves. Additionally, by restricting the ability to edit recordings to authorised officers, it ensures that any changes (such as concealing third parties' identities), is carried out in line with evidential and legal requirements.

Recordings not identified by BWV equipped officers or authorised officers as evidential or otherwise required will be automatically deleted after 90 calendar days from the date of the recording.

Authorised officers may only access recordings for which they have been granted prior approval. Access must be controlled and auditable. By default, authorised officers have

permission to view recordings associated with their own service areas, and may view recordings shared with them by other authorised officers.

When viewing (or sharing recordings as below), authorised officers and their managers must be mindful of any footage which is or could be considered traumatic in nature. Appropriate precautions should be considered to reduce any risk of that officer or indeed another being adversely affected (e.g. vicarious trauma). Senior managers should be advised of any such footage as soon as practicable and ensure appropriate measures are put in place to ensure staff are supported and any such risks are minimised. This could include provision of warnings before viewing/sharing, viewing at certain times/locations, or prohibiting viewing.

### **18.5 Sharing Recordings**

The sharing of recordings between authorised officers must be carried out for purposes relating to at least one the four aims, such as to share evidence gathered to support problem solving or to support an investigation, or to assist in the identification of an individual suspected of any criminality.

External partners and Council services that do not utilise BWV equipment must not be given direct access to the BWV system without the agreement of the relevant senior manager. The sharing of images outside of the BWV system must be carried out through an agreed secure method in accordance with the Council's data protection protocols. If future technological advances allow, the council will seek to limit the sharing of images via a secure portal / file sharing system.

Authorised officers are responsible for ensuring that any redactions required prior to sharing (such as anonymising third parties) are carried out. The audio and visual elements of recordings may have different levels of sensitivity depending on content, and consideration therefore needs to be given to the contents of both elements when sharing.

All physical media used to store BWV images must be appropriately encrypted, in line with data protection protocols and best practice.

Authorised officers must be mindful that the sharing of personal information relating to living individuals is subject to the provision of the GDPR, DPA2018 and associated legislation, and must ensure that the appropriate legal processes have been completed to enable this information to be shared, such as via Schedule 2 request or Data Sharing Agreement.

### **18.6 Individual Rights**

Under the GDPR and DPA2018, individuals have a range of rights in respect of their personal data, which can include audio-visual recordings. Of these rights, it is anticipated that individuals are likely to seek to use two rights in respect of BWV recorded sound and images: the Right of Access (also known as Subject Access Request) and the Right to Erasure.

Under the Right of Access, individuals can request copies of information that the Council holds about them, including audio-visual recordings. This presents potential challenges for authorised officers, who will need to identify the individual and determine whether the Council holds recorded images or sound relating to them. It is therefore advisable to start the process with the request itself, as the individual may be requesting footage of a specific interaction, or with any enforcement action relating to that individual, which may have been recorded. As part of the Right of Access process, individuals are required to provide photo-ID, which can be crosschecked against the recording. Third parties' images and personal data must be redacted.

Under the Right to Erasure, individuals can request that information that the Council holds about them be deleted, and that information that cannot be deleted is subject to restrictions on how it can be used. As with the Right of Access, the individual in question would need to be identified, and relevant footage reviewed to determine if the individual has been recorded. The context in which the individual has been recorded is important, as it will inform whether the Council has to comply with the request. When deleting information, the authorised officer will need to take a view on the extent to which deletion or anonymisation (such as blurring the individual) is more appropriate, depending on the content and purpose of the recording and the nature of the recording of the individual.

There is a range of exemptions that apply to both Right of Access and Right of Erasure in the context of law enforcement activity. In the event of a request to exercise either right in respect of BWV, authorised officers should liaise with the Information Governance/GDPR service.

For information on how you can obtain a copy of video footage taken by a body worn camera or the Data Protection rules, which govern the use of a body worn camera, please visit our website: and request the footage.

**Signatories:**

**Signed:**       C McAvoy      

Chris McAvoy

For and on behalf of London Borough of Havering

**Title:** Head of Enforcement and Community Safety, Place

**Date:** 01/03/2025





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## CABINET

### Subject Heading:

Adoption of Revised Inclusive Growth Strategy.

### Cabinet Member:

Councillor Graham Williamson, Lead Member for Development & Regeneration.

### ELT Lead:

Neil Stubbings, Strategic Director for Place.

### Report Author and contact details:

Howard Swift, Head of Inclusive Growth,  
01708 432654  
howard.swift@haverling.gov.uk

### Policy context:

The proposed revised Inclusive Growth Strategy describes the context of economic challenge and opportunity and the proposed strategy approach to supporting the economic growth of the Borough.

### Financial summary:

There are no direct financial implications from approving the revised strategy as the process was completed on a 'light touch' basis. Financial implications will be considered through any proposed action to deliver and approval sought at that time.

### Is this a Key Decision?

Significant effect on two or more Wards.

### When should this matter be reviewed?

Review by 2027.

### Reviewing OSC:

Places.

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

People - Supporting our residents to stay safe and well

Place - A great place to live, work and enjoy

Resources - Enabling a resident-focused and resilient Council

X

## **SUMMARY**

This report presents to Cabinet for adoption the revised Inclusive Growth Strategy. The current Inclusive Growth Strategy was last presented to Cabinet and was adopted in November 2021 based on data collected and reviewed in 2019.

## **RECOMMENDATIONS**

Cabinet is recommended to adopt the draft revised Inclusive Growth Strategy

## **REPORT DETAIL**

It will be recalled that at the time when the Inclusive Growth Strategy was formally adopted by Cabinet in 2021 the UK and the World was emerging from COVID. The data referenced was assembled in 2019 and was itself based on primary evidence dating back in some cases to 2011. In the context of COVID and the disruption resulting from the UK's decision to exit the European Union, it was felt in 2021 that additional data at that time would be unhelpful especially in terms of the cost of reworking the proposed strategy.

It remains the case now that the geopolitical context in which we are revising the strategy, and having regard to the Council's levers of control, there is little merit, and certainly no resource, to revise the strategy from a zero base.

Instead, a light touch review of the previous strategy has been undertaken taking into account the completion of projects that had not in 2021 then commenced, ones then in delivery and reconfirming support for those that remain even now, aspirational. These factors would include the adoption of the Romford Masterplan, the opening of the Elizabeth Line (formerly Crossrail), the birth of the Thames Freeport, the maturation of Local London and the defunding of the Thames Estuary Growth Board.

In particular, the revised strategy no longer incorporates the Council's Employment & Skills Strategy and it should be noted that this revised companion strategy is now presented later on this agenda supplemented by the proposed Social Value Strategy. While presented separately today, these three pivotal documents remain symbiotic

While presented as a revised 5-year strategy it remains the commitment to keep the Inclusive Growth Strategy under continuing review.



## **REASONS AND OPTIONS**

There is no statutory requirement for any local authority to adopt an inclusive growth or economic development strategy. It is self-evident however that should a Council wish to prioritise the economic health of its borough, it should make tactical decisions in pursuit of such an objective in the context of a competent strategy

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

The adoption of a revised strategy would allow project investment decisions to be made in their proper strategic context.

### **Other options considered:**

The options in this matter are five-fold:

1. To decide that an Inclusive Growth Strategy is unnecessary
2. To decide that the previous strategy remains more appropriate
3. To adopt the revised strategy as drafted
4. To require minor changes
5. To require a comprehensive reworking of the strategy

The first option is not recommended as it would lead to sub-optimal decision making without strategic context beyond the less specific context of the Corporate Plan.

The second option cannot be recommended as it would lead to inconsistency and duplication between two adopted strategies.

The third option is recommended as the most proportionate to the need and the opportunity.

The fourth option can be recommended if members feel that amendment is required.

The fifth option could bring with it an unresourced cost (£80-100,000) without anticipated return on such an investment.

## **IMPLICATIONS AND RISKS**

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

There are no direct financial implications from approving the revised strategy as the process was completed on a 'light touch' basis. The decision to have a strategy is not a statutory requirement. Financial implications will be considered through any proposed action to deliver and approval sought at that time.

The report readily identifies that the strategy remains based largely on the data compiled in 2019. It makes the point that data is likely to be unsettled during the last five years or so. To update this, it would require approximately £100,000 of investment, which would not directly yield a return.

With the authority requiring a Capitalisation Directive, in order to set a balanced budget, it is necessary for it to strike a balance. However, an opportunity maybe missed in not completing a comprehensive update to this strategy for the Borough, its residents and businesses.

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

There are no direct legal implications arising as a result of the recommendation in this report.

### **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:**

***Note here the equalities and social implications of, and risks relating to, the proposed decision.***

*Consider the impact your proposal may have upon individuals with protected characteristics:*

- *age,*
- *disability,*
- *gender reassignment,*
- *marriage and civil partnership,*
- *pregnancy and maternity,*
- *race,*
- *religion or belief,*
- *sex,*
- *sexual orientation.*

*In addition to the above the Council considers equality implications on the following criteria:*

- *Socio-economic status*
- *Health and wellbeing*

*Equality and Health Impact Assessments (EHIA) involve anticipating the consequences of our strategies, policies and activities, making sure that any negative, detrimental, and discriminatory behaviours are eliminated. The EHIA is used to check that the design and approach to delivery of our commitments ensures that benefits and opportunities are realised by all our communities.*

*Please make explicit what can be done, where possible to mitigate for any negative impacts or enhance positive impacts with due regard to ensure that the council fulfils its Public Sector Equality Duty (PSED) under the Equalities Act 2010. This requires the Council to have due regard to:*

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

***An Equality and Health Impact Assessment (EHIA) is required when considering any new policy/strategy/activity. Where existing policies and activities are being reviewed this should align with the review periods suggested in the design phase. An EHIA is not required in all decision-making process. Please review the EHIA Process Flowchart for a quick overview whether an EHIA report is required for the decision you seek to undertake. If it is considered that an EHIA is not necessary, the reason for that MUST be stated here.***

***An EHIA should normally be reviewed every 2-3 years.***

***Check the [intranet page](#) for more information.***

***Please contact the Race, Equality, Diversity, Accessibility and Inclusion (READI) Programme Team for further guidance on [READI@havering.gov.uk](mailto:READI@havering.gov.uk).***

***An EHIA has been prepared for the revised strategy.***

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

Havering Council is committed to protecting and promoting the health and wellbeing of residents. By driving forward the Inclusive Growth agenda, the adoption of this strategy offers an important opportunity to improve the health and wellbeing of local residents by helping to address economic inequity and disadvantage, which are key drivers of health inequalities. Ensuring that inclusive approaches and principles are at the heart of all activity will be essential in ensuring that Havering residents reap the benefits of the economic growth and prosperity that the strategy seeks to facilitate.

## **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>

The strategy does not propose the delivery of any individual projects but rather indicates the purpose of strategic context of projects that might be delivered in future. As such, the environmental impact and climate change consequences of such projects at the time they are proposed.

**BACKGROUND PAPERS**

None.

The proposed revised Inclusive Growth Strategy is appended.

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# **LONDON BOROUGH OF HAVERING**

*Shaping Growth and Delivering Opportunity*

**Havering's Inclusive Growth Strategy**

**2025 – 2030**

**V2.4 – 2025 Refresh**

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## Foreword from the Leader of the Council

Representing the very best of being both part of a global city and retaining an Essex spirit of independence and entrepreneurialism, Havering is a fantastic place to live, work or set up a business. Easy access to the city and the wider South East via the M25, relatively affordable housing, and a wealth of green and open space has made Havering an attractive haven for businesses and residents.

Thanks to our ambitious regeneration programme, as well as extensive support for local businesses and start-ups, we have already seen significant pay-offs in terms of growth. Regeneration is intricately linked to economic development, and we want to capitalise on that link by supporting businesses to locate and expand within the borough, and make sure our residents are the first to benefit from such growth with the wide range of jobs this will create.

As one of the most diverse boroughs in London in terms of our range of business bases – from cultural and creative industries to logistics, constructions and engineering – there has never been a better opportunity to demonstrate Havering as *the* place for your business needs.

We are proud of our business community, and have worked closely with them when putting this strategy together, in order to address the very real challenges facing businesses today.

This Inclusive Growth Strategy provides an analysis of Havering's economy, identifies the types of employment growth and locations for growth over the coming years, and sets out the Council's approach to inward investment and business support. The strategy also links to the regeneration programme, ensuring the large-scale developments generate social value, benefiting those that need it most.

We will also engage Central Government and the Mayor of London in order to facilitate the investment in infrastructure that is so critical to growth in Havering. It is going to take willingness from all the public agencies as well as the private sector, to achieve the growth and development that we all want to see for the benefit of residents and businesses over the coming years.

The Strategy identifies the tactical and operational interventions that the Council will take to facilitate growth, and the part that other agencies must play if we are to fulfil our bold ambitions. Over the coming years, Havering will lead the way in pursuing a prosperous future for businesses and residents, using innovative regeneration and development programmes to facilitate meaningful growth and an even brighter future for Havering.

**Councillor Ray Morgon**  
**Leader of the Council**

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## Executive Summary

Havering features high quality of life, award-winning parks and green space, and these attributes are attracting growing numbers of people and businesses to locate in the Borough. The opportunities for continuing growth in Havering are substantial. Over 18,900 new homes will be built in the Borough by 2031. The Elizabeth Line now supplements the already good rail links into Central London and to Heathrow. Town Centre regeneration will transform Romford back into a destination of choice, building on the growing creative and office-based business sectors. The potential for growth in housing and employment in Romford has led to its designation as an Opportunity Area in the London Plan. We will continue to review this strategy as external events emerge and consideration will be given to how Havering and its business community responds to the new working environment.

The Borough offers the advantages of a London location, alongside excellent road connections to the South East and the rest of the country. Rainham and Beam Park is part of the London Riverside Opportunity Area which includes extensive land in both Havering and adjoining Barking and Dagenham. The London Riverside Opportunity Area Planning Framework (2015) identifies that the wider area has the capacity to provide 26,500 new homes and 16,000 new jobs across the two boroughs. In Havering, the focus will be on the intensification of industrial land in the Rainham Employment Area and the creation of new residential communities served it is still hoped by a new railway station at Beam Park.

A comprehensive body of evidence was commissioned to inform the Council's approach, including an economic evidence base, a survey of 400 businesses, interviews with a wide range of local businesses and organisations, and stakeholder workshop discussions. The findings from the analysis of the evidence are that Havering has significant potential for additional investment and growth, but currently is projected to become a residential base for increasing numbers of commuters, with housing growth outstripping business growth.

The business base is diverse. Industrial sectors such as logistics, engineering, manufacturing and construction are important, as is retail, although this is vulnerable to the impact of online and other changes in shopping dynamics, and is likely to consolidate over the coming years. There are also a number of new sectors, growing rapidly - professional, scientific and technical, IT and creative. Health, education, and social care are the biggest employers. Productivity is relatively low, and despite good GCSE performance in the Borough's schools, skills levels post-16 are also low, and we will need to work to co-ordinate provision under the new Further Education (FE) reforms.

Romford will be the subject of intensive programmes of regeneration and housing development, improvements to the Market, the Ring Road, and the shopping centres. Romford's Business Improvement District will bring benefits to the local trading environment. This strategy complements and aligns with the Romford Masterplan which sets out a vision for Romford to maintain its strategic role within Havering, North East London and Essex over the period to 2041.

The Rainham Strategic Industrial Area has a diverse industrial base and, as part of the London Riverside Opportunity area, is part of one of the few remaining areas of this type in London. It serves the Borough well in providing a wide range of jobs for all skills levels. It has new workspace at SEGRO Park, and the Centre for Engineering and Manufacturing Excellence (CEME) at its core. Growth sectors such as construction and e-commerce are becoming increasingly significant. Its growth needs to be driven by high quality spaces, and connectivity through ultra-fast broadband, and multi-modal physical access. It provides low, medium and high skilled jobs and the opportunity to work close to relatively low cost housing and high quality green space. It benefits from established and collaborative partnerships with businesses through the successful Business Improvement District, and key business and agency partners.

The first of the strategy's priorities for action is providing the foundations for continued growth. Businesses need adequate transport and digital infrastructure and access to skilled labour to function efficiently and grow. Improvements in this infrastructure are needed, particularly in certain sectors and in the Rainham employment area. This strategy will complement the work of the Infrastructure Team within the Planning Service and recognises that infrastructure needed to support communities will also play a central role alongside infrastructure to support businesses.

The second priority for action is support for enterprise and innovation. Havering is a great place to start a business, and we will continue to encourage business startups through the Invest in Havering inward investment service. Subject to resources, we will target our business growth programme to support those businesses that want to develop and grow. We will also boost productivity through a new innovation support programme and working with key partners to develop sector-based innovation hubs. We will encourage and support the local construction sector through public sector supply chain initiatives to ensure local businesses can access opportunities to tender for contracts and benefit from development.

Our third priority is the delivery inward investment to the Borough. We recognise that Havering as a brand is not widely recognised and that winning investment will require us to partner with other stakeholders – with other London boroughs and London more broadly, and with Essex to the East - networked as we are with London and Partners, Local London and the Thames Freeport. Our inward investment work will make sure that Havering benefits from new investment from overseas companies, UK based companies outside of the Borough and also from local occupiers that choose to expand within the Borough where decision are made elsewhere – so-called 'investor development'. We need to seize opportunities as they arise by carefully marshalling our partners and the unique advantages of our programmes and location. We will work with our partners more effectively to maximise the potential benefits of technological changes within public and private sectors. The development of health technologies, for example is particularly important given the size of the health and care sectors in the Borough in the context of the 10-year plan of the NHS to migrate from analogue to digital delivery. We will improve our marketing and promotion through our website and promotion activity and our enquiry handling, and co-ordinate activity with our partners. We will also work more effectively with commercial agents in

London as well as maintaining our links with those in the Borough. We will target key sectors for investment, and identify mechanisms to incentivise investment where possible.

The fourth priority for action is support for boosting our key growth locations through regeneration. Romford is the location for a Business Improvement District, and will be the focus for major regeneration and development, as well as improvements to the trading environment and infrastructure. Expanding on its role as a major retail centre, we will turn Romford into a major new destination, and support the growth of professional, creative and IT industries. Similarly we will support the creation of a Business Improvement District in Hornchurch and continue to support the established industrial Business Improvement District at London Riverside in Rainham. We will support Upminster, Elm Park, Harold Hill, Collier Row and Rainham Village centres by strengthening existing businesses, and encouraging diversification. The Rainham Strategic Industrial Area will become a highly competitive industrial location with a strong partnership of agencies working with the business community. Together they will enhance infrastructure, innovate, improve productivity, and provide the right training to residents to put them in the best position to access the area's jobs. New, focused partnerships with businesses and agencies will be the key to achieving our ambitions in both these areas, and across the Borough.

# 1. Shaping growth and delivering opportunity

## 1.1 Vision and ambition

Havering is London's big opportunity. We are proud of the Borough's heritage, and the new developments coming on stream will open a new chapter in Havering's story. With our culture and leisure offer, easy links into London and the wider South-East, high quality homes, extensive town centre regeneration programmes and our award-winning parks and open spaces, ***Havering will be an even better place to live, work and visit.***

As we deliver that vision we are committed to the benefits of growth being shared equitably by all, and that the opportunity to participate is available to all. This is why this strategy claims to be 'inclusive'. Inclusion though cannot be just a hope or a wish; to be real we need to make positive choices to grasp opportunity not just for those easiest to include but also those furthest from sharing in growth. Inclusion is attitudinal. The Council has set out its priorities within its corporate plan, and is seeking to provide its existing and new residents with vibrant culture and leisure facilities, and thriving town centres. The strategy will complement private housing development across the borough and the Council's housing regeneration programmes including the 12 Estates Regeneration programme which will deliver 3,500 new homes into the Borough in the period to 2035.

The Inclusive Growth Strategy will translate these priorities into actions that will secure its vision. We will support sustainable economic growth that generates local wealth and opportunities, as well as securing investment in high-quality skills and careers.

We want to capitalise on our location with fast and accessible transport links into Central London, Essex and the South East, and the world. These include the M25, A12, A13 and A127 and rail links including the Great Eastern Mainline railway (GEML), Essex Thameside line (the C2C), London Overground, TfL Rail, the London Underground District Line and the Elizabeth Line. There will be improved public transport access to Central London via the Lower Thames Crossing, the new railway station at Beam Park and the Superloop bus service linking residents to employment opportunity. Within the Borough we want improved local accessibility, including north-south routes and into the Rainham Strategic Industrial Location. We will continue to improve digital connectivity for businesses as well as residents. Enhancing our connections will strengthen the Borough's offer as a business hub.

This vision provides the framework for the Inclusive Growth Strategy. The Council has set up joint venture development companies in order to contribute to the achievement of significant housing growth. We are committed to a major transformation of Romford through delivery of the now finalised masterplanning process, restructuring of the ring road and Market Place, and with our partners will also see improvements to the town centre through the now established Romford Business Improvement District and the redevelopment and improvements to the shopping centres.



The Inclusive Growth Strategy provides the mechanism to match the growth in the population with business and employment growth. To complement that, the Inclusive Growth Strategy sets out how the Council can achieve:

- A higher profile for the Borough with the business community, potential investors, government and partners; and,
- A more diverse and sustainable economic environment with increased footfall in Romford and other town centres.

## **1.2 Opportunity for growth**

Havering will undergo significant change over the coming decade with major regeneration programmes, improvements to infrastructure and an expected 18,900 new homes to be built by 2031. The resulting population growth will increase local spending power, and the attractiveness of the Borough as a business location, but the Council also wants to support the growth of the local economy, to provide more jobs and improve productivity. This will help to maintain and improve the opportunities available in the area, and counter the increasing need for our residents to commute into Central London to work.

Havering's strategic industrial locations are key economic assets. The Borough has strengths in transport and distribution, construction, and the traditional sectors of manufacturing and engineering, and new sectors including professional, scientific and tech sectors are growing strongly. The borough has the advantage of being within London with proximity to Europe alongside excellent road connections to the south east and the rest of the country.

The Borough is also supporting growth in its town centres although the scale of growth varies across the town centres – Romford, Hornchurch, Upminster, Elm Park, Harold Hill, Rainham Village, and Collier Row - which provide a location for businesses as well as providing local services for our communities. Romford is recognised in the London Plan as a Metropolitan Centre and has the potential to be a main destination for shoppers and visitors. The ambition for Romford is that through planned regeneration and development it becomes a focus for the growth of professional, tech and creative businesses within Havering.

Those areas that have a long-term vision, and implement programmes designed to encourage investment, will have a better chance of harnessing the impact of wider social and economic changes. Havering has that vision, and strong local partnerships, and we will secure the economic future over the Borough through our actions over the coming years.

## **1.3 A Note on Baseline Data**

The development of this strategy has been undertaken over many months and to a large extent our proposals are based on baseline data gathered in 2017 which itself may rely on primary data from earlier periods. In reviewing the strategy we gave careful consideration to whether it might be appropriate to bring this baseline data up to date but took the view

that the impact of the referendum to leave the EU has had a destabilising effect on many of the measures upon which we comment, and thus any revised data might be considered to be less reliable than the previous 'steady-state' analysis to which it is not unreasonable to suppose that in time we will in future return. Commissioning further studies in order to generate more 'up to date' data is therefore considered not necessary. The strategy will remain under constant review.

In refreshing this strategy in 2025 the Council remains unconvinced that recent statistics can be meaningfully extrapolated to inform better its policy choices with global instability caused by conflict in Ukraine, Iran, and Israel. It is recognised that this position may not be shared by all but has also to be read in the context of the very high cost of such analysis especially in the case of new primary research.

## 2. Economic and policy context

There is considerable uncertainty about the future of the UK economy, and growth forecasts remain relatively modest. It is worth noting some of the external factors that are likely to impact on the prospects for growth for Havering businesses over the coming years.

### 2.1 Immediate and long-term economic trends

PWC in their July 2024 economic outlook predicted UK growth was forecast to improve from 1% in that year to 1.7% in 2025. It was anticipated that growth would accelerate yet further in 2026 with the UK's ranking among the G7 nations to be in third place behind the US and Canada.

The retail sector is experiencing continuing structural change with the inexorable rise of online shopping, and the consumer desire for a shopping experience being catered for within a smaller number of major centres. Continuing technological changes, especially in the context of COVID, will continue to transform business and societies, enabling increases in productivity, but eliminating jobs in some areas. Unless society, and the people working in these industries, are able to adapt by gaining new skills and/or using their time in a different way, their incomes will be seriously impacted.

These issues raise a number of potential priorities for the Council, including supporting increased productivity within local businesses, and rethinking skills infrastructure. We need to recognise the significance of health and social care both for the ageing population and because of the scale of employment in that sector. As Havering and the rest of the country learn lessons from its vulnerability to economic and pandemic shocks, the council needs to support the local economy and business community to be resilient in the face of national and global economic upheaval.

### 2.2 Industrial Strategy

Productivity improvements are central to current Government policy. The Government's Industrial Strategy <sup>1</sup> seeks to improve living standards and economic growth by increasing productivity and driving growth across the country. It emphasizes the need to improve productivity and support key growth sectors where there is a comparative advantage. It also emphasizes the need to close the gap between the most and least productive places in the country.

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<sup>1</sup> Invest 2035: the UK's Modern Industrial Strategy, Building a Britain fit for the future, HM Government, 2024 <https://www.gov.uk/government/consultations/invest-2035-the-uks-modern-industrial-strategy/invest-2035-the-uks-modern-industrial-strategy>

### 2.3 The London policy context

The Mayor of London has adopted the 2021 London Plan, which provides the framework for London's growth and development. The London Riverside Opportunity Area Planning Framework (2015) identifies capacity for 26,500 new homes and 16,000 new jobs across Havering and Barking and Dagenham. In Havering, the focus will be on the intensification of industrial land in the Rainham Employment Area and the creation of new residential communities at Rainham and Beam Park. The scope for this is as a result of the provision of a new station at Beam Park and the opportunity to provide space for essential local services.

The Mayor's economic development strategy for London<sup>2</sup> aims to support the conditions for growth through providing employment space, digital and transport infrastructure, education and entrepreneurship. It identifies sectors where growth offers opportunities to achieve the vision. These are advanced urban services (eg architecture, engineering, property), cultural and creative industries, finance and business services, life sciences, low carbon and environmental goods and services, technology and digital industries, and tourism.

Employment growth, productivity and resilience in Havering is an integral and important component of the overall growth of London and the national economy. As such it is in the interests of regional and national governments to ensure that the infrastructure to support that growth is in place.

### 2.4 Havering Adopted Local Plan

Havering adopted the Local Plan (2016-2031) in November 2021. The Adopted Local Plan identifies both Romford and the Rainham and Beam Park area as 'Strategic Development Areas' which are the main areas for accommodating Havering's growth over the plan period to 2031. Both areas have been identified as Opportunity Areas within the London Plan and have Housing Zone status. The plan states that the Council places a very high priority on ensuring that Havering has a prosperous economy. The Plan's Spatial Strategy includes a number of objectives for the borough including protecting and enhancing employment across the Borough. The Local Plan is underpinned by the infrastructure delivery plan and references are made in the plan to improving the north south connectivity issue in the borough between Romford and Rainham.

In particular it identifies the following objectives:

- Regeneration of Romford Town Centre, providing a more diverse and higher quality retail, leisure, cultural and employment offer. The Romford Town Centre Masterplan Supplementary Planning Document was adopted in March 2025.
- Directing an appropriate scale of retail, culture, service industries and office development to the Borough's network of town centres

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<sup>2</sup> The Mayor's economic development strategy for London, draft for consultation Dec 2018  
<https://www.london.gov.uk/what-we-do/business-and-economy/economic-development-strategy>

- Protection of the Borough's Strategic Industrial Locations (SIL) (Rainham Employment Area, Harold Hill Industrial Area, King George Close Estate and Freightmaster Estate) for continued industrial use
- Protection of the Borough's Locally Significant Industrial Sites (LSIS) (Harold Wood, Hillman Close, Lyon Road and Crow Lane) for continued industrial and employment use, with the Seedbed centre being proposed for mixed development.
- Intensification and modernisation of the Borough's designated industrial areas to optimise the use of the land and support transformational new developments which maximises the economic benefits for the Borough

### 3. Evidence and Issues for the Strategy

Within the policy context set out above, a comprehensive body of evidence has informed the content of the Strategy. This includes:

- An evidence base commissioned from SQW and BBP consultancies, on the local economy and labour market – February 2018
- A survey of 400 businesses, commissioned from BMG in 2018
- Interviews with a wide range of local businesses and organisations, along with discussions with Council service providers
- Stakeholder workshop discussions

The key issues emerging from the evidence and conclusions informing the Strategy are set out below.

#### 3.1 The local economy and business base

Havering's economic position needs to be understood as a function of its geographical location on the eastern boundary of London forming a bridge into greater Essex, and its historical development as one of the key industrial bases in the region. Studies and policies underpinning this document include the employment land review and leisure studies that were prepared for the local plan.

Havering has seen substantial growth over the last twenty years in terms of employment, business stock and population (including the working age population). These trends relate to the expansion and increasing national dominance of the London economy, and notwithstanding the current economic uncertainty, are expected to continue in the years to come.

Havering's population grew from 224,248 in 2001 to 276,300 in 2024<sup>3</sup> and based on current trends, the population is projected to grow to almost 278,000 by 2037<sup>4</sup>. While the working-age population rose by 12% between 2001 and 2016<sup>5</sup>, the Borough has more recently seen faster growth among other older and younger age groups since 2008. The implication is that dependency ratios are increasing, which could pose increasing challenges for the Council in the future, and also means that the pattern of demand for local services are likely to change in the future.

The Borough's ethnic diversity is also increasing. The proportion of the population of the Black, Asian and Minority Ethnic (BAME) heritage grew from 16.7% to 25.4% between 2011

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<sup>3</sup> ONS Census and Population Estimates

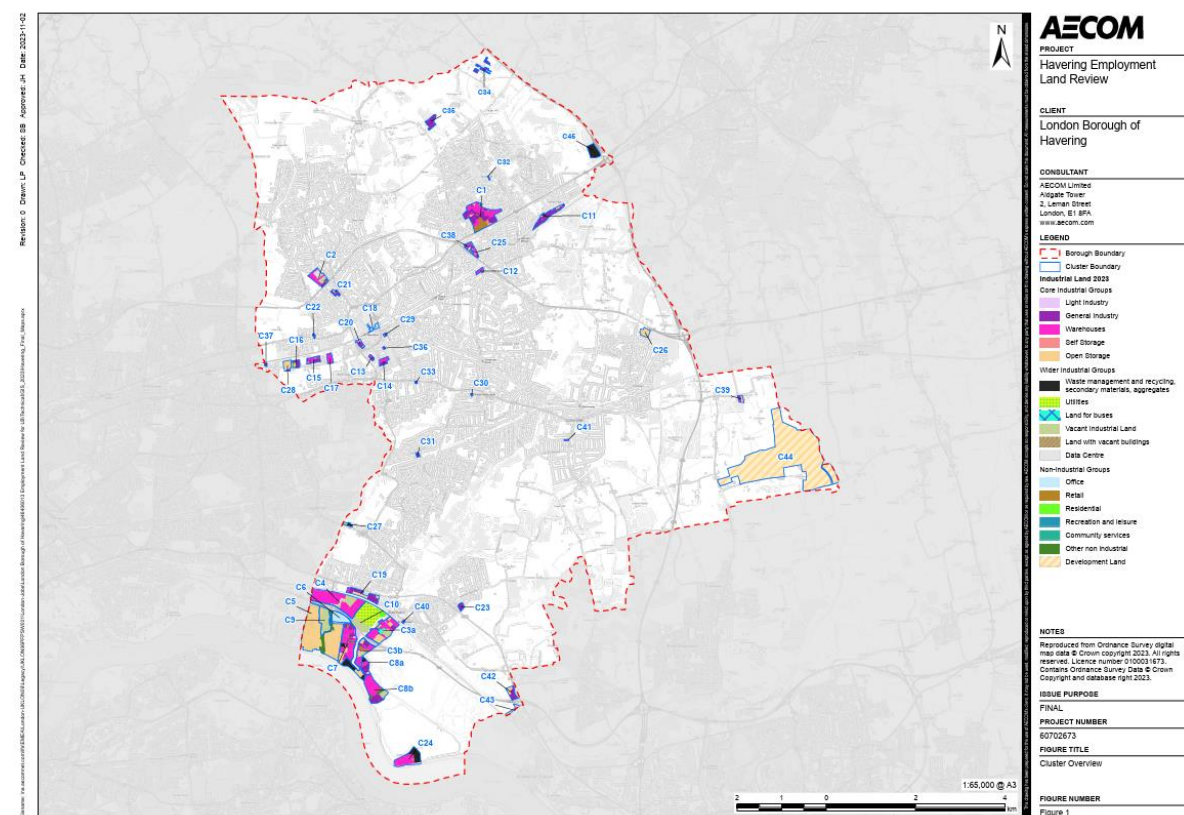
<sup>4</sup> GLA 2022 Demographic Projections

<sup>5</sup> GLA Population Projections

and 2021 and is forecast to grow yet further to 29.5% by 2030<sup>6</sup> however Havering is expected to remain significantly less diverse than many other London boroughs. National Insurance number registrations suggest there also has been an increase in the EU-born population, especially from Eastern Europe<sup>7</sup>.

The main business locations in Havering are shown in the figure below. The largest industrial locations are at Rainham Riverside and in Romford, with other industrial areas around the Borough including Harold Hill. The business base has grown quickly since 2010, from 6,700 enterprises then to 10,325 in 2024<sup>8</sup>, largely. This growth is largely among small and medium-sized enterprises (SMEs).

#### Havering Employment Land Review (Nov 2023)



Link to ELR 2023: <https://www.havering.gov.uk/planning-3/planning-policy/15>

Growth has been particularly strong among firms in the professional/scientific/technical sector, where numbers have risen by 75%, and information/communications, where numbers grew by 96% (and creative, a cross-cutting sector, where numbers more than doubled)<sup>9</sup>. Construction, the largest sector in terms of business numbers also grew strongly

<sup>6</sup> Havering JSNA 2024

<sup>7</sup> Department for Work & Pensions, National Insurance Number Registrations of Overseas Nationals, Borough and MSOA

<sup>8</sup> ONS UK Business Counts, 2024

<sup>9</sup> ONS UK Business Counts, 2017

(+35%). By contrast, other sectors saw modest growth in business numbers. Examples include retail, which saw a 6% growth in enterprise numbers, and manufacturing (10%).

The sectors in which the Borough's jobs are distributed provides a different picture of the local economy. The biggest sectors in terms of jobs are health (13,000 employee jobs), retail (10,000), education (8,000), business administration and support (8,000), and construction (7,000)<sup>10</sup>. Professional, scientific and technical (4,500 employee jobs), and information and communications (2,250), were both more modest sources of employment. However, these areas are now growing rapidly, and have the potential to support the growth of new, office-based industries in the Borough, and particularly in Romford.

Productivity in Havering stands at 78% of the London average, although 106% of the England average<sup>11</sup>. This is reflected in lower wages for people working in the Borough than the London average. However, the majority of Havering residents commute out of the Borough to work. They commute principally to neighbouring boroughs with many commuting into Central London, and bringing home higher wages than they would obtain in Havering<sup>12</sup>.

The employment rate in Havering is (December 2023) very high, at 81.6% having fallen from 85.4% the previous year, and unemployment correspondingly low<sup>13</sup>. However, despite the good schools, adult qualification levels in Havering are relatively low. This reflects at least in part, the industrial heritage of the Borough, as well as a perception that formal qualifications are unimportant. Those achieving top grades at A level are only half the average proportion for the country<sup>14</sup>. Occupations of residents are becoming increasingly polarised, with higher numbers in professional occupations, but also higher numbers in service occupations. This is likely to become an increasing trend, and its social implications could be exacerbated unless the skills system is able to support more people to increase their skills levels.

### 3.2 Business Survey

The BMG business survey results from 2018 show that businesses in Havering are positive about their prospects. 40% of businesses at the time of the survey were trading as expected with 33% stating that they were trading reasonably or extremely well, with a similar number expecting improvements over the subsequent 12 months. Businesses in Rainham are most likely to have taken on additional staff and be aiming to grow further in the coming year. However, transport infrastructure is cited as the most significant barrier to growth. Half of businesses had not provided any training for staff. Yet 40% of businesses recruiting find that applicants don't have the required level of skills. There is a considerable amount of local trading amongst the Borough's businesses, and nearly one third are considering moving over

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<sup>10</sup> ONS Business Register and Employment Survey: open access, 2016

<sup>11</sup> SQW Analysis of ONS Jobs Density 2015, ONS Regional GVA (Income Approach) by Local Authority in the UK, 2015 and ONS Sub-regional Labour Productivity: Nominal (smoothed) GVA per filled job (£): NUTS 3 sub-regions, 2015

<sup>12</sup> ONS Annual Survey of Hours and Earnings

<sup>13</sup> ONS Annual Population Survey 2024

<sup>14</sup> Department for Education, A level and other 16-18 results (provisional): 2016/17 - Local Authority and regional level tables



the next 12 months. It is recognised that significant time has now passed and as a result the weight attached to this historic feedback has been reduced.

### **3.3 Business and agency views**

There were a number of strong messages provided by partners during the consultation interviews and workshop discussions. In summary these were:

- Havering is a good place to invest, with low property prices and the Elizabeth Line enhancing access, but the Council should protect office space and encourage better quality
- The Council should facilitate the development of grow-on space for existing businesses and inward investors, and a wider offer, including culture and leisure
- The Council should be more flexible on changing from retail uses in South Street
- The environment around Romford Station is a key gateway into the town centre and needs improving
- The market should provide a broader and more attractive offer
- In Rainham the Council should co-ordinate work with partners on intensifying and marketing sites; and consider which types of businesses we want to attract
- Transport routes north-south need improving – particularly into and around the Rainham SIL area
- The Council should identify ways of providing opportunities for local businesses through supply chain and procurement interventions

There is enormous support from the business community, and across public sector partners who are keen to work with the Council on achieving these improvements.

### **3.4 Key issues arising from the evidence**

Havering has experienced significant population and employment growth in recent years, and its industrial structure is changing, with the growth of service industries and in particular creative industries. As sectors of the economy will be affected by economic changes in different ways, and the implications vary for particular places across the Borough, sector dynamics and place issues need to feature in the Strategy. Population growth is projected to grow at a faster rate than employment growth.

#### ***Havering has a need to deliver additional homes to support economic growth***

Havering is experiencing significant development pressure and there is a need to increase the supply of housing to meet the demands of the growing population. The London Plan sets a 10 year minimum housing target for Havering of 11,701 new homes between 2015 and 2025 (1,170 per annum). The Adopted Havering Local Plan sets out how this target will be met and commits to the delivery of at least 17,551 new homes between 2016 and 2031 including over 6,000 new homes in the Romford Strategic Development Area and over 3,000 new homes in the Rainham and Beam Park Development Area.

The Council is committed to ensuring that residents have access to high quality, affordable new homes. The emerging Local Plan requires 35% of new homes to be affordable.

***Romford must make significant improvements to its offer, the provision of commercial space, and the overall trading environment in order to realise its potential as a diverse and thriving metropolitan town centre***

Romford has seen the loss of around 118,144 sq ft of office space under permitted development rules as office space has been converted for residential use. Romford has become over-reliant on the retail sector, which is facing major restructuring due to the growth of online shopping. It needs to improve its offer and its appearance. Although there is a real opportunity to attract creative businesses and other new sectors, Romford doesn't have the high quality, flexible, serviced business space that businesses want. Romford has the potential to benefit from its accessibility to Central London and its relatively low commercial property costs. It is the focus for the projected growth in offices in the Borough, cannot realise this growth without an increased supply of appropriate space. It is clear from the evidence that major improvements are required to make Romford an attractive destination. This needs to include improvements to Market Place, a better offer in South Street, transformation of the area around the station to provide the gateway to Romford, and fit for purpose office accommodation as part of mixed-use schemes. The market will need to operate differently in order to respond to changing demand.

***Smaller town centres are relatively healthy, but are increasingly vulnerable to continuing change in retail***

The district centres of Hornchurch, Upminster, Elm Park, Harold Hill, Collier Row and Rainham Village all provide important local service and retail centres for local residents, as well as a base for many independent retailers. Regular health checks are undertaken and we know that despite relatively healthy performance to date, in the future they will need to develop a broader offer and adapt to new circumstances. This should include continuing to develop the retail offer, and promote cultural assets such as the Queen's Theatre and other arts centres as part of the Borough's cultural and creative offer. There are few development opportunities in these town centres but it will be important to take any opportunities that arise to consolidate retail functions and promote alternative uses including leisure and providing business space possibly as part of mixed-use schemes. The town centres also have the potential for residential development which may help to support the delivery of innovative mixed use developments that provide flexibility and support for start-ups and existing microbusinesses. Research has shown that 95% of UK businesses are microbusiness and most are or have been run from the owner's home. They generate a third of all employment and a fifth of all turnover (Reuschke & Houston - 2016 - Microbusinesses and the city). The COVID pandemic resulted in more home working and with the delivery of new homes in Romford and Beam Park in Rainham there is the potential to support the delivery of new housing/working typologies to support start-ups and existing new businesses.

### *Havering has significant potential for additional investment and growth*

Havering has key locational advantages, which are often under-sold. The access to Central London and the M25, combined with relatively low land values relative to inner London, make Havering an ideal location for a wide range of industrial activities, and increasingly now also professional and creative firms. The availability of relatively low cost housing and access to open space make it an attractive residential location for people moving into the Borough. London Riverside SIL, along with the other industrial areas in the Borough, is both protected and supported by the GLA for development. Major regeneration programmes are taking place across the Borough, and will provide increased opportunities for new and existing communities and businesses including potentially the build out of the East Havering Datacentre Campus subject to LPA approval

### *Jobs growth is not keeping up with projected housing and population growth*

The Council is committed to housing regeneration through a coordinated strategy that promotes sustainable development with the correct balance of services that a growing population needs. However, it does not want to become a dormitory for London commuters. It is proud of its heritage as an industrial location and high profile market town, and of its close work over the years with, and in support of, the business community. To ensure continuing high levels of employment in the Borough, the Council's ambition is to increase the rate of employment growth over and above that forecast by the GLA to match its population growth rate.

### *Havering is still a key location for London's remaining manufacturing, logistics, engineering and construction industries, but infrastructure is a barrier to growth*

Havering has 442.8 ha of employment land, with 320.6 ha allocated as Strategic Industrial Locations. Much is functioning very effectively and providing a location for these industries, along with waste and motor trades for example, that benefit from its access to the national as well as London road networks, relatively low land values, and the availability of reasonable quality premises. The majority of the land in Rainham SIL is open storage and has the potential to be used more intensively. Significant areas are vacant despite the strong demand for premises, raising questions about the match between demand and supply. The industries in these areas provide a good range of employment, and are an increasingly important source of business rates. Existing occupiers and land-owners are seriously concerned about the quality of digital and transport infrastructure, which are acting as barriers to growth. If it is not possible for staff to access the area, businesses will be unable to locate or expand in the area.

### *Havering has a diverse business base, comprising sectors with different support requirements*

**Industrial sectors such as Logistics, Engineering, Manufacturing** – which have not demonstrated recent growth, but remain the foundation of the Borough's industrial base.

These businesses need to be supported to intensify land use and increase employment, as well as to upskill staff and innovate in order to improve productivity levels

**Construction** – a major sector for Havering, with potential to link into the regeneration programmes across the Borough

**Retail** – vulnerable to the impact of online shopping, and likely to consolidate over the coming years, meaning that as well as supporting existing independent retailers to increase their resilience, different approaches to supporting town centres are required. The decline of many household names has affected the high street and suggests a change in shopping habits. Often these retail business were also significant employers and their decline may have an effect on employment levels throughout the borough.

**New growth sectors** - professional, scientific and technical, IT and creative – growing, locating in Romford, but lacking appropriate office space; creative industries need support to grow, and connections to local markets and support services. The potential for the delivery of the East Havering Datacentre presents the biggest opportunity for growth across these sectors offering bring potentially 1800 job opportunities.

**Health, education, social care** - the biggest employers – and sectors with potential for strategic alliances to increase technology and higher education presence in the Borough; and to collaborate in up-skilling, recruitment and retention of staff. Health and social care integration, and the need to develop a sustainable social care market are critical sector change requirements over the coming years, and will also impact on labour market demand. The 10-year NHS Plan offers opportunity to link existing health expertise with tech growth as it moves from analogue to digital offers.

### *Productivity is relatively low*

Productivity is low compared with the London average. The presence of the London Riverside Business Improvement District and other partners in the area including the GLA and SEGRO, the New City College Group and the Centre for Engineering and Manufacturing Excellence (CEME) will provide the basis for an increased emphasis on increased innovation and productivity improvements as well as support for business growth.

### *Tackling disadvantage*

The challenge for Havering is making its case for investment for government funding. Havering has relative wealth and is without the same scale of disadvantage (in terms of numbers of people affected) as other areas within its devolved sub-region. Despite this, there are areas of the Borough in which residents experience multiple forms of disadvantage. There are many unknowns about the future, but we fully recognise the now established negative impact of the London housing market and low value employment sectors in the Borough (like others) on the cost of living and homelessness.

Combined, and if left unaddressed, these factors will inevitably create greater polarisation and inequity between wealth and disadvantage, and leave those already stuck in long term

unemployment or poor quality jobs further behind. Ultimately it will also sustain increased demand on Council services and budgets in the short and longer term.

## **5. Priority For Action 1 - Foundations for growth**

### **5.1 Transport Infrastructure**

One of the key attractions of business locations in Havering is the connectivity provided by its strategic transport connections and routes. However, it is clear from the evidence that transport infrastructure improvements are needed to enable business growth. The lack of north-south connections between Rainham and Beam Park, Romford, Collier Row and Harold Hill, and in particular the almost complete absence of public transport routes within the Rainham SIL is a key barrier to growth. Lack of public transport in the London Riverside Business Improvement District (BID) area is a key problem for many businesses in terms of staff recruitment and retention. The Council is developing proposals for remodelling the A1306 through the Beam Parkway scheme this will be in conjunction with Transport for London (TfL) and dependent on funding from them. The Council also supports the proposals developed by the London Riverside BID in relation to electric vehicle charging points.

The Romford Ring Road is a barrier to accessing the town centre from the neighbouring housing areas in particular for pedestrians and cyclists. It also gets heavily congested, particularly at the weekend with shoppers trying to access the main car parks in the town centre. The Liveable Neighbourhoods scheme is a key part of our response to tackling the Ring Road barrier again this initiative will be in conjunction with TfL and reliant upon funding from them.

The level of growth forecast to be delivered in East London generally and in Havering over the next 10 years is expected to put additional pressures on the local and strategic highway network. The Lower Thames Crossing will afford opportunities for Havering and the wider South East of England and address these issues to an extent.

Though the pressure on the local and strategic highway network will remain and this issue will need to be addressed with strategic partners such as Transport for London as well as neighbouring local authorities outside the GLA boundary. Havering will continue to work closely with Transport for London because of the key role that it has had in ensuring that the growth envisaged in the London Plan for East London and, in particular, London Riverside, can be accommodated on the existing network or with specific interventions.

Improvements in transport infrastructure are a key requirement for employment as well as housing growth, and continuing to push for them is therefore a key priority for the Strategy.

### **5.2 Digital Infrastructure**

The Council recognises the growing importance of the need for modern, effective communications systems to serve local residents and businesses and their crucial role in both the national and local economy. The benefits of enhanced digital connectivity are far reaching with wider access to broadband not only encouraging local enterprise, but also

paving the way for flexibility so residents can work from home, save on transport costs and reduce congestion.

Our Strategic Industrial Areas including the London Riverside BID area suffer from very poor digital connectivity, which does not enable proper functioning in a modern business environment, particularly in industries that need to develop and innovate, as in engineering, manufacturing, logistics and construction. Businesses consistently report problems with digital infrastructure. Providing ultra-fast broadband is a key priority, particularly within the Rainham SIL where there have been consistent complaints from the business community about digital connectivity. The first steps towards implementing improvements have now been made through the use of funding secured by the Borough and Local London partner boroughs.

We will also explore other potential improvements appropriate to the business environment there and elsewhere in the Borough, and in particular the potential to secure access to 5G. In order to maximise the innovation potential of the area, we aim to future-proof the area by early adoption of hyperfast or gigabit broadband speeds where the opportunity arises, and we will seek to secure these improvements through the Council's Digital Strategy. In the context of the fast pace of technological development, and the high levels of market penetration of mobile data, we no longer feel that town centre Wi-Fi delivery represents a good use of public funds.

### **5.3    Workspace**

We will promote opportunities for start-up and small enterprises by expecting commercial and mixed-use schemes to provide a minimum of 10% of its floorspace as affordable workspace within the Borough's network of town centres, and employment areas. This will be a mechanism to strengthen local growth sectors and enable local people to thrive. The Council intends to use affordable workspace as a key driver to support a flourishing local economy, and the provision and preservation of affordable and suitable workspaces that can easily be sub-divided for different uses will increase the opportunities for small business which are essential to Havering's economic vitality and a catalyst for regeneration. In common with other local authorities, we will encourage the development of suitable commercial and industrial workspace.

## **6. Priority For Action 2 - Enterprise and Innovation**

### **6.1 Business starts**

Haverling is a good place to start a business – it was the Start-up Capital of Britain in 2015<sup>15</sup>. Supporting business starts and encouraging incubation space has been a core element of the Council's business support programme. It will continue to be an element of future programmes, while support for businesses with potential for high growth becomes increasingly important. We want to make sure that we have a diverse business base across the economy, and will ensure our support programmes help to achieve that. We need to balance the need to build of pipeline of companies with the potential to grow, with the very much higher cost of supporting early growth opportunities – companies with around 10 employees offer opportunity for growth at much lower support cost.

### **6.2 Business support and growth**

Many businesses are content to maintain their current level of trading into the future. In the current uncertain economic climate, we want to encourage businesses to consider their growth potential and diversification into new technology, and to access the advice and support that would help them to achieve it. The business survey identified a number of priorities, and we are also aware that bespoke and specialist advice is often critical for growth businesses. We want to make sure that we are able to help businesses access specialist advice (such as business finance, marketing and exporting) where this is needed.

### **6.3 Innovation and productivity**

Logistics, engineering, manufacturing and construction firms are all experiencing major competitive challenges, and are the focus of significant information, data and AI developments. Increasing productivity through innovation and training is essential for the Borough to maintain and grow its key industrial sectors.

We need to make sure that we access the benefits of wider developments and technological enhancements in these sectors, and promote them across our business community. We will continue to work with CEME, to support provision for early stage and growing businesses.

### **6.4 Business networks and engagement**

A large proportion of small businesses in Haverling rely on trade within the Borough. Business to business trading can be promoted by the Council with its business networks, and we will focus on this and on ensuring that local businesses can access public sector supply chains. This will include improving information, advice and access to contracts. Local trade networks are particularly important for the emerging cultural and creative industries. We

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<sup>15</sup> Experian Start-up Capital of Britain 2015



will help connect these businesses to local markets and support services. In construction, where the potential for links into the regeneration programmes could be particularly beneficial for the sector, and networking and information opportunities will be developed.

## 6.5 Sector Development

Haverling is home to over 10,000 enterprises, provides 11,100 commercial units, and 92,000 jobs<sup>16</sup>.

The key employment sectors in Haverling are Construction, Health, Retail, Tech, Professional, and Scientific.

### *Construction*

The Construction sector remains Haverling's largest sector. It grew substantially between 2010 and 2017<sup>17</sup> and this growth is expected to continue over the next decade due to Haverling's ambitious regeneration programme. With availability of industrial land at affordable prices, Haverling has strong competitive advantages for the construction sector.

### *Health*

The Health sector is a vital market for Haverling and the leading sector by employment due to Queen's Hospital being located in Romford. It is a premier acute hospital providing complex care and specialist services for the population of North East London and Essex. The Borough has the largest population of people aged 65 and over in London – and we are committed to working with providers to develop a stimulating, diverse and active market ensuring that our residents needs continue to be met.

### *Finance and Professional Services*

Romford is Haverling's key hub for office-based employment and is home to over three quarters of the Borough's Class B1 Business property. The majority of this is concentrated within the Romford old office quarter, mainly in the Western Road and Eastern Road areas, which despite being conveniently located in close proximity to the town's main line railway station and major bus interchange facilities, has suffered under the Government's Permitted Development Rights and is now a mix of residential and office uses. Moreover, the office accommodation is dated and not necessarily well suited to modern working practices.

The town centre benefits from very high levels of accessibility. This accessibility contributes considerably to the importance and significance of the Romford old office quarter in employment and economic terms, and could deliver good quality office space within a business orientated environment to mainly professional services, with rental rates that are low in comparison to central London boroughs. With an impressive and very extensive range of town centre facilities on the doorstep, plus numerous amenities, public transport

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<sup>16</sup> ONS UK Business Counts, 2024 and ONS Job Density, 2015

<sup>17</sup> ONS UK Business Counts, 2024

links, road connectivity and services, the area is considered a key location by many businesses.

### **Tech**

The exploitation of opportunities in tech has been one of the most important drivers of productivity growth over past decades. All new technologies essentially rest on an interconnected 'smart world', where objects, machines, people and the environment are increasingly closely interlinked.

The Tech sector is an enabler of economic progress and also an important driver for the future development of the digital economy. It integrates the digital ecosystem, which is a network of economic and social activities, such as the Internet, mobile and sensor networks. Technology brings change to virtually every sector – offshoring in accountancy, cloud computing, autonomous machine reasoning, high frequency algorithmic stock and options trading, etc. Traditionally, Central London and the City have been the most attractive locations for Tech companies, however the increase in flexible and serviced office accommodation in Romford, the comparative low rental rates, the high speed public transport links into the City, and high quality data links, have enabled Romford to host this growing sector.

### **Retail**

The retail sector share in Havering is one of the largest in London. Havering has seven designated town centres; a Metropolitan town centre and six district town centres. Romford is the Metropolitan town centre within the Borough and is the 5th largest within the London region. Hornchurch, Upminster, Collier Row, Elm Park, Harold Hill and Rainham are the district town centres within the London Borough of Havering.

Romford town centre has a diverse range/special mix of national high street shops/brands, unique specialist independents, restaurants, cafés plus a traditional outdoor market dating back to 1247. The restaurant offer within the town centre remains vibrant and busy, though the offer is largely aimed at the value end of the market rather than high end dining. As a metropolitan centre within Greater London we will look to create a vibrant safe night economy by liaising with developers and entertainment venue operators and town centre groups via the community safety team.

Romford has three large vibrant shopping and leisure malls plus a shopping arcade; The Brewery, The Liberty, The Mercury and The Romford Shopping Hall. Recognising Romford's location between significant mall-shopping offers at Stratford, Lakeside and Bluewater, Romford needs a distinctive proposition in order to thrive.

Hornchurch, Upminster, Collier Row, Elm Park, Harold Hill and Rainham offer a diverse range of multiples and unique specialist independent shops and restaurants all within conventional high streets and historical locations.

We recognise that retail is changing at a faster pace than since the 1970s. Footfall on the high street continues to decline with online retailers able to offer better price competition built on lower premises costs outside traditional retail centres. As customer choice takes them towards online retailers, our retail centres must adapt by offering the customer something which can only be had by spending time on the high street; by delivering an experience without sacrificing the convenience of limitless choice and almost immediate availability for delivery to the customer's home. While we can encourage an emphasis on service sector offers on the high street to reduce our dependency on take away products – we can do this through the provision of a mix of traditional retail with leisure, food and drink, entertainment, and animation – we must also address the demand for immediate availability. We will thus need to innovate and Havering is no less well placed than other locations to experiment in new retail models. Alongside this, we are prepared to support innovation in the taxation of retail to mitigate the advantage that 'e-tailers' have over the high street. The recommendations for a new retail offer and experience for consumers will be consistent with existing land use policies and a commitment towards high quality urban design.

We note the anecdotal evidence that the withdrawal of retail banking service from some of our high streets is having a perceived negative impact on footfall. The same might be said of the closure of Crown Post Offices. We see both these perceptions as part of the undoubted evolution of the high street but cannot be sure whether this impact is real or merely perceived. We can however be sure that for our high street to survive, we need to develop a forensic understanding of the current state of our high streets, the factors which are driving change, and ways in which we can optimize our response to these changes in the 21 century. The analysis we will undertake will inform the interventions that are recommended.

### *Other Key Sectors:*

#### *A Key Manufacturing Hub*

The Havering Riverside Employment Area at London Riverside in Rainham is a key hub for manufacturing businesses and employment opportunities in the Thames Gateway development zone. It is home to more than 500 firms ranging from small and medium sized businesses across a variety of sectors to major international companies. It is also home to important centres of learning and business support such as the Centre of Engineering and Manufacturing Excellence (CEME) and Havering College's Southern Campus. It also has the largest available supply brownfield strategic industrial land in London. The CEME campus offers a fantastic education centre for young people interested in manufacturing, engineering, design and technology has been created and delivered in partnership with distinguished businesses such as Ford and Network Rail and universities including University College London. Through these initiatives and others of a like kind, we will continue to work to broker connections between industry and academia to bring new technologies, processes and products to market to improve our productivity and thus our attractiveness on the national and international stage.

### *Logistics*

Like other sectors, we recognise that the logistics sector is changing as processes are automated and productivity increases. This will likely lead to larger facilities with smaller head counts. With land at a premium, we will give priority to logistics businesses with higher levels of added value and thus yielding opportunities for high levels of employment.

Beyond this however, we regard the logistics sector as offering opportunities for real innovation and growth. In particular, while online commerce might present itself as a threat to our high streets, it offers an opportunity for the development of modern and sustainable mode for 'last mile' delivery in a manner that can mitigate the impact of higher volumes of deliver being undertaken using efficient point-to-point paradigms. Our key location serves us well from our position at the gateway between London and Essex but also at the key lowest crossing point of the Thames and close to the launch point of the anticipated and hoped for, new Thames Crossing. Finally, we see our riverside location as potentially playing a significant role in the development of freight consolidation models for the carriage of goods into Central London using the Thames as a key arterial route. We are already in discussion with the Port of London Authority in scoping out this potential.

## **7. Priority For Action 3 Increasing inward investment**

### **7.1 Role of Inward Investment for Havering - the why?**

We recognise that Havering as a brand is not widely recognised and that winning investment for Havering will require us to partner with other stakeholders – with other London boroughs and London more broadly, and with Essex to the East.

Our inward investment work will make sure that Havering benefits from new investment from overseas companies, UK based companies outside of the Borough and also from local occupiers that choose to expand within the Borough yet where decisions are made elsewhere – so-called ‘investor development’.

We need to seize opportunities as they arise by carefully marshalling our partners and the unique advantages of our programmes and location. We will work with our partners more effectively to maximise the potential benefits of technological changes within public and private sectors. The development of health technologies, for example is particularly important given the size of the health and care sectors in the Borough.

We will improve our marketing and promotion through our website and communication activity and our enquiry handling, and co-ordinate activity with our partners. We will also work more effectively with commercial agents in London as well as maintaining our links with those in the Borough. We will target key sectors for investment, and identify mechanisms to incentivise investment where possible.

There needs to be a more acute understanding and clarity on why Havering needs inward investment and a realistic assessment of what can be achieved in the short, medium and long-terms. This is ‘the why’ of inward investment and is the driver for all subsequent activities. For our communities it is all about supporting local people into work with higher skills and wages; and achieving a game-changing shift in perceptions.

### **7.2 Place brand, awareness and inward investment - the where?**

Promotional activity is not always a requirement for inward investment success but proactive business engagement based on use of corporate tracking and intelligence tools most certainly is.

There is a complex and often misunderstood relationship between branding, awareness and inward investment. While it seems logical that the better known a location, the more likely they are to attract investors however this is not the case. Some of the best known place brands in the UK, like Liverpool or Sheffield, receive far less inward investment than the less famous brands of Milton Keynes, Reading and Slough. It would be a mistake to focus on awareness raising activities in the hope that it will translate into investment success.

The issue of place brand is further exacerbated by the fact that Havering has poor brand recognition while our actual brands like Romford lack positive resonance. This is not as much a problem as it might appear. From a branding perspective, Havering should be seen as very much part of the London brand for inward investment and all collateral and communications should reflect this fact. It also means that relationships with London & Partners and others in the capital is a fundamental part of the approach which Havering will adopt.

Havering enjoys a great strategic location at the gateway to London from the East and to Essex from London. It also sits alongside the current lowest crossing point of the Thames. This characteristic that could be leveraged further to support activities including distribution and passenger transport. Havering is also situated on a key transit route around London's outer fringe linking the Midlands and the East of England with key markets in mainland Europe. More than this though it also forms part of the M11 corridor in the development of high end technological development. These locational benefits and the wider recognition of its strengths in key sectors of logistics, construction; finance and professional services, care, manufacturing, and importantly, retail, offer considerable opportunity to attract significant inward investment. Havering's brand identity is respected but weak – Rainham, Romford, Hornchurch and Upminster are better known but still lack identification as preeminent in any particular field. Establishing the identity and recognition of our place must therefore sit high on our list of challenges and opportunities.

### **7.3 Targets: markets, sectors, types - the who**

What and who is Havering for? Coming up with a clear targeting plan is a necessary precursor to inward investment activity. The targeting plan will articulate the geographic markets that are to be prioritised (eg London, South East, UK, Europe, USA etc) as well as the sectors (healthcare, professional services, technology, manufacturing) and the types (start-ups, scale-ups, SMEs, large firms). Following the targeting plan, there will be compelling propositions developed and tailored to suit each market, sector and type.

### **7.4 London opportunities**

In the pre-COVID world, there were on average between 2 and 5 new inward investment projects each week which land in London. In most cases, these new arrivals would tend to take space in short-term flexible offices or serviced offices. From the outset, the high-costs, congestion and lack of available grow-on space in places like Paddington and Shoreditch is rarely an issue. As these companies grow, however, they recruit more staff and the challenges of growing in central London become more evident. Before new inward investors establish deep roots in their first landing location, there are opportunities for Havering to engage and explain the benefits of a more affordable London location with space to grow.

### **7.5 Process - the how**

Creating an inward investment service that is fit-for-purpose, proactive and customer-focussed does not cost millions. In fact it has very little to do with financial resources.

Havering recognises that there is an opportunity to create a ‘best-in-class’ service that outshines all other London Boroughs and teams across the wider South East.

Havering will set out its ambition to be:

- *‘London’s most welcoming borough’*
- *‘London’s most business friendly borough’*
- *‘London’s most ambitious borough’*

All of these mantels are achievable as they are within the control of the council and are not a result of current performance or future funding. It requires having a small, effective and agile inward investment team that uses free online tools for research and intelligence, coupled with high proficiency in using social media platforms like LinkedIn to engage with potential targets. Most importantly though, it requires a business culture and customer-service ethos. It also needs the council to guarantee an element of independence and autonomy in order for the team to focus on attracting business and not be diluted or distracted by broader issues.

## **7.6 Business Retention & Expansion (Investor Development)**

The importance of working with existing businesses in the Borough is not just good for local companies, it is an essential part of inward investment too. According to Department for Business and Trade (DBT) figures for inward investment (2018-19), some 60% of foreign direct investment projects are from existing investors already in the UK and 31% are expansions of an existing facility. It is reasonable to suppose that these proportions are typical. Working with the existing firms in Havering is the best way of securing future jobs growth for the Borough. Local firms also represent an opportunity to engage with suppliers and customers of existing investors, who are located outside of the area; this can be a lucrative source of potential leads.

## **7.7 Leveraging Partners**

Leveraging partner resources and support central to our plan. This includes public and private sector organisations that are active in advising companies - such as Department for International Trade, London & Partners and intermediaries such as bankers, lawyers and accountants.

The relationship with DBT is particularly important as there is a perceived tendency to pigeon-hole ‘London’ as the place for financial services, new technology and big headquarters - and to refer more back-office and manufacturing opportunities to places in the ‘Midlands Engine’ and ‘Northern Powerhouse’. This strategy aims to convince partners and intermediaries that there is a place, inside London, which has the demographics, space and cost-base to attract a wider array of projects than those currently choosing London.

## 8. Priority For Action 4 – Regeneration

The Council has established three joint venture companies and a wholly-owned subsidiary, Mercury Land Holdings, in order to play its part in delivering housing growth, and these will create £3 billion of development activity in the Borough over the coming years. We want businesses to benefit from this and contribute to the development itself, through supporting access to local supply chains (as discussed in the previous section), and through providing apprenticeships, and increasing the range of jobs available locally.

The Council wants to see economic growth keeping pace with the housing growth projected for the Borough. The Romford masterplan acknowledges the need to create new and better types of business space and within future developments, and we will increase our inward investment activity to market available space. We will consider any opportunities to develop and improve business space, including direct intervention through joint ventures with the private sector, and work with partners, developers and through existing regeneration programmes to support the incorporation of employment space.

Business and employment growth will be encouraged across the Borough. However, in Rainham Employment Area and Romford Town Centre, employment growth features within Opportunity Area Frameworks and larger scale growth is more likely to take place. District Town Centres are also key priority areas for the Council, and could provide locations for both housing and employment growth. There are three principal geographical areas for business growth and investment, set out below.

### 8.1 Romford Town Centre

Romford Town Centre is a key location for growth, but currently under-performing. Major improvements in the operating environment are needed, and significant transformation is already planned through works to the ring road, investment in the Market Place, the redevelopment and improvements to the shopping centres, and investment in events, signage, and community safety through the Romford Business Improvement District. As previously stated the Romford masterplan adds value and will enhance the town centre. This strategy aims to align with the masterplan. This includes a commitment towards delivering a major public scheme linked to the reconfiguration of the Romford ring road.

We need to improve the quality and supply of appropriate and flexible office space in Romford. There is unmet demand for high quality grow-on space and wherever practicable, the Council's regeneration programmes should incorporate business space through incorporation of mixed use schemes, and this features in the Romford masterplan.

The Romford Town Management Partnership secured agreement of businesses to establish a Business Improvement District for the Town Centre in June 2018. The Council will continue to work with the now-established Romford BID to co-ordinate improvement plans for Romford.



## 8.2 District Town Centres

The District Centres of Hornchurch, Upminster, Harold Hill, Elm Park, Collier Row and Rainham Village provide vital centres for local businesses and communities. We want to maintain a network of thriving town centres across the Borough to provide good access to services for local communities, increase sustainability and convenience by reducing the distance needed to travel, and improve trading opportunities and business resilience.

In the context of the structural changes impacting on the retail sector, it is vital to understand the dynamics of the centres, and to support them to adapt to changes and to respond in order to continue to meet local needs. District Centres may need to adapt to social and economic changes, and the Council will support this process by developing bespoke plans for each of these centres. The plans will set out, for each of these centres, the potential for strengthening and diversifying their offers, and promoting workspace development as well as housing growth where appropriate.

We will continue to undertake regular health checks within the Town Centres across the Borough, incorporating vacancy and classification analysis. The health checks will also incorporate a broader approach considering a holistic view of the uses of the town centres including analysis of dwell time, use of parks and green spaces and quality of visitor experience. An audit of the public realm in the town centres will also inform policy relating to the accessibility and inclusivity of the town centres for all residents.

We will continue our programme of town centre support and capacity building, and work to increase the effectiveness of local town partnerships to increase trading. We will also help to improve the trading environment in town centres through marketing, branding and improved signage

We will look for opportunities to diversify the local offer by increasing leisure, services, and space for business where that is viable. Any diversification of leisure services will incorporate changes to maintain the physical and mental health of residents. We will develop a strategy for each town centre that takes account of social, economic and cultural inward investment opportunities, to place the town centres on a more sustainable footing for the future

We will also look at the feasibility of supporting an additional Business Improvement District in Hornchurch as a mechanism for sustainable funding for improvements into this town centre by consulting with our business partners and town teams.

## 8.3 Strategic industrial Locations

The strategic industrial locations in the Borough are essential locations for growth. In that context we will continue to identify potential barriers to growth and to tackle them where possible, or work with partner agencies to address them. However there are a number of critical and immediate priorities.

**Rainham Riverside:** Alongside the new community to be housed at Beam Park as part of the Council's regeneration programme, the south of the Borough is a premier business destination. The area suffers from poor connectivity although it is highly competitive compared to other areas within London. A number of sectors have grown in this environment, particularly in the logistic, transport and distribution sectors. Manufacturing and engineering are also key sectors for Havering where we want to see intensification, development and innovation.

This is the key location for intervention to support the intensification and growth of the Borough's industrial firms. East Plus by Segro has now completed two phases of development with a third about to commence delivering a new innovation village created alongside larger units creating up to 1700 new jobs. We will develop a programme of interventions with our key partners in the area – notably the Greater London Authority and SEGRO, the London Riverside Business Improvement District and CEME. Intensification may mean strategic targeting of investment in particular locations in order to maximise the potential for growth and retaining existing businesses where appropriate.

We need to seize strategic opportunities for support in the area – for example, resources from the GLA to support regeneration and development in key areas like Salamon's Way. We are also working with our partners to support wider investment, for example the development of innovation hubs to support productivity improvements. A strong partnership exists in the area, including the London Riverside BID, the GLA and SEGRO, and CEME. We will strengthen the partnership and incorporate the New City College Group and wider business community, and agree an updated action plan for the area.

**Harold Hill:** Harold Hill Industrial Estate, at almost 31 hectares in size is one of Havering's strategic industrial locations. It is just off the A12, which has direct access to the M25, making it a very convenient and attractive location for businesses. Harold Hill Industrial Estate has a number of detached warehouse and industrial units, many of which include high quality office facilities. There is also a mixture of new and established properties currently used for business purposes including offices, factories and retail outlets. Much of the area's commercial real estate is well located with sufficient distance away from residential developments. We will monitor the continuing growth and prosperity of the area and tackle specific local barriers to growth here and in other industrial locations where possible.

## **10. Delivering the strategy**

This is a five year Strategy, but designed to put in place programmes and approaches to economic growth that will achieve significant growth over the coming decades. We cannot achieve our ambitions without the involvement of our partners, and we need to have structures in place to agree joint interventions, co-ordinate activity and monitor achievements. The following paragraphs set out how we propose to do this.

### **10.1 Partnership and co-ordination**

The Council is proud of the relationship it has developed with business in Havering, and is committed to maintaining and strengthening it in order to deliver its growth ambitions. Regular business network discussions have helped to inform the contents of this Strategy. We have now agreed with our key partners that with the increased complexity and intensity of regeneration programmes and economic interventions in the Borough, we need to develop partnership arrangements that can meet current challenges and engage a range of appropriate partners.

### **10.2 Demonstrating achievements**

This will be done at the strategic level through monitoring key performance indicators relating to the high level objectives set out in the Strategy. The high level indicators are:

- Employment growth year on year (matching the rate of population growth)
- Growing the business base year on year
- Improving productivity rate
- Improving business perceptions of the operating environment in Romford and Rainham SIL
- Minimising town centre vacancy rates

More detailed indicators will be put in place for programmes and projects implemented through council and partnership management structures.

### **10.3 Delivering Havering Council Corporate Themes**

In developing this Inclusive Growth Strategy we have throughout borne in mind the delivery of the Council's overarching vision for its stewardship of Havering.

We recognise that the Council does not have control of all of the levers in influence: we have the power to convene our communities to work together to deliver change for the better.

For all that is good about Havering, we recognise that we can perform better and be better; we can optimise our performance to play our part economically on the national and

international stage while at the same time bringing the regeneration and reimagining of our built environment – our Places.

Finally, we know that our performance can only be optimised if we address the need to improve the communications infrastructure that makes our success and growth sustainable and inclusive – highways, transport, data and workspace.

These are times of great challenge and great opportunity. It is the core purpose of this strategy to support this development so that the benefits can be felt by our entire community.



## CABINET

### Subject Heading:

Adoption of Social Value Policy and Guidance

### Cabinet Member:

Cllr Ray Morgon  
Leader of the Council

### ELT Lead:

Kathy Freeman, Strategic Director for Resources

### Report Author and contact details:

Euan Beales, Head of procurement and Contract Management  
euan.beales@havering.gov.uk

### Policy context:

The proposed Social Value Policy and Guidance describes how social value can be leveraged to benefit the Council and its residents above and in addition to the sums agreed as part of procurement processes.

### Financial summary:

Financial impact would be assessed on a per project basis and is market dependant.

### Is this a Key Decision?

Significant effect on two or more Wards

### When should this matter be reviewed?

January 2027

### Reviewing OSC:

Resources

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

- X 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**

Social Value refers to the wider financial and non-financial value created by the Council through its day-to-day activities and Community Leadership in terms of the wellbeing of individuals and communities, social capital created and the environment.

The Social Value Policy will act as a 'golden thread' between the Council's Corporate Plan and how the Council procures Goods, Services or works. Social Value requested in procurements must be relevant to the procurement and should link back to the priorities as set out in the Corporate Plan 2024-2027.

Social Value is defined in the Public Services (Social Value) Act 2012 which came into force in January 2013. It requires the Council and its supply chain to look beyond the financial cost of a contract and consider how the services we commission and procure might improve the economic, social and environmental well-being of the Borough.

The Council procures using three sets of legislation "Procurement Act 2023, the Public Contracts Regulations 2015, Health Care Services (Provider Selection Regime) Regulations 2023" all of which require the Council to consider how Social Value can be leveraged to gain additional benefit for its residents and communities, this is also supported through the Governments National Procurement Policy Statement.

## **RECOMMENDATIONS**

For Cabinet to approve the adoption of the Social Value Policy, as set out in Appendix A and the Social Value outcomes matrix as set out in Appendix B. This will be incorporated in the revision of the Contract Procedure Rules.

## **REPORT DETAIL**

The Council is legally obligated under legislation and in particular the Procurement Act 2023 to consider Social Value in Goods, Services and Works contracts. The Government also published the current National Procurement Policy Statement which was published on the 12th of February 2025.

The Council has a Corporate Plan covering the period 2024 to 2027, this reflects the commitments made to improve the Borough. The Corporate Plan is separated into three specific areas to support the Vision they are.

- Supporting our residents to stay safe and well

- A great place to live, work and enjoy
- Enabling a resident-focused and resilient Council

To support the Council in achieving its vision the Social Value Policy sets out what the Council can use social value to provide and what would be deemed to be out of scope, as an example social value cannot be used to fund core services of the Council or to deliver elements that have already been scoped as part of the procurement specification.

The Social Value policy at its base form seeks to simplify the process for officers and suppliers and to gain the best outcome for the borough's residents. The policy speaks to four main themes that link back to the corporate plan, they are.

- Promoting local skills and employment
- Supporting local economy and growth
- Healthier, safer and more resilient communities; and
- Protecting and improving the environment

The Policy and the Matrix will be the tools to drive social value outputs that are needed rather than what suppliers think the Council and/or its residents need. This shifts the focus and control towards the areas that are in need and not what is easy to deliver from a supplier perspective.

Officers will be able to use the Social Value matrix to develop the outcomes needed, this will include resident and community engagement, as examples we can utilise current projects such as "Community Chest" to look at localised VCSE needs or to see if "Crowd Funding" opportunities exist. In addition, services and officers will be able to use resident and tenant engagement to identify priorities for social value outputs as well as monitoring of outcomes of the various social value programmes.

To support the commissioning and procurement process a matrix of outcomes has been developed, this will be initially made up of 41 different types of outcomes set across the main four outcomes with each being linked back to one or more of the Themes as set out in the corporate plan.

The matrix will be a live document and will evolve over time as the needs of the residents and the community's change.

In terms of applying social value through the procurement and contract management lifecycle, the policy is mandating that all procurements over £100,000 contract value there will be a need to assess social value in its own right, and to support this, there will be a mandatory weighting applied of 10%, this will drive organisations bidding for Council contracts to look at social value as an important metric, and the matrix can be used to drive the outcomes as a minimum.

As the Council procures using 3 sets of legislation, there may be variances to the weighting, for example if the Council identifies that an framework is the best value route to market, the responsible procuring body may have already set the

weightings or bandings of weightings, the procurement will then need to comply with the overarching process and weightings.

In terms of recording and managing the delivery of social value, currently this is devolved to individual Council services. Social Value is seen as a key and critical delivery method and as such the vision is to centralise the responsibility to set out the need, evaluate the commitment, record the “what and when” and to then be able to track and record on progress. The aspiration is to develop the reporting to the Council’s strategic partners and suppliers to ensure there is uniformity in the data and a clear picture of what has been delivered to the residents and the community. This process again will evolve over time, but the outcome is to be able to have real-time data to show the benefit that has been received. Social Value commitments made by the supplier during the tender phase will be entered into the contractual documentation to ensure that both parties have clear obligations and milestones set to ensure the delivery and the culpability for any avoidance or non-delivery.

The Council is developing the process in conjunction with our e-procurement system provider and will be implemented in the near future. This will allow for clear visibility of the offer and delivery, with the aim to producing an annual social value highlight report. This will contain the Councils outputs and aiming to consolidate the main third-party partners deliverables into a central point, so there will be “one View”.

To ensure that social value is set out in a consistent manner an appendix has been developed to map and record the social value thoughts at the procurement strategy and approval stage through to the contract award post procurement. This will be required to be appended to each Cabinet paper and will give officers and members transparency on what the goals were and where they achieved through the procurement process.

The Social Value Policy golden threads into and sits alongside and supports the revised Inclusive Growth Strategy and the Employment and Skills Strategy. While presented separately today, these three pivotal documents remain symbiotic.

## **REASONS AND OPTIONS**

**Reasons for the decision:**



The Council needs to adopt a Social Value Policy as it will meet our legal obligations as set out in procurement legislation and the National Procurement Policy Statement in addition to driving impactful outcomes for the Borough.

The policy directly aligns with and supports the commitments made through the Corporate Plan 2024-2027.

The Social Value Policy will start to embed a culture of seeking additional benefit that can be flexed to support changing priorities and needs of the Borough/community.

By implementing a Social Value Policy, the Council can change the way the process is seen internally and externally and can be the catalyst to elevate social value from being a tick box exercise during a procurement process, to being used as a strategic tool.

Whilst Social Value can apply with any value of contract, there is an operational cost to preparing and scoring the evaluation model. Therefore, we will normally only require social value to be considered when we are procuring a contract with a value of over £100,000.

**Other options considered:**

The alternative options are as follows:

1. To do nothing

This option cannot be considered as not only would it be in contravention to our legal obligations, but this would also disadvantage much needed outcomes for the community and its residents.

2. To have a devolved process owned separately by each of the Council's Divisional structure.

This option also should not be considered as it will lead to inconsistency in its application and may result in the outcomes not being apportioned fairly across varying demographics e.g. we may get one output replicated over a disproportionate volume of procurements, although this may benefit a specific group of recipient, it would also mean that other areas of need may be neglected.

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

This report is seeking approval from Cabinet for the adoption of the Social Value Policy, as set out in Appendix A and the Social Value outcomes matrix as set out in Appendix B.

The Social Value Policy sets out how the London Borough of Havering will work to use its power as a major procurer of goods, services and works to deliver wider social, economic and environmental impact for our communities and businesses.

It will apply to contracts over £100,000 excluding VAT. The policy calls for a minimum of 10% of the award criteria to be attributed to Social Value. Example of Award Criteria below:

Award Criteria	
Quality	30%
Price	60%
Social Value	10%

This marks a departure from the Council's current standard criteria of 70% price and 30% quality. There is a risk that with less emphasis placed on price as a result of the implementation of the Social Value Policy, contracts which might have been ruled out based on price are now successful. However, it is noted that the reduction in the price weighting is only 10% and price still represents the key consideration when evaluating tenders.

Furthermore, Social Value considerations are likely to have financial benefits themselves albeit less tangible in nature than pure contract price considerations. For example, they could lead to:

- more employment in the borough resulting in increased receipt of council tax and less demand on services;
- more growth in small business based in the borough resulting in increased receipt of business rates;
- more investment in green technologies resulting in less reliance on traditional forms of energy

The risk of not adopting the Social Value Policy is a lack of understanding pertaining to how Social Value should be approach through procurement activities coupled with inconsistency in application, potentially leaving the Council open to challenge. Furthermore, non-adoption of the policy could result in the risk of failure to maximises the benefits and advantages of Social Value for the Council and the borough.

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

The Council has a statutory duty under Section 1 of the Public Services (Social Value) Act 2012 to consider:

- (3)(a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and  
(b) how, in conducting the process of procurement, it might act with a view to securing that improvement.

The Council is required to "have regard to the importance of maximising public benefit" when procuring under the Procurement Act 2023 (s.12); and to have

regard to Social Value as a key criteria when procuring under the Provider Selection Regime Regulations 2023.

The proposed Social Value Policy addresses the Councils relevant statutory obligations,

Paragraph 18.4 of the Council's Contract Procedure Rules will require amendment to reflect the proposed quality: price: social value weighting of 30:60:10

### **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:**

#### **1. Basic Information**

Policy/Strategy/Activity Title: Adoption of Social Value Policy and Guidance

Date: October 2025

Lead Officer: Euan Beales, Head of Procurement and Contract Management

Department: Resources

Review Date: January 2027

#### **2. Purpose of the Policy/Strategy/Activity**

To embed social value into procurement processes across the Council, ensuring that contracts deliver economic, social, and environmental benefits aligned with the Corporate Plan.

#### **3. Equality Impact**

Protected Characteristics Considered:

- Age: Positive impact through targeted employment and training opportunities for young people and older workers.
- Disability: Positive impact via inclusive employment practices and supplier requirements to support people with disabilities.
- Gender Reassignment, Sex, Sexual Orientation: Neutral to positive impact; policy encourages inclusive practices but does not directly target these groups.
- Race, Religion or Belief: Potential positive impact through supplier diversity and inclusive community engagement.
- Pregnancy and Maternity: Neutral impact; no direct provisions but inclusive employment practices may benefit.
- Marriage and Civil Partnership: Neutral impact.

Additional Considerations:

- Socio-economic status: Strong positive impact by promoting local employment, apprenticeships, and SME participation.
- Health and Wellbeing: Positive impact through environmental sustainability, community engagement, and employment support.

#### **4. Health Impact**

Positive Impacts:

- Mental Health & Wellbeing: Employment and mentoring opportunities can improve emotional wellbeing.
- Lifestyle & Behaviour: Indirect benefits through community programmes and supplier-led initiatives.
- Living & Working Conditions: Improved job access and training can enhance economic stability.
- Environmental Conditions: Policy promotes carbon reduction and sustainability.
- Access to Services: Encourages suppliers to support education, training, and community services.

**Negative Impacts:**

- None identified at this stage. However, monitoring is recommended to ensure equitable distribution of benefits.

**5. Mitigation Measures**

- Ensure supplier diversity and inclusive practices are embedded in tender scoring.
- Monitor contract outcomes to ensure benefits reach underrepresented groups.
- Provide guidance and training to procurement officers on equality and health considerations.

**6. Conclusion**

This policy is expected to have a positive impact on equality and health outcomes. It supports the Council's duty to eliminate discrimination, advance equality of opportunity, and foster good relations. A full EHIA is appropriate and recommended for this policy due to its strategic nature and potential wide-reaching impacts.

**Health and Wellbeing implications and Risks**

The council's social value policy has a high potential to achieve positive health and wellbeing impacts. The policy is designed to use the Council's power as a major procurer of goods, services and works to deliver wider social, economic and environmental impact for our communities and businesses.

The policy requires all procurements over £100,000 ex VAT in total value to give 10% of the total tender score on social value activities. This will improve wider determinants of health through promoting better air quality, minimising waste and pollution, other sustainability activities, offering training and skills to improve life opportunities, creating job opportunities for local residents including care leavers, people with disability and those not-in-employment-or-training, and facilitating the participation of local suppliers and SMEs.

The success of the policy will depend on clear communications about it throughout the tender process, all received bids being evaluated against an objective scoring matrix, and monitoring of social value KPI through performance management.

**ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS**

The social value policy and outputs have been designed to allow for climate change and carbon reduction programmes to be considered in addition to any requirements set out in each projects specification.

**BACKGROUND PAPERS**

There are no background papers

The proposed Social Value Policy and Matrix is appended.

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## Social Value Appendix

### Strategy or Award

#### Part A

#### Procurement Strategy (pre procurement considerations)

Social Value Work stream	Check ALL that will be outlined in the strategy phase
Promoting Local Skills and Employment	<input type="checkbox"/>
Supporting the Local Economy and Growth	<input type="checkbox"/>
Healthier, Safer and more resilient Communities	<input type="checkbox"/>
Protecting and Improving the Environment	<input type="checkbox"/>
Financial Contribution	<input type="checkbox"/>

*Areas for consideration per work stream (examples have been given, please delete and insert proposed detail). This drafting note is to be deleted prior to submission*

<b>Promoting Local Skills and Employment</b>				
<b>Corporate Plan Element</b>		<b>Reference</b>	<b>Output</b>	<b>Check as required</b>
A great place to live, work and enjoy  Enabling a resident-focussed and resilient Council		LBH1	Local people employed or retained	<input type="checkbox"/>

A great place to live, work and enjoy		LBH2	Employers fairs which encourage local employment	<input type="checkbox"/>
A great place to live, work and enjoy  Enabling a resident-focussed and resilient Council		LBH3	Long-term unemployed people recruited	<input type="checkbox"/>
A great place to live, work and enjoy  Enabling a resident-focussed and resilient Council		LBH4	Employment of new apprentices	<input type="checkbox"/>
A great place to live, work and enjoy  Enabling a resident-focussed and resilient Council		LBH5	Personalised support to help unemployed people into work	<input type="checkbox"/>
A great place to live, work and enjoy  Enabling a resident-focussed and resilient Council		LBH6	Meaningful paid work placements	<input type="checkbox"/>
A great place to live, work and enjoy  Enabling a resident-focussed and resilient Council  Supporting our residents to stay safe and well		LBH7	Digital literacy support for designated groups	<input type="checkbox"/>



A great place to live, work and enjoy  Enabling a resident-focussed and resilient Council		LBH8	Unemployed individuals with disabilities recruited	<input type="checkbox"/>
A great place to live, work and enjoy  Enabling a resident-focussed and resilient Council		LBH9	Employees recruited who are not in education employment or training (16- 24 years old)	<input type="checkbox"/>
A great place to live, work and enjoy  Enabling a resident-focussed and resilient Council		LBH10	Individuals employed that are leaving care	<input type="checkbox"/>
<b>Supporting the Local Economy and Growth</b>				
		<b>Reference</b>	<b>Output</b>	
A great place to live, work and enjoy		LBH11	Spend with VCSEs in the supply chain	<input type="checkbox"/>
A great place to live, work and enjoy		LBH12	Spend with local companies in the supply chain	<input type="checkbox"/>
A great place to live, work and enjoy		LBH13	Spend with local SMEs in the supply chain	<input type="checkbox"/>
A great place to live, work and enjoy		LBH14	Meet the buyer events showcasing local supply chain opportunities	<input type="checkbox"/>

A great place to live, work and enjoy		LBH15	Expert support to VCSEs and SMEs	<input type="checkbox"/>
A great place to live, work and enjoy		LBH16	Support for VCSEs through volunteering	<input type="checkbox"/>
A great place to live, work and enjoy		LBH17	Supply chain audits that identify and manage the risk of modern slavery	<input type="checkbox"/>
A great place to live, work and enjoy		LBH18	Initiatives to promote and support responsible business	<input type="checkbox"/>
Supporting our residents to stay safe and well		LBH19	Personalised support to improve financial literacy (including budgeting)	<input type="checkbox"/>
Supporting our residents to stay safe and well		LBH20	Support for enabling visits of school children or local residents	<input type="checkbox"/>
<b>Healthier, Safer and more resilient Communities</b>				
		<b>Reference</b>	<b>Output</b>	
Supporting our residents to stay safe and well  Enabling a resident resident-focussed and resilient Council		LBH21	Expert Equality, Diversity & Inclusion training	<input type="checkbox"/>
Supporting our residents to stay safe and well  Enabling a resident resident-focussed and resilient Council		LBH22	Support for community initiatives to reduce crime	<input type="checkbox"/>

Supporting our residents to stay safe and well		LBH23	Support for local community projects through volunteering	<input type="checkbox"/>
Enabling a resident-focussed and resilient Council				
Enabling a resident-focussed and resilient Council		LBH24	Support for charities & community projects focused on positive health outcomes	<input type="checkbox"/>
Supporting our residents to stay safe and well				
Enabling a resident-focussed and resilient Council		LBH25	Support for involvement in cultural events	<input type="checkbox"/>
Supporting our residents to stay safe and well				
Enabling a resident-focussed and resilient Council		LBH26	Support for initiatives to tackle homelessness	<input type="checkbox"/>
Supporting our residents to stay safe and well				
Enabling a resident-focussed and resilient Council		LBH27	Support for community health or wellbeing interventions	<input type="checkbox"/>
Supporting our residents to stay safe and well				
Enabling a resident-focussed and resilient Council		LBH28	Support for initiatives focused on strengthening community networks	<input type="checkbox"/>
Supporting our residents to stay safe and well				

Supporting our residents to stay safe		LBH29	Initiatives to promote more resilient communities	<input type="checkbox"/>
Enabling a resident-focussed and resilient Council		LBH30	Support for common mental health issues	<input type="checkbox"/>
Supporting our residents to stay safe and well				
<b>Protecting and Improving the Environment</b>				
		<b>Reference</b>	<b>Output</b>	
A great place to live, work and enjoy		LBH31	Miles driven using Zero Emission Vehicles	<input type="checkbox"/>
A great place to live, work and enjoy		LBH32	Support for green spaces, biodiversity or ecosystems	<input type="checkbox"/>
A great place to live, work and enjoy		LBH33	Food waste reductions through donations of surplus to local charities	<input type="checkbox"/>
A great place to live, work and enjoy		LBH34	Reduce waste through reuse of products and materials	<input type="checkbox"/>
A great place to live, work and enjoy		LBH35	Expert support on carbon reduction to SMEs in the supply chain	<input type="checkbox"/>
A great place to live, work and enjoy		LBH36	Expert support to VCSEs and SMEs to achieve net zero carbon	<input checked="" type="checkbox"/>

<b>Financial Benefit Only</b>				
		<b>Reference</b>	<b>Output</b>	
Supporting our residents to stay safe  A great place to live, work and enjoy		LBH37	Support for VCSEs through donations	<input type="checkbox"/>
Supporting our residents to stay safe  A great place to live, work and enjoy		LBH38	Support for local community projects through donations	<input type="checkbox"/>
Enabling a resident-focussed and resilient Council  Supporting our residents to stay safe and well		LBH39	Support Defined School projects through donations	<input type="checkbox"/>
Enabling a resident-focussed and resilient Council  Supporting our residents to stay safe and well		LBH40	Supports Health initiatives through donations	<input type="checkbox"/>
A great place to live, work and enjoy  Enabling a resident-focussed and resilient Council		LBH41	Supports VCSE and resident initiatives through donations for crowdfund initiatives	<input type="checkbox"/>

**Part B****Procurement Award Commitments**

<b>Social Value Work stream</b>	<b>Check ALL work streams that have been committed to as part of the supplier's tender response</b>
Promoting Local Skills and Employment	<input type="checkbox"/>
Supporting the Local Economy and Growth	<input type="checkbox"/>
Healthier, Safer and more resilient Communities	<input type="checkbox"/>
Protecting and Improving the Environment	<input type="checkbox"/>
Financial Contribution	<input type="checkbox"/>

<b>Promoting Local Skills and Employment</b>					
<b>Corporate Plan Element</b>		<b>Reference</b>	<b>Output</b>	<b>Check as required</b>	<b>Commitment Made</b>
A great place to live, work and enjoy  Enabling a resident-focussed and resilient Council		LBH1	Local people employed or retained	<input type="checkbox"/>	
A great place to live, work and enjoy		LBH2	Employers' fairs which encourage local employment	<input type="checkbox"/>	
A great place to live, work and enjoy  Enabling a resident-focussed and resilient Council		LBH3	Long-term unemployed people recruited	<input type="checkbox"/>	

<p>A great place to live, work and enjoy</p> <p>Enabling a resident-focussed and resilient Council</p>		LBH4	Employment of new apprentices	<input type="checkbox"/>	
<p>A great place to live, work and enjoy</p> <p>Enabling a resident-focussed and resilient Council</p>		LBH5	Personalised support to help unemployed people into work	<input type="checkbox"/>	
<p>A great place to live, work and enjoy</p> <p>Enabling a resident-focussed and resilient Council</p>		LBH6	Meaningful paid work placements	<input type="checkbox"/>	
<p>A great place to live, work and enjoy</p> <p>Enabling a resident-focussed and resilient Council</p> <p>Supporting our residents to stay safe and well</p>		LBH7	Digital literacy support for designated groups	<input type="checkbox"/>	
<p>A great place to live, work and enjoy</p> <p>Enabling a resident-focussed and resilient Council</p>		LBH8	Unemployed individuals with disabilities recruited	<input type="checkbox"/>	

A great place to live, work and enjoy		LBH9	Employees recruited who are not in education employment or training (16- 24 years old)	<input type="checkbox"/>	
Enabling a resident-focussed and resilient Council					
A great place to live, work and enjoy		LBH10	Individuals employed that are leaving care	<input type="checkbox"/>	
Enabling a resident-focussed and resilient Council					
<b>Supporting the Local Economy and Growth</b>					
		<b>Reference</b>	<b>Output</b>		
A great place to live, work and enjoy		LBH11	Spend with VCSEs in the supply chain	<input type="checkbox"/>	
A great place to live, work and enjoy		LBH12	Spend with local companies in the supply chain	<input type="checkbox"/>	
A great place to live, work and enjoy		LBH13	Spend with local SMEs in the supply chain	<input type="checkbox"/>	
A great place to live, work and enjoy		LBH14	Meet the buyer events showcasing local supply chain opportunities	<input type="checkbox"/>	
A great place to live, work and enjoy		LBH15	Expert support to VCSEs and SMEs	<input type="checkbox"/>	
A great place to live, work and enjoy		LBH16	Support for VCSEs through volunteering	<input type="checkbox"/>	



A great place to live, work and enjoy		LBH17	Supply chain audits that identify and manage the risk of modern slavery	<input type="checkbox"/>	
A great place to live, work and enjoy		LBH18	Initiatives to promote and support responsible business	<input type="checkbox"/>	
Supporting our residents to stay safe and well		LBH19	Personalised support to improve financial literacy (including budgeting)	<input type="checkbox"/>	
Supporting our residents to stay safe and well		LBH20	Support for enabling visits of school children or local residents	<input type="checkbox"/>	
<b>Healthier, Safer and more resilient Communities</b>					
		<b>Reference</b>	<b>Output</b>		
Supporting our residents to stay safe and well  Enabling a resident resident-focussed and resilient Council		LBH21	Expert Equality, Diversity & Inclusion training	<input type="checkbox"/>	
Supporting our residents to stay safe and well  Enabling a resident resident-focussed and resilient Council		LBH22	Support for community initiatives to reduce crime	<input type="checkbox"/>	

Supporting our residents to stay safe and well  Enabling a resident-resident-focussed and resilient Council		LBH23	Support for local community projects through volunteering	<input type="checkbox"/>	
Enabling a resident-focussed and resilient Council  Supporting our residents to stay safe and well		LBH24	Support for charities & community projects focused on positive health outcomes	<input type="checkbox"/>	
Enabling a resident-focussed and resilient Council  Supporting our residents to stay safe and well		LBH25	Support for involvement in cultural events	<input type="checkbox"/>	
Enabling a resident-focussed and resilient Council  Supporting our residents to stay safe and well		LBH26	Support for initiatives to tackle homelessness	<input type="checkbox"/>	
Enabling a resident-focussed and resilient Council  Supporting our residents to stay safe and well		LBH27	Support for community health or wellbeing interventions	<input type="checkbox"/>	
Enabling a resident-focussed and resilient Council  Supporting our residents to stay safe and well		LBH28	Support for initiatives focused on strengthening community networks	<input type="checkbox"/>	

Supporting our residents to stay safe		LBH29	Initiatives to promote more resilient communities	<input type="checkbox"/>	
Enabling a resident-focussed and resilient Council  Supporting our residents to stay safe and well		LBH30	Support for common mental health issues	<input type="checkbox"/>	
<b>Protecting and Improving the Environment</b>					
		<b>Reference</b>	<b>Output</b>		
A great place to live, work and enjoy		LBH31	Miles driven using Zero Emission Vehicles	<input type="checkbox"/>	
A great place to live, work and enjoy		LBH32	Support for green spaces, biodiversity or ecosystems	<input type="checkbox"/>	
A great place to live, work and enjoy		LBH33	Food waste reductions through donations of surplus to local charities	<input type="checkbox"/>	
A great place to live, work and enjoy		LBH34	Reduce waste through reuse of products and materials	<input type="checkbox"/>	
A great place to live, work and enjoy		LBH35	Expert support on carbon reduction to SMEs in the supply chain	<input type="checkbox"/>	
A great place to live, work and enjoy		LBH36	Expert support to VCSEs and SMEs to achieve net zero carbon	<input checked="" type="checkbox"/>	

<b>Financial Benefit Only</b>					
		<b>Reference</b>	<b>Output</b>		
Supporting our residents to stay safe  A great place to live, work and enjoy		LBH37	Support for VCSEs through donations	<input type="checkbox"/>	
Supporting our residents to stay safe  A great place to live, work and enjoy		LBH38	Support for local community projects through donations	<input type="checkbox"/>	
Enabling a resident-focussed and resilient Council  Supporting our residents to stay safe and well		LBH39	Support Defined School projects through donations	<input type="checkbox"/>	
Enabling a resident-focussed and resilient Council  Supporting our residents to stay safe and well		LBH40	Supports Health initiatives through donations	<input type="checkbox"/>	
A great place to live, work and enjoy  Enabling a resident-focussed and resilient Council		LBH41	Supports VCSE and resident initiatives through donations for crowdfund initiatives	<input type="checkbox"/>	

## Part C

### Corporate Plan Links

Social Value Output Category	Corporate Plan Heading
Promoting Local Skills and Employment	<i>Enabling a resident focussed and resilient Council</i>
Supporting the Local Economy and Growth	<i>A great place to Live, Work and Enjoy</i>
Healthier, Safer and more resilient Communities	<i>Supporting our residents to stay safe and well</i>
Protecting and Improving the Environment	<i>Enabling a resident focussed and resilient Council</i>
Financial Contribution	<i>Can support across ALL areas of the Corporate Plan</i>

### Contract Management

Each Service Area will be responsible for the management of their contracts. This will include the commitments made under the social value elements of the tendering process.

The commitments will need to be communicated to the Corporate Procurement team, who manage the e-procurement tool and will centralise the data to enable clear and transparent mapping, tracking and reporting on the Social Value commitments.

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## CABINET

**Subject Heading:**

Adoption of new Education & Employment Skills Strategy

**Cabinet Member:**

Councillor Oscar Ford

**ELT Lead:**

Tara Geere, Director for Starting Well

**Report Author and contact details:**

Darren Purdie, Head of Education Provision & Inclusion, 01708 434940  
darren.purdie@havering.gov.uk

**Policy context:**

The proposed Education & Employment Skills Strategy outlines the context of line-of-sight challenge for young people and residents to opportunities to upskill, enter the workforce, and the proposed strategic approach to supporting the residents of the Borough

**Financial summary:**

Currently, all of the proposed activity is covered by the existing provision of secured external grants covering Adult Education, Connect to Work and Trailblazer programmes, for example, rather than core Council budgets. These funds have been secured for the duration of this iteration of the Strategy.

**Is this a Key Decision?**

Significant effect on two or more Wards

**When should this matter be reviewed?**

At the earliest opportunity.

**Reviewing OSC:**

People

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

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

**SUMMARY**

This report presents to Cabinet for adoption the draft Education & Employment Skills Strategy.

**RECOMMENDATIONS**

Cabinet is recommended to adopt the draft Education & Employment Skills Strategy

**REPORT DETAIL**

The previous Employment & Skills Strategy was designed to expire in 2022. In 2014, Havering commissioned “*A Research Study into Skills and Employment in Havering*” to provide a comprehensive understanding of Havering’s workforce. This was to help inform the Council’s future projects and strategy in the key areas of skills, training and employment, and to identify the skills and employment needs of local and regional employers, and to assist training providers to develop responsive, employer led courses in the future.

The appointed consultants produced a report providing a comprehensive local labour market assessment for Havering, which acted as a baseline for a Havering Employment and Skills Plan - the aim of which was to identify where, why and how the Council can support a more effective labour and skills market in the borough.

The study was required to support Havering Council in its development of practical approaches that:

- addressed weaknesses and enhanced strengths of the boroughs working age population,
- identified relevant funding opportunities,
- identified specific projects and strategies for Harold Hill that reflect its individual issues when compared to the rest of Havering; and
- aligned delivery of skills to the needs of local and regional employers.

However, the recommendations were not implemented at that time; this was due to a lack of resources being available to allocate to the Employment and Skills Team. Following a restructure in November 2024, the Employment & Skills Team (predominately funded through external grants and not by core Council funding) was repositioned within the Education Provision & Inclusion Team. This situated the team alongside a range of educational teams who work across several phases of education to create a continuum providing a line of sight to aspiration and opportunity. Teams include the Young People’s Education & Skills team (who work pro-actively within schools and with school leavers to support them and increase



awareness of post-compulsory pathways into employment via further, higher or work-based education routes). Also in the service area is Havering Adult College, who hold the Adult Education budget that supports the provision and delivery of both vocational skills courses and employability support programmes. Additionally, the Virtual School sits within the service area, and this affords those most at risk and vulnerable of our young people greater opportunities to access longer term support into credible pathways.

This alignment was a strategic decision to allow for the development of clear lines of sight for young people and residents who may otherwise feel a lack of ambition or aspiration, and therefore not be motivated to fulfil their potential due to a range of factors (generational, socio-economic, etc). The Employment and Skills Team has secured £3.3m over the 5-year duration of this strategy for the Connect to Work initiative, which will cover the proposed staffing requirements and resources/materials to deliver on the prescribed outcomes. Similarly, the Trailblazers project has attracted £354k for 25/26, with a similar amount projected for 26/27, for ring-fenced use in the delivery of innovative employment and skills activity.

Given the refreshed work on the Inclusive Growth and Social Value Strategies at this time, it was logical to incorporate an Education & Employment Skills Strategy that laid out the intention of the combined education services to work within the available resource to provide a comprehensive range of engagement opportunities. These start with in-reach activities to inspire and engage school age pupils to ignite their ambition, and follow this through with the information, advice, guidance and practical developmental support available through the continuum of local education and employability services. This includes expanding opportunities for people with SEND and additional needs through employment forums and supported pathways, and the effective deployment of Havering Works and Havering Adult College, This can include Local London, Lower Thames Crossing, New City College, Ford Motor Company and so on. This allows for sufficient flex within the Strategy to respond as needed to evolving local skills needs as new employers are brought into the borough through the delivery of the Inclusive Growth and the Social Value strategies, which cover the regeneration aspects of this work.

All of this can then link into the deliverable objectives of both the Inclusive Growth and Social Value Strategies, to give residents within Havering – irrespective of their ages, socio-economic status or perceived disadvantage – opportunities to progress, grow and contribute as valued members of society and the community. This draft of the strategy for Education & Employment Skills, therefore, should be read in conjunction with those documents.

Once the Strategy is approved, a multi-agency and departmental action and implementation plan will be drawn up to cover the deliverables funded via the external grants. While presented as a 5 year strategy, the commitment to keep the Education & Employment Skills Strategy under continuous review is a given, to ensure it can flex to respond to changes in demographics, funding and emerging priorities.

## **REASONS AND OPTIONS**

There is no statutory requirement for any local authority to adopt an Education & Employment Skills strategy. It is evident, however, that should the Council wish to prioritise both the economic health of its borough as well as ensure sufficient and appropriate pathways via education and training to support a work-ready population, it should make tactical decisions in pursuit of such an objective in the context of a deliverable strategy. It should also be noted that there are practical wider health (both mental and physical) benefits widely associated with improved access to, and engagement with, high quality education and training, especially where this supports personal ambition to engage with sustainable employment.

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

The adoption of a refreshed strategy would allow project investment decisions to be made in their proper strategic context, and allow for suitable flexibility to respond to intrinsic and extrinsic factors and demands.

### **Other options considered:**

There are four options for consideration:

1. To decide that an Education & Employment Skills Strategy is unnecessary
2. To adopt the refreshed strategy as drafted
3. To require minor changes to the refreshed strategy
4. To require a comprehensive reworking of the refreshed strategy

The first option is not recommended as it would lead to sub-optimal decision making without strategic context, and increase the risk of a negative impact on the local economy and resident workforce.

The second option is recommended as the most proportionate to the need and the opportunities available within the current funding window.

The third option can be recommended if members feel that amendment is required, when looked at in conjunction with the Inclusive Growth and Social Value Strategies.

The fourth option could bring with it an un-resourced cost, as any ground-up reworking may require externally commissioned input once again without a guaranteed return on the investment (or available resource to fund such a commissioned piece of work).

## **IMPLICATIONS AND RISKS**

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

Currently, all of the proposed activity is covered by the existing provision of secured external grants covering Adult Education, Connect to Work and Trailblazer programmes, for example, rather than core Council budgets.

Connect to Work grant funding has been agreed as follows:

2025/26	2026/27	2027/28	2028/29	2029/30	Total
£433,978	£818,995	£889,422	£825,558	£329,000	£3,296,953

Trailblazer grant funding of £354,290 has been agreed for 25/26. No funding has been confirmed beyond 25/26, although it has been indicated that a similar sum will be available in 26/27.

Both of these grants are based on reimbursing eligible expenditure, so the actual grant claimed could be less than the agreed maximum.

Adult Education courses linked to employability are currently wholly funded by Government grant.

If the level of grant funding reduces in future years, expenditure on the Strategy would need to be revised accordingly.

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

*There are no immediate legal implications arising out of the recommendations in this report.*

*Reviewed by Gavin Milnthorpe*

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

*There are no HR implications and risks associated with this strategy*

*Reviewed by Jennifer Barnor*

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

***No response received by deadline.***

*As this related to the introduction of a new strategy, and the adoption of same is not likely to adversely impact on some residents or staff, no EqHIA is required according to the official corporate guidance.*

**[EqHIA Process Chart](#)**

**Health and Wellbeing implications and Risks**

*Havering Council is committed to protecting and promoting the health and wellbeing of residents. Increasing the aspirations, skills and employability throughout the life-course offers a significant opportunity to improve the health and wellbeing of local residents. These improvements can be realised both directly, through the mental, social and physical benefits that can be associated with engaging in good quality work and education/training, and indirectly, by increasing earning potential and employability and in doing so improving the financial circumstances of residents.*

*The adoption of the Havering Education, Employment and Skills strategy offers an important opportunity to drive forward improvements across these areas of work, and in turn maximise the associated health and wellbeing benefits.*

*The strategy acknowledges the importance of assessing and responding to the needs of residents who face additional barriers to accessing education and employment, many of whom will face multiple forms of disadvantage and inequality. On-going monitoring throughout strategy implementation should seek to identify any groups that continue to face undue disadvantage with respect to education, employment and skills, with a view to ensuring that appropriate support can be put in place to address this.*

*Reviewed by Emily Grundy*

**ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS**

*The Strategy poses no material impact on the environment directly, but positive engagement with training providers and employers (both anchor and SMEs) will see the development and promotion of Green industries and training to access Green Industries.*

*Aspects of post-compulsory education and training can also be delivered remotely without compromising guided learning hours, and as such can reduce direct impact on congestion, and fuel emissions, due to reduced need to travel. Where travel is unavoidable, public transport links are good to the vast majority of providers thus reducing the need for additional traffic.*

**BACKGROUND PAPERS**

There are no background papers

The proposed revised Education, Employment & Skills Strategy is appended.

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**Havering**  
LONDON BOROUGH

# Education & Employment Skills Delivery Strategy for Havering (2025–2030)

*Compiled by Darren Purdie on behalf of Education  
Provision, Inclusion & Skills*

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DRAFT

## Abstract

This strategy draws upon the existing and potential work of the teams within the Education Service with responsibility for discharging grant and bid-funded employability development for the residents of Havering, starting within their education and beyond.

*This Strategy refers to the contribution of the education and skills components, and it is expected to be read in conjunction with both the Inclusive Growth and the Social Value Strategies, as these deliver on key strands around local employment markets and associated regeneration activity.*



# Education & Employment Skills Strategy for Havering (2025–2030)

DRAFT V5

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## 1. Vision, Mission & Ambition

**Vision:** To ensure all Havering residents—regardless of age, background, or ability—can access high-quality education and employment pathways that promote lifelong learning, economic inclusion, and social mobility through high quality compulsory, further and higher education.

**Mission:** To create a responsive, inclusive, and collaborative ecosystem that connects education providers, employers, and support services to deliver meaningful outcomes across all life stages.

**Ambition:** To work collaboratively with local stakeholders to create a vibrant local employment environment, working in tandem with the Inclusive Growth and Social Value strategies to ensure education, training and employability support pathways are in place to provide young people and residents with the best opportunities to be successful and prosperous in Havering. Specifically, to support residents into secure, sustainable employment as a pathway out of poverty with an emphasis on financial independence and wellbeing, particularly for those facing socio-economic disadvantage.

This Strategy sits within Havering's corporate ambition for the "[Havering you want to be part of](#)" for residents, our vision for children, young people and families to live [happy, healthy lives](#), and links to the Education Strategy for young people to thrive and achieve through accessing high quality education. It is Havering's ambition to not only provide the highest quality education, but also one that best equips our young people for the future, as aspirational, resilient and with clear lines of sight to economic stability whilst becoming the valued members of the community they have the potential to be.

For local context, Havering needs to align its targeted actions to ensure that children, young people and adult residents are presented with the best education and training opportunities to prepare them for life, work and independence. The development of the triad of Inclusive Growth, Social Value and Education & Employment Skills Strategies seeks to address this through clarity around the local regeneration of the borough's employment infrastructure, through securing new anchor employers in a borough that has many small/medium enterprises (SME), and limited scope for a specialised and highly skilled workforce. Whilst Havering sees a large migration into the borough for housing, this is also in part for residents to manage housing costs. They may retain their employment outside of Havering, and a 'travel to work' analysis would inform the Inclusive Growth Strategy and support the need to stimulate local employment opportunities given the Council's commitment to the London Living Wage, improving working conditions and as part of its poverty reduction efforts.

Positive engagement with education, training and, ultimately, sustainable employment are widely acknowledged to be significantly contributory factors to fostering a positive community as well as underpinning strong mental and physical health and wellbeing, something that not only benefits Havering and supports it to be a prosperous borough, but also can alleviate pressures on public health services as an extended outcome. This is something a future analysis would be able to substantiate. The Council's own role as an anchor employer would play no small role in this, and significant funding challenges notwithstanding, is well placed to lead by example with job opportunities for vulnerable and target groups, as the Inclusive Growth Strategy will explore. This could see recruitment targets set to have at least one apprenticeship role in each corporate team, and support care experienced and those with special educational needs into first line employment.

This Strategy seeks to provide a top-level presentation of the delivery of local education and employability skills to meet the evolving local Havering context. This will similarly flex to respond as the Inclusive Growth Strategy delivers on its attraction of local employers and stimulation of the local employment market,

whilst the Social Value Strategy ensures positive investment through local contract agreements for the provision of opportunities (including training/apprenticeships etc) via Section 106 agreed clauses.

The Strategy will take account of skills shortages identified through published mapping exercises undertaken by Local London and the GLA and seek to address these through raising the ambitions and aspirations of residents and providing skills training with a clear focus on new careers (such as green industries, artificial intelligence and others).

## 2. Strategic Pillars

### A. Education Provision & Inclusion

- Embed inclusive practices across all phases of education, from early years to post-16 including care experienced children, children open to Child Protection and Child in Need plans, Travelling communities, children of Armed Forces personnel, and into adult learning.
- Implement the refreshed Havering Strategic Education Vision to promote leadership, aspirations, inclusion and system-wide improvement, ensuring our youngest residents benefit from Good Levels of Development in line with the aspirational targets set by the Department for Education for Havering, and create a positive learning trajectory.
- Strengthen the Virtual School's role in supporting children in care and care experienced/care leavers, with enhanced tracking and transition planning into further education and employment, developing 'lines of sight' to ambitious workforce engagement.
- In-reach activities for Key Stage 2 and Key Stage 4 provided through the Young People's Education & Skills (YPES) Team, along with the provision of borough-wide events throughout the year to promote and support onwards vocational engagement, developed and delivered with stakeholders including local further and higher education providers and employers.
- Joint working to provide effective vocational profiling at Year 9 via the Special Educational Needs & Disabilities & Alternative Provision (SEND & AP) Team to project and plan for the need for Supported Internship Programmes (SIP) in conjunction with the National Development Team for Inclusion (NDTI). This ensures meaningful learning pathways for learners with Special Educational Needs and Disabilities are available to pipeline young people into work-based learning and subsequent employment (or additional employability training support as required).
- Ensure the continued promotion and support of apprenticeships through established and increased engagement with stakeholders; including the building of further Council based apprentice-linked posts, monitoring local success and direct impact on entry into employment, including the development of self-sustaining social enterprise opportunities to target local residents and support them into skills developing employment.
- Work with partners and other agencies to appropriately target young people not in education, employment or training (NEET), long-term unemployed, over 50s, and

those currently lacking qualifications and skills best suited for the local labour market and skills shortages. The partners and other agencies would include Local London, New City College and key employers within the borough.

- Continue to strengthen established partnership work with Access to HE to continue to promote vocationally valuable Higher Education routes in the absence of a Havering-based stand-alone University, and embracing the locally based HE provision through New City College, and the co-location of Coventry University at Rush Green, affording local HE provision for residents to access. In addition, and in line with encouraging personal independence for working skills, Stratford is within the Department for Work & Pensions' acceptable commuting time and is home to several HE institutions, including UEL and Arden University. The East Bank Development (based at the former Olympic Park) features other higher education and cultural institutions, such as the University College London (UCL) and the London College of Fashion, UAL. Additionally, to cater to one of the growing priority sectors, UEL is developing a significant Health Campus, which includes the Neighbourhood Health Hub, the Hospital and Primary Care Training Hub, and the forthcoming Academic Health Building. A new primary care-focused medical school is planned for the site, subject to GMC approval, within easy reach of Havering.

- Achieving Havering-valued outcomes using Section 106 Agreements on major planning applications to facilitate skills development and employment opportunities for local people, and support business in Havering. This will include the securing of an Employment & Skills Plan as part of each Section 106 Agreement on relevant schemes in line with other Local London partners. This will provide funding/training opportunities that transparently contribute to the local employment infrastructure, reducing funding pressures on the Local Authority, and rigorously monitored as underpinned by the Social Value Strategy, where accountability for this sits.

- Instill resilience in children and young people for the challenges that living and working in the 21<sup>st</sup> Century can present, making them more emotionally robust and supporting the work of health professionals already under strain from the pressures of local families affected by poor mental health, anxiety and similar.

The following data tables demonstrate the three-year trend as captured for Havering's performance taken from the statutory duty activities, as well as the Not in Education, Employment or Training (NEET)-preventative and aspiration raising work, undertaken by the Young People's Education & Skills Team, underpinning the direction of work detailed in this aspect of the Strategy:

<b><u>Annual NEET &amp; Not Known Scorecard performance (Statutory)</u></b>				
	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	NEET & Not Known scorecard is the government's tool that helps local authorities track and compare their performance regarding young people not in education, employment, or training (NEET). Havering remains in quintile 1 with a performance of 2.8% in 2024/25
<b>Havering</b>	2.4%	2.8%	2.8%	
<b>London</b>	3.4%	3.4%	3.3%	
<b>England</b>	5.2%	5.4%	5.6%	

<b><u>September Offer performance (Statutory)</u></b>				
	<b>2022</b>	<b>2023</b>	<b>2024</b>	September Guarantee is where the LA ensures that every young person who finishes Year 11 (and sometimes Year 12) has an appropriate offer for post-16 education, employment, or training by the end of September. This data is reported back to the DfE annually. Havering's performance of 98.5% in 2024 which is above our statistical neighbour Bexley and the Sub-regional average of 97.6%
<b>Havering</b>	98.1%	98.3%	98.5%	
<b>Bexley</b>	98.1%	98%	98.3%	
<b>Sub-region</b>	97.3%	97.7%	97.6%	

<b><u>Activity Survey (Statutory)</u></b>				
	<b>2022</b>	<b>2023</b>	<b>2024</b>	Activity Survey is where the LA ensures that all young people in years 12 and 13 who live in the Havering are in education or employment with training and offer support to those not participating. The destinations of all 16-18 resident learners are reported back to the DfE annually. Havering's performance of 96.9% in 2024 is slightly below our statistical neighbour Bexley and the sub-regional average.
<b>Havering</b>	97.3%	96.8%	96.9%	
<b>Bexley</b>	97.5%	97.7%	97.5%	
<b>Sub-region</b>	97.9%	97.8%	97.5%	

<b><u>Targeting Toolkit Programme</u></b>				
<b><u>Learner numbers</u></b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	The Targeting Toolkit is a 'risk of NEET' Indicator tool, a data-driven system used by the LA to identify young people at risk of becoming NEET (Not in Education, Employment, or Training). It works by analysing year 11 data from various sources, such as attendance, exclusions, and care status, to generate a risk score for each student. The local authority uses this information to provide targeted support and interventions to help these young people stay in education or training. This is some of our preventative work to reduce young people becoming NEET at post -16
<b>Total</b>	255	184	168	
<b>High</b>	32	36	27	
<b>Medium</b>	101	30	66	
<b>Low</b>	122	118	75	

<b>Participation, Education &amp; Employment Panel (PETE)</b>				
<b>Number of hard-to-reach referrals</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<p>The Participation, Education, Training, Employment Panel (PETE) is an operational partnership of local education providers and support services for young people aged 16-19 (up to 25 for young people with learning disabilities). The group engages with all partners to make use of initiatives and support available to better provide access to Employment Education &amp; Training (EET) outcomes to Havering's young people. Making use of data to identify and engage potential NEET and those at risk of becoming NEET learners in Havering.</p> <p>This panel meets every six weeks to progress some of our complex and hard to reach learners.</p> <p>The number of young people requiring this support is on the rise.</p>
	37	61	52	

<b>Raising the Participation Age</b>				
	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<p>The two open evening events hosted by the YPES team aim to provide impartial information, advice &amp; guidance about post-16 opportunities to young Havering residents and their parents and carers.</p> <p>This work supports high learner participation and low NEET numbers in Havering.</p>
<b>RPA (Moving On Event)</b>	500	500	700	
<b>Apprenticeship Week Event</b>	500	500	500	

<b>Raising Aspirations to Higher Education &amp; Enterprise Skills</b>				
<b>Number of schools worked with</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<p>The YPES team works with several primary, secondary &amp; specials schools including Alternative Provisions.</p> <p>The events are aimed at raising aspirations amongst the learner cohort, bringing the world of Higher Education &amp; Employment to Young Havering residents</p>
<b>Primary Futures</b>	8	11	14	
<b>Futures Week (Secondary)</b>	11	7	10	
<b>Social Enterprise</b>	10	9	12	

All 18 secondary schools in Havering, along with the local Further Education and Sixth Form Colleges, four Special Schools, and the Alternative Provisions are actively engaged with the Local London Careers Hub East. This partnership supports a wide range of career education, information, advice, and guidance (CEIAG) activities for young people. The Careers Hub facilitates impactful events such as mock interviews, "meet the employer" sessions, and taster days, connecting schools with employers and training providers. It also provides funding to enhance career-related activities across the borough.

The Hub also offers training and support to schools to embed careers education within the curriculum, helping them meet the Gatsby Benchmarks and comply with the statutory requirements outlined in the Department for Education's guidance on Careers Guidance and Access for Education and Training Providers.

In addition, the London Borough of Havering commissions the Shaw Trust to deliver careers advice and guidance to young people aged 16–19, and up to 25 for those with additional needs and disabilities. Additional in-reach activity is also undertaken with a few Primary schools to ignite ambition and aspiration, and whilst there is limited funding to expand this work, it is our own ambition to do so.

## **B. Adult Learning & Lifelong Skills**

- Deliver the updated Havering Adult College Adult Learning Delivery Plan (2025–2028) focused on:

- Priority sectors and skill shortage areas as outlined through Local London: specifically Health & Social Care, Green Construction, Digital & AI, and Education (including Early Years).

- “Skills on Demand” initiative for employer-responsive short courses.

- Inclusive outreach for disadvantaged groups (e.g. adults with sensory disabilities, carers, learners for whom English is not their first language, economically disadvantaged, homeless and those recovering from poor mental or physical health, drug and alcohol dependencies).

- Initiate the development of Sector Based Social Enterprises to create pathways through local employment and service provision (such as commercial Creative & Digital Production Design) providing skills-orientated work-based training allowing for transferable skills development and real-world work experience opportunities.

- Make strategic use of Tailored Learning funding to support re-entry into education pathways. Utilising more informal learning and to bolster local ambition and esteem through development of a range of transferable life skills that can represent career path jumping on points (such as culinary skills, linguistics, craft skills), for the development of both employability skills as well as the stimulation of entrepreneurship skills.

- Ensure that the positive re-enforcement of learning is used to nurture self-esteem and, in turn, positive mental wellbeing to strengthen individual resilience both within life and when in work.

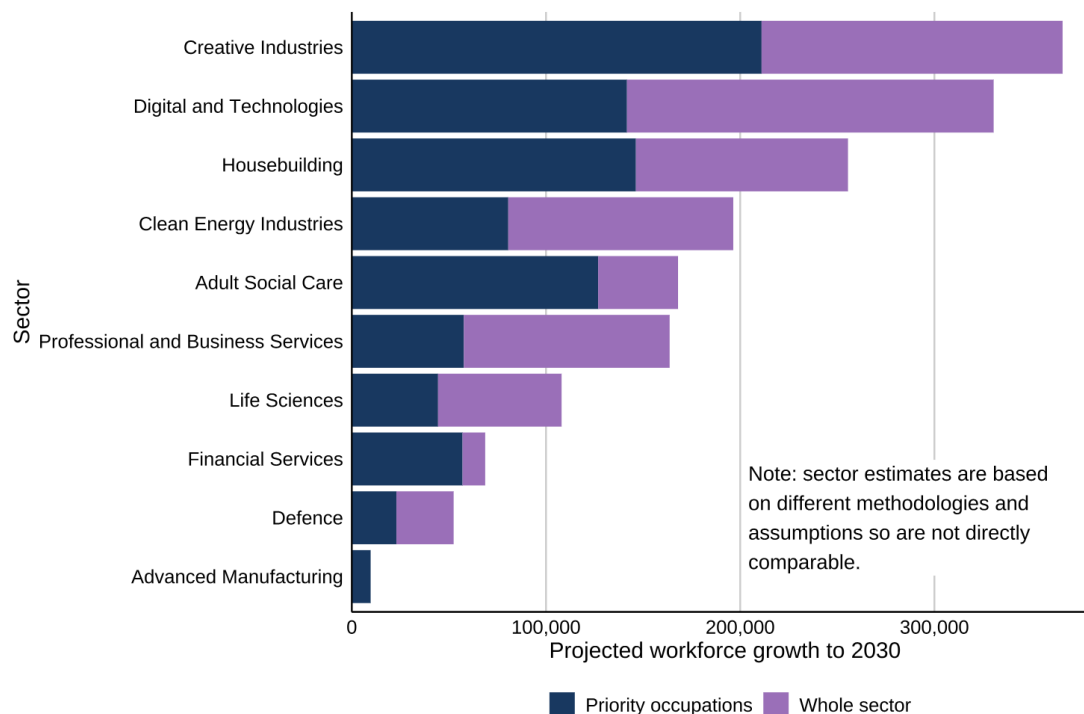


- Retain local flexibility to adapt the use of the grant-funded adult education budget to respond to the evolving local demographics and workforce demands, including, although not exclusively, work undertaken through the Inclusive Growth Strategy.
- Build upon stakeholder engagement with local employers, charitable organisations and the voluntary sector to explore and provide extended services for residents (including through Family Hubs and similar initiatives).

Skills England Assessment of Priority Skills to 2030 outlines future employment demand across 10 key sectors important for delivering the Government's Industrial Strategy and Plan for Change priorities.

The chart below shows the projected workforce growth of each sector by 2030. These align with the sectors outlined as priorities within the Havering Adult Learning Strategy to ensure the local delivery plan maps to both the local and national priority areas:

Figure 1: Contribution of each sector to overall additional employment demand between 2025 and 2030



Source: Skills England planning scenarios based on sector-level projections.

The table below shows the percentage of learners entering priority occupations by qualification level. This supports the Adult College's strategic focus of prioritising Level 2 and 3 in these sectors, with progression pathways to Level 4+ at partner organisations.

Level	Number of learners	Share of learners
Level 2/3	101,000	35%
Level 4/5	19,000	7%
Level 6+	165,000	58%
Total	285,000	100%

*Source: Skills England estimates.*

Non-vocational programmes are designed to support learners in achieving personal development goals as per the Tailored Learning (TL) grant introduced in 2023/24.

#### Havering Adult College Tailored Learning Outcomes 2024/25

Description	Number of Delivery Aims	Percentage
Not assigned	48	7%
Increased Confidence	219	34%
Improved skills for progressing to further learning	158	24%
Improved Skills for Work	43	6%
Improved Essential Skills	90	14%
Improved ability to support a child's learning	41	6%
Improved physical health	3	0%
Improved mental health and well being	35	5%
Improved skills to participate in community life	6	1%
Improved skills for independent living	1	0%
No outcome area 1-10 achieved	9	1%
Total:	653	

The table below shows the number of accredited aims delivered at Havering Adult College in academic year 2024/25. Level 2 and above qualifications made up 20% of all accredited aims. In 2025/26, this is projected to increase to 27%. However, overall accredited aims are projected to decrease as we reach our funding limit quicker through higher-level drawdown, illustrating the need for additional accredited funding or the signposting to other local provision (which for adult learners is limited).

This reinforces the need for stronger school age/FE level engagement for children and young people through effective careers guidance and planning, to ensure the provision of adequately funded opportunities remain for those most in need.

#### **2024/25 Accredited Aims by Level – Havering Adult College**

<i><b>Aim Level</b></i>	<i><b>Number of Aims</b></i>	<i><b>Percentage %</b></i>
Entry Level (generic, non-reg)	45	5%
Entry Level 1	97	11%
Entry Level 2	79	9%
Entry Level 3	208	24%
Level 1	264	30%
Level 2	149	17%
Level 3	26	3%
	<b>868</b>	

#### **2025/26 Projected Accredited Aims by Level – Havering Adult College**

<i><b>Aim Level</b></i>	<i><b>Number of Aims</b></i>	<i><b>Percentage %</b></i>
Entry Level (generic, non-reg)	42	5.82%
Entry Level 1	36	4.99%
Entry Level 2	43	5.96%
Entry Level 3	153	21.19%
Level 1	234	32.41%
Level 2	196	27.15%
Level 3	18	2.49%
	<b>722</b>	

There is a local need that exceeds the capacity of the Adult Education Budget grant awarded to the Adult College. Working with other partners/employers to increase the reach and capacity to deliver essential provision to meet the projected growing demand in areas of local need. This engagement can be better tailored through the adoption of the triad of strategies (Inclusive Growth, Social Value and Education & Employment Skills).

## C. Employment & Economic Inclusion

- Launch of “Connect to Work” and extension of “Trail Blazers” to support disabled and economically inactive residents (including the disadvantaged groups above including those over 50, returners to the labour market and people with potential health barriers) utilising the ring-fenced external grants for the designated period and delivering innovative engagement activity to stimulate local workplace engagement. This will see the majority of the team members, resources/materials and activities funded directly from the awarded Connect to Work allocation of £3.3m over the lifetime of this Strategy, and the grant awarded to deliver the Trail Blazers initiative (£354k for 25/26, with a similar amount projected for 26/27).
- Support people with physical and mental health conditions to access good quality employment with the support they need.
- Integrate and implement the priorities of the Learning Disabilities Employment Steering Group.
- Utilize funding opportunities to include provision of key technology to eligible participants to close the IT poverty gaps and support Havering residents into work-readiness behaviours.
- Employment Charter to embed inclusive hiring and progression practices across Havering Council and partners.
- Expand supported internships and employer engagement via the Internships Work Action Plan, linked to the SEND Employment Forum.
- Identify and respond to Havering strategic priorities for any extended work in terms of employment and skills linked to the evolution of local need and opportunity. This would include, although not exclusively, planned engagement with Lower Thames Crossing, Ford Motor Company and other external partners engaging in the process through the Inclusive Growth Strategy.

Whilst the remit for developing the local employment market sits outside of the scope and influence of this Strategy, local workforce and unemployment factors are a consideration to underpin the targeted planning work this Strategy will deliver.

For local context, the following information fed into the awarding of the Trailblazer and the Connect to Work funds, which are targeted at the economically inactive. According to the 2017 ONS Annual Population Survey, 19% of working-age people living in Havering have disclosed they had a disability or long-term illness. The estimated number of people in Havering aged 18-64 living with moderate or serious

physical disabilities was 11,870 in 2017 – a rate of 7,865 per 100,000 population aged 18-64 years. This rate is one of the highest among London local authorities. It is statistically similar to England, but significantly higher than the London average.

More recently, unemployment in Havering more than doubled during the pandemic with 10,090 residents claiming out of work benefits in January 2021 which was a 142% increase from February 2020 (4175) pre-COVID. 5 The unemployment rate in October 2021 is 4.8%, still higher than pre-pandemic levels. This provides an overview of Havering, in comparison with London and the UK overall:

### Unemployment Rate

	<b>Havering (level)</b>	<b>Havering (%)</b>	<b>London (%)</b>	<b>Great Britain (%)</b>
<b>Aged 16+</b>	7,645	4.7	5.9	4.0
<b>Aged 16 to 17</b>	5	0.1	0.1	0.2
<b>Aged 18 to 24</b>	1,315	6.8	6.7	5.7
<b>Aged 18 to 21</b>	785	7.6	7.1	6.2
<b>Aged 25 to 49</b>	4,615	5.2	6.0	4.6
<b>Aged 50+</b>	1,710	3.5	6.1	2.9

### Economically Inactive Residents

<b>All People</b>	<b>Havering (level)</b>	<b>Havering (%)</b>	<b>London (%)</b>	<b>Great Britain (%)</b>
<b>Total</b>	32,600	19.7	20.4	21.5
<b>Student</b>	13,200	40.4	33.1	26.9
<b>Looking after family/home</b>	6,600	20.3	21.9	18.4
<b>Temporary sick</b>	x	x	1.6	2.2
<b>Long-term sick</b>	#	#	22.1	28.2
<b>Discouraged</b>	x	x	#	0.3
<b>Retired</b>	#	#	7.1	12.8
<b>Other</b>	#	#	13.7	11.4
<b>Wants a job</b>	#	21.7	20.8	19.0
<b>Does not want a job</b>	28,800	88.3	79.2	81.0

ONS Key: x= data not publishable as sample size is disclosive; #= sample size too small for estimating

Below is the data illustrating the outputs and outcomes for the People & Skills Strand of the United Kingdom Shared Prosperity Fund (UKSPF), prior to the enactment of the Trailblazer and Connect to Work programmes:

UKSPF - People and Skills 24/25					
Section 1: Contractual outputs & outcomes Please provide output and outcome actuals in-period and forecast in future quarters		2023-24 Totals	2024-25 Totals	Overall totals	Contract Target
Outputs	number of starts	20	231	251	200
	Number of economically inactive people engaging with keyworker support services	20	231	251	200
	Number of people receiving support to gain employment	0	0	0	0
Outcomes	Number of people engaged in job-searching following support	0	124	124	54
	Number of people in employment, including self-employment, following support	0	37	37	30
	Number of people reporting increased employability through development of interpersonal skills funded by UKSPF	0	87	87	31
	Number of 'good work' jobs	0	15	15	7

Both programmes are now for economically inactive, but we can use a softer definition for Trailblazers, which is now those 'out of work for 4 weeks and/ or cannot start work for 2 weeks.' Additionally, they must be in one of our supported groups (health concerns- including mental health, care leaver, homeless, refugee etc) to qualify.

#### ***Trailblazers KPI Overview:***

Local London - Performance		Targets
Strand 1 - Output/Outcome indicators		
Number of economically inactive people engaged local support services		60
Number completing training/upskilling		23
Number of people engaged in job-searching following support		18
Number of people in employment, including self-employment, following support		18
Number of 'good work' jobs		4

#### ***Connect To Work KPI Overview:***

Summary	Total volume s	24/25	25/26	26/27	28/29	29/30
Total volumes	881	98	217	266	207	93

### 3. Key Objectives (2025–2030)

Objective	Description
Inclusive Education	Ensure all children and young people thrive through high quality, inclusive provision that builds in access to 'lines of sight' to employment opportunities.
Skills for Growth	Align adult learning with local labour market needs and emerging sectors, utilising local stakeholders and partners to inform and co-produce local training opportunities.
Employer Partnerships	Co-develop training and job pathways with anchor employers and SMEs, making effective use of the SEND Employment Forum, the Chamber of Commerce and other mechanisms such as the use of Section 106 Agreements on major planning applications to facilitate skills and employment opportunities for local people and support businesses in Havering.
SEND Employment	Sustain and expand SEND employment forums and supported pathways, drawing on the Year 9 vocational profiling work undertaken by the SEND & AP Team as well as the work of the Learning Disabilities Employment Steering Group.
Data & Impact	Strengthen learner tracking and outcome measurement across all programmes, and report progress and outcome achievement through Quarterly Returns to funding agencies (such as the DfE/GLA/NDTI etc) to ensure funding is continued. Internal reporting to the CP Education Sub-Group, which reports into the Corporate Performance Improvement Board. Key Performance Indicators (KPIs) for externally funded work are set to align with delivery targets and are by contract; internal KPIs will reflect the support for the Inclusive Growth and Social Value Strategies.

## 4. Policy Alignment

This strategy draws on:

- Curriculum Strategy & Future Vision
- Adult Learning Delivery Plan
- National and regional frameworks:
  - UK Gov: Get Britain Working White Paper (2024)
  - London Growth Plan (2025)
  - HOLEX: Reimagining Adult Education (2025)
  - Business LDN: LSIP (2023)

In addition, and specifically, this Strategy forms one third of a triad of strategic documents anticipated to be read in conjunction, namely the Inclusive Growth Strategy and the Social Value Strategy, developed within the Place Directorate.

Please note, key aspects, such as workforce stimulation, employer acquisition, contract negotiation and agreement and other regeneration and employer engagement activity sit outside of the remit of this Strategy and the teams delivering it. As stated earlier, this Strategy can flex to meet the evolving demands of the workforce to match and prioritise alternative training approaches in conjunction with incoming employers or other partners as identified through Inclusive Growth and Social Value.

## 5. Delivery & Governance

Lead Team: Education Provision & Inclusion, reporting into the Corporate Parenting Education Subgroup and into the Performance Improvement Board.

Delivery Partners: Young People's Education & Skills, Havering Adult College, Havering Works, SEND Employment Forum, Virtual School, Havering schools, New City College, local education and training providers, local employers and similar, the voluntary sector.



Monitoring: Quarterly reviews via the Education Strategic Partnership (ESP) as directed, and Corporate Parenting Education Sub-Group. Additionally, the delivery provided by Havering Adult College is subject to Ofsted inspection and DfE & GLA audit and oversight, allowing for additional scrutiny and quality assurance.

*Upon approval, the Draft will move to the Delivery & Implementation Planning stage, which will result in a clear action plan detailing activity, timeframes and milestones to deliver on the identified strategic outcomes, with built in points for review and adaptation to reflect evolving local priorities and needs.*

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**Havering**  
LONDON BOROUGH

## CABINET

**Subject Heading:**

Site Selection for a Family Hub

**Cabinet Member:**

Councillor Oscar Ford, Lead Member for Children and Young People

**ELT Lead:**

Tara Geere, Director of Starting Well

**Report Author and contact details:**

Daniel Silva, Assistant Director of Early Help and Partnerships

daniel.silva@havering.gov.uk

**Policy context:**

Havering has a statutory duty under the Children's Act to provide support as appropriate within our local area. We successfully bid for funding under the Family Hubs and Best Start in Life Programme to establish a Family Hub site which must be identified by January 2026, prioritising disadvantaged communities to maximise reach and accessibility. The hub will offer integrated support across health, education, and social care, including delivery of parenting programmes, home learning interventions, and mental health services. Delivery in line with guidance will be flexible, community-based, and inclusive, with a strong emphasis on co-location of services, digital access, and continuous improvement through local governance and collaboration.

**Financial summary:**

*The Family Hub Development Grant allocated to Havering from DfE is £153,555. Guidance on spend is focused on three main areas;*

- Development of workforce capacity including training to deliver the Evidence Based (EBI) Parenting and Home Learning Environment (HLE) interventions

- Marketing strategy- Clear communications, information and branding to support the promotion of the local Best Start for Life Offer

- Development of an online/digital offer

**Is this a Key Decision?**

Significant effect on two or more Wards

**When should this matter be reviewed?**

May 2026

**Reviewing OSC:**

People OSC

**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**

The Department for Education (DfE) has awarded Havering a Best Start Family Hubs Development Grant of £153,555. This funding will help establish a Local Family Hub to deliver parenting and home learning programmes from April 2026. The aim, in line with national guidance, is to improve early childhood development and help children thrive at school, with a target for 75% of children to reach expected development levels by 2028.

The grant requires us to identify at least one Family Hub site by January 2026. The site must be in a disadvantaged area, accessible, welcoming, and able to host parenting programmes and co-located services. The enhanced family hubs offer will need to be in place from April 2026.

**RECOMMENDATIONS**

For Cabinet to agree a recommendation to select St Kilda's Children's Centre in Romford as the main Family Hub for phase one of the programme with satellite hubs at Ingrebourne Children's Centre and MyPlace Youth and Community Centre, both in the Harold Hill area, in order to ensure sufficient reach and delivery across the breadth of the offer.

Following a review of local data, service and demand needs within the Borough, this recommendation is based on St. Kilda's central location, accessibility, existing infrastructure, and high service usage. The site meets the criteria set by the DfE and offers opportunities to expand our existing services and partnerships.

We also propose that, alongside St Kilda's as the main Family Hub, Ingrebourne Children's Centre and MyPlace Youth and Community Centre, both in the Harold Hill

area, are utilised as satellite family hubs during this initial phase to ensure sufficient reach and delivery across the breadth of the offer.

We recommend that the sites for service delivery remain under frequent review to ensure that maximum potential reach is being achieved and that all appropriate community venues are being utilised.

## **REPORT DETAIL**

**1.**The Department for Education (DfE) have allocated funding to Havering Council through the Best Start Family Hubs Development Grant as we were one of the local authorities not previously funded to deliver the existing Family Hubs programmes.

**1.1** The development grant is to provide extra capacity for local authorities to prepare for the delivery of parenting and home learning programmes for families from April 2026. The aim is to improve children's early development and set them up to thrive at school, in support of the target to have 75% of children in England reaching the prescribed Good Levels of Development by 2028.

**1.2** A key objective of the grant terms and conditions is to identify at least one Best Start Family Hub site by January 2026 from which to deliver the parenting and Home Learning Environment (HLE) interventions for families from April 2026.

**1.3** To inform the potential family hub locations, an analysis of local outcome measures and data has been utilised from the Joint Strategic Needs Assessment and wider sources. This includes data on:

- Indices of Multiple Deprivation (IMD) by ward or LSOA
- Levels of Good Learning Development (GLD) including vulnerable groups
- Free school meal eligibility
- Take up of funded early years childcare provision
- Healthy weight indicators
- Prevalence of Education Health and Care Plans (EHCP)
- Transport and accessibility

**1.4** The 0-17 population for Havering based on mid-2024 estimates from the Office of National Statistics (ONS) is now 63,777, up from 61,295 in the mid-2023 estimates, a 4% increase year on year. Children and young people continue to make up 23% of the total population of Havering (same as 2023) with the number of 0-5 years figure now totalling 20,968.

**1.5** There are well-researched links between deprivation and vulnerability, clearly showing that children who grow up in deprivation are more likely to have poor physical, social, emotional, cognitive and behavioural health and development outcomes.

**1.6** Children living in deprivation are also more likely to be exposed to Adverse Childhood Experiences (ACEs) such as domestic abuse, housing instability or parental or their own substance misuse.

**1.7** Appendix 1 presents a ranked list of Havering wards based on indicators of child development risk, including Free School Meal eligibility (FSM), Income Deprivation Affecting Children Index (IDACI), Good Level of Development (GLD), and prevalence of Special Educational Needs and Disabilities (SEND). The data provided is all from the Havering Data Intelligence Hub.

**1.7** The findings in the data show that Gooshays and Heaton are indicated as the wards with the greatest levels of need when it comes to child development. These are neighbouring wards within the Harold Hill area of the borough. Havering Park, also within the north of the borough, is within the top five wards with greatest level of need.

**1.8** Ingrebourne Children's Centre and MyPlace Youth and Community Centre are both located within Gooshays ward and are accessible by bus routes to and from Heaton and Havering Park wards.

**1.9** Utilising children's centres and community centres will enable us to ensure a breadth of services across the 0-25 age range and help to avoid barriers to accessing services through stigma associated with children's centres being only for babies and younger children. Our youth services are already well established as being delivered from MyPlace which gives a good foundation for delivering family hub services from this location.

**2.0** Whilst the greatest prevalence of need is identified as being in the north of the borough, there are also areas of need across all parts of our borough and particularly in the south (notably South Hornchurch and Rainham & Wennington wards)

**2.1** This initial site selection process is the beginning of the move towards a family hub / community hub delivery model across the borough over the next two to three years, linked into work being led by Living Well on community hubs.

**2.2** We are proposing that St Kilda's Children's Centre is the designated Family Hub for this initial phase of delivery, with Ingrebourne Children's Centre and MyPlace Youth and Community Centre identified as satellite family hub sites.

**2.3** St Kilda's Children's Centre has the highest footfall of all the Children's Centres in the borough (see appendix 2), is easily accessible by public transport from all areas of the borough, is an accessible building and already overs a wide range of co-located services.

**2.4** The location of St Kilda's Children's Centre, also means it is accessible to families in the south of borough who wish to access the Family Hub services during this first phase of implementation.

**2.5** An implementation plan for the phased implementation of the family hub offer from April 2026 will be developed, with a focus on developing the offer within the three main areas of the grant funding.

**2.6** Future locations for delivery of family hub services will be kept under review, particularly following the opening of the Family Welcome Centre in Harold Hill, which is scheduled for completion in May 2026.

## **REASONS AND OPTIONS**

**Reasons for the decision:** The Department for Education (DfE) has awarded Havering a Best Start Family Hubs Development Grant with the condition that a site is selected for the delivery of a family hub by January 2026, with service delivery commencing from April 2026.

### **Other options considered:**

**Option 1: Retain Current Service Delivery Model;** Maintaining the current delivery model is not a viable option, due to the funding criteria set by the Department for Education and the need to align with Families First (Partnership Programme – FFPP) reforms, which require a more integrated family help offer. Failure to adapt would risk non-compliance and missed opportunities to improve support for local families.

**Option 2; Deliver one Family Hub site, excluding satellite sites;** Although it is feasible to operate solely from one central Family Hub, this approach would limit our ability to address the significant levels of need identified in specific wards. By not establishing satellite sites in areas with the highest prevalence of need, we risk failing to reach the most vulnerable children and families who would benefit most from tailored Family Hub services. A single-site model may also reinforce barriers to access such as travel distance and perceived exclusivity, particularly for those in outlying or underserved communities. Therefore, while operationally simpler, this option does not align with our commitment to equitable service provision.

**Option 3; Deliver Family Hubs from all possible sites across the borough;** While our long-term vision is to establish Family Hub sites in every part of the borough, a measured, phased implementation is essential. This approach will enable us to reflect on lessons learned during each stage, refine our delivery based on emerging needs, and ensure that our partner organisations are equipped to provide high-quality services without being overstretched. Furthermore, a phased rollout allows time to assess and, where necessary, adapt future sites to guarantee they are accessible, inclusive and welcoming for all, with appropriate funding allocated to support these enhancements.

## **IMPLICATIONS AND RISKS**

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

The Department for Education (DfE) has allocated a Best Start Family Hubs Development Grant of £153,555 to Havering Council for the 2025–2026 financial year. This is a non-ringfenced grant issued under Section 31 of the Local Government Act 2003. However, the funding should be spent in line with the following objectives:

1. Identify at least one Best Start Family Hub site by January 2026
2. Prepare to Deliver Parenting and Home Learning Environment (HLE) interventions from April 2026
3. Strengthen local plans for Best Start in Life delivery

This report recommends St Kilda's Children's Centre as the primary Family Hub, supported by two satellite sites at Ingrebourne and MyPlace. These locations have been chosen because they are situated in areas with the highest levels of deprivation, ensuring that support is targeted where it is most needed in line with the grant objectives. Minor adaptations required at St Kilda's Children's Centre will be funded through the allocated grant.

St Kilda's Children's Centre will extend its opening hours by 12 hours per week (an increase of approximately 30%), which will result in additional operating costs. (Approximately £12k)

The associated staffing costs, arising from the revised service model and introduction of shift patterns, have already been addressed through a recent restructure (Phase 2). This restructure secured the necessary budget to cover these changes.

Any ongoing additional utility costs are not covered by the grant and will need to be absorbed within core budgets. However, these costs are expected to be minimal (Approx 12k) and should not present a significant financial impact.

### **Risks:**

The report does not provide a detailed breakdown of how the £153,555 grant will be allocated across its three core objectives. Additionally, there is no indication of the estimated costs for the minor adaptations required at St Kilda's Children's Centre, which creates uncertainty around whether the grant funding will be sufficient to cover these works without impacting other planned activities.



**Legal implications and risks:** There are no legal implications regarding this report.

**Human Resources implications and risks:** There are no direct implications to staff because of the family hub site selection decision. Any decisions that involve direct impact on staff will be sufficiently and appropriately scoped.

**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. The delivery of family hubs is driven by the 'giving every child the best start in life' strategy the overall aims of which is to provide support for families and more accessible early education and childcare. The core principle of family hubs is service integration and accessible, community-based support and intervention.

<b>ENVIRONMENTAL AND CLIMATE CHANGE IMPLICATIONS AND RISKS</b>
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N/A
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<b>BACKGROUND PAPERS</b>
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Appendix 1; Indicators of child development risk at ward level

Appendix 2; Children's Centre footfall data 2024/25

Appendix 3; Best Start Family Hubs Grant Letter 2025 to 2026

## Child Development Risk in Havering Wards

### Key Findings:

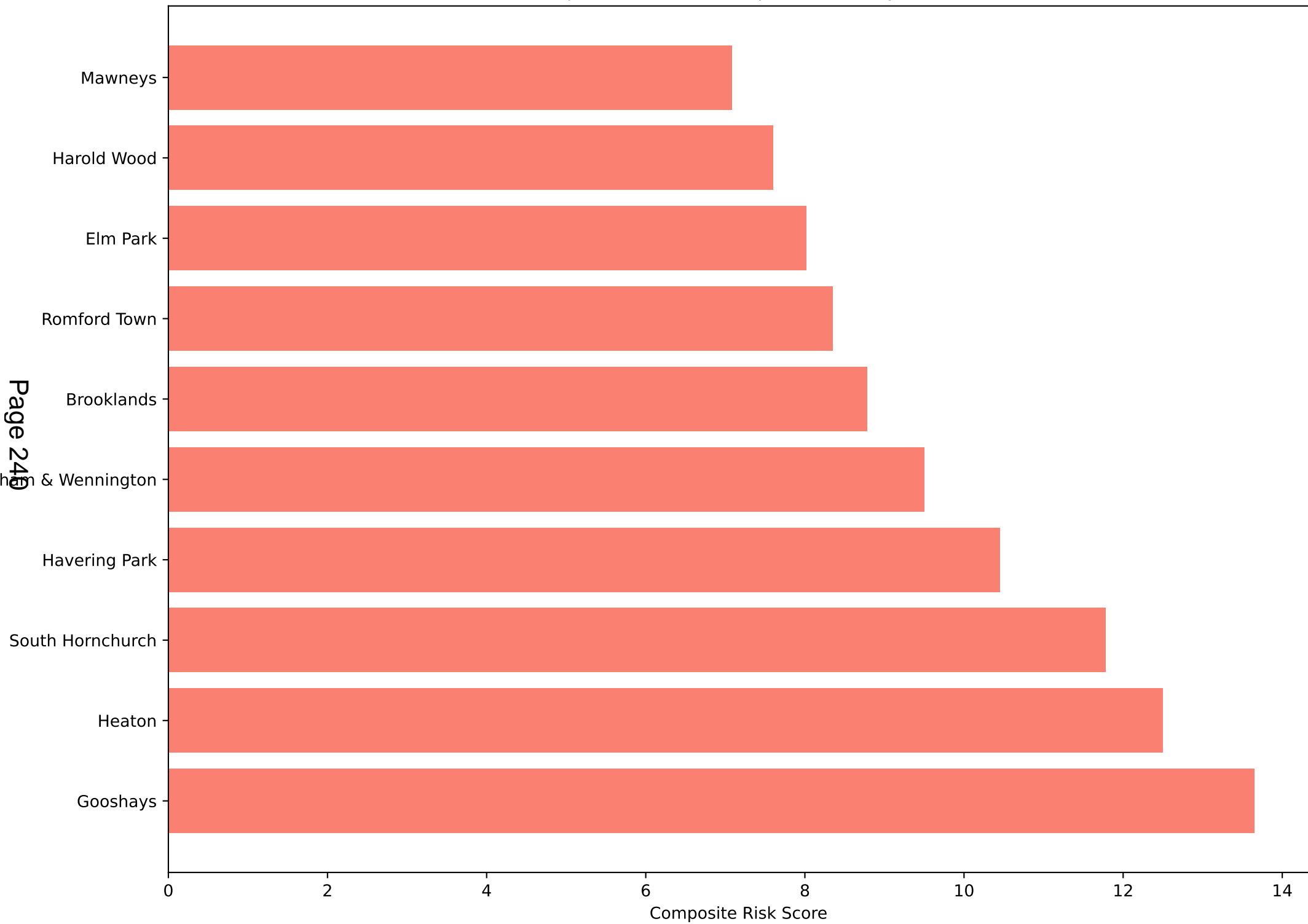
- Gooshays and Heaton remain the highest-risk wards, with high FSM eligibility, low GLD, and high SEND prevalence.
- South Hornchurch and Havering Park also show significant challenges, particularly in education and health.
- Obesity and persistent absence are more prevalent in deprived wards, reinforcing the link between poverty and child wellbeing.

### Recommendations:

1. Target early years support in high-risk wards (speech and language, parental engagement).
2. Expand SEND services and inclusive education strategies.
3. Promote healthy lifestyles through school-based nutrition and activity programs.
4. Address absenteeism via multi-agency collaboration and family outreach.
5. Enhance community safety and youth engagement in high-crime wards.

Composite Child Development Risk by Ward

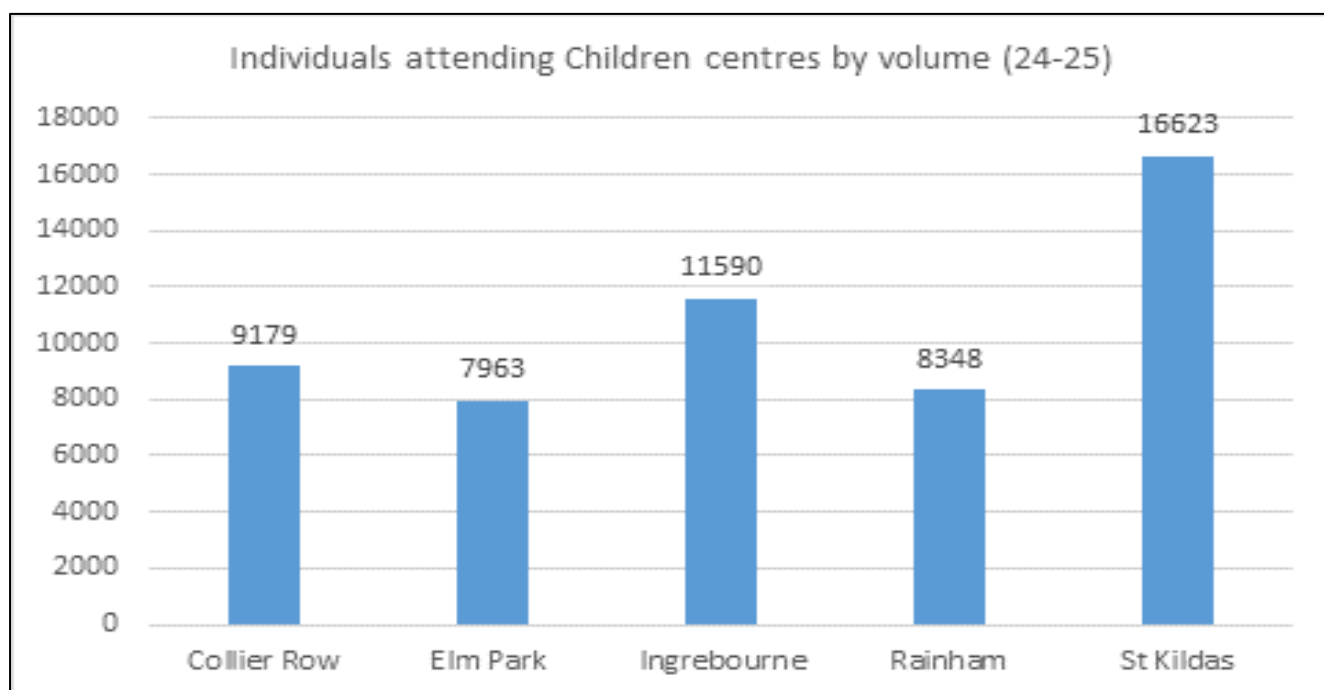
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## Child Development Risk Indicators by Ward

Ward	FSM %	IDACI Decile	Poverty Level	GLD %	SEND %	Child Obesity %	Persistent Absence %	Crime Rate
Gooshays	23	2	High Poverty	58	19	12	10	9.5
Heaton	21	2	High Poverty	60	18	11	9	9.0
South Hornchurch	20	3	High Poverty	61	17	11	9	8.8
Havering Park	17	3	High Poverty	63	16	10	8	8.5
Inham & Wennington	15	4	Moderate Poverty	64	15	10	8	8.0
Brooklands	14	4	Moderate Poverty	65	14	9	7	7.8
Romford Town	14	5	Moderate Poverty	66	14	9	7	7.5
Elm Park	14	5	Moderate Poverty	67	13	9	7	7.2
Harold Wood	14	5	Moderate Poverty	68	13	8	6	7.0
Mawneys	13	5	Moderate Poverty	69	12	8	6	6.8

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**Children's Centres Footfall 2024-2025**

**Source:** Early Help Performance Data

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Local Authority

13/10/2025

Dear Chief Executive

**Re: S31 Grant Determination Letter for Best Start Family Hubs  
Development Grant 2025-26: No 31/8001 and G2-SCH-2025-07-16567**

This Determination is made between:

**(1) The Secretary of State for Education and**

**(2) The local authorities listed in Annex A**

**Purpose of the grant**

The development grant will support preparations for the delivery of Best Start Family Hubs, including readiness to implement parenting and Home Learning Environment (HLE) evidence-based interventions from April 2026. This funding will contribute to the governments 'Plan for Change' milestone of 75% of children reaching a good level of development.

We are issuing this revenue Grant under section 31 of the Local Government Act 2003. Full details of the grant objectives and the expectations that local authorities are expected to deliver with this funding are set out in the guidance issued to local authorities on 18 July 2025.

**Summary of the objectives for development grant 2025-26**

- 1. Identify at least one Best Start Family Hub site by January 2026** from which to deliver your parenting and HLE interventions. As referred to in the 'Giving Every Child the Best Start in Life' strategy, any Hub(s) identified should be in an area with high levels of deprivation, where support is most needed.
- 2. Prepare to Deliver Parenting and Home Learning Environment (HLE) interventions from April 2026:** Local authorities need to prepare to implement parenting and HLE evidence-based interventions (EBIs) for families with 3–4-year-olds from April 2026, as this cohort is key to achieving the 2028 GLD goals.
- 3. Strengthen local plans for Best Start in Life delivery:** We expect local

authorities to build on their existing early years work, and leadership role, to drive delivery partners across education, health and community services, to increase the number of 5-year-olds achieving a good level of development by 2028. Local authorities should identify local needs and gaps in provision and join up across systems and sectors to develop an integrated plan outlining your strengthened offer.

The funding allocations are set out in Annex A. **Funding should be spent within the same financial year as it is issued (25-26).**

### **Financial reporting**

The Senior Responsible Officer for this grant, Susie Owen, will request your responsible officer to confirm at the end of the financial year (FY) that the funding has been properly expended. You will be requested to submit a completed Statement of Grant Usage (SOGU) following the end of the financial year. A draft SOGU template is included in Annex B.

Annex A includes the amount of funding awarded to each local authority listed for the 2025-26 financial year.

Please ensure that this letter is copied to your Chief Finance Officer for information. You should also note that this letter has also been copied to His Majesty's Treasury and the Ministry of Housing, Communities and Local Government.

Yours sincerely,

**Charlotte Hollom and Laura Street (Acting Deputy Directors),**  
Early Years, Childcare, Families and Analysis Directorate, DfE

## **Best Start Family Hubs – Development Grant - GRANT DETERMINATION 2025-26: No 31/8001 and G2-SCH-2025-07-16567**

The Secretary of State for Education (“the Secretary of State”), in exercise of the powers conferred by section 31 of the Local Government Act 2003, makes the following determination:

### **Citation**

1) This determination may be cited as the [Best Start Family Hubs – Development Grant 2025-26] Determination [2025-26] [No31/8001].

### **Purpose of the grant**

The development grant will support preparations for the delivery of Best Start Family Hubs, including readiness to implement parenting and Home Learning Environment (HLE) evidence-based interventions from April 2026. This funding will contribute to the governments ‘Plan for Change’ milestone of 75% of children reaching a good level of development.

### **Determination**

3) The Secretary of State determines the local authorities to which grant is to be paid and the amount of grant to be paid; these are set out in Annex A.

### **Payment of Grant**

The grant will be payable to local authorities in one instalment subject to the return of the signed declaration of intent and issuance of the final GDL, subject to approval by HM Treasury.

### **Treasury consent**

5) Before making this determination in relation to local authorities in England, the Secretary of State obtained the consent of the Treasury.

Signed by authority of the Secretary of State for Education.

**Charlotte Hollom and Laura Street (Acting Deputy Directors),**  
Early Years, Childcare, Families and Analysis Directorate, DfE

13/10/2025

**Best Start Family Hubs – Development Grant 2025-26 GRANT DETERMINATION 2025-26 [No 31/8001] and G2-SCH-2025-07-16567**

**ANNEX A – Authorities and amount**

<b>Authorities to which grant is to be paid</b>	<b>Amount of grant to be paid <i>Payment in October 2025</i></b>
Barnet	£183,052
Bath and North East Somerset	£134,939
Bexley	£150,259
Bracknell Forest	£122,349
Bromley	£164,089
Buckinghamshire	£216,633
Bury	£137,208
Cambridgeshire	£231,692
Central Bedfordshire	£159,268
Cheshire West and Chester	£163,352
City of London	£95,880
Darlington	£116,548
Derbyshire	£242,883
Devon	£241,006
Ealing	£174,082
East Riding of Yorkshire	£154,994
Essex	£404,697
Gloucestershire	£221,184
Hampshire	£369,757
Harrow	£152,188
Havering	£153,555
Herefordshire, County of	£127,926
Hertfordshire	£355,542
Hillingdon	£166,583
Isles Of Scilly	£95,354
Kensington and Chelsea	£117,712
Kingston upon Thames	£130,635
Kirklees	£190,729
Lancashire	£347,048
Leeds	£270,404
Milton Keynes	£164,194
North Somerset	£136,960
North Tyneside	£135,218
North Yorkshire	£205,934
Nottinghamshire	£257,212
Oxfordshire	£245,236
Reading	£132,748
Redbridge	£169,189
Richmond upon Thames	£136,701
Rutland	£102,804
Sefton	£146,903
Shropshire	£152,417

Slough	£137,585
Somerset	£202,529
South Gloucestershire	£154,823
Southend-on-Sea	£131,902
Staffordshire	£262,449
Stockton-on-Tees	£137,362
Suffolk	£239,684
Surrey	£351,991
Sutton	£142,347
Swindon	£145,539
Trafford	£148,149
Wandsworth	£150,815
Warrington	£137,042
Warwickshire	£216,158
West Berkshire	£128,712
West Northamptonshire	£186,246
West Sussex	£267,306
Westminster	£126,080
Wigan	£162,782
Wiltshire	£194,647
Windsor and Maidenhead	£127,807
Wokingham	£136,556
Worcestershire	£210,519

## Annex B Best Start Family Hubs Development Grant 2025-26– Statement of Grant Usage (sample templates not for completion)

Notes for completion:

1. The Grant Recipient shall prepare a Statement of Grant Usage for the financial year 2025-26.
2. The Statement of Grant Usage comprises two documents:
  - a) Certificate of Grant Usage (below)
  - b) Statement of Expenditure (provided as a separate Excel document)
3. The Certificate of Grant Usage should be:
  - a) signed by the Grant Recipient's Chief Executive, or S151 / S73 Officer, or an equivalent with an appropriate level of delegated authority; and
  - b) returned on the Grant Recipient's letter headed paper in PDF format.
4. The Statement of Expenditure should be returned in Excel format.
5. **Please complete and return both documents by 28 April 2026.**

### A) Certificate of Grant Usage

<b>Name of organisation</b>	
<b>Programme title</b>	Best Start Family Hubs Development Grant

- The total 2025-26 Grant amount of £\_\_\_\_\_ [was / will be\*] exclusively used for the objectives set out in the Grant Determination Letter, guidance and declaration of intent between the Grant Recipient and the Secretary of State for Education. *\*Please delete as appropriate*
- A financial statement detailing the use of the Grant Funding is provided in Document b – Statement of Expenditure. The organisation's financial systems that recorded the income and expenditure of this Grant have provided sufficient internal control for the purposes of this certification.

Signature	
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Name of signatory		Date	
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Position of signatory	
-----------------------	--

Organisation address	Postcode
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## B) Statement of Expenditure

Statement of Expenditure 2025-26 - Interim		LA name:	
		Project name:	Development Grant 25-26
Q1) Please confirm if figures are being reported on a cash or accrual basis	Cash / accrual	The cash basis recognises costs during the accounting period of payment. The accrual basis recognises costs during the accounting period in which the underlying goods services are received, not when they are paid.	
Q2) Please profile your spend of 25-26 grant funding in the period November 2025 to April 2026			
Committed spend is costs not yet incurred but where there is no longer an option to reduce or stop the spend. If you are accounting on an accrual basis this does not refer to goods / services received for the above period but not paid / invoiced in that period and which you have accrued for - those should form part of your actual spend figures.			
Objectives	Actual spend	Committed spend	For committed spend, please give details below including expected date of completion / delivery
Identify at least one Best Start Family Hub site by January 2026.			
Prepare to implement parenting and HLE evidence-based interventions (EBIs)			
BSiL strategy: LAs are encouraged to use the grant to support the development of local BSIL plans			
Totals	£0.00	£0.00	
Summary			
Development Grant funding received:		£0.00	If you have reported underspend at 28 April 2026 in this section please provide details of your plans to utilise it in the box below. Please refer to the guidance notes for what to include.
Less: actual spend above		£0.00	
Less: committed spend above		£0.00	
Underspend at 28 April 2026		£0.00	
We do not expect LAs to have spend that is not actual or committed. However, if there is, please outline the explanation for this spend.			

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## CABINET

14<sup>th</sup> January 2026

### Subject Heading:

**Arnold's Field Works - Contract Award (Phase 1)**

### 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, 01708-434463  
[ron.belgrave@havering.gov.uk](mailto:ron.belgrave@havering.gov.uk)

### Policy context:

Public Protection and Public Health.  
Following the recent determination of "Contaminated Land" at the site, there is a pressing need to stop the frequent, ongoing fires at the privately owned Arnold's Field which cause smoke/pollution that affect the health and quality of life of local residents.

### Financial summary:

Council funding of up to £300,000 for Phase 1 of temporary works (pending permanent solution to the fires). Funding may be sought for future phases of temporary works with ongoing maintenance. The Council does not accept any liability for the future costs of the works as we are not the landowner, and the costs should be borne by the landowner.

### Is this a Key Decision?

Yes – Although only materially affecting one Ward, the significant impact on the community is thought to merit this matter being taken as a Key Decision for maximum transparency.

### When should this matter be reviewed?

January 2027

### Reviewing OSC

Place Overview & Scrutiny Sub-Committee

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

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

<b>SUMMARY</b>
----------------

Due to the determination, on 16 October 2025, that the Arnold's Field site is now formally identified as "contaminated land", it became urgent and necessary to seek to stop (or significantly reduce) the cause of the adverse effects on human health before the next annual cycle of fires/smoke (likely to start in the approach to the summer of 2026).

As reported to residents at the public meeting on 25 November 2025, the Council has been in dialogue with the site landowner with a view to having initial works carried out at the site – aiming to be completed by 30 April 2026. These works will focus on the areas which were either responsible for most of the fires in the 2025 summer fire season and/or are most likely to be the seat of fires in 2026.

These initial works (known as "Phase 1") are regarded as a temporary means to halting or reducing the fires to provide some interim relief to residents and do not constitute a permanent solution or full coverage of the site. The success, or otherwise, of Phase 1 will be reviewed to provide learning for any further works.

Due to the impact on public health and the need to take all necessary reasonable steps to facilitate the achievement of the works, consideration has been given to the Council providing funds, without prejudice and with no acknowledgement of responsibility for clearing up the wider site, of up to £300,000 for the Phase 1 works. This was noted in the Cabinet report (17 September 2025) on "Launders Lane (Arnold's Field)" to achieve a "voluntary temporary solution" (at least in part) in 2026.

Whilst, at the time of drafting this report, the Council and the landowner have differing views as to the best way forward to achieve the desired result, there exists (at this time) a common commitment to meet the required works timeline.

The Phase 1 works are estimated to take up to three months and, in order to finish in April, they should begin in February. However, the preliminary drone surveys (currently being procured), will not bear results until the start of January and the detailed specifications and any alternative proposals for works cannot be developed until after those results are available.

Consequently, the timeline is tight – particularly in the context of the timescales required for the Council's governance and procurement processes.

This report therefore seeks Cabinet approval to delegate authority to officers to decide on the nature of the initial (Phase 1) works to be conducted and either to directly award a contract for those works or to support the landowner's alternative proposed works (if they would achieve a similar or better outcome).

## **RECOMMENDATIONS**

It is recommended that Cabinet Members agree:

1. In principle, to the proposals for the Phase 1 works for Arnold's Field (as set out in this report) (without prejudice and with no acknowledgement of responsibility for works across the wider site) to be a maximum value of £300,000.
2. To delegate, to the Strategic Director of Place in conjunction with the Strategic Director for Resources, authority to:
  - a. procure and award a contract for Phase 1 remedial works at Arnold's Field as set out in this report; and/or
  - b. Consider alternative arrangements on required works from the owner
  - c. negotiate and enter into any contracts and ancillary arrangements required to give effect to the recommendations in this report
3. To waive the Contracts Procedure Rules, as required, to give effect to the recommendations in this report.

## **REPORT DETAIL**

### **Background**

1. Arnold's Field on Launderers Lane, Rainham, RM13 9FL (the "Site") is a former legal landfill (1960s/70s) that is privately owned. Between circa 2002-2014, the site was subject to illegal activities, including significant fly-tipping, firearms storage and drug cultivation. The volume of illegal waste dumped, combined with the site not being managed in the manner of an authorised landfill, is the root cause of the present ongoing fires (since 2018) and smoke which have become a hazard to the health of local residents.
2. From 2004 to 2018, a range of enforcement action was taken in relation to the site by the Council, Environment Agency and the Metropolitan Police and, between 2022 (following a significant number of fires that summer) and 2025, the Council also carried out air quality monitoring, commissioned an intrusive soil investigation, arranged testing of the watercourse, sampled for asbestos in the air, analysed health impact data and has explored options for stopping the fires (see EPG Capping Options Appraisal report – link in list of Background Documents at the end of this report).
3. Of the three options explored for stopping the fires, only one (albeit a temporary mitigation) appeared to be economically viable and achievable within a timescale to bring a swift halt to, or a substantial reduction in, the smoke from fires.

4. In October 2025, the Council formally determined the site as being “contaminated land” within the meaning of Part 2A of the Environmental Protection Act 1990.
5. Subsequently, the Council has continued its discussions with the current private landowner (who acquired the site in 2017) with a specific aim to seek to implement measures, by April 2026, to stop or significantly reduce the fires/smoke in order to minimise the harm to the health of local residents. The fires tend to mostly occur during the warmer summer weather – often beginning as early as May.
6. Subsequent also to the contaminated land determination, the Council invigorated its engagement with EPG (Environmental Protection Group) for advice and further development of the option in the appraisal report that appeared to be most economically viable and achievable within the required timescale.

### **Cement Polymer Covering and Phased Works Proposal**

7. That option is known as cement polymer covering (CPC) – previously referred to as “hydro-mulching”) and involves the surface clearance of vegetation, light compaction of the surface, a layer of up to 30cm of soil for levelling, spray-applied hydro-seeding and hydro-mulching and the spray application of a thin layer of a cement/polymer mix. These works will be in the relevant area of the site being focused on.
8. CPC works on the basis of significantly reducing the amount of air/oxygen that can reach the hot degraded waste underground thereby significantly reducing a key component required for the production of fire. CPC is the Council’s preferred option for moving forward at this stage as it currently appears to be the best option (lowest cost and quickest to implement) to achieve the necessary temporary relief from the adverse health impacts.
9. The polymer (known commercially as PosiShell) – whether mixed with cement or not – is a relatively new concept which, although used in the USA, has not been used in these circumstances in the UK before and so is a unique and novel approach. The polymer supplier advises that, in the appropriate circumstances, a CPC approach could last up to five years as a temporary solution.
10. The Council envisages that a main contractor would be appointed to carry out the preliminary “earth” works (clearance, compaction etc.) with a specialist sub-contractor to carry out the “spraying” works. Through EPG, initial discussions are underway with a number of potential suppliers.
11. According to London Fire Brigade data, fires have been occurring at the site since 2018. Through anecdotal information/recollections, it appears that – whilst these fires may have been spread over a wide span of the site in each

year – the cluster/locations of the fires within the site have moved over consecutive years. The movement of the concentration/clustering of the fires appears to have been from north to central to south. During 2025, the majority of the fires appear to have been in the south of the site (particularly along the stretch of the A1306).

12. It would not be possible to treat the entire 17-hectare site by April 2026 and so a pragmatic decision needs to be made as to what can be achieved in the time available. This is notwithstanding the risk of stopping the occurrence of fires in one area but, due to airgaps/passages underground, the fires may reappear in a different part of the site.
13. There is some speculation that the movement of the locus/clustering of the fires over the years might reflect that the site is burning itself out and that some parts (including the southern stretch) may already have exhausted the viable fuel supplies and that the fires have therefore virtually burnt themselves out. However, it is extremely difficult to predict or say for certain whether that is the case and it is not worth the risk to assume that there is negligible future risk from fires.
14. Consequently, the view of the Council and EPG is that the aforementioned southern stretch of the site is where initial works should be focussed on as a first phase ("Phase 1"). This is thus anticipated to prevent a significant number of fires in 2026 and thereby significantly reduce the harm to health being experienced by residents.
15. This would be the first phase in seeking to stop all potential fires across the site. Through regular inspection and maintenance, the effectiveness of the approach in Phase 1 could then be assessed/reviewed and a decision made as to how then to proceed to other areas of the site as later phases.
16. EPG is developing a full remediation/mitigation strategy and a detailed specification for the Phase 1 CPC works. This will be informed by drone and topographical surveys (due to provide results in early January 2026) which will provide information to assist in identifying the specific areas of the site that should be focused on in the first phase.

### **Planning Position – CPC**

17. The current landform of the site is unauthorised and subject to enforcement notices issued in 1996. The preventative CPC works proposed would make limited change to the landform. In these circumstances, and given the need to address current issues, these proposed preventative works would not be something that, in themselves, would change the planning status.
18. It would therefore not be proportionate to require a planning application for the retention of the whole landform (which is what would be required - the preventative works cannot be granted planning permission in isolation) nor to take any further enforcement action in respect of these proposed works.

19. This would not prejudice the ability to take enforcement action against the whole of the landform as it exists today.

**Landowner**

20. Nevertheless, it must be noted that the site (Arnold's Field) is privately owned and it is the responsibility of the landowner to ensure that their site is safe and does not cause harm to others. Other than the erection of gates to prevent unauthorised entry to the site, the landowner has not taken any substantive steps to stop the fires since they began in 2018. The action the Council is therefore proposing to take is without prejudice and with no acknowledgement of responsibility for undertaking clearing or other works across the wider site.
21. The Council, in performance of its public protection and public health duties, is seeking to bring an end to the health hazard caused by the smoke from fires but, at this stage, can only do so with the permission and active engagement of the landowner. Such permission is the quickest way to achieve a (at least temporary) cessation/reduction to the fires because an enforcement route (via a Remediation Notice) would result in a timeline well beyond the April 2026 deadline.
22. The landowner has publicly stated that their preference is to receive planning permission to develop the site and that such development would generate the revenue needed to fully and permanently remediate the entire site. However, the landowner has also publicly acknowledged that such a process would take many years (possibly seven) to be completed and may not even start promptly after the receipt of planning permission due to the need for permits from the Environment Agency. It must also be noted that the landowner has not yet submitted a full planning application.
23. On the basis that a planning application may be submitted and may be successful, the Council's proposal for a temporary remediation to mitigate the fires through CPC works would provide, in the form of reduced adverse health impacts, some interim relief to residents. However, the landowner has previously been disinclined to support the CPC approach on the basis that it is not in line with the type of works they would wish to do under their longer term model.
24. Recently, the landowner has been more open to exploring CPC as potentially a hybrid approach and has recently aired a couple of alternative ideas for initial works to provide interim relief to residents. However, these ideas are at a very early stage and will need to be developed further (particularly when the drone information is available) before a decision can be made on their apparent practicability, effectiveness and timeliness for implementation before the summer.
25. If the landowner is able to produce, within a suitable timeline, detailed and developed alternative solutions (for works completion by 30 April 2026) to

achieve a substantive initial stop to (or significant reduction in) the fires which the Council, in conjunction with our advisors (EPG), consider to have an equivalent or greater impact than the CPC proposal then the Council would work with the landowner to support the delivery of the relevant alternative solution.

### **Timeline and Contract Award Strategy**

26. The matter of the fires at the Arnold's Field site and the negative impact on the health of residents has been the subject of much local, national and international concern. Therefore significant effort was deployed to understand the nature of the situation at the site (and its impacts) in order to be able to decide whether or not the site was "contaminated land" under the Environmental Protection Act.
27. Consequently, following the contaminated land decision in October 2025, there is only a short timescale available to ensure that a scheme of works can be put in place and completed by April 2026 to put an effective stop (or, at least, a significant reduction) to the fires and smoke. It should be acknowledged that it would likely be impossible (not least for health and safety reasons) for works to be carried out if fires were regularly happening (as they often do from May onwards).
28. Scoping/planning is proceeding at pace. Additionally, given all the preparations that will be needed to deliver on such sensitive works on this scale and as the site does not belong to (and is not in the control of) the Council, consideration has been given to how best mitigate any delay.
29. As the project is time sensitive and the timeline of necessity ambitious, the proposal is for Cabinet to approve, in principle, the proposed Phase 1 approach and costs, with implementation delegated to officers. This method is considered to mitigate, to the best extent, any delays which might be occasioned by internal Council processes.
30. Through EPG, discussions have been opened with three potential main suppliers with a view to getting initial quotations on prices based on an outline specification then, when the fuller specification is available (following the drone surveys), robust quotations can be sought.
31. The main suppliers are general earthworks contractors who would be expected to subcontract the spraying work to relevant specialist subcontractors.
32. Having received the quotations based on the final specification, Council officers would then assess them, select the optimum option available and then make a direct award of contract.

33. The initial intention of the Council would be to pursue (with the permission of the landowner) a works contract based on the cement polymer covering (CPC) approach.
34. However, as above, if the landowner does develop one or more alternative solutions that would achieve a similar or better outcome within the timescale then officers would look to support that solution (instead of or alongside CPC).
35. Whether the CPC works or an alternative solution is pursued, suitable monitoring arrangements would be put in place to check the effectiveness of the works from May 2026 onwards.

### **Costs**

36. Based on the EPG desk-study options appraisal, the previous Cabinet report (Sept 2025) estimated the cost of a temporary voluntary solution (ie. the landowner agreeing to CPC) to be around £300,000. This was not for the whole site but, without the benefit of drone imagery, was intended to cater for the parts of the site that were thought to be at notable risk of fire (ie. those with active indications of burning).
37. On the basis that the works would start in February or March 2026 and finish in April 2026 this would mean the spend on this contract would span two financial years (2025/26 and 2026/27).
38. For the Phase 1 works described in this report, it is expected that works may cost between £200,000 and £300,000. However, given the uniqueness of the CPC approach, there may be additional “front loading” to ensure the desired outcome so the full sum of £300,000 should be allocated for this phase to cover for any unexpected eventualities. This should include any inspection and maintenance costs in the first year after deployment.
39. The alternative proposals from the landowner are still to be developed but have initially been estimated, by the landowner, to be in the range between £85,000 and £215,000. However, once full details have been supplied by the landowner, the efficacy of these alternative proposed solutions will need to be thoroughly assessed by the Council.
40. If financial support is provided to the landowner for interim/temporary works, it is not envisaged that reimbursement (or a charge on the property) would be expected. Any payments would be retrospective based on agreed criteria.

### **Liability**

41. All works can only proceed with the permission and agreement of the landowner and, although funded and possibly managed by the Council, become the responsibility of the landowner once in place. The proposed CPC Phase 1 works, if they proceed, would be carried out without prejudice and



with no acknowledgement of any responsibility on the Council's behalf for any clearing or other works (CPC or otherwise) across the wider site.

## **Risks**

42. There remains a risk that the landowner may submit an application for a judicial review against the determination of the site as contaminated land. Although the application may fail at the first hurdle (if it is deemed to have no prospects) and although an application, per se, would not affect the ability to embark on voluntary works, the submission of such an application would likely indicate an unwillingness, on the part of the landowner, to proceed with a voluntary arrangement for works to be carried out.

## **REASONS AND OPTIONS**

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

The site (Arnold's Field) has now been formally identified as contaminated land and so the Council must take steps to seek remediation of the land and to seek resolution of the negative effect on human health in relation to local residents.

Although the current landowner has ultimate responsibility and liability for the site (and would have been responsible for due diligence in purchasing the site), it is recognised that they were not the owners at the times of unlawful dumping of the waste that is the root cause of the problems.

Consequently, providing support for a voluntary temporary remediative solution, would be an effective use of public resources to achieve significant interim relief to local residents.

### **Other options considered:**

- Do nothing
  - The Council would be in breach of its duties if it failed to take any steps to seek remediation of the site and alleviation of the effects of the contamination/pollution.
- Immediately pursue enforcement
  - The process of enforcement (initially through issuing a Remediation Notice) and finding/pursuing the original polluters (and owners at the time of the pollution) prior to any possible formal action against the current landowner would take time well beyond the threshold for any works to be completed prior to the 2026 summer fire season which would leave residents exposed to the risk of an ongoing health hazard from land that has already been declared as contaminated.

## **IMPLICATIONS AND RISKS**

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

Due to the time sensitive nature, this report is seeking permission to progress a temporary solution for Arnold's Field. However, the exact approach at this stage has not been confirmed as the landowner (not the Council) has alternative options which the authority should consider alongside its preferred solution. A drone survey will also require review to inform the process which will not be known until late January 2026.

The report requests Cabinet approval to award a contract from the Council to an appropriate contractor or to support the landowner's alternative proposed works (if they would achieve a similar or better outcome). It must be stressed that this solution does not cover the whole 17 hectares but targeted to where there is a higher perceived risk of fires next summer. The Cabinet Report (September 2025) highlighted that a permanent solution may cost anywhere between £5m and £10m.

This one-off funding is not available from the service budget given the decision to identify as contaminated land was reached in October 2025. This situation is moving at pace, and the authority has reached out to the Ministry of Homes, Communities and Local Government (MHCLG), Department for Environment, Food and Rural Affairs (DEFRA) and Greater London Authority (GLA) for potential financial support. In the meantime, the funding is earmarked from the Corporate Contingency Fund.

The cost of this decision is contained up to £300,000, however, further funding will likely be required to complete the temporary solution if the authority solution is pursued to cap the whole area of Arnold's Field. This would be by way of a separate key decision.

It should be noted that the authority is not accepting any liability of the future costs of the works as we are not the landowner and the costs should be borne by either the original polluters or the landowner. The authority has received Counsel advice stating that the Council's actions to remediate a particular section does not lead to our acceptance of liability for the wider site.

### **Financial Risks**

The landowner may not agree with the authority's final preferred approach. This may for example create issues with access to the land for the successful contractor or sub-contractor to access the land. As noted below, the landowner may not accept handover of responsibility of the works once completed.

The landowner may submit a planning permission which might provide an appropriate permanent solution, but this is not going to be in time to have a resolution next summer for local residents.

Financial checks (such as Experian) will be carried out on the selected supplier (or recipient of funds) to ensure financial capacity.

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

The Council has a general power of competence under Section 1 of the Localism Act 2011 to do anything an individual may generally do subject to any statutory limitations. Additionally, the Council has both a duty under Part IIA of the Environmental Protection Act 1990 to ensure all contaminated land is remediated and a power under Section 111 of the Local Government Act 1972, to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The recommendations in this report are in accordance with its powers and duties.

If the Council does the CPC work, there is a risk that the landowner may not accept handover of responsibility of the works once complete. As stated in the report, responsibility for remediation of the contaminated land sits on a statutory basis with the landowner. The Council's intention is not to assume any responsibility for ongoing maintenance of the temporary measures referred to in this report or for any works beyond the CPC Phase 1 outlined in this report. Once the approach to be taken for the temporary measures is agreed with the landowner, the Council's legal team will advise on what documentation may be entered into between the Council and the landowner to record this and ensure no responsibility may be asserted to have been assumed.

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

There are no known HR implications and risks arising from this report.

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

Reduced air quality due to environmental pollution is likely to have a greater impact on those with underlying health conditions (particularly respiratory). Such conditions are more likely to be prevalent in the elderly. Young children are also more susceptible to the effects of poor air quality owing to the stage of physical development and respiration rate.

Access to green and blue spaces has a positive effect on mental health and wellbeing. Those with poorer mental health/resilience would be more impacted by a restriction in access to public open spaces.

Residents not being able to use outdoor facilities (such as their gardens or public parks) during warmer weather (particularly school summer holidays) is likely to impact children more significantly (eg. play and development) and less affluent residents or those without private gardens who rely more on public outdoor spaces for recreation.

In addition to the identified impacts, the ongoing pollution events and restricted access to outdoor environments present a range of equalities risks that disproportionately affect vulnerable groups, including disabled residents, older adults, children, pregnant individuals and lower-income households.

There is also a risk of communication inequity for digitally excluded residents and those with limited English proficiency. Without mitigation, these factors may exacerbate existing health and social inequalities within the community. The Council should ensure that communication, engagement, and support strategies are designed to be inclusive and sensitive to the diverse needs of affected residents.

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

The significant possibility of significant harm to the health of local residents was a salient factor in the decision-making process to designate the land as Contaminated. International scientific consensus is that particulate matter, such as that produced by the frequent fires at the site, is harmful to health.

Fires causing frequent but short-lived peaks of particulate air pollution are likely to increase the risk of cardiovascular and respiratory conditions (e.g. heart attack and stroke) amongst those exposed to the increases in pollution. Additionally local data has shown a temporal association between fires occurring at the site and GP attendances by those with pre-existing respiratory conditions in the local population, consistent with an extensive body of international evidence.

In addition to the potential for continued harm to physical health, continuing resident concern about the fires with no end in sight will have a negative impact on the mental wellbeing of residents if the proposed action to prevent future fires is not taken.

### **Environment and Climate Change Implications and Risks**

Climate change and the resulting increases in extreme weather events (such as drought and heat waves) are likely to increase the number of fires occurring at the site. Repeated fires at the site will increase air pollution of the environment, thereby contributing additional products of combustion (in particular carbon emissions) that contribute to the accumulation of greenhouse gases and subsequent global warming.

Whilst air and water testing has shown that such additional pollution may not have breached any relevant regulatory thresholds, the cumulative impact of such ongoing pollution will be negative. The London Fire Brigade, in responding to multiple

repeated fires at this single site, is likely to be using very substantial volumes of water – especially during periods of peak heat and peak likelihood of drought and water shortages. Run-off water from such events is also likely to include several dissolved pollutant compounds that enter into the wider ecosystem.

## **BACKGROUND PAPERS**

The background papers relied upon in the preparation of this report are:

- **Cabinet Report – Launders Lane (Arnold's Field)**
  - Havering Council, 17 September 2025
  - <https://democracy.havering.gov.uk/documents/s80513/10.0%20Cabinet%20Report%20-%20Launders%20Lane%20Arnold's%20Field>
- **Contaminated Land Determination Record – Arnold's Field**
  - Havering Council, 16 October 2025
  - <https://www.havering.gov.uk/launderslane>
- **EPG Capping Options Appraisal**
  - Environmental Protection Group, 12 September 2025
  - <https://www.havering.gov.uk/launderslane>

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# Cabinet

12 November 2025

## REPORT OF THE JOINT PEOPLE AND PLACE OVERVIEW AND SCRUTINY SUB- COMMITTEES

**Subject Heading:**

Launders Lane (Arnold's Field) –  
Comments of the Joint People and Place  
Overview and Scrutiny Sub-Committees

**SLT Lead:**

Gavin Milnthorpe – Deputy Director of  
Legal Services

**Report Author and contact details:**

Taiwo Adeoye – Committee Services  
Officer  
[taiwo.adeoye@havering.gov.uk](mailto:taiwo.adeoye@havering.gov.uk)

**Policy context:**

The report deals with a statutory process.

**Financial summary:**

There is no significant financial impact  
from the statutory processes as these  
requirements are being met by existing  
budgets.

## **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**

Using its Constitutional powers under the Overview and Scrutiny Procedure Rules, the People and Place Overview and Scrutiny Sub-Committees at a joint meeting have made a number of recommendations to Cabinet. Cabinet is required to respond to these.

### **RECOMMENDATION**

That Cabinet considers and responds to the following recommendations made by the People and Place Overview and Scrutiny Sub-Committees in relation to the report on Launders Lane (Arnold's Field) in response to a motion on Arnold's Field agreed by Full Council.

1. That the Council review relevant past documents and communication and look at putting together an engagement strategy as to how it communicates in the future.
2. That the Council look at proactive communication in general on the Launders Lane issue with particular emphasis on the site clean-up and the provision of clear health advice.
3. That the Council explore advising residents and the landowner to cut back the bush shrubbery.
4. That the Council provide further information on the existence of asbestos on the site
5. That the Council lobby the government to request a tightening of the legislation around smoke with reference to Part 2A of the Environmental Protection Act 1990.
6. The Sub-Committees also recommend that the Council seek legal opinion on its potential exposure to being sued in the future by local residents.



7. That the Council plan to monitor and to detect long term health impacts in order that an action plan around detecting long term health impacts be put in place.
8. That the Council consider a data sharing partnership specifically with the London Fire Brigade.

#### REPORT DETAIL

At its meeting on 21 October 2025, the People and Place Overview and Scrutiny Sub-Committees at a joint meeting discussed and made some recommendations in response to a motion on Launder's Lane (Arnold's Field) agreed by Full Council.

The specific recommendations in this area are as shown in the section above and Cabinet is asked to respond to these at the Cabinet meeting.

#### IMPLICATIONS AND RISKS

**Financial implications and risks:** None of this report which purely seeks a response from Cabinet.

**Legal implications and risks:** None of this report which purely seeks a response from Cabinet to Overview and Scrutiny recommendations.

**Human Resources implications and risks:** None of this report which purely seeks a response from Cabinet to Overview and Scrutiny recommendations.

**Equalities implications and risks:** None of this report which purely seeks a response from Cabinet to Overview and Scrutiny recommendations.

**Environmental and Climate Change implications and risks:** None of this report which purely seeks a response from Cabinet to Overview and Scrutiny recommendations.

#### BACKGROUND PAPERS

None.

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## CABINET

**Subject Heading:**

**Council Tax base 2026/27**

**Cabinet Member:**

**Councillor Chris Wilkins (Cabinet Member for Finance)**

**ELT Lead:**

**Kathy Freeman**  
Strategic Director of Resources

**Report Author and contact details:**

Richard Tyler  
Head of Financial Strategy and Business Intelligence  
01708 433 340

[Richard.Tyler@Havering.gov.uk](mailto:Richard.Tyler@Havering.gov.uk)

**Policy context:**

This report sets out the proposed taxbase for Havering for 2026/27

**Financial summary:**

This report includes:

- Confirmation of the taxbase for 2026/27
- Confirmation of collection rate for use in setting the Council budget and taxbase

**Is this a Key Decision?**

Yes

## **1. EXECUTIVE SUMMARY**

- 1.1. This report is produced to enable the Council to fulfil its statutory role to set a council tax base for 2026/27. The Local Government Finance Act (LGFA) 1992, as amended by the LGFA 2003 & LGFA 2012 requires the Authority to formally calculate the council tax base for 2025/26 and pass this information to precepting authorities by 31 January 2026. The tax base must be set between 1 December 2025 and 31 January 2026. The regulations stipulate that:
- The appropriate figure must be calculated using the Valuation List and Council Tax records as at 30 November 2025 Calculation of the Tax Base,
  - The calculation of the Council Tax Base is by way of a statutory prescribed formula, which is set out at Appendix A.

## **2. RECOMMENDATIONS**

- 2.1. Cabinet are asked to agree a taxbase of 91,122 band D equivalents for 2026/27,
- 2.2. Cabinet are asked to note the estimated collection rate set out in section 3.3 which is a prudent assumption and reflective of current collection levels.

## **3. TAXBASE**

- 3.1. The Council has a statutory duty to set a taxbase each year. This is used to estimate the revenue generated from Council Tax for the forthcoming year.
- 3.2 The Council has a statutory duty as follows:
- To notify the preceptors and levying bodies of the Council Tax Base. by 31 January each year,
  - The appropriate figure must be calculated using the Valuation List and Council Tax records as at 30 November 2025 Calculation of the Tax Base,
  - The calculation of the Council Tax Base is by way of a statutory prescribed formula, which is set out at Appendix A.
- 3.3 The estimated non collection level for 2025/26 was 3.00%. After a review of the Council Tax arrears and current collection rates, the non collection rate was recommended to remain at this level for 2026/27. This is a realistic assessment of likely collection rates given the current rates of council tax in the borough and tax increases over the last few years. The Council aims to collect 100% of Council Tax, creating a surplus if exceeded, which will support next year's budget. This will be closely monitored throughout the year.

- 3.4 Havering has a good record in collecting Council Tax in London and is top third in London for its collection rate. It is essential that the Council determines a tax base based on a realistic set of assumptions, whilst also setting a target for debt collection that is both challenging and fair to all residents of Havering, working on the principle that every household that is able to pay council tax must do so. All residents must pay their Council Tax in full as it is a legal requirement to do so. Havering will continue to aim to collect all Council Tax only writing out debt, only when all collection opportunities have been exhausted.

The table below shows the composition of the Taxbase for 2026/27

	2025/26	2026/27
Total Number of chargeable Band D Equivalents	92,939	93,940
Assumed Collection rate	97.0%	97.0%
Band D Equivalents for Taxbase	90,151	91,122

- 3.5 Appendix A also provides detail of the split of the taxbase for the purpose of informing the Environment Agency between the Anglia and Thames Water regions in the borough. The split is the unscaled Council Tax base for a part of the authority's area, calculated according to the number of dwellings situated in that part of the authority's area. This will be used to inform the Environment Agency of our taxbase as part of their level setting process.

## **4. IMPLICATIONS AND RISKS**

### **4.1 Financial Implications and Risks**

The taxbase reflects the number of Band D equivalent Council Tax sums the Council expects to collect each year. This is used in budget setting and the Council has a statutory duty to inform the GLA and Levying bodies of this value by 31<sup>st</sup> January.

### **4.2 Legal Implications and Risks**

The main legislation concerning the setting of Council Tax is the Local government Finance Act 1992 (as amended)

The Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 are regulations made under that Act and prescribe how the Council Tax Base (one of the elements of the calculations concerned with setting the Council Tax) is calculated.

This report sets out the various factors which have to be taken into account, and provides the calculations to arrive at the Council Tax Base.

#### 4.3 Human Resource Implications and Risks

There are no immediate Human Resource implications or risks arising from the report.

#### 4.4 Equalities and Social Inclusion Implications and Risks

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

## 1. Calculation of the Tax Base - 'The Band D Equivalent'

The Council Tax rates covers eight bands of property. Each band has an arithmetic relationship with the other - and all bands are related to Band D for charge purposes as follows:

Band	Proportion of Band D Charge	
A	$\frac{6}{9}$	of Band D
B	$\frac{7}{9}$	of Band D
C	$\frac{8}{9}$	of Band D
D	$\frac{9}{9}$	of Band D
E	$\frac{11}{9}$	times Band D
F	$\frac{13}{9}$	times Band D
G	$\frac{15}{9}$	times Band D
H	$\frac{18}{9}$	times Band D

It is therefore, possible to work out a tax base by multiplying the number of properties in each of the bands by the relevant proportion (see Annexe A). Known single person discount properties and student properties are also taken into account in arriving at this figure.

Certain other factors also have to be taken into account. These are:

- Number of properties that are yet to be listed in the appropriate band for all or part of the coming year.
- Properties Eligible for the Long Term Empty Premium
- A reduction for the number of properties that attract disabled relief, which for Bands B-H receive a charge relating to one band lower than the band allocated to the property. Properties in Band A are also entitled to disabled relief, thereby reducing the charge to 5/9ths of a Band D property charge.
- A reduction for the estimated number of successful appeals against the banding allocated for individual properties.
- A reduction for the estimated number of properties becoming subject to single person discount, and student discount during the year.
- A reduction for the estimated number of properties eligible for Council Tax Support

The net effect of these adjustments is incorporated in a single figure called the Band D equivalent figure. Thereafter, the estimated effect of possible non collection also has to be considered, the effect of which is to reduce the equated number of properties taken into account in setting the Council Tax and this final figure is the "Council Tax base".

## 2. Assessed Level of Non Collection

The estimated non collection level for 2025/26 was 3.00%. After a review of the Council Tax arrears and current collection rates, the non collection rate was recommended to remain at this level for 2026/27. This is a realistic assessment of likely collection rates given the current rates of council tax in the borough and tax increases over the last few years

**COUNCIL TAX BASE CALCULATION 2026/27  
THE BAND D EQUIVALENT**

Item A is found by applying the formula  $((H+Q+J+E)+Z)F/G$  to each of the Council Tax bands and totalling the amounts calculated

	A1*	A	B	C	D	E	F	G	H	Total
Where										
is the number of properties in the valuation list - Regulation 5(2) (ct6140d) as at 30th November	0	5,284	11,094	29,941	36,309	16,054	6,776	3,137	386	108,981
Plus										
the number of properties exempt from a charge - Regulation 4(2)	0	-181	-236	-390	-465	-215	-81	-40	0	-1,608
H Property Base - Item H	0	5,103	10,858	29,551	35,844	15,839	6,695	3,097	386	107,373
Q Is the factor to take account of discounts	-3	-2,883	-5,916	-10,547	-9,329	-3,461	-1,227	-464	-41	-33,871
J is the expected change to the property tax base during the year Regulations 4(6) to 4(8)										
Additions	9	96	388	678	476	169	89	38	5	1,948
Reductions	0	-57	-65	-342	-505	-291	-86	-56	-21	-1,423
Z Is the estimate reduction in relation to claimants receiving Council Tax Support	-3	-1,180	-2,030	-2,746	-1,760	-443	-102	-27	0	-8,291
Total tax base adjustment	6	-1,141	-1,707	-2,410	-1,789	-565	-99	-45	-19	-7,766
Total projection per band	5	3,242	7,673	24,505	31,722	14,409	6,290	2,936	357	91,139
F Is the proportion of each band in relation to band D	5	6	7	8	9	11	13	15	18	
G Is the proportion specified for band D	9	9	9	9	9	9	9	9	9	
$((H+Q+J) + Z) \times F/G =$	3	2,161	5,968	21,782	31,722	17,611	9,086	4,893	714	<b>93,940</b>
The Band D equivalent item A is therefore										<b>93,940</b>
* Band A Disability Adjustment										



The TP for each levy affected is calculated as follows:

$$TP = M \times \frac{N}{M + O}$$

where

	<u>Thames</u>	<u>Anglian</u>
M is the unscaled Council Tax Base for a part of the authority's area, calculated according to the number of dwellings situated in that part of the authority's area (in total that is the band D equivalent figures for the Council, 93,940)	87344	6596
N is the authority's Council Tax Base (93,940) (3.00%)	91122	91122
O is the unscaled Council Tax Base for the remaining part of the authority's area	6596	87344

Thus the calculation for each region is:

Thames	87344 x	$\frac{91122}{6596 + 87344}$	=	84724
Anglian	6596 x	$\frac{91122}{6596 + 87344}$	=	6398
				<hr/> 91122

Thus, the total for both regions (91122) equates to the Council's Tax Base.

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